# TABLE OF CONTENTS

A. MESSAGE FROM THE SECRETARY 1  
B. MESSAGE OF THE ADMINISTRATOR 2  
C. ABOUT PVAO 3  
D. OUR SERVICES 4  
E. OUR MISSION & VISION 5  
F. OUR CORE VALUES 6  
G. BEFORE KR2022 7  
H. KAGITINGAN ROADMAP 2022 8  
I. PVAO STRATEGIC CHANGE AGENDA 9  
J. BREAKTHROUGHS 10  
K. INVESTING IN KAGITINGAN 18  
L. KAGITINGAN JOURNEY 19  
M. PROJECT MANAGEMENT TEAMS 22  
N. MULTI-SECTOR GOVERNANCE COUNCIL 23  
O. GOVERNANCE SHARING 24  
P. PVAO RISK MANAGEMENT TARGET OPERATING MODEL 25  
Q. KAGITINGAN SCORECARD 26  
R. ENVISIONING 2028 29  
S. CONCLUDING STATEMENT 30
MESSAGE FROM THE SECRETARY

As we continue to transform and institutionalize reforms both in the major services and the civilian bureaus, the Performance Governance System has become a meaningful tool for the Department to achieve breakthrough results not only to improve national defense and security, but as well as in empowering our veterans.

During these transformations, we have proven that having a clear vision, fostering collaboration from the smallest units to top management within the Armed Forces of the Philippines, and partnering with external stakeholders, could get the work done.

With the support from both houses of the Congress, the much anticipated increase in the Monthly Old Age Pension of our war veterans was finally passed into law and is now being enjoyed by these deserving heroes after years of appeals and waiting. And while no financial incentive can equate the sacrifices they have done for this country, this sends a strong message that we are a nation that does not forget its defenders.

Above all these developments, however, there are still much to be done. With imminent threats to our territorial sovereignty, responded to by increasing efforts to modernize our military and make it more self-reliant, the need to motivate our people, especially the youth – our country’s future defenders – has become more apparent. Through PVAO’s efforts to mainstream history and WWII-related events that exhibit equally important contributions of Filipino soldiers during the Second World War, we hope that a generation of patriots willing to defend our motherland, when necessary, will emerge and join the service. Constant support and involvement of our veterans in key decisions also plays a crucial role in communicating the importance of having won the battle then and to continue winning the battle now, albeit different in form, for the same goal – to preserve democracy and unite the Filipino people under a secured environment where we are free to pursue our collective and individual aspirations. Thus, PVAO’s call to rekindle Love for Country, the core theme of its long-term strategic plan – the Kagitingan Roadmap 2028 – is not only fitting, but is imperative if we are to pursue a free, united, and better Philippines.

But this advocacy, if we are to make it successful requires the commitment not only of the Department, and the Filipino veterans community, but the whole of nation. PVAO’s KAGITINGAN Builders program, particularly the development of national military shrines, requires the investment of both the public and private sectors. Aside from economic and commercial infrastructure, these developments are as significant in nation-building as these structures serve as a reminder that we share the same great historic past and heritage essential in forging a national identity as we continually unite and progress as a nation.

Most importantly, inculcating patriotism means that whatever work we do, we do with integrity and accountability for the people we serve. This is where the Performance Governance System comes into play. Through its mechanisms, the Armed Forces of the Philippines and the Philippine Veterans Affairs Office have managed to produce measurable outcomes that are now manifested in the ways we serve the public. With their respective roadmaps and successful strategy executions, they have been recognized as exemplars in public governance. We have no other path to go but towards this direction.

In the coming years, we aspire to transform all remaining bureaus under the Department through the application of the Performance Governance System to help us achieve strategic objectives envisioned in the National Defense Strategy. Together, let us continue to work to pursue this endeavor, all for love of country.

Mabuhay Tayong Lahat!

DELFIN N. LORENZANA
Secretary of National Defense
The implementation of KAGITINGAN ROADMAP 2028 (KR2028) since 2014 demanded not only the realigning of the bureau’s programs and services but as well as the changing of Pangkat PVAO’s culture.

One of the lessons we learned these past five years is that if we want to effectively bring about organizational change, we must create a movement, and KR2028 became our platform.

PVAO believes that KR2028 is more than just a compliance to formulate a Strategic Plan but a shared vision and commitment among members of Pangkat PVAO. Sustaining the initiatives under the strategy depended not only on the management’s will but also on the employees’ determination to ensure the welfare and well-being of its stakeholders.

The KR2028 becomes the Agency’s guide when it comes to decision making—from implementing operational tasks in investing to KAGITINGAN initiatives.

Quick wins and even emerging breakthroughs are regularly reported to the organization during the weekly flag ceremonies, orientation seminars, various media guestings, and veterans’ assemblies. From merely presenting the Agency’s yearly targets under the Strategic Plan, Pangkat PVAO was able to demonstrate that the KR2028 can be done collaboratively.

Aside from the strengthened Strategy Management Board—the KR2028 PGS Core Team which is mainly composed of the agency’s leaders—cross-functional Project Management Teams built ownership and gradual acceptance of the changes introduced by KR 2028.

Notably, the KR2028 movement does not just deal with the united actions of Pangkat PVAO; its external stakeholders also contributed to the strategy’s continuing successes.

Meanwhile, the youth have also been active in the Agency’s initiatives of re-introducing patriotism to Filipinos. Apart from their growing interest to bridge gap on the history of WWII in the country through research, students have actively been participating in honoring the country’s defenders.

Members of the PVAO Multi Sector Governance Council (MSGC) have been faithfully performing their role as KAGITINGAN champions, committedly guiding the Agency in the effective strategy implementation. The MSGC’s active involvement in the KR2028 movement has forged trust that resulted to sustainable partnerships to further improve services for the country’s defenders – the Filipino veterans.

Having delivered – completing the four stages of the PGS pathway and being recognized as an Island of Good Governance, we are all the more committed and inspired to continue our journey in the implementation of KR2028 and in ensuring that we are able to sustain our gains from the past years, now focusing on KAGITINGAN building as our vision and our shared commitment with our partners.

To the Filipino veterans community to whom this KR2028 is dedicated, our highest esteem and snappy salute!

USEC. ERNESTO G. CAROLINA
PVAO Administrator
ABOUT THE PHILIPPINE VETERANS AFFAIRS OFFICE

From a pension-focused office into an institution committed to improving the overall welfare of veterans, the Philippine Veterans Affairs Office now embarks on a journey of igniting and instilling patriotism in the current and future generations of Filipinos.

OUR HUMAN RESOURCE

The Philippine Veterans Affairs Office (PVAO) is a bureau under the Department of National Defense (DND) that serves as a channel of the nation’s gratitude to its defenders—the Filipino veterans. PVAO is a 400–strong service organization with its Central Office in Quezon City, and 25 Field Service Extension Offices and ten (10) Shrine Units nationwide.

PVAO is a 400–strong service organization with its Central Office in Quezon City, and 25 Field Service Extension Offices and ten (10) shrine units nationwide.

Following the approval of the Agency’s Rationalization Plan in 2010, PVAO has transformed from a benefits-based structure to a functions-based organization. For efficiency and simplicity, a horizontal (or flat) structure was adopted with few or minimal levels of middle management between staff and executives. All directorship positions were abolished leaving only two executive-level positions (the Administrator and Deputy Administrator), to oversee ten (10) divisions.

The following five (5) divisions are considered core operating units:

1. The Veterans Memorial and Historical Division which is in charge of propagating the veterans’ heroism.
2. The Veterans Affairs Management Division which oversees and provides technical assistance to veterans’ organizations.

In addition, there are three divisions in charge of providing care and benefits to veterans, namely:

1. Claims Division for the adjudication of benefits;
2. Finance Division - which is in charge of benefits delivery; and,
3. Veterans Records Management Division - which spearheads the monitoring of the pensioner and ensuring the integrity of the pension list.

Equally significant are the following five (5) divisions which provide critical support to core units:

1. The Human Resource Development Division ensures staffing coverage across the organization, as well as training, performance management, and recognition.
2. Planning and Management Division is in charge of strategic management; budget preparation and execution; recording and monitoring of financial transactions; and program management evaluation.
3. The General Services and Support Management Division ensures operational continuity by providing supply, maintenance, and other administrative services;
4. Legal Affairs Division provides over-all legal support and services and leads in formulating and pursuing the Agency’s legislative agenda; and,
5. The Management Information Division who leads in the development and management of information technologies critical to the Organization’s service delivery.

WHO WE SERVE

Republic Act No. 6948, as amended, defines a veteran as any person who rendered military service in the land, sea or air forces of the Philippines during the revolution against Spain, the Philippine-American War, World War II, including Filipino citizens who served in Allied Forces in the Philippines territory and foreign nationals who served in Philippine forces, the Korean Campaign, the Vietnam Campaign, the Anti-Dissidence Campaign, or other wars and military campaigns. The law also recognizes as veterans those who rendered military service in the Armed Forces of the Philippines (AFP) and have been honorably discharged or separated within the prescribed length of service, or sooner separated due to death or disability arising from a wound or injury received or sickness or disease incurred in line of duty while in the active service.
OUR SERVICES

PVAO focuses in the following three main services for the veterans and their eligible dependents in fulfillment of its two-pronged mandate:

VETERANS WELFARE AND BENEFITS ADMINISTRATION

PVAO administers a portfolio of pension and non-pension benefits for veterans and their qualified dependents as provided in Republic Act 6948, as amended. Non-pension benefits include a P20,000 burial assistance to help defray the cost of funeral services for the veteran; educational benefits for WWII, Vietnam and Korean war veterans for one direct descendant presently amounting to P36,000 per academic school year; free medical care at the Veterans Memorial Medical Center; P1,500 subsidies per day of confinement at any PVAO accredited hospital for a maximum of 45 days; and, subsidies for selected medical procedures.

VETERANS AFFAIRS MANAGEMENT

The agency seeks to empower veterans’ organizations by providing technical and other forms of assistance.

VETERANS MEMORIAL AND HISTORICAL PRESERVATION

Through the development and maintenance of shrines at a standard befitting a physical reminder of our veterans’ heroism; celebration of veteran-related events as display of the country’s appreciation and gratitude to its defenders; and, publication of books and production of other multimedia materials to ensure that the veterans heroism is never forgotten.
OUR MISSION

Our vision is derived from the Agency’s constitutional mandate in Section 7 of Article XVI, of the Philippine Constitution, to wit:

“The State shall provide immediate and adequate care, benefits, and other forms of assistance to war veterans and veterans of military campaigns, their surviving spouses and orphans. Funds shall be provided therefor and due consideration shall be given them in the disposition of agricultural lands of the public domain and, in appropriate cases, in the utilization of natural resources.”

PVAO is also mandated to instill patriotism and inspire Filipinos, especially the youth, as the country’s future defenders as stated in Section 13 of Article II

“The State recognizes the vital role of the youth in nation-building and shall promote and protect their physical, moral, spiritual, intellectual, and social well-being. It shall inculcate in the youth patriotism and nationalism, and encourage their involvement in public and civic affairs.”

Filipino veterans, the centerpiece of KAGITINGAN, serve as the perfect champions in pushing for positive change and development in the country. But if we want our veterans to engage in the KAGITINGAN movement, PVAO believes they should be empowered and enabled as capable, and credible leaders.

This is also in accordance with the AmBisyon Natin 2040, ensuring the overall welfare of our veterans and their families and creating awareness and deep appreciation of the history of our nation.
CORE VALUES

PATRIOTISM
MANIFESTATION OF LOVE FOR COUNTRY THROUGH SOCIETAL CONTRIBUTIONS

INTEGRITY
WHOLENESS OF CHARACTER AND STEADFAST PRINCIPLES

SOLIDARITY
COHESIVENESS OF COLLECTIVE ACTION TOWARDS ONE VISION

PROFESSIONALISM
COMMITMENT FOR WORK AND ITS DEVELOPMENTAL IMPACT
In 2006, PVAO underwent an Integrity Development Review (IDR) conducted by the Office of the Ombudsman (OMB), in partnership with the Development Academy of the Philippines (DAP) and the Commission on Audit (COA). This resulted in the formulation of the PVAO Integrity Development Action Plan (IDAP) which paved the way for most of PVAO’s early reforms, addressing the agency’s vulnerabilities and gaps in the performance of its duty.

Amidst constantly rising prices, their growing needs, and their advance age and deteriorating health, the benefits received by veterans as prescribed in RA 6948, as amended by RA 7696, remained at P5,000 for more than 20 years.

There is only one veterans hospital, the Veterans Memorial Medical Center in Quezon City, which is conveniently accessible only to 24% of eligible beneficiaries. The larger segment of veterans who are in the provinces and regions have to pay for their own medicines and had little access to free outpatient care.

There is a dearth of information and materials about our great historic past. Many untold stories of heroism have not been written and are in danger of being lost.

There’s severe dissension within the Veterans Federation of the Philippines caused by poor corporate governance. The veterans’ community is also not properly being assisted to manage the veterans properties and other assets that may be used to generate income to increase pension benefits.
To address the gaps identified in the Integrity Development Review, PVAO enrolled in the Performance Governance System in 2014, which resulted in the creation of the Kagitingan Roadmap 2022.
PVAO’s Change Agenda summarizes the inter-related strategic changes we want to pursue as we continue the KAGITINGAN JOURNEY. In the process of these shifts, PVAO will partner with its stakeholders to ensure that objectives are achieved.

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide pension and benefits</td>
<td>Ensure veterans’ overall welfare and wellbeing</td>
</tr>
<tr>
<td>Disproportionate</td>
<td>Rationalized</td>
</tr>
<tr>
<td>Token assistance</td>
<td>Improve beneficiaries’ social security</td>
</tr>
<tr>
<td>Dependent client</td>
<td>Empowered veteran</td>
</tr>
<tr>
<td>Factionalized and marginalized</td>
<td>United and Empowered</td>
</tr>
<tr>
<td>Static symbols of heroism</td>
<td>Inspire pride and patriotism</td>
</tr>
<tr>
<td>Provides story (historical perspective)</td>
<td>Combines story and scenery</td>
</tr>
<tr>
<td>Focused on a limited few</td>
<td>Pervasive</td>
</tr>
<tr>
<td>National government-led</td>
<td>Community-based involvement</td>
</tr>
<tr>
<td>Underutilized</td>
<td>Optimized</td>
</tr>
<tr>
<td>Benefitting a select few</td>
<td>Benefits equitably shared</td>
</tr>
</tbody>
</table>
Since its implementation in 2014, KR2028 brought transformational changes not only to PVAO’s operations but also to its partners. PVAO now shares its KAGITINGAN journey with the Filipinos toward the nation’s sustainable development.

**IMPROVED PENSION BENEFITS AND MANAGEMENT**

- Significant increase in monthly pension and payment of disability arrears to senior war veterans.
- Timely and efficient payment of disability arrears to senior war veterans.
- Provide low to no cost healthcare assistance for veterans through improved service under the Veterans Hospitalization and Medical Program.
- Consistent quality service to PVAO stakeholders through continuous streamlining of the Agency’s services.

**EMPOWERED VETERANS COMMUNITY**

- Growing number of Filipino veterans and eligible dependents joining and expressing support to the Veterans Federation of the Philippines.
- Active participation of veterans in lobbying measures concerning veterans’ welfare.
- Ongoing reforms in VFP to ensure proper conduct of affairs of the veterans’ community.

**ENGAGED KAGITINGAN CHAMPIONS**

- Growing number of partners across multiple sectors advocating the vision of KR2028.
- Direct involvement in projects resulting to active participation of partners in the KR2028 success.
- Institutionalizing commitments of identified partners in lobbying the KR2028 advocacy.
- PVAO’s strategic plan turning into a shared commitment with the nation.
Since the passage of Republic Act (RA) No. 6948, as amended by RA 7696 in 1994, no major legislation has been passed to increase the P5,000.00 Old Age Pension of veterans. This is despite the increasing cost of basic commodities, including the cost of medical care services badly needed by these war heroes who are now old, weak and at the twilight of their years. This apparent inadequacy compelled PVAO to start pursuing legislative agendas aimed at improving the benefits received by our veterans.

With persistent lobbying, active participation of veteran organizations during congressional hearings, and the partnership we have established with the members of the Congress, especially our Kagitingan champions and members of the Multi-Sector Governance Council, Republic Act 11164 or the Increase in the Monthly Old Age Pension from P5,000 to P20,000 of senior war veterans was passed and signed into law last December 2018. The benefit is now being enjoyed by more than 4,000 senior war veterans across the country, along with existing health benefits through the Veterans Hospitalization and Medical Care Program and soon, through the establishment of veterans wards across the country which will make health services more accessible to veterans, especially for those residing in far-flung areas.

Another important milestone PVAO achieved with the KR2028 as its platform was the increase in the funding for the Veterans Hospital and Medical Care Program (VHMCP). VHMCP is a partnership program with the Agency’s subordinate office, the Veterans Memorial Medical Center, which provides medical and other healthcare needs for veterans and their eligible dependents residing outside Metro Manila. From the P10M funding granted in 2012, PVAO has been able to increase the allocation for the implementation of the program to P155M in FY2020.

From being passive recipients of pension benefits, veterans have become active participants in congressional hearings to personally meet and seek the support of congressmen and senators in the passage of bills concerning the veteran’s community.

- Project Management Team on Legislative Agenda for Veterans Welfare and Recognition attended several legislative fora and workshops, including a bill drafting seminar with the help of former Magdalo Representative Francisco Ashley Acedillo, one of our KR 2028 champions, to familiarize the team with legal procedures and policy formulation.
- The PMT was also aggressive in engaging with veterans’ champions and their legislative staff to ensure that bills proposed are prioritized. In addition, the Agency was also proactive in submitting comments and positions papers on the bills filed.
It is also with the support of our Kagitingan champions in the Congress that PVAO was able to secure a **P30M additional funding in the FY2018 General Appropriations Act (GAA) for the establishment of veterans wards nationwide**, in accordance with Sec. 17 of RA 6948, as amended, mandating PVAO to enter into an agreement with all government hospitals for the establishment of veterans’ wards in each province and in each city that is not a provincial capital.

In partnership with the Department of Health (DOH), PVAO signed a Memorandum of Agreement with the **Southern Philippines Medical Center** located in Davao City and with the **Northern Mindanao Medical Center** in Cagayan de Oro for the initial implementation of the program. Both hospitals are given P15M for the construction of wards which is expected to start by FY2021.

To ensure that the program is sustained until the realization of the intent of the law, PVAO enrolled the program to the Three-Year Rolling Infrastructure Program of the National Economic and Development Authority that synchronizes the planning, programming, and budgeting of government offices.

**INFORMATION SYSTEM STRATEGIC PLAN**

PVAO has successfully implemented four of its ISSP projects, all of which are Department of Information and Communications Technology (DICT) – approved, automating critical processes involving pension management.

PVAO is set to develop the Veterans Status and Location Monitoring System, which will aide in the annual Pensioner’s Validation that will accurately identify the location of the pensioners. With the mapping of all pensioners, this data can be used in the Agency’s service planning, mobilization of veteran events and ceremonies, and easy identification of pensioners residing in areas affected by disaster or conflict.

Pension validation service kiosks, mobile registration kit, handheld biometric capturing are also set for implementation in, which will be an addition to the modes of the pensioner’s annual validation. The kiosks will be deployed at the Main Office, FSEOS and Military Shrines that has recorded a big number of visitors to ease their validation transaction with the office. The mobile registration kit will be utilized during veteran events and ceremonies, and the handheld biometric capturing device will be used by FSEO personnel in the conduct of spot visitation of pensioners located in remote areas.
Breaking the perception of poverty, abandonment, and insignificance, PVAO believes that one way of rebuilding the image of our veterans is by pursuing initiatives that not only empowers them as individuals but as a community who, during the war, have fought hand-in-hand for one compelling reason: LOVE FOR COUNTRY.

The Veterans Federation of the Philippines (VFP) serves as an umbrella organization for all veterans’ organizations across the country, which is why it is important that the Federation is managed well to ensure that it operates as an organization that truly represents and serves the interest of the large majority of Filipino veterans.

Along with the promotion of services and benefits, PVAO has also been active in its campaign to recruit more veterans to join the VFP. In addition, the agency also organizes and attends events, including medical missions organized by other veterans-related institutions, to reach out and inform them of the benefits of becoming a member of the Federation.

Through our field service and extension offices (FSEOs) and shrine units, PVAO has also strengthened our relations with local veterans organizations by proactively engaging them and encouraging their participation in the commemoration of WWII-related and other historical events in their provinces. Because of this, veterans’ organizations have since become our partner in service delivery, with members reporting the whereabouts of their comrades, which substantially helped PVAO in the monitoring and even validation of PVAO pensioners across the country.

Given this, PVAO’s efforts to unify the veteran’s community has already produced significant results. As of December 2019, 12 of the 16 charter organizations and 21 of 24 affiliated veteran’s organizations have already been restored to the Federation, an indication that our efforts to regain the trust and confidence of the veteran’s community is paying off. Likewise, from the 36,000 veterans in 2016, PVAO has been able to recruit more than 53,000 veterans in the span of three years, an increase of about 50% percent.
One of the neglected aspects of veterans affairs is the management of veterans assets that were provided by the government. For a long time, the VFP remained under a leadership that has made the organization exclusive and turned veterans assets stagnant. In 2018, however, Secretary of National Defense Delfin N. Lorenzana finally issued Department Order Nos. 184 and 193, effectively terminating the hold-over capacity of the incumbent officers of the Federation and signaled the appointment of new leaders in the vacated positions. The VFP is now being headed by retired Sandiganbayan Associate Justice and WWII veteran Manuel Pamaran.

Gradually, reform initiatives were rolled out, starting with the reconstitution of the Change Management Team composed of the members from the PVAO, the USCVRA, and the VFP, tasked to develop an Organizational Structure and Staffing Pattern (OSSP) that will match the demands and the requirements of the Federation. The OSSP, which was already endorsed to the Governance Commission for GOCCs, includes the creation of a position for a VP for Corporate Affairs that will focus in the management and optimization of veteran assets.

Meanwhile, as a result of initial reforms, some of veterans’ properties, particularly the Veterans Industrial Complex in Taguig City, already generated a substantial income equivalent to an increase of 51% for the third quarter of FY2019, in comparison to the same period from last year. This is an important milestone as this income is expected to form part of the proposed Veterans Welfare Fund that will guarantee payment of veterans benefits and funding of programs that are highly beneficial to the veterans community.
After the havoc brought by the Second World War, government efforts were highly concentrated towards rebuilding the economy and repairing the material damage among cities which were highly impacted during that period. The goal was to help people stand on their feet once again and forget the horrors of the war.

But an equally-important aspect of restoring the country from these wreckage was set aside. People, including the government, were more interested in improving living conditions and providing people sources of livelihood in order to survive. Along the end of the war which produced the heroes we now honor, was the fading of our love for country.

PVAO’s Kagitingan Builders Program aims to address the disconnect of the Filipino people to its great historic past by proposing social infrastructure that will serve as tangible representation of the ideals of Kagitingan and through a more comprehensive understanding of our history.

Prior the Rationalization Plan of 2010, PVAO operations entirely focused on the administration of pension benefits. About 99% of its budget were allocated for veterans’ pension, with measly a percent going for the development and administration of shrines. This evidently contributed to the diminishing appreciation of people to our history, with military shrines remaining as static symbols and their stories ignored.

Recognizing this disparity in budget, PVAO began shifting its focus to include preservation of WWII and veterans-related history in our priorities. It is also for this reason that we continue to engage and seek the support of the Congress and the Executive Department, particularly the Department of Budget and Management and the National Economic and Development Authority (NEDA), in order to materialize our vision of transforming our national military shrines into iconic destinations that is a source of pride to all Filipinos.

Since then, PVAO has consistently included in its budget proposals funding for this endeavor. In fact, in FY 2017, PVAO was granted a total of P489M in furtherance of its Veterans Memorial and Preservation Program, a large chunk of which was appropriated for the implementation of the initial phase of the Comprehensive Master Development Plan (CMDP) for the Libingan ng mga Bayani.

Also important to note is the partnership that was created in pursuance of PVAO’s strategic initiatives. Presently, PVAO is working with the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) and the Local Government Unit of Bataan for the development of the Mt Samat National Shrine as part of the Mt. Samat Flagship Tourism Enterprise Zone (Mt. Samat FTEZ).
In addition, aside from the P25M initial funding for the development of the Capas National Shrine, the area is also being proposed to be included in the New Clark City Green Project in Tarlac, which will be spearheaded by the Bases Conversion and Development Authority.

PVAO’s infrastructure projects, particularly the development of existing and new military shrines, such as the Battle of Ising Shrine, Battle of Patag, WWII Guerilla Base in Bukidnon, and the Battle of Cebu shrine, among others, were also enrolled in the NEDA’s Three-Year Rolling Infrastructure Program to ensure that it is included in government’s national expenditure program.

PVAO is also taking advantage of the opportunity to promote its social infrastructure, in line with the Build, Build, Build Program of the current administration and consistent with the objectives of Chapter 7: Promoting Culture and Values of the Philippine Development Plan 2017-2022. In addition to ports, bridges, and dams that boost economic growth, PVAO deems shrine development as a critical aspect of nation-building that could help uplift Filipino pride and spirit.
Another important milestone in PVAO’s Kagitingan Journey is the digitization of pertinent archives regarding WWII in the Philippines, which are currently housed at the US National Archives and Records Administration (NARA) in Maryland, USA. Through the P4M congressional initiative that was included in the FY2017 GAA and contributions from the public and private sector, PVAO was able to send a 10-woman team to scan 1,665 boxes of WWII-related documents. The documents scanned during the project include manuscripts, comprised of memoirs of freedom fighters, officers, soldiers, and civilians which will be brought back to the Philippines for the appreciation of Filipinos.

PVAO is still improving its database to allow easier access and retrieval of these files by the public for future research and publications of books, which is important in order to preserve these stories. Currently, some of the records that were part of the initial phase of the digitization are already stored at the BGEN FRANCISCO H LICUANAN JR. World War II Collection Browsing Room located at the AFP Theater adjacent to the AFP Museum. PVAO also entered in a Memorandum of Agreement with the Ortigas Foundation, Inc. for the display of some of the records in their library.

The documents retrieved from the project will also form part of the collection of records to be stored in the proposed Center of World War II Studies at the Mt Samat National Shrine.

The lack of materials to properly depict the stories of the Second World War through the lens of the Filipino people has made it harder for researchers and students alike to publish books and even include this in the curriculum as reference. This gap which affects the way we appreciate our veterans is what exactly PVAO aspires to bridge with the launch of its Digitization Project.
Since 2016, PVAO has consistently provided appropriation for capital outlay to undertake projects under its Kagitingan Roadmap, particularly to implement its Love for Country Infrastructure under the Kagitingan Builders Program and its Information Systems Strategic Plan (ISSP) as part of its efforts to improve pension management systems. Veterans pensions and other benefits, on the other hand, has remained steady, except in FY 2016 where an additional P4.773B was provided for the payment of TAD arrears.

PVAO also started investing in different programs to improve overall performance of the organization.

- **Sustainment of the ISO Certification and the PRIME-HRM Accreditation**
  
  To ensure quality and efficient service delivery to meet the expectations of our veteran clientele, PVAO underwent the ISO Certification Process for Pension Management which aims to reduce the standard processing time for the filing, processing, adjudication and approval of pension claims application until the receipt of the initial pension check. PVAO also adopted the PRIME-HRM System by the Civil Service Commission, a mechanism that empowers government agencies by developing their human resource management competencies, systems, and practices toward HR excellence. PVAO has been able to sustain its Maturity II Level for six consecutive years.

- **Implementation of the Strategic Performance Management System (SPMS)**
  
  To fully integrate strategy to the organization, PVAO also rolled out the Strategic Performance Management System (SPMS). With the implementation of SPMS, PVAO has now been able to link the daily functions of each employee to the over-all strategy. This also allows the top management to synchronize actions amongst divisions who have cross-functional contributions to PVAO’s Group Strategy Kagitingan Roadmap.

- **Improvement of facilities management**
  
  PVAO also firmly believes that transforming the overall culture of an organization must be reflected in the environment they work in. Towards this end, PVAO also initiated efforts to improve pension management and veterans service facilities in the Central Office, Field Services Extension Office (FSEOs), and shine units, to ensure uninterrupted service delivery and sustainment of operations. This is consistent with Chapter 5: “Ensuring People-Centered, Clean, and Efficient Governance” of the Philippine Development Plan. To materialize this, PVAO has consistently been including in its budget proposal funding for these improvements.

Committed to harness its strategy, PVAO has successfully integrated KR2028 in its budgeting process. The implementation of KR2028 initiatives includes funding to improve pension benefits and management as well to increase support on KAGITINGAN builders or love for country infrastructure—the representations commemorating and reliving our heroes’ valor sacrifices for the country.
In 2014, PVAO enrolled to the Performance Governance System in facilitation of the Institute for Solidarity in Asia (ISA).

**2014**

PVAO passed the Initiation Stage and was awarded with the Silver Trailblazer Award.

**2015**

PVAO passed the Compliance Stage and was again awarded with the Silver Trailblazer Award.

**2017**

For the Proficiency Stage, PVAO was conferred with the Gold Trailblazer Award – the highest recognition given to institution for the successful execution of their strategy.
The first step PVAO undertook after passing the Proficiency Stage of the PGS is to undergo a Strategy Refresh session facilitated by the ISA. This allowed the Agency, with the help of the ISA, to review the progress of the strategic plan since its inception and to reassess and recalibrate targets under the strategy based on current realities, in recognition of the changes in the environment and the initial gains and reforms that have already been implemented.

PVAO also conducted a Risk Management Workshop facilitated by the Institute of Internal Auditors Philippines, Inc. (IIAPI), as part of the recommendations of the panelists during the Proficiency Revalida.

In December 2018, with the help of our KAGITINGAN CHAMPIONS in the Congress and the active participation of our veterans in lobbying for the bill, Republic Act 11164 or the Act Increasing the Monthly Pension of Senior War Veterans from P5,000 to P20,000 was signed into law.
VISION
A Strong and Unified Filipino Veterans Community serving 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

EMPOWERED VETERANS

- Improve the well-being and the public stature of the veterans
- Expand pension and non-pension benefits

MOTIVATED FUTURE DEFENDERS

- Inspire love for country by developing iconic KAGITINGAN Builders
- Maximize potential revenue of all veterans assets
- Institutionalize partnerships with public and private sectors

CORE VALUES: Patriotism | Integrity | Professionalism | Solidarity
**PROJECT MANAGEMENT TEAMS**

**KAGITINGAN DRIVERS**

To ensure that PVAO meets or exceeds the performance targets in its scorecard and translate strategy to execution, PVAO created seven project management teams, which will implement the initiatives or projects included in the Scorecard. Since these projects require inputs and the participation of several PVAO units, the project management teams are interdependent and are similarly composed of personnel from different PVAO units and external stakeholders.

For example, the Project to Reform the Veterans Benefits Management System is composed of officers from the Finance, Claims, Veterans Records Management and Management Information Divisions. Further, to ensure that the implementations of the projects are in the right direction, members of the MSGC were assigned as advisors to project management teams where their talents and expertise would be best utilized. The Project Managers were also given the authority to directly consult with their assigned advisors.

---

**STRATEGIC INITIATIVES**

- **PVAO Legislative Agenda for Veterans Welfare and Recognition** is part of the initiative to rationalize and upgrade veterans benefits. The effort will include shoring support not only from legislators, but also from other branches of government, the academe, media, and the general public.

- **Project Asset Optimization** is a three-tracked initiative that seeks to inventory all assets provided by the state for the benefit of the veterans; review the management of these assets to at the very least adjust lease rates to current market value; and ensure that veterans assets are managed professionally and competently.

- **Project Unitas** aims to unify the Filipino Veterans Community by encouraging veterans to organize themselves and unify these organizations into a truly empowered and credible federation.

- **Partner Tayo Para sa Bayani** seeks to make the formation of Kagitingan builders a shared responsibility and commitment. For activities like commemorations, the project pursues grassroots ownership shared among the local players-government, academe and private sectors-and the national government agencies. Similarly, the project seeks to forge partnerships in implementing master development plans for existing and future shrines.

- **Reorganization 2.0 and PVAO Learning and Development Program** enhances PVAO’s competence in organizational development, supervision of corporate affairs, and project management. This initiative also covers the development of strategic communication among nine strategic units with full personnel complement and competencies by 2022.

---

Through our MSGC Advisor Prof. Maria Bernadette Abrera, the Agency partnered with the UP College of Social Science and Philosophy for two book projects titled, “Medal of Valor” and “Filipino Women Heroes.”

PMT for Legislative Agenda attended a bill drafting seminar with former Magdalo Representative Francisco Ashley Acedillo to familiarize the team with legal procedures and policy formulation.

Dr. Fermin de Leon guiding the PMT for Strategic Reorganization 2.0 in the assessment of its existing Organizational Structure and Staffing Pattern (OSSP).

Consultation with Comm. Guillermo Parayno and PDGEN Umberto Rodriguez with the PMT for Comprehensive Veterans Benefits Management System.
Central to the successful implementation of the Roadmap and Scorecard is the meaningful participation of external stakeholders, who will ensure the following:
1. Sustainability of strategy execution;
2. Continuity despite leadership changes; and, 
3. Fidelity to the Roadmap

**SELECTION PROCESS:**

With this in mind, PVAO embarked on a deliberate process of 1) determining the sectors, which need to be represented in the MSGC and 2) the selection and invitation of leaders or those with considerable influence in the sector, which they represent, and have demonstrated a willingness to serve the veterans and the country.

**FUNCTIONS:**

As an advisory body, the PVAO MSGC’s primary role is to provide advice and guidance to PVAO on the formulation, updating, execution and monitoring of the KR2028 and the adoption of the Performance Governance System. In particular, the responsibilities of the PVAO MSGC are to:

1. Assess and monitor the progress of the KR2028;
2. Evaluate PVAO’s performance relative to its scorecard;
3. Validate strategy review and assessment reports;
4. Support PVAO in promoting the KR2028 with sector they represent;
5. Assist PVAO in forging partnerships with KAGITINGAN stakeholders, and;
6. Link PVAO to individuals and organizations which could provide the competencies, technical knowledge, financial support and other resources critical to the implementation of the KR2028.

The Multi-Sector Governance Council (MSGC), composed of esteemed personalities representing sectors that are relevant to the organization, have proven themselves to be PVAO’s trusted allies in pursuit of the KR 2028 over the years. Assigning each MSGC member to certain PMTs have allowed PVAO’s MSGC members to act not just as advisers for the strategy but become actual implementors of the strategy through their specific contributions in the operationalization of the organization’s strategic initiatives. Depending on their expertise, PVAO’s MSGC members have been grouped together and have become officially part of PMTs, thus making them accountable for concrete deliverables that will push the accomplishment of the strategic deliverables. As members of the PMT, MSGC members also get to interact with PVAO’s personnel outside of the required MSGC quarterly meetings through PMT meeting and individual consultations.
PVAO has been actively sharing its KR2028 Journey to both the public and private sector to gain more stakeholder support and to foster linkages.

Atty. Rolando D. Villaflor, Chief of PVAO's Legal Affairs Division sharing the agency's best practices in the implementation of KR2028 during the ISA Bootcamp Class.

PVAO Deputy Administrator Raul Z. Caballes with the team from the Davao Regional Medical Center during the one-day Shadowing Program hosted by PVAO to share the agency's best practice and other strategic task in pursuing the KR2028.

Best Practice Sharing with the Philippine Army to discuss transformational processes and emerging breakthroughs under the agencies' respective strategic plans.

Knowledge Sharing Session with the Air Force regarding PVAO's Risk Management Framework.

Mr. Mark Gabriel Solis, Head of PVAO's Plans and Programs Section invited to speak during the Skills Lab Program by the Institute of Solidarity in Asia to discuss PVAO's risk assessment and management efforts.

PVAO Administrator Usec. Ernesto G. Carolina handed with the Certificate of Appreciation by ISA Chairman Francisco F. Del Rosario, Jr. for discussing PVAO's PGS Innovations during the ISA Bootcamp Master Class.
In 2018, PVAO started to adopt a risk-based approach in attaining future goals under the KR2028. Risk management provides a framework to the Agency for prioritizing targets to be addressed and efficiently allocating resources to minimize impact of risks.

### ORGANIZATION GOALS, VISION, AND MISSION

#### RISK MANAGEMENT COMMITTEE

**Risk Management Team**
1. Pro-active in reviewing Project Management Teams / Divisions.
2. Provides latest updates, trends, and best practices which might be applicable to the organization.
3. Rollout/Implement changes
4. Monitor status, control, an evaluate over-all performance affecting service delivery
5. Review key learnings / best practices applicability to other projects

#### PROJECT INITIATIVES

**Project Management Team / Division Risk Officers**
1. Actively gathers feedback on deliverables to serve as source data for review
2. Analyzes feedback and provide report / advise Risk Management Team
3. Collaborate with Risk Management Team in determining risks / potential improvements
4. Reviews, tests, and implements change which affects client service delivery
5. Applies key learnings / best practices which may be applicable

1. Fortnightly catch-up session (Risk Management Team)
2. Control / Intervention (Weekly/Fortnightly Report)
3. Escalation to Risk Management Committee
4. Feedback analysis and reports
5. Monthly Updates
6. Data comparison with existing indicators in the registry
7. Risk workshop and guidance
8. Risk Registry Updates

**1. Operations Review/Assessment. Client and Stakeholder Analysis**

**2. Identify Risk / Improvement Opportunities**

**3. Define and Design Response to Identified Risk with assistance from Relevant Support**

**4. Implementation of Changes Across People, Process, and Technology**

**5. Monitor, Control, Evaluation Governance**

**1. Fortnightly catch-up session (Risk Management Team)**
2. Control / Intervention (Weekly/Fortnightly Report)
3. Escalation to Risk Management Committee (Report)

**PMT / DRO Coordination with relevant support.**

2. Risk Registry Updates
<table>
<thead>
<tr>
<th>PERSPECTIVE</th>
<th>STRATEGIC OUTCOMES/OBJECTIVES</th>
<th>MEASURE</th>
<th>2018 ACTUAL</th>
<th>2019 TARGET</th>
<th>2019 ACTUAL (As of December 2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPACT</td>
<td>MOTIVATED FUTURE DEFENDERS</td>
<td>Number of veterans organizations under VFP</td>
<td>30 of 40</td>
<td>33 of 40</td>
<td>33 of 40</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased number in visitors and participants</td>
<td>619,727</td>
<td>700,000</td>
<td>707,103</td>
</tr>
<tr>
<td>FOCUS</td>
<td>IMPROVE THE WELLBEING AND PUBLIC STATURE OF VETERANS</td>
<td>Improved benefits</td>
<td>RA No. 11164 or An Act Increasing the Monthly Old-Age Pension of Senior Veterans</td>
<td>Filing/Re-filing of bills under PVAO Legislative Agenda for the 18th Congress</td>
<td>Filed/refiled a total of 15 bills in the Congress. (2 in the Senate, 13 in the House of Representative)</td>
</tr>
<tr>
<td></td>
<td>INSPIRE LOVE FOR COUNTRY BY DEVELOPING ICONIC KAGITINGAN</td>
<td>Number of national shrines developed as preferred historical destinations with private sector investments</td>
<td>Approved CMDP for LNMB</td>
<td>Mt Samat Shrine</td>
<td>Ongoing Development of the Libingan ng mga Bayani and Mt Samat National Shrine</td>
</tr>
<tr>
<td></td>
<td>Number Local Government Unit (LGU)-led commemorations of significant WWII-related events</td>
<td>14 of 60</td>
<td>45 of 60</td>
<td>43 of 60</td>
<td></td>
</tr>
</tbody>
</table>
## KAGITINGAN ROADMAP 2028

### GOVERNANCE SCORECARD

<table>
<thead>
<tr>
<th>PERSPECTIVE</th>
<th>STRATEGIC OUTCOMES/OBJECTIVES</th>
<th>MEASURE</th>
<th>2018 ACTUAL</th>
<th>2019 TARGET</th>
<th>2019 ACTUAL (As of December 2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EXPAND PENSION AND NON-PENSION BENEFITS</td>
<td>Number of established veterans wards in public hospitals</td>
<td>0</td>
<td>2 of 16</td>
<td>2 of 16 (Southern Philippines Medical Center and Northern Mindanao Medical Center)</td>
</tr>
<tr>
<td></td>
<td>UNIFY THE VETERANS UNDER AN EMPOWERED AND CREDIBLE FEDERATION</td>
<td>Number of restored charter organizations with Veterans Federation of the Philippines (VFP)</td>
<td>11 of 16</td>
<td>12 of 16</td>
<td>12 of 16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of affiliated post-war veteran organizations with VFP</td>
<td>16 of 24</td>
<td>21 of 24</td>
<td>21 of 24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of individual recruits for VFP membership</td>
<td>36,864</td>
<td>61,864</td>
<td>47,234 (excluding deceased members)</td>
</tr>
<tr>
<td></td>
<td>MAXIMIZE POTENTIAL OF ALL VETERANS ASSETS REVENUE</td>
<td>Number of appraised properties</td>
<td>0 of 43</td>
<td>25 of 43 veterans properties appraised (VFP-IC)</td>
<td>VFP – IC appraised; Ongoing contract negotiation for other leasable spaces; inventory of other veterans properties is being completed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of adjusted lease rates of veterans properties based on current Fair Market Value</td>
<td>0 of 43</td>
<td>100% of contracts on leasable space in appraised properties reviewed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>INSTITUTIONALIZE PARTNERSHIPS WITH PUBLIC AND PRIVATE SECTORS</td>
<td>Number of implemented development plans for military shrines</td>
<td>1 of 10 (Corregidor Island)</td>
<td>2 of 2</td>
<td>Ongoing development of Mt Samat Shrine and Libingan ng mga Bayani</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of published materials related to military war-related significant events and other KAGITINGAN builders</td>
<td>14 of 30</td>
<td>20 of 30</td>
<td>25 of 30</td>
</tr>
</tbody>
</table>
## Governance Scorecard

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Strategic Outcomes/ Objectives</th>
<th>Measure</th>
<th>2018 Actual</th>
<th>2019 Target</th>
<th>2019 Actual (As of December 2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Processes</td>
<td><strong>Leverage on technology to enhance pension management</strong></td>
<td>Number of FSEOs implementing the automated veteran validation system</td>
<td>Centralized approval validation</td>
<td>100% internet-connected FSEOs and military shrines</td>
<td>25 of 25</td>
</tr>
<tr>
<td></td>
<td><strong>Pursue legislation for veteran welfare and recognition</strong></td>
<td>Number of enacted proposed measures on improving and rationalizing veterans pension and benefits</td>
<td>House Bill No. 270 or Increase on Old Age Pension from 5,000 to 20,000 for WWII veterans currently at the House Committee on Appropriations</td>
<td>Filing/Re-filing of bills under PVAO Legislative Agenda for the 18th Congress</td>
<td>Filed/refiled a total of 15 bills in the Congress, including HB700 or An Act Rationalizing the Disability Pension of Veterans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of enacted proposed measures on mandating the establishment of additional military shrines</td>
<td>0</td>
<td>Battle of Ising Monument</td>
<td>Preparation of research proposal</td>
</tr>
<tr>
<td></td>
<td><strong>Transition to become a Veterans Affairs Authority</strong></td>
<td>Percentage of the implementation of DBM-approved PVAO Transition OSSP</td>
<td>Division Process walkthroughs</td>
<td>Approval of Transition OSSP</td>
<td>Submitted 36 critical positions to DBM for approval</td>
</tr>
<tr>
<td></td>
<td><strong>Capacitate personnel using a competency-based framework</strong></td>
<td>Attain enhanced PRIME-HRM Level 3 Accreditation</td>
<td>Identified PVAO Competencies</td>
<td>Approved PVAO Competency Framework</td>
<td>Approved PVAO Competency Framework</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Installed HRIS developed by the DICT</td>
<td>In-house development of the HRIS</td>
</tr>
</tbody>
</table>
SECURING VETERANS WELFARE

enacted legislation that improves veterans pension and benefits

With the mechanisms in place, PVAO envisions that by 2028 indigent veterans will already be a thing of the past. After the successful passage increase of the Monthly Old Age Pension, we are now focused on the rationalization of disability pension to increase the amount from PHP 1,700 to PHP 10,000, which was already approved by the House Committee on Veterans Affairs at the committee level on November 2019.

PVAO will also pursue legislation for the integration of all offices with the similar function of serving the veterans to harmonize efforts in generating and maximizing resources and revenues from veterans’ assets and properties to fund the proposed Veterans Welfare fund, which will guarantee the payment of veterans benefits and funding of programs for veterans.

ENSURE HEALTH CARE ACCESS FOR ALL VETERANS

veterans wards in hospitals across the country and a veterans hospice

By 2028, we hope to achieve our target of establishing a total of 15 veterans’ wards across the country for those with limited or no access to the Veterans Memorial Medical Center. In addition, we have also consistently included in our budget proposal the increased funding for our Expanded Veterans Hospitalization and Medical Care Program which intends to subsidize and reimburse medical care and medicine expenses of veterans, in support of our advocacy of ensuring that “no veteran shall pay for his/her medicine.”

KAGITINGAN BUILDERS’ PROGRAM

developed national military shrines and promoted LGU-led commemorations

For the propagation of our veterans’ heroic deeds, the Mt. Samat F-T-E-Z will be the site of the Philippine Center for World War II Studies, with digitized World War II historical records as its centerpiece. This will address the current dearth in available materials for researchers to rewrite and retell the story of WWII from the Filipino perspective. We also expect the completion of the development of the Libingan ng mga Bayani, the final resting place of our heroes and martyrs.

Finally, by 2028, we will have at least one military shrine in each region, where people can come together and participate in LGU-led commemorations, bringing communities to celebrate their forbears’ selfless sacrifice.
Looking back, we are proud to say that our story of transformation is one of collaboration, commitment, and hard work, motivated by inspiring stories of veterans’ heroism and their deep love for country.

With KAGITINGAN ROADMAP 2028 as our platform, we have been able to advance the welfare of our veterans, thereby empowering them to become our partners in building a nation that is founded on the ideals of Kagitingan – of selflessness, persistence and bravery. From being portrayed as indigents merely waiting for government supports, they have become their own champions and advocates whose voices are now being heard.

With all the mechanisms we have in place, and the strong partnerships we have built over the years of implementation of the KAGITINGAN ROADMAP, we have created a clear path forward to achieve our goal of empowered veterans and motivated future defenders.

As we enter the new normal, we will continuously adapt to changes and challenges along the way and will continue to work to achieve breakthroughs and to bring back Kagitingan in the value system of Filipinos.
13 July 2020

FOR : SECRETARY OF NATIONAL DEFENSE

THRU : USEC. CARDozo M. LUNA
Undersecretary of National Defense

: USEC. REYNAO O. MAPAGU
Undersecretary for Civil, Veterans and Reservist Affairs

: ASEC. ANGELITO M. DE LEON
Assistant Secretary for Plans and Programs

SUBJECT : PVAO KAGITINGAN ROADMAP 2028

1. Reference: PVAO Kagitingan Roadmap 2028

2. In 2014, the Philippine Veterans Affairs Office enrolled in the Performance Governance System as part of its reform initiatives after undertaking an Integrity Development Review conducted by the Office of the Ombudsman, in partnership with Commission on Audit, the Civil Service Commission and the Development Academy of the Philippines. The review identified the strengths, weaknesses and vulnerabilities of the agency in terms of performing its mandate.

3. Through the Performance Governance System (PGS), under the facilitation of the Institute for Solidarity in Asia, PVAO developed the Kagitingan Roadmap 2028, or KR2028, a long-term Strategic Plan designed to achieve two important breakthrough goals: To empower the Filipino veterans community and to motivate the youth as our country's future defenders.

4. Five years since the Strategic Plan's inception, PVAO finally completed the four-stage governance pathway in November 2019, institutionalizing reforms and successfully executing its strategy to achieve milestones and significant breakthroughs to attain its goals. With KR2028 as our platform and with the support from our Kagitingan champions in both Houses of Congress who believe in the advocacy, we have been able to successfully push for the passage of Republic Act 11164 or the Act Increasing the Monthly Old Age Pension of War Veterans from P5,000 to P20,000. We have also been able to shift from an almost exclusive pension-based agency to an institution that is committed to rebuilding the overall image of veterans – from passive beneficiaries waiting for increased benefits from government to being active partners in nation-building.

5. PVAO's story of transformation is one which we share with the Major Services of the Armed Forces of the Philippines. All have similarly completed the four-stage pathway of the PGS and recognized as an Island of Good Governance, an award given to selected institutions for their commitment towards good governance. Notwithstanding our distinct mandates,
strategic objectives defined in our respective Strategic Plan are indeed for a unified cause: to ensure a stable and secured environment for Filipinos by strengthening our defense capabilities and resources as envisioned in the National Defense Strategy 2018-2022.

6. PVAO’s Kagitingan Roadmap incorporates all the instructions and guidance of the SND as contained in the DND issued Defense Planning Guidance, particularly in the empowerment of veterans through the pursuance of legislation that expands pension and non-pension benefits and in inculcating patriotism through the development of national military shrines and publication of materials featuring veterans’ heroism. Likewise, the Strategic Plan is also consistent with the national government’s Philippine Development Plan 2017-2022 and Ambisyon 2040.

7. Based on the foregoing, PVAO respectfully seeks the approval of the Secretary of the Kagitingan Roadmap and hereby requests his signature on the attached prepared foreword that shall form part of the PVAO’s official publication of the Kagitingan Roadmap 2028 Handout.

RECOMMENDATIONS:

8. Approval of para.7 above;

9. Signature on the attached prepared foreword to the PVAO Kagitingan Roadmap 2028.

USEC. ERNESTO G. CAROLINA
Administrator, PVAO

CONCUR / NOT CONCUR

Date:

CONCUR / NOT CONCUR

USCVRA

23 July 2020

CONCUR / NOT CONCUR

USND

Date: 24/12/2020

APPROVED / DISAPPROVED:

SND

Date: 28 July 2020

DEPARTMENT OF NATIONAL DEFENSE

DNL-204029

NOMER

LTGEN. ERNESTO G. CAROLINA AFP (RET)

Administrator, PVAO

Date 26/07/20