



MARITIME REVIEW

PUBLICATION OF THE MARITIME LEAGUE

Issue No. 22 - 3

MAY - JUN 2022

PH-US BALIKATAN 2022

Also Inside:

- » How A Navy Should Decide to Buy Their First Diesel Electric Submarine With Air Independent Power
- » Shared Maritime Border Secured!
- » PCG Confirms Increasing Presence of Filipino Fishermen in Bajo de Masinloc
- » Joint Law Enforcement Operations Captures Firearms and Ammunitions in Sulu

POWER WHEN YOU NEED IT.



Whatever your vessel, when it's out in the sea,
it'll need all the power it can get.
Propmech can give your ship the muscle it needs
to achieve its mission. Contact us today!

Propmech Corporation is a leading marine engine provider
based in the Philippines with a global reach.



PROVEN
PERFORMANCE

www.propmech.com

MARINE TECHNOLOGY CENTER
A. Soriano cor., Arzobispo Sts., Intramuros, City of Manila



(02) 5279055 / (02) 5276666



(02) 5279052 / (02) 5279046



THE MARITIME LEAGUE

CHAIRMAN EMERITUS
Hon. Fidel V Ramos

HONORARY CHAIRMAN
Hon. Arthur P Tugade

FOUNDING CHAIRMAN
Commo Carlos L Agustin AFP (Ret)

TRUSTEE AND PRESIDENT
VAdm Eduardo Ma R Santos AFP (Ret)

TRUSTEE AND VICE PRESIDENT
VAdm Emilio C Marayag Jr AFP (Ret)

TRUSTEE AND TREASURER
RAdm Margarito V Sanchez Jr AFP (Ret)

TRUSTEE AND AUDITOR
Commo Gilbert S Rueras PCG (Ret)

TRUSTEES
Joseph Emilio A Abaya
Capt Tomas D Bains PN (Ret)
LTJG Christian R Chua PN (Res)
Herminio S Esguerra
Engr Sammuel T Lim
Adm Ramon C Liwag PCG (Ret)
Vicky Viray-Mendoza
Phillip L Ong
Commo Mariano S Sontillanos AFP (Ret)
Alberto H Suansing

TRUSTEE AND CORPORATE SECRETARY
VAdm Edmund C Tan PCG (Ret)

ASSISTANT BOARD SECRETARY
John Paul D Agustin

THE MARITIME REVIEW

MANAGING DIRECTOR
Commo Mariano S Sontillanos AFP (Ret)

EDITORIAL BOARD

CHAIRMAN
VAdm Emilio C Marayag Jr AFP (Ret)

MEMBERS
Capt Tomas D Bains PN (Ret)
John Paul D Agustin
LTJG Christian R Chua PN (Res)

EXECUTIVE EDITOR
Vicky Viray-Mendoza

GRAPHICS AND LAYOUT
Mia Lea E Desalisa

The Maritime Review is published bimonthly on behalf of the Maritime League and is supplied to members as a part of their annual membership package. The opinions expressed by the writers do not necessarily reflect those of the Maritime League

📍 Ground Floor, Unit B, Waypoint Bldg,
No. 4 Bayani Road, AFPOVAL, Taguig City

🌐 www.maritimeleague.com

✉ marrev@maritimeleague.com

☎ 8 715 7412

Table of Contents

MARITIME CALENDAR

04 *Maritime Events Calendar*

CHAIRMAN'S PAGE

05 *Protecting the Protectors*

FEATURE STORY

06 *PH-US Balikatan 2022*

Bridge Infrastructure

10 *Bridges Opened to Public in April 2022*

Ports and Harbors

11 *Marine Corps Assault Boat Battalion receives Boat Maintenance Facility at Marine Base Ternate*

Submarines

12 *How A Navy Should Decide to Buy Their First Diesel Electric Submarine With Air Independent Power (AIP)*

Humanitarian Assistance and Disaster Relief

14 *PN and PCG Assists Filipino Fishing Boat After Running Aground in Pag-Asa Island*

Environmental clean-up

15 *DENR-NCR Fetes Manila's Estero de San Miguel as 'Most Improved Estero'*

16 *Trash Traps, Clean-up Drives Stop 800+ Tons of Wastes from Draining into Manila Bay*

Maritime Law

17 *GemVer Fishermen Abandoned at sea by Chinese Vessel to Finally get Compensation*

18 *Zonal Approach to the 'West Philippine Sea'*

Seaport

21 *Underused Subic Port Eyes Role as Alternate Hub to NAIA, CLARK*

Sustainable Fisheries

24 *DA registers farmers and fishers in RSBSA*

25 *BFAR Region 7 Disperses 50,000 Tilapia Fingerlings in Bohol*

Maritime Defense

26 *Modern Day Coastal Defense Operations and Its Implications for the Philippines*

29 *PCG Confirms Increasing Presence of Filipino Fishermen in Bajo de Masinloc*

30 *PMC activates new Shore Based Anti-Ship Missile Battalion*

31 *New Assets of the PNP*

32 *Shared Maritime Border Secured!*

33 *In Wake of War in Europe, NFR-NCR conducts Historic Mobilization Simulation Drill*

Events

34 *Happy 124th Anniversary, Philippine Navy!*

Marine Tactical Leadership

36 *Book review: Marine Maxims - Turning Leadership Principles into Practice*

Joint Law Enforcement

42 *Joint Law Enforcement Operations Captures Firearms and Ammunitions in Sulu*

ABOUT THE COVER

Members of the Armed Forces of the Philippines (AFP) and the U.S. military gathered together on 8-April-2022 to celebrate the successful completion of Balikatan 22, the 37th iteration of the annual bilateral exercise. For over two weeks, nearly 9,000 exercise participants from the AFP and U.S. military trained shoulder-to-shoulder from the northern coast of Luzon to Palawan, focusing on maritime security, amphibious operations, live-fire training, urban operations, aviation operations, counterterrorism, and humanitarian assistance and disaster relief (HADR). The AFP and U.S. military also conducted multiple HADR and civic assistance projects, including the renovation of four elementary schools, multiple community health engagements, and the exchange of advanced emergency rescue and lifesaving techniques. These construction projects, health engagements, and community relations events improved local infrastructure, facilitated the exchange of lifesaving medical skills, and strengthened ties between local communities and Philippine and American military forces.

Source: U.S. Embassy (Manila).

MARITIME EVENTS CALENDAR

MARCH 2022

- 2 MARITIME ELECTRIFICATION WORKSHOP - TECHNOLOGY & INNOVATION CENTRE, UNIVERSITY OF STRATHCLYDE, GLASGOW, UNITED KINGDOM
- 8 - 9 SMI ANNUAL CONFERENCE 2022
SAGE GATESHEAD, NEWCASTLE, UNITED KINGDOM
- 15 - 17 OCEANOLOGY INTERNATIONAL 2022 - EXCEL LONDON ROYAL VICTORIA DOCK, LONDON, UNITED KINGDOM
- 16 MARINE AUTONOMY NETWORKING EVENT - EXCEL LONDON, WESTERN GATEWAY, ROYAL VICTORIA DOCK, LONDON, UNITED KINGDOM
- 16 - 18 ASIA PACIFIC MARITIME 2022
MARINA BAY SANDS, SINGAPORE, SINGAPORE
- 21 - 23 DOHA INTERNATIONAL MARITIME DEFENCE EXHIBITION AND CONFERENCE (DIMDEX 2022) DOHA EXHIBITION AND CONVENTION CENTER (DECC), DOHA, QATAR
- 24 - 25 16TH LNG SUPPLIES FOR ASIAN MARKETS 2022 FAIRMONT HOTEL, SINGAPORE, SINGAPORE
- 24 - 26 INTERNATIONAL MARITIME EXPO VIETNAM (INMEX VIETNAM 2022) SAIGON EXHIBITION AND CONVENTION CENTRE, HO CHI MINH, VIETNAM
- 29 MARITIME FORUM #171 - MARITIME ACADEMY OF ASIA AND THE PACIFIC (MAAP) / AMOSUP, INTRAMUROS, MANILA**
- 30 SMART MARITIME NETWORK ATHENS CONFERENCE BLE PAVILION, POSEIDONOS, ATHENS, GREECE

APRIL 2022

- 4 - 7 NOR-SHIPING 2022 NOVA SPEKTRUM, LILLESTROM, NORWAY
- 5 - 7 WINDEUROPE 2022 - BILBAO EXHIBITION CENTRE, BARAKALDO, BIZKAIA, SPAIN
- 20 - 22 SEA JAPAN 2022 - TOKYO BIG SIGHT EXHIBITION CENTRE, KOTO CITY, TOKYO, JAPAN
- 25 - 28 SEATRADE CRUISE GLOBAL - MIAMI BEACH CONVENTION CENTRE, MIAMI, FLORIDA, USA
- 25 - 28 IPF - INTERNATIONAL OFFSHORE WIND PARTNERING FORUM ATLANTIC CITY CONCENTION CNETRE, CONVENTION, BLVD, ANTLANTIC CITY, NEW JERSEY, USA
- 26 MARITIME FORUM #172 DEPARTMENT OF AGRICULTURE - BUREAU OF FISHERIES AND AQUATIC RESOURCES (DA-BFAR)**
- 26 - 28 DANISH MARITIME FAIR - TIVOLI HOTEL & CONGRESS CENTRE ARNI MAGNUSSONS GADE 2 COPENHAGEN, DENMARK
- 26 - 28 7TH WORLD MARITIME TECHNOLOGY CONFERENCE TIVOLI HOTEL & CONGRESS CENTRE ARNI MAGNUSSONS GADE 2 COPENHAGEN, DENMARK
- 26 - 27 DEEP SEA MINING SUMMIT 2022
HALLAM CONFERENCE CENTRE, LONDON, UNITED KINGDOM
- 27 - 29 SHIP ENERGY SUMMIT 2022
HOTEL BALNEARIO LAS AREANAS, VALENCIA, SPAIN

MAY 2022

- 2 - 5 OFFSHORE TECHNOLOGY CONFERENCE 2022 (OTC 2022)
NRG PARK HOUSTON, TEXAS, USA
- 3 - 5 GLOBAL LNG BUNKERING SUMMIT 2022
NOVOTEL AMSTERDAM CITY, AMSTERDAM, THE NETHERLANDS
- 11 - 13 TORSIONAL VIBRATION SYMPOSIUM 2022
HALLWANGER LANDESSTRASSE, SALZBURG, AUSTRIA
- 11 - 12 COASTLINK 2022
HAVENHUIS ANTWERPEN, ZAHA HADIDPLEIN, ANTWERP, BELGIUM
- 11 - 13 SHIPBUILD INDIA EXPO SUMMIT
BOMBAY EXHIBITION CENTER MUMBAI, INDIA
- 11 - 13 MARITIME TRANSPORT AND SHIPPING INDIA EXPO 2022
BOMBAY EXHIBITION CENTER, MUMBAI, INDIA
- 16 - 18 WORLD PORT CONFERENCE - VANCOUVER CONVENTION CENTRE, VANCOUVER, BRITISH COLUMBIA, CANADA
- 17 - 19 MARITIME INDUSTRY TRADE SHOW - EVENEMENTENHAL GORINCHEM, FRANKLINWEG 2, GORINCHEM, THE NETHERLANDS
- 17 - 19 BREAKBULK EUROPE - ROTTERDAM AHOY, AHOYWEG, ROTTERDAM, THE NETHERLANDS
- 17 - 19 EUROPORT ROMANIA - ROTTERDAM AHOY, AHOYWEG, ROTTERDAM, THE NETHERLANDS

- 19 - 20 FERRY SHIPPING SUMMIT - CASINO COSMOPOL MALMO, SLOTTSGATAN, MALMO, SWEDEN
- 19 - 22 EUROPEAN MARITIME DAY 2022 - PALA DE ANDRE, VLE EUROPA, RAVENNA, ITALY
- 23 - 25 INLAND MARINE EXPO (IMX 2022) - AMERICAS CENTER, ST LOUIS, MISSOURI, USA
- 24 - 26 NAVALIA INTERNATIONAL SHIPBUILDING EXHIBITION INSTITUTO FEIRAL - DE VIGO, VIGO, SPAIN
- 30 - 2 HANNOVER MESSE - HANNOVER FAIRFROUND, HANNOVER GERMANY
- 31 MARITIME FORUM #173 - PHILIPPINE NAVY (PN) HEADQUARTERS, PHILIPPINE NAVY, MANILA**

JUNE 2022

- 1 - 2 NAVIGATE 2022 - TURKU FAIR CENTER, TURKU, FINLAND
- 5 - 10 CONFERENCE ON OCEAN, OFFSHORE AND ARCTIC ENGINEERING (OMAE 2022) HAMBURG EXHIBITION HALL AND CONGRESS, HAMBURG, GERMANY
- 6 - 10 POSIDONIA 2022 - ATHENS METROPOLITAN EXPO CENTER, ATHENS INTERNATIONAL AIRPORT, SPATA, GREECE
- 7 - 8 BALTIC LNG & GAS FORUM - KLAIPEDA, LITHUANIA
- 8 - 10 GREENTECH 2022 - MONTREAL, CANADA
- 14 - 16 TOC EUROPE - ROTTERDAM AHOY, AHOYWEG, ROTTERDAM, THE NETHERLANDS
- 15 - 17 SEANERGY 2022 - EXPONANTES LE PARC, NANTES, FRANCE
- 20 - 22 WINDFORECE 2022 - BREMERHAVEN, GERMANY
- 20 - 22 MARINE MONEY WEEK - THE PIERRE HOTEL, NEW YORK, USA
- 21 - 22 GLOBAL OFFSHORE WIND 2022
MANCHESTER CENTRAL, MANCHESTER, UNITED KINGDOM
- 21 - 22 MARISSA SYMPOSIUM 2022 - BREMERHAVEN, GERMANY
- 21 - 23 ELECTRIC & HYBRID MARINE WORLD EXPO - RAI AMSTERDAM CONVENTION CENTRE, AMSTERDAM, THE NETHERLANDS
- 21 PHILIPPINES MARINE (PHILMARINE 2022) - SMX CONVENTION CENTER, SM MALL OF ASIA COMPLEX, PASAY CITY, PHILIPPINES
- 21 - 23 SHIPBUILD PHILIPPINES 2022 - SMX CONVENTION CENTER, SM MALL OF ASIA COMPLEX, PASAY CITY, PHILIPPINES
- 21 - 23 OFFSHORE PHILIPPINES 2022 SMX CONVENTION CENTER, SM MALL OF ASIA COMPLEX, PASAY CITY, PHILIPPINES
- 23 ANNUAL GENERAL MEMBERSHIP MEETING**
- 23 MARITIME FORUM #174 - MARITIME INDUSTRY AUTHORITY (MARINA) / SOUTH HARBOR, MANILA**
- 28 - 30 WORLD WIND ENERGY CONFERENCE (WWEC 2022)
RIMINI CONFERENCE CENTER, RIMINI, ITALY
- 28 - 30 EUROMARITIME 2022 - PARC CHANOT MARSEILLE, MARSEILLE, FRANCE
- 27 - 1 JULMARINETEC CHINA
NATIONAL CONVENTION & EXHIBITION CENTRE, SHANGHAI, CHINA

JULY 2022

- 6 - 8 INTERNATIONAL OFFSHORE ENGINEERING TECHNOLOGY & EQUIPMENT EXHIBITION - NEW CHINA INTERNATIONAL EXHIBITION CENTER, BEIJING, CHINA
- 6 - 8 INTERNATIONAL MARITIME DEFENCE EXHIBITION & CONFERENCE KEPINSKI HOTEL, GOLD COAST CITY, ACCRA, GHANA
- 12 - 14 INTERMODAL ASIA - SHANGHAI WORLD EXPO EXHIBITION & CONVENTION CENTER, SHANGHAI, CHINA
- 26 MARITIME FORUM #175 - PHILIPPINE PORTS AUTHORITY (PPA) SOUTH HARBOR, MANILA**

AUGUST 2022

- 16 - 18 MARINETEC SOUTH AMERICA
CENTRO DE CONVENCOES SULAMERICA, RIO DE JANEIRO, BRAZIL
- 17 - 18 LOGISTIC SUMMIT & EXPO 2022
CENTRO CITIBANAMEX, MEXICO CITY, MEXICO
- 29 - 1SEP OFFSHORE NORTHERN SEAS (ONS 2022) STAVANGER, NORWAY
- 30 MARITIME FORUM #176 - DEPARTMENT OF NATURAL RESOURCES - NATIONAL MAPPING AND RESOURCE INFORMATION AUTHORITY (DENR-NAMRIA) / QUEZON CITY**
- 31 - 4SEP HISWA - MASTERDAM IN WATER BOAT SHOW (BATAVIA PORT LELYSTAD, FLEVOLAND, THE NETHERLANDS)

PROTECTING THE PROTECTORS

by VAdm Emilio C Marayag Jr AFP(Ret)

In the early 2000s, the AFP created an ad hoc committee to conduct a feasibility study on the acquisition of three (3) 90-meter corvettes offered by a Canadian firm. As former skipper of a similar vessel, I was designated as the vice chair. The “project” did not materialize because the proposal lacked certain requirements. Had the government pursued it, the Navy would have deterred the frequent intrusions into our maritime zones and reduced the depletion of fishery and aquatic resources as well.

One interesting episode in the corvette project occurred during the presentation to the Government Procurement Policy Board (GPPB) co-chaired by NEDA and DBM chiefs of offices. I explained before the Board the importance, cost components, and the immediacy of acquiring naval capability to protect the national patrimony in our EEZ. A co-chair commented that the acquisition cost was enormous and with such an amount the government could probably buy thousands of “pump boats” and patrol a lot wider area than the 3 corvettes being proposed. The co-chair went on to convey another resource person’s view that any floating platform, like a locally built barge or craft, can be installed with naval guns in the navy inventory and fitted with appropriate navigational equipment and propulsion machineries to perform the same mission as the corvettes. I responded that when we send our sailors or marines in harm’s way, they should be protected by giving them the best equipment and weapons with the possibility to inflict damage to the potential threat or aggressor, to prevail and survive to undertake similar tasks in the future.

With unabated depletion of our marine resources, frequent intrusions of fishing vessels, unauthorized presence of other country’s research and combatant vessels in our jurisdictional water areas, during the high-intensity conflict in Ukraine, the urgency of acquiring robust naval and air capabilities to protect the nation’s protectors becomes imperative. The recent procurement of naval assets is a good start.

It may be recalled that the 1995 AFP modernization initiative aims to develop the AFP “where it can effectively and fully perform its constitutional mandate to uphold the sovereignty and preserve the patrimony of the nation.” It was mainly geared towards external defense, partly in response to the abrogation of the RP-US Military Bases Agreement that led to the withdrawal of the American troops and the transfer of internal security operations (ISO) to the newly-created Philippine National Police in 1992. The Chinese occupation of Panganiban (Mischief) Reef in Palawan in 1994 hastened the passage of the law. The meager funding for modernization, however, was inadequate to acquire even the modest defense capabilities because of the spiraling cost of defense equipment and the maintenance of existing platforms and weapons systems. With the reversion of the ISO to the AFP in 1998, substantial modernization funds were funneled to internal defense thereby derailing the original intent of the initiative.

The 2012 revised AFP modernization law came out due to the Chinese seizure of control over the Panatag (Scarborough) Shoal, a traditional fishing ground of Filipino fisher folk. The law

included a capability acquisition for internal defense. This affected defense and military planning methodology from threat-based to capability-based, and consequently the procurement strategy. In turn, the financial requirements of the modernization ballooned.

The acquisition of two South Korean missile frigates, “heavily modified variants” of the Incheon-class future frigates, was a testament of a strong political will of the executive and legislative departments. The frigates are designed to show the flag on the fringes of our maritime zones, challenge, deter transgressors, and be prepared to face harm. Navigating the seas and challenging the maritime violators are easy tasks. Facing harm when push comes to shove and prevailing over it are not that easy. Thus, those frigates have to be hardened enough to accomplish their missions and return to port safely.

A full-pledged frigate costs around US\$1.2 billion. This kind of ship possesses capabilities to address surface, air, and submarine threats to achieve credible defense. Depending on the operational tempo, upgrades, and maintenance the total life cost of a frigate is about five times the acquisition cost. One of the approaches to compare acquisition options on a cost versus effectiveness basis to satisfy the requirement of the user is the Combined Operational Effectiveness and Investment Appraisal (COEIA). The effectiveness of the frigate must be closely linked to appropriate organization, operational concept, supporting infrastructure, tactics and procedures, and command and control. The appraisal needs to satisfy the basic criteria of warfighting, operational flexibility, and value for money.

The newly acquired frigates cost a fraction of the price tag of a fully loaded frigate. This means that some vital systems and equipment have to be installed at a later date, reducing the ship capability in warfighting. This in a way changes the definition of “credible defense” that the Ukrainians, Indonesians and Vietnamese ably demonstrate. With less sorties for sovereignty patrols, these frigates would have longer service life and could be used as training platforms.

While waiting for additional armaments and munitions, it would be prudent to assess the new frigates along the lines of COEIA to establish benchmarks in future acquisitions. Likewise, the Fleet may require the frigate captains to periodically conduct a systems check of all ship equipment, constantly update and test their watch, quarter and station bill (WQSB), regularly conduct synthetic exercises, and review operational and tactical procedures including the rules of engagement.

Modernizing the navy is a complicated process involving changes in organizational and material capacities and requires understanding of the new conceptual approach to warfare that considers operational, tactical, doctrinal and technological innovation. At the core of this process are people on board ships and those above them who recognize that “a healthy and effective force, made possible by a healthy and relevant industrial base means a secure and prosperous country.” Let us protect them so they can protect us. 🚢

PH-US BALIKATAN IN 2022

Manila, April 8, 2022—Members of the Armed Forces of the Philippines (AFP) and the U.S. military gathered today to celebrate the successful completion of Balikatan 22, the 37th iteration of the annual bilateral exercise.

Over the last two weeks, nearly 9,000 exercise participants from the AFP and U.S. military trained shoulder-to-shoulder from the northern coast of Luzon to Palawan, focusing on maritime security, amphibious operations, live-fire training, urban operations, aviation operations, counterterrorism, and humanitarian assistance and disaster relief.

“After two years of a global pandemic, U.S. and Philippine forces have come together to complete one of the largest Balikatan exercises ever held,” said U.S. Embassy in the Philippines Chargé d’Affaires ad interim Heather Variava. “This is a testament to the strength of the U.S.-Philippine alliance and the shared priorities of our countries.”

“The completion of yet another successful Balikatan is a clear example of our shared commitment to advancing peace and stability in the Indo-Pacific region,” said Brig. Gen. Joseph Clearfield, U.S. Marine Corps Forces Pacific Deputy Commander. “As a result of our mutual efforts, our militaries have grown together in friendship, and we are better prepared to respond as one cohesive team to any crisis or challenge.”

“The experience gained from exercise Balikatan complemented our security cooperation endeavors and helped enhance existing mutual security efforts,” said Maj. Gen. Charlton Sean Gaerlan, AFP exercise director. “Although there were limitations brought about by the pandemic, it is highly commendable that the exercise pushed through and generated a favorable outcome.”

U.S. and Philippine exercise forces employed more than 50 aircraft, four ships, 10 amphibious craft, four HIMARS rocket system launchers, and four Patriot missile systems during Balikatan 22. This year’s exercise also included approximately 40 personnel from the Australian Defense Force.



Maj. Gen. Nestor Herico, Commandant, Philippine Marine Corps, greets Capt. Ronald Lienhardt, Company Commander, 1ST Battalion, 3RD Marine Regiment, 3RD Marine Division, prior to observing a bilateral beach defense exercise for Balikatan 22, at Appari Beach, Cagayan on 31-March-2022. Photo credit: USMC 3RD Marine Division.

During Balikatan 22, U.S. Army Patriot missile systems were employed in amphibious operations in the Philippines for the first time. The exercise also saw the inaugural deployment of the U.S. Marine Corps’ 3RD Marine Littoral Regiment (3RD MLR), which was established in Hawaii on 3-March-2022.

AFP and U.S. forces experimented with sensors and fire support, and used expeditionary advanced bases (EABs) as the framework for an integrated coastal defense. Over the course of eight days, the 3RD MLR partnered with the Philippine Marine Corps Coastal Defense Regiment and provided command and control over multiple EABs across northern Luzon. This coastal defense was further enhanced by two Patriot Missile Batteries from the U.S. Army’s 1ST Battalion, 1ST Air Defense Artillery Regiment and HIMARS rocket system from 3RD Battalion, 12TH Marines.

The U.S. Navy and Philippine Navy played key roles providing sealift and off-shore support.

The AFP and U.S. military also conducted multiple humanitarian and civic assistance projects, including the renovation of four elementary schools, multiple community health engagements, and the exchange of advanced emergency rescue and lifesaving techniques. These construction projects, health engagements, and community relations events improved local infrastructure, facilitated the exchange of lifesaving medical skills, and strengthened ties between local communities and Philippine and American military forces.

While Balikatan 22 comes to a close, the AFP and U.S. forces will continue to train and stand together routinely during other exercises and initiatives throughout the year to promote readiness, interoperability, friendship, and security.

Balikatan, Tagalog for “shoulder-to-shoulder,” is a longstanding bilateral exercise highlighting the deep-rooted partnership between the Philippines and the United States.

Source: U.S. Embassy (Manila, Philippines)



*Four Amphibious Assault Vehicles (AAV) of the **Philippine Marine Corps** were utilized during the Amphibious landing Exercise in Claveria, Cagayan. The AAVs were utilized to land the surface assault elements of the landing force and their equipment to the inland objectives, and to conduct mechanized operations as well as related combat support in subsequent mechanized operations ashore. Photo Credit: USMC 3RD Marine Division.*



*U.S. Marine Corps CH-53K King Stallion flies overhead **Philippine Marine Corps** assault amphibious vehicles during a bilateral amphibious landing during Balikatan 22, at Claveria, Cagayan, on 31-March-2022. Photo Credit: USMC 2ND LT Erin Scudder.*



U.S. Marines with 3RD Battalion, 12TH Marines, 3RD Marine Division, deploy High Mobility Artillery Rocket Systems during Balikatan 22 in northern Luzon, Philippines, on 4-April-2022. During the training, the HIMARS platoon received real-time targeting data from the 3RD Marine Littoral Regiment combat operations center to prosecute simulated fire missions. The HIMARS provided a ground-based precision fire capability in support of counter-landing operations and serves as a surrogate for the future employment of the Navy Marine Expeditionary Ship Interdiction System. The coastal defense scenario enabled the MLR fires and intelligence sections to integrate with the joint network of sensors and develop a clear common operational picture while a small element of the 3RD Littoral Anti-Air Battalion assisted with the de-confliction of land, air, and maritime traffic to ensure a safe flight path for the simulated missile. This combined interoperability event brought the U.S. Marine Corps and Philippine Marine Corps together with a common mission to bolster the collective defensive capabilities of the alliance.

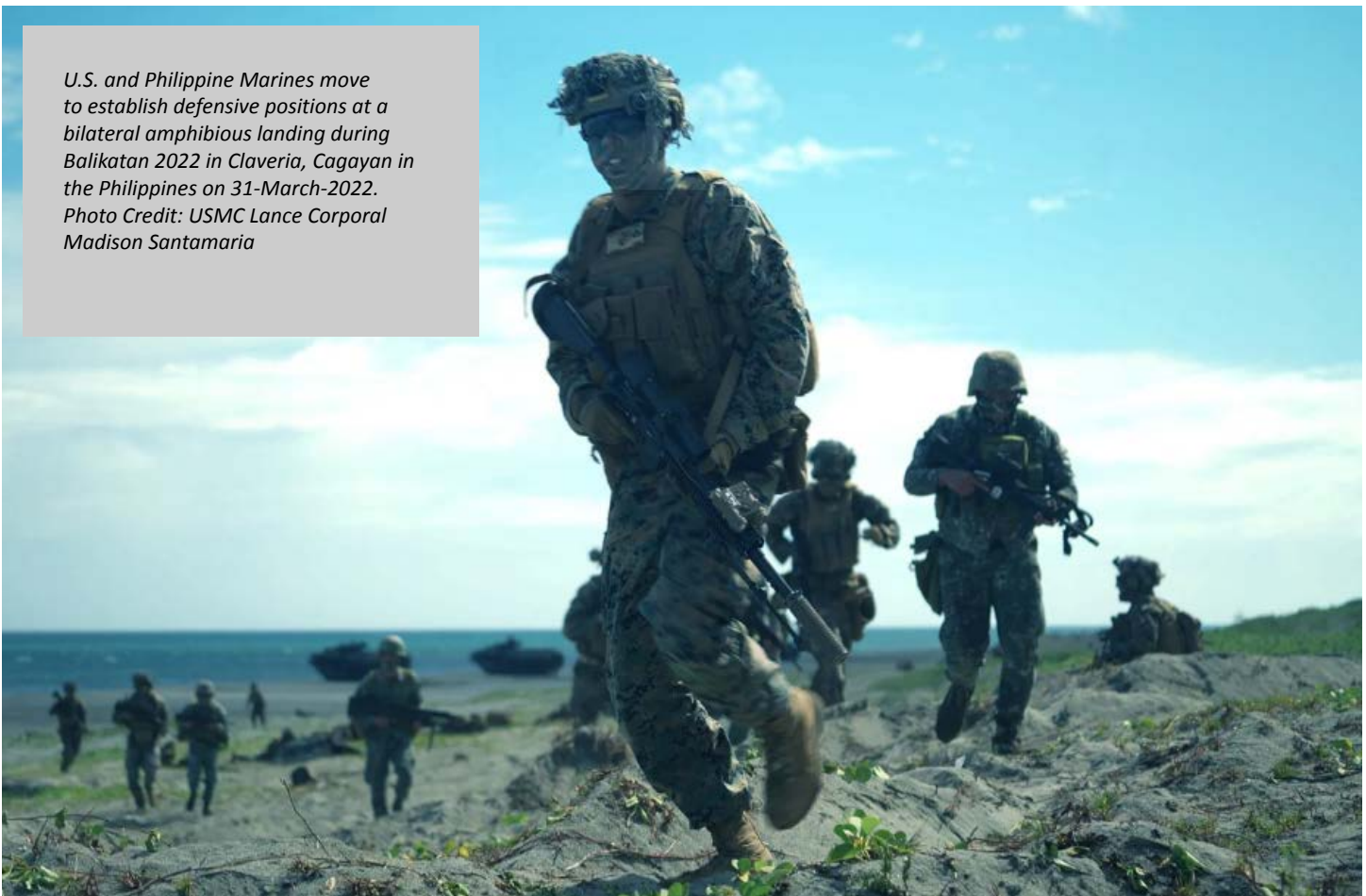
U.S. Marines move to establish defensive positions at a bilateral amphibious landing during Balikatan 22 at Claveria, Cagayan. Balikatan is an annual exercise between the Armed Forces of the Philippines and U.S. military designed to strengthen bilateral interoperability, capabilities, trust, and cooperation built over decades of shared experiences. Almost 9,000 marines and sailors from the Philippines and U.S. military joined the exercise, the largest number of combined personnel so far.

*Photo Credit: USMC by Lance Cpl. Madison Santamaria.
Photo Credit: USMC Sgt. Melanye Martinez.*

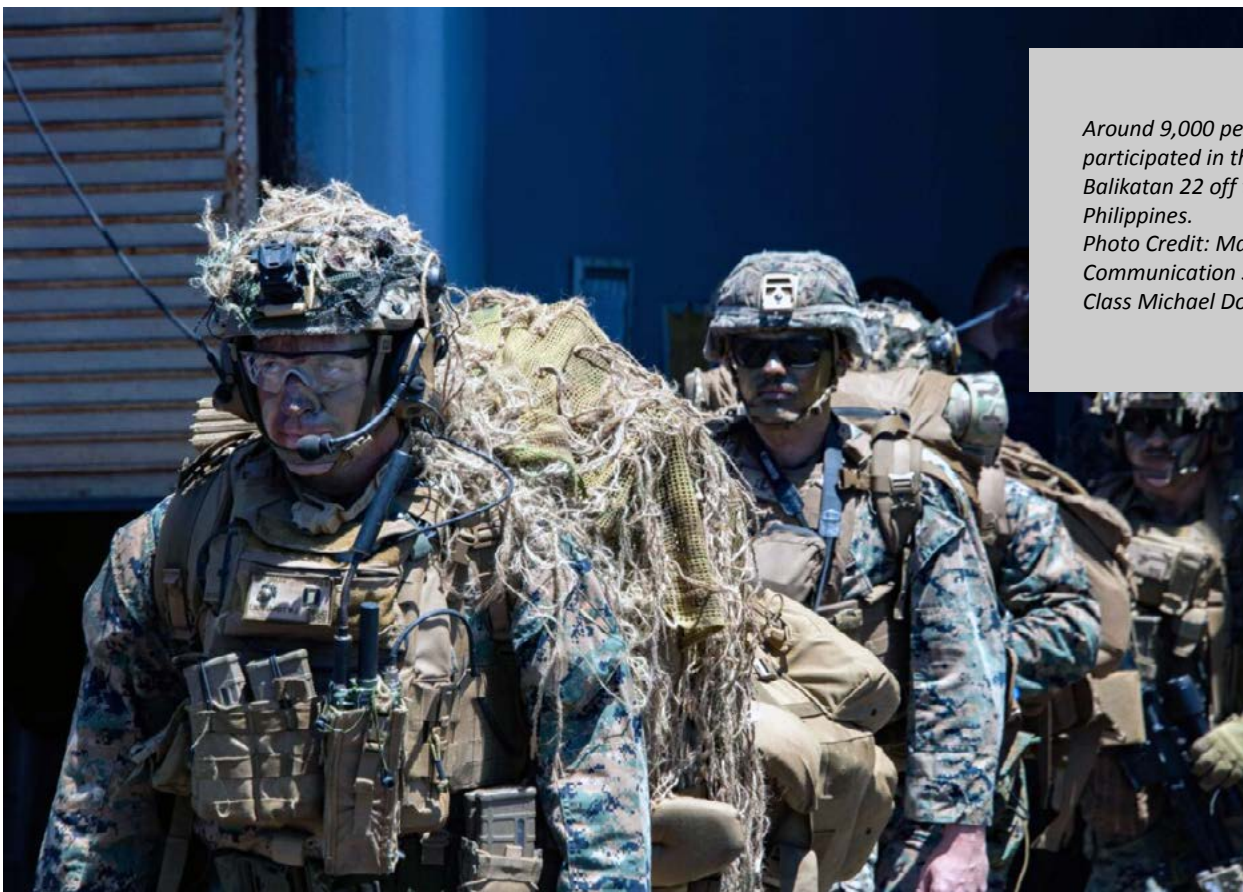
*U.S. and Philippine Marines and sailors conduct a bilateral amphibious landing at Claveria, Cagayan, Philippines.
Photo Credit: U.S. Embassy (Manila)*



*U.S. and Philippine Marines move to establish defensive positions at a bilateral amphibious landing during Balikatan 2022 in Claveria, Cagayan in the Philippines on 31-March-2022.
Photo Credit: USMC Lance Corporal Madison Santamaria*



U.S. Marines with 3RD Reconnaissance Battalion, 3RD Marine Division and Philippine Marines with Force Reconnaissance Group conduct a close quarters battle range exercise at Marine Barracks Gregorio Lim in Cavite during Balikatan 22. Photo Credit: U.S. Embassy (Manila)



Around 9,000 personnel participated in the exercise Balikatan 22 off the coast of the Philippines. Photo Credit: Mass Communication Specialist 2nd Class Michael Doan/US Navy.

BRIDGES OPENED TO PUBLIC IN APRIL 2022

by Rising Philippines

CEBU-CORDOVA LINK EXPRESSWAY TO OPEN THIS MONTH



Photo Credit: Rising Philippines.

f @RisingPhilippines



CEBU-CORDOVA LINK EXPRESSWAY

The Cebu-Cordova Link Expressway (CCLEX) Corporation has announced that it will be open in April-2022. CCLEX is the first toll expressway in the Visayan region of the country and comes with a massive investment of at least Php30 billion pesos. CCLEX will be the third connection between Mactan Island and mainland Cebu. The 8.9-kilometer toll expressway connects the South Road Properties with Cordova town. The CCLEX is one of the biggest infrastructure projects in the country and is projected to spur economic growth in the region. It is undertaken by the Cebu Cordova Link Expressway Corporation, a wholly-owned subsidiary of MPTC, in partnership with Cebu City and the Municipality of Cordova.



Photo Credit: Rising Philippines.

BINONDO-INTRAMUROS BRIDGE

After years of construction, the Department of Public Works and Highways (DPWH) announced the opening of the Binondo-Intramuros Bridge to the public in April-2022. The China-grant bridge under the "Build, Build, Build Program" will cater to over 30,000 motorists daily. The 680-lineal meter Binondo-Intramuros Bridge involves the construction of a four-lane, 70 meters long, and 21.65 meters wide steel arch bridge that connects historical Intramuros, Solana Street to Riverside Drive, and Binondo, Rentas Street to a major port in the early 1900s, Muelle de la Industria.



MARINE CORPS ASSAULT BOAT BATTALION RECEIVES BOAT MAINTENANCE FACILITY AT MARINE BASE TERNATE

by Philippine Marine Corps



TERNATE, Cavite – A newly constructed maintenance bay and boat ramp for the Marine Corps Assault Boat Battalion (MCABBN) was turned-over on 10-February-2022 in a ceremony attended by BGen. Raul Jesus L. Caldez PN(M), Deputy Commandant, Philippine Marine Corps.

The construction of the maintenance bays and beaching ramps was supported by the Joint U.S. Military Assistance Group (JUSMAG)-Philippines. It was a result of the combined efforts of the Naval Small Craft Instruction and Technical Training School and JUSMAG-Philippines for Mobile Training on Diesel Engine, Outboard Engine, and Hamilton Waterjets, as well as the maintenance capability of the MCABBN for the arrival from the U.S. of Small Unit Riverine Craft.

U.S. Embassy in the Philippines Chargé d'Affaires ad interim Heather Variava turned over the facility key to the

Commander of the Combat Service Support Brigade, BGen. Ruben C. Candelario PN(M), with MCABBN Commander, Lt. Col. Roderick H. Bunyi PN(M).

BGen. Caldez emphasized the need to capitalize not just on the acquisition of the material component but also on the other spectrum of capability development, particularly at the maintenance level. He acknowledged the support of the U.S. government to the Philippines in promoting the shared interest on regional cooperation and mutual capability development.

The then Commandant MGen. Ariel R. Caculitan PN(M), who was attending the annual Philippine Marine Corps-U.S. Marine Corps Forces, Pacific (PMC-MARFORPAC), Marine to Marine Staff Talks in Hawaii, extended his gratitude to the JUSMAG-Philippines for the accomplishment of the project.





HOW A NAVY SHOULD DECIDE TO BUY THEIR FIRST DIESEL ELECTRIC SUBMARINE WITH AIR INDEPENDENT POWER (AIP)

by CAPT Tomas D Baino PN (Ret)

INTRODUCTION

This article is a research paper titled “How A Navy Should Decide To Acquire to Buy the First Diesel Electric Submarine” with confidence. If and when the government so decides to acquire the first diesel electric submarine with Air Independent Power (AIP), a NAVY should be prepared and capable to support such a decision. Some of the information are hereunder explained in brief.

PEACETIME STATISTICS OF SUBMARINE LOSSES AND ACCIDENTS FROM 2000 TO 2021

From 2000 to 2021, the recorded submarine accidents registered 34 incidents in USA, UK, Russia, India, Australia, China, Argentina, Canada and lately, Indonesia.

Accidents listed are by category of accident from gas leak, malfunction of mechanical system, collision, grounding, and fire while submarine is under repair and maintenance, torpedo firing exercise, bursting of pipes in operating at maximum depth, flooding inside compartment, collision due to ineffective periscope, internal explosion, loss of control in the deep, etc. Worth noting is that submarine accidents incurred in a Navy of mostly rich and powerful countries that are long time operators of submarines have suffered repeated accidents in spite of their almost perfect submarine maintenance and training facilities.

THREAT IDENTIFICATION

There are factors that can be considered as threats to the survivability of a submarine:

- **Enemy Hostile Action** – attack from the air surface and subsurface, modern sensors that detect and locate a noisy submarine underwater capable of detection and tracking and neutralizing in the deep by a homing anti-submarine torpedo. Although a submarine is the most feared adversary at sea in the areas of conflict of Naval Commanders, her effectiveness may be denied when detected. Instead of being the Hunter, she becomes the Hunted.
- **Expected Perils of the Deep** – submarine accidents increase during peacetime situations aside from wartime losses. The hydrostatic pressure environment is a dangerous one. Even a small fire or gas leak inside the submarine can have catastrophic consequence. A collision with another vessel or groundings can occur any moment underwater. A Submarine relies only on echo or acoustic propagation underwater.
- **Submarine Crew** – The constant threats to the survivability of a submarine are the perils of the deep and lack of skills proficiency/lack of maturity of the officers and crew. There are many requisites of safe submarine operation. Submariners are among the most highly trained of all naval professionals. Therefore, they have advanced skills and are proficient in

submarine total operational and maintenance systems, particularly in maintaining a submarine within “zero tolerance” of even a minor defect that can jeopardize submarine safety especially when deep beneath the ocean surface. The most difficult part to control in a submarine is her own noise that makes her vulnerable under water and becomes ineffective and useless as her weapons system becomes prone to deliberate attacks by Anti-Submarine Surface Ships and Aircraft (ASW), as well as another hostile submarine.

KNOWLEDGE OF THE ENVIRONMENT ON SUBMARINE AREA OF OPERATIONS

A factor that relates to the submarine is the knowledge of the underwater terrain, which depends on good hydrographic and oceanographic data especially in littoral waters. In large areas of the sea, some regions are poorly and inaccurately chartered. Some uncharted sea bottom could endanger a submarine. The avoidance of an accident mainly depends on the skills of the submariner and keen knowledge of the underwater terrain.

Technical knowledge on the prevailing sea environment, such as the changing water temperature, causes a slight change in sea water density. Hydrostatic pressure is the most constant danger of the submarine. The deeper the dive of the submarine, the greater the hydrostatic pressure is exerted over the hull of the submarine.

Submarine operation underwater solely relies on SONAR (Sound Navigation and Ranging) using sound projection and picks-up the returning echo. The sound propagation is affected by seawater salinity, temperature and density, and tends to bounce in a curve path underwater especially in littoral waters with heavy maritime traffic.

KNOWLEDGE ON TOTAL SUBMARINE SYSTEM AND SUB-SYSTEMS

Knowledge on the submarine system and sub-system is a must for the officers and men of the submarines. These include the following aspects in Submarine Operations to match the knowledge in some of the enumerated factors:

- Archimedes Principles, positive, negative and neutral buoyancy, diving depth limitation, collapse depth of the hull, pressure hull volume, submerged and surface displacement, pressure hull volume, structural strength to withstand hydrostatic pressure, speed and power, indiscretion ratio, effect of speed in indiscretion ratio, submerged and snort speed, etc.
- Propulsion system, air independent power (AIP), fuel cell, battery compartment, types of batteries volume and weight, battery and fuel cell operating time, propeller cavitation, etc.
- Ballast tank operation and sequence of events of submarine at the surface of the sea reserve of buoyance, submarine diving, submarine preparing to surface, diving time, expert knowledge in submarine trim and compensation polygon, etc.

- Life support system inside the submarine under prolonged duration in the deep, atmospheric characteristics desired inside the submarine, materials balanced by human body, atmospheric control system, human life inside the submarine, diving safety envelope, etc.
- Submarine system and sub-system interrelated function, CO2 circuit, propulsion power system, high and low air system, hydraulic system, electrical system, steering system;
- Submarine areas of operation, wave environment, 12 motion in waves, prevailing sea condition, maritime traffic.

EMOTIONAL AND PSYCHOLOGICAL STABILITY OF THE SUBMARINER

The ability of the crew to cope with prolonged stress situations depends among others on their aptitude to endure with the demands of an extreme environment like confined spaces inside the submarine in the deep while being confronted by hostile adversaries. Regardless of the crowdedness and lack of privacy in a small congested space, those spaces are intended to be used for generating system and voyage routine activities.

SPECIALIZED SUBMARINE MEDICINES AND DISEASES

Common diseases acquired in a submarine in the deep within confined spaces are in the ears, eyes, throat, lungs, nervous systems, blood circulation system, multiple asphyxiation, pneumonia, copper sulfate poisoning, unknown fever, heat exhaustion, paralysis, eye complaints, bends, nitrogen narcosis, paralysis, epilepsy, psycho-neurosis, heart disease, and many more.

REPAIR AND MAINTENANCE FACILITIES

A submarine is a system, composed of interrelated intricate systems that need periodic check-ups and maintenance to ensure reliability in a planned maintenance scheme. Repair is conducted in anticipation of failure before it occurs. This results into a catastrophic result if not anticipated before it occurs in the deep ocean. Examples are: water-high hull envelope, ballast tank, trim and compensation tank mechanism, stabilizer, propulsion system, SONAR, torpedo tubes, sensors, periscope, minimize or elimination of excessive acoustic noise, silencing of the magnetic properties, propeller cavitation, friction resistance need to be maintained to minimum, electrical system, batteries, fuel cell (MESMA), life support systems, etc. It needs a covered shed, a sycholift for periodic hull cleaning maintenance and propeller,

shore power system, torpedo storage, handling system from the ship to submarine and vice versa. The naval shipyards, local shipyards, and defense industry must be developed in parallel to the NAVY Acquisition of submarines.

SUBMARINE TENDER AND RESCUE VEHICLE

A Navy should prepare a rapid rescue vehicle to provide assistance for submarines in distress at the bottom of the ocean because staying time inside the submarine is limited as she will run out of power and much needed oxygen in case unexpected accidents might occur.

SUBMARINE ESCAPE HATCH TRAINING FACILITIES

Said facility is needed to provide contingency to rescue the submariners from the deep complementary to their knowledge about how to escape from the ill-fated submarine during distress.

ALLOCATION OF FUNDS TO SUPPORT OPERATION AND MAINTENANCE

The government must allocate an enormous amount of funds to support sustainability in the operation and maintenance of the submarine so as to be responsive to her mission in the security operation of the country.

CONCLUSION

A NAVY must be well-prepared to put in place and extensively operationalize the system to deliberately justify its readiness to absorb the technology. A NAVY needs to commit huge capital outlay investments to secure all these requirements before the arrival of the first submarine unit.

RECOMMENDATIONS

A huge capital outlay of funds must be allocated to support build-up of training, maintenance, medical, facilities, availability of emergency funds, and related facilities in order to sustain support of the submarine project even when confronted with a submarine accident. The Defense Department must balance defense expenditures versus what is to be gained. The effectiveness and usefulness of a submarine is paramount for defense, not stocked in the inventory room for preservation. The NAVY should do a lot of pre-planning to determine whether the gains justify the need for a submarine. Above all, it is to avoid an expensive submarine from becoming a white elephant. 🚢



PN AND PCG ASSISTS FILIPINO FISHING BOAT AFTER RUNNING AGROUND IN PAG-ASA ISLAND

by NAVAL FORCES WEST



Filipino Fishing Boat (FFB) *Queen Lorena-1* was rescued and assisted by Philippine Navy (PN) and Philippine Coast Guard (PCG) personnel deployed in Pag-asa Island on 11-March-2022.

According to CAPT George G Sambilad, boat captain of the said FFB, the engine had minor derangement while making their way towards the sheltered port of Pag-asa Island. However, as they entered the said sheltered port, the engine totally shut down resulting in loss of control, causing the FFB to run aground on the shallow portions in the area.

MAMSAR Constructions and Industrial Corporation also extended assistance by providing back hoes to help pull the said FFB towards the shoreline. All twenty (20) crew members of FFB

Queen Lorena-1 were reported safe and were taken care of by PN personnel deployed in the island.

The Pag-asa Island sheltered port was established purposely as a haven for Filipino fishermen so that they could take shelter from bad sea and weather conditions, and take a rest after fishing in the West Philippine Sea.

The Area Task Force West (ATF West) and Joint Task Force West (JTF West) of Western Command (WESCOM) through Naval Forces West (NFW) will provide materials and assist in the repairs of FFB *Queen Lorena-1* so she could sail back to her home port as well as the crew that were accommodated safely in Naval Station Emilio Liwanag on Pag-asa Island. 🚩

Source: <https://www.facebook.com/navalforceswest>

DENR-NCR FETES MANILA'S ESTERO DE SAN MIGUEL AS 'MOST IMPROVED ESTERO' by DENR-NCR



MANILA - ESTERO DE SAN MIGUEL

The Department of Environment and Natural Resources-National Capital Region (DENR-NCR) has recognized the Estero de San Miguel in Manila as Metro Manila's "most improved estero" during the 2nd Gawad Taga-Ilog awarding ceremony on March 22.

The Gawad Taga-Ilog recognizes the efforts of local governments in Metro Manila—barangays in particular—in keeping their waterways clean and trash-free, as well as their active participation in the ongoing rehabilitation of Manila Bay.

It also encourages change in the attitude and outlook of Metro Manila residents for their role in keeping and maintaining waterways clean.

This year's grand winner for the Most Improved Estero was Estero de San Miguel located in the 6th district of Manila near Quiapo Church.

Meanwhile, the 1st runner-up was Estero Tripa de Gallina in Pasay City and Makati City; 2nd runner-up, Park Creek 23 in Marikina City; 3rd runner-up, Polo River in Valenzuela City; and 4th runner-up was Zapote River in Las Piñas City.

The awarding ceremony was also in time with this year's celebration of the World Water Day under the theme, "Groundwater: Making the Invisible, Visible."

DENR Acting Secretary Jim O. Sampilna commended the search for most improved estero, noting that it should be "replicated in other regions, especially selected areas of the Manila Bay regions."


"This should be done to recognize the efforts of local government units, partners, stakeholders, and communities in cleaning, restoring, and protecting our waterways," Sampilna said in his speech delivered by Undersecretary for Field Operations—Luzon, Visayas, and Environment Atty. Juan Miguel Cuna.

Meanwhile, citations were given to the different esteros in Metro Manila, namely, Estero de Maypajo in Navotas City; Sucol River in Malabon City; Ermitano Creek in the City of San Juan; Estero de Maypajo in Caloocan City; Maytunas Creek in Mandaluyong City; Lanuza Creek in Pasig City; and Tipas River in Taguig City.

Judges for Gawad Taga-Ilog 2.0 include DENR officials and partners who are professionals in the field of environmental protection, possess independence, which means being free of any loyalties, duties or interests that might inappropriately influence the performance of a judge's functions, manifest impartiality, and have a sense of perspective.

DENR-NCR Regional Executive Director Jacqueline Caancan said the Gawad Taga-Ilog was launched in 2020 "not to promote competition but to inspire cooperation among our partner barangays."

"Indeed, Gawad Taga-Ilog is built on the premise that Manila Bay is a watershed. All rivers and esteros within the watershed drain their waters—together with all the liquid and solid wastes from our households, offices, factories, etc.—to Manila Bay. Cleaning the historic water body therefore necessitates an integrated or ecosystem-based approach, from ridge to reef," Caancan said.

In 2020, a total of 33 waterways were nominated with three barangays emerging as winners, which include Barangays NBBS Dagat Dagatan and Bangkulasi in Navotas City as 2nd runners-up; Barangay Marikina Heights in Marikina City as 1st runner-up; and Barangay Lingunan in Valenzuela City as grand winner. 

Source: <https://denr.gov.ph/index.php/news-events/press-releases/3764-denr-ncr-fetes-manila-s-estero-de-san-miguel-as-most-improved-estero?fbclid=IwAR18fd6Eyu7fds4-DGCRxhaOH2PScm7EM1WT-bzwSgaLOYiZu4-SZ8LAAATs>

TRASH TRAPS, CLEAN-UP DRIVES STOP 800+ TONS OF WASTES FROM DRAINING INTO MANILA BAY

DENR CALABARZON

More than 800 tons of trash coming from the provinces of Cavite, Laguna, Batangas and Rizal were kept from finally draining to Manila Bay through the trash traps installed along the waterways and the regular cleanup activities of the river rangers on the first quarter of 2022, per report of the Manila Bay Site Coordinating and Management Office (MBSMCO)-4.

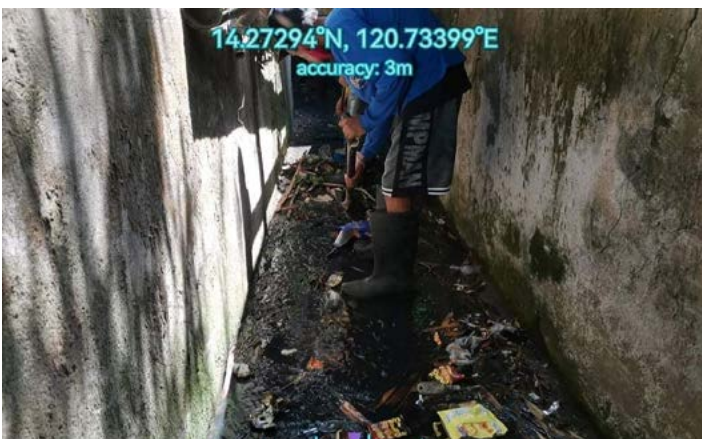
The monitoring of installed trash traps and the conduct of cleanup drives by river rangers are part of the Manila Bay Rehabilitation Program of the Department of Environment and Natural Resources (DENR) CALABARZON.

Most of the said wastes were from the province of Cavite with a total volume of 634 tons, a whopping 72% of the overall amount of waste collected for the quarter.



About 600 tons of the said wastes were collected by the river rangers while the remaining volume were gathered from the trash traps.

Rizal province was distant second with 120 tons total waste collection, followed by Batangas and Laguna with 68 tons and 56 tons, respectively.



465 river rangers across the said provinces were hired and mobilized during the said period: 198 in Cavite being the most populous province of the four and being the area largely covered by the Manila Bay Region, 123 in Laguna, 80 in Rizal, and 51 in Batangas.

The river rangers were able to clean an 80 km stretch along the identified river systems, shorelines, and waterbodies in the region. There were 82 of the 97 trash traps installed all over the region were able to collect solid waste during the quarter: 36 in Cavite, 19 in Rizal, 17 in Laguna, and 10 in Batangas.



The collected solid wastes were transported to various sanitary landfills and materials recovery facilities through the assistance of the concerned local government units. For this year, DENR CALABARZON through its provincial offices will install 24 more trash traps at the identified waterways in the four provinces

covering the Manila Bay Region. Moreover, the office will continue to hire river rangers who will regularly conduct cleanup activities along the various tributaries of the bay within the region.

The installation of trash traps and the hiring and mobilization of river rangers are under Phase 1 (Cleanup/Water Quality Improvement) of the Manila Bay Rehabilitation Program which was launched in January 2019 during the administration of former DENR Secretary Roy A. Cimatu. The said activities were coupled with information and awareness drives among the affected residents.



DENR CALABARZON continues to call on the public to religiously practice proper waste segregation and disposal to lessen the waste leading to Manila Bay and to the ocean. 🚢

GEMVER FISHERMEN ABANDONED AT SEA BY CHINESE VESSEL TO FINALLY GET COMPENSATION

by Vicky Viray Mendoza

FB GemVer, the Filipino fishing boat sunk by Chinese vessel Yuemaobinyu 42212 on 9-June-2019 near Recto Bank within the Philippine EEZ had 22 Filipino fishermen onboard.

The Yuemaobinyu 42212 is a Chinese steel-hulled fishing vessel operating from Guangdong, China. It is 44 meters (144 ft) in length with a beam of 8 meters (26 ft).

The FB Gem-Ver is a Filipino wooden-hulled fishing outrigger owned and operated by Arlinda B. de la Torre of San Roque, San Jose, Occidental Mindoro, Philippines. It is 19 meters (62 ft) in length with a beam of 1.8 meters (5.9 ft), and powered by a diesel engine with a single screw.

The Chinese vessel abandoned the Filipino crew in distress at sea in violation of two maritime laws – United Nations Convention on Law of the Sea (UNCLOS) and the International Convention of Safety of Life at Sea (SOLAS). The GemVer fishermen were later rescued after a couple of hours by a passing Vietnamese vessel.

Finally, after nearly three years, the GemVer crew will receive compensation.

"I confirm that there has been a final settlement of the damage claims of the Gem-Ver fishermen against the owners of the Chinese



vessel. The agreed compensation is Php6 million. I understand that the owner of FB GemVer will receive the amount on behalf of the fishermen and himself," Justice Secretary Menardo Guevarra said.

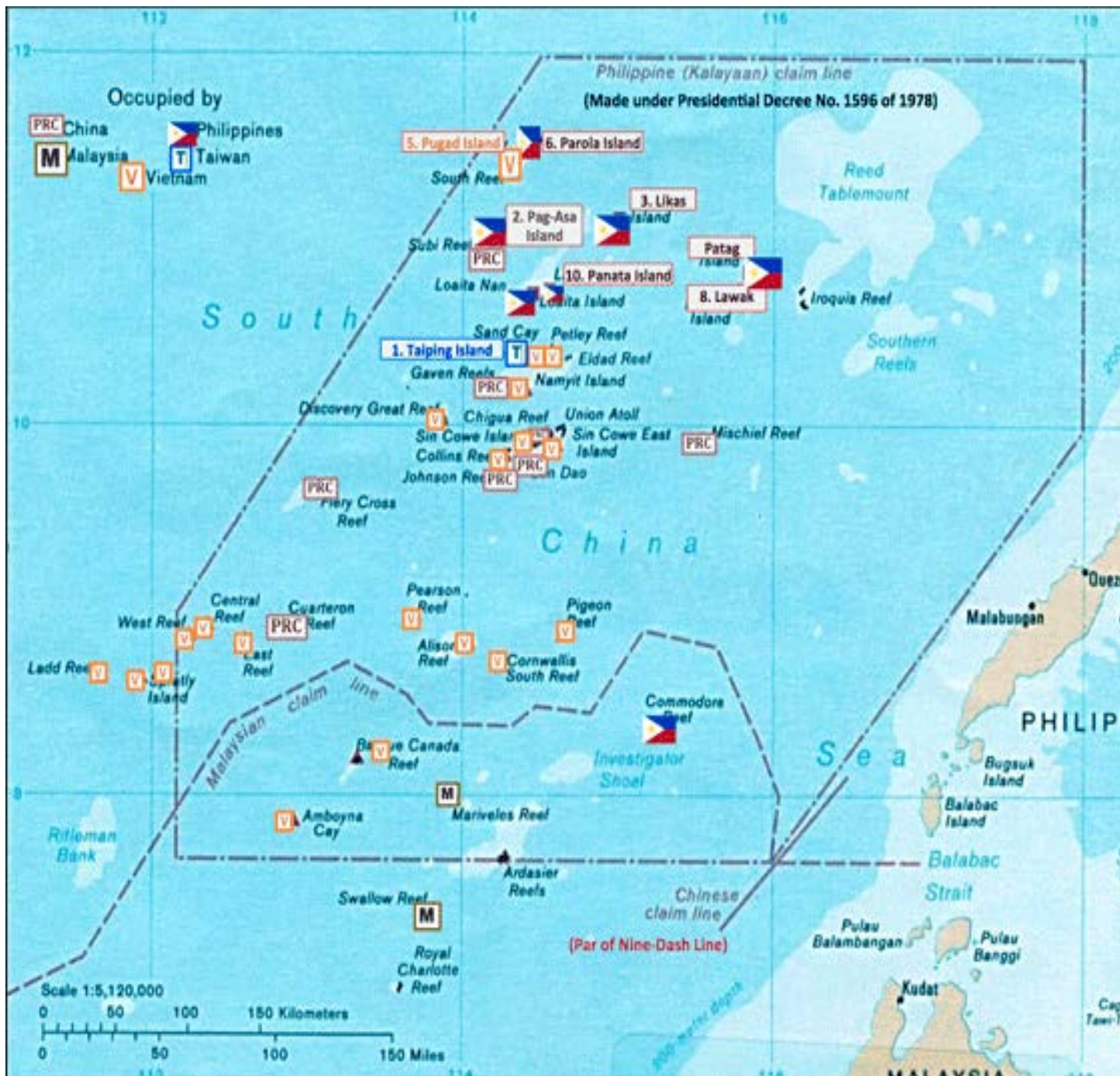
However, the negotiated amount is only half of what the prosecutors had set in September 2020. Php12 million or close to \$250,000 was the amount calculated as due compensation to the Gem-Ver fishermen to cover for the vessel's repair expenses, lost income, as well as civil and moral damages.

Justice Undersecretary Adrian Sugay confirmed that the "parties have reached an agreement, and that the Department of Foreign Affairs will be issuing an official statement on the matter in the coming days."

This fishing vessel ramming incident that took place in 2019 is still fresh in the minds of the Filipino psyche. Back then, it had elicited public indignation in the country, ironically exacerbated by Pres. Rodrigo Duterte describing it merely as a "little maritime accident," echoing the Chinese Foreign Ministry spokesman who pronounced the incident an "ordinary maritime accident." 🚢

ZONAL APPROACH TO THE 'WEST PHILIPPINE SEA'

by Julius A. Yano, JD, LL.M.*



Philippine Kalayaan Claim Line. Spratly Islands indicate countries occupying the island. Photo Credit: PD 1596.

^{1*} Atty. Julius A. Yano underwent specialized training in international maritime law in Europe. He was the Nippon Foundation Lecturer in International Maritime Security Law at the IMO-International Maritime Law Institute for the academic year 2017-2018. He is a Managing Associate at the Del Rosario & Del Rosario Law Offices, an officer of the Maritime Law Association of the Philippines and a trustee of the Institute for Maritime and Ocean Affairs. He is a reserve officer in the Armed Forces of the Philippines, a member of the Philippine Coast Guard Auxiliary, and an adopted member of the Philippine National Police Academy 'Kaisang-bisig' class of 2009. The views expressed in this article do not necessarily represent the position of any organization with which he may be affiliated.

The sea referred to as the 'West Philippine Sea' comprises different maritime zones, not all of which actually pertain to the Philippines as its territory from the perspective of international law. Given that the Philippines is a member of the international community, it is only advisable that it employ an approach consistent with international law in respect of its territory and maritime spaces.

AO 29 s 2012

Under Administrative Order 29 series of 2012, all the maritime areas on the western side of the Philippine archipelago as enclosed by the archipelagic baselines drawn in accordance with Republic Act 9522 are referred to as the 'West Philippine Sea.' To claim however that all these areas are subject to Philippine territorial sovereignty or are part of Philippine territory will be inaccurate under international law, particularly the 1982 United Nations Convention on the Law of the Sea (LOSC) to which the Philippines is a party. A zonal approach to the 'West Philippine Sea' is essential; thus, one will be more conscious and cognizant of the different maritime zones composing the West Philippine Sea as well as the functions each of them serves.

The Maritime Zones composing the 'West Philippine Sea'

Territorial Sea of the Archipelago. From the archipelagic baselines up to 12 nautical miles (nm) seaward is the territorial sea of the Philippine archipelago. Over the territorial sea – the seabed and subsoil, the water column and the superjacent airspace – the Philippines has sovereignty exercisable subject to international obligations. (An example of this obligation is the right of innocent passage available to foreign ships through the Philippine territorial sea.) Beyond this 12nm territorial sea, however, is no longer an area of Philippine sovereignty.

Exclusive Economic Zone of the Archipelago. Beyond the 12nm territorial sea up to 200nm seaward is the Exclusive Economic Zone (EEZ) established through Presidential Decree 1599 series of 1978. Whilst the EEZ is encompassed by the nomenclature 'West Philippine Sea,' it does not mean that it is Philippine national or territorial waters. To be sure, the Philippines no longer has sovereignty over said area. Rather, it has sovereign rights over the natural resources therein; put simply, exclusive economic rights. Thus, under international law, whilst the Philippines does not own its EEZ, the economic uses, e.g., fishing, in such maritime space including the superjacent airspace are exclusive to the Philippines; no other state can undertake economic activities therein without the consent of the Philippine state. Given that it is not Philippine territory, other states may however enjoy non-economic uses in the area, such as freedom of navigation as well as the right of overflight.

Continental Shelf of the Archipelago. Just like the EEZ, the continental shelf is another distinct zone where the Philippines has sovereign rights – not sovereignty – existing *ipso facto and ab initio*. It is also not properly deemed part of Philippine territory. It is nonetheless important to further distinguish the EEZ from the continental shelf. For one, the continental shelf regime pertains to the seabed and subsoil – not to the waters – beyond the 12nm territorial sea. Thus, as a rule, fish are supposedly not discussed in relation to the continental shelf. Such natural resources as oil, gas and minerals are the resources that are properly discussed in relation to the continental shelf regime. Further, whilst the EEZ is only up to 200nm, the continental shelf may extend up to 350nm. Thus, on the eastern side of the archipelago, the Philippines successfully established

the outer limits of the continental shelf in the area referred to as Benham Rise. It is important to remember however that maritime entitlements beyond 200nm are covered by the continental shelf regime alone, not the EEZ. Stated otherwise, the waters above the outer (or extended) continental shelf, i.e., beyond the 200nm EEZ, are already part of the high seas beyond the exclusive control of the Philippines. Owing to the division between the EEZ and the continental shelf, these two may co-exist only up to 200nm measured from the Philippine archipelagic baselines; beyond 200nm only sovereign rights in respect of the latter are possible.

No Contiguous Zone. Another maritime zone recognized in international law is the contiguous zone. If claimed, it grants onto the relevant coastal state limited law-enforcement authority even beyond the 12nm territorial sea up to 24nm measured from the relevant coast. Contrary to common understanding, the Philippines does not have a contiguous zone for the reason that it has not (yet) claimed such zone.

The Territorial Sea of Bajo de Masinloc (Scarborough Shoal). As we know from the 2016 South China Sea Arbitration case, Bajo de Masinloc was found to be a high-tide elevation – specifically a rock per Article 121(3) of the LOSC – lying at 116.2nm from Luzon. Whilst Bajo de Masinloc is located within the 200nm EEZ or continental shelf; it is neither a part of the EEZ nor of the continental shelf. Being a high-tide elevation and thus a piece of territory in itself, it has its own personality so to speak; in fact, it generates its own maritime zone. Being a rock, however, it generates no more than a territorial sea up to 12nm; it does not have an entitlement to continental shelf rights or EEZ rights. Given its location, the waters beyond the 12nm territorial sea of Scarborough Shoal form part of the 200nm EEZ of the Philippine archipelago; the seabed and subsoil beyond its 12nm territorial sea form part of the continental shelf of the Philippine archipelago.

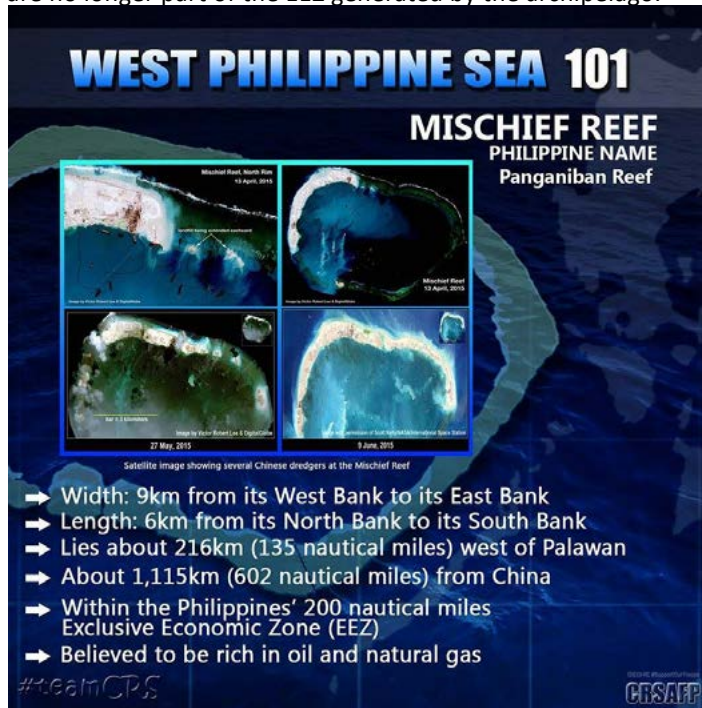


Bajo de Masinloc. Photo Credit: Oceandots.com | NASA.

The Territorial Seas of the Kalayaan Islands

Anent the Kalayaan Islands, the arbitral tribunal in the *South China Sea Arbitration* case found that none of the high-tide features there is a fully-entitled island capable of generating an EEZ or continental shelf. In other words, at best, the high-tide features forming part of the Municipality of Kalayaan could only generate their respective territorial seas up to 12nm – just like Bajo de Masinloc. Similarly then, the waters beyond the 12nm territorial sea of said features, but within the 200nm zone measured from the archipelago, will be part of the EEZ of the

archipelago; the seabed and subsoil beyond the 12nm territorial sea form part of the continental shelf of the archipelago. Some of the high-tide features composing the Municipality of Kalayaan lie beyond 200nm from the archipelago though. Thus, the waters beyond the territorial sea generated by such features are no longer part of the EEZ generated by the archipelago.



Panganiban Reef (Mischief Reef). Photo credit: CRSSFP

Panganiban (Mischief) Reef and Ayungin (Second Thomas) Shoal as Low-tide Elevations

Panganiban Reef and Ayungin Shoal are low-tide elevations located within 200nm from the archipelagic baselines of the archipelago. Unlike high-tide elevations, these low-tide elevations are merely part of the seabed specifically, the 200nm continental shelf given their location. As discussed, it is not part of Philippine territory under international law. However, the Philippines has sovereign rights – but not sovereignty – over these features.



Ayungin Shoal

The Maritime Zones of Sabah

Sabah is another component of Philippine territory which generates a territorial sea, an EEZ and continental shelf that merge with those of the archipelago.

Some Observations on the ‘West Philippine Sea’

Contrary to the understanding of some if not many, the EEZ is not sovereign waters; the high seas freedom of navigation,

among others, is therefore also available to foreign vessels in the Philippines’ EEZ. Thus, the mere presence of foreign vessels in the Philippines’ EEZ is permissible. Of course, if such presence is for purposes other than what said foreign vessels can legitimately carry out in the EEZ, it is a different thing altogether and is objectionable.

Another common misconception is that the waters surrounding Bajo de Masinloc and (some of) the Kalayaan Islands simply form part of the EEZ. This interpretation fails to take into account the fact that these high-tide elevations also generate their respective territorial seas that which should be given effect. What form part of EEZ waters are those waters beyond said territorial seas, provided that they be within the 200nm zone measured from the archipelago.

Further, despite being called an ‘island,’ it must be understood that Pag-asa Island is legally a rock per Article 121(3) of the LOSC as found by the arbitral tribunal in the SCS Arbitration case. Thus, it has its own territorial sea, but nothing more. It should also be recalled that Pag-asa Island lies at 227.4nm from the archipelago; hence, already beyond the 200nm EEZ.

To claim that Panganiban Reef and Ayungin Shoal are territories of the Philippines will run afoul of international law. As discussed above, they are merely low-tide elevations forming part of the seabed or the continental shelf of the archipelago. And under international law, the continental shelf is beyond the claim of territory by a state. Certainly, Philippine sovereign rights – not sovereignty – over these features must be protected. To be sure, the construction of an artificial island over Panganiban Reef without the consent of the Philippines is violative of such rights.

Really and truly, the term ‘Kalayaan Island Group’ can now be confusing – hence, the use of the term ‘Kalayaan Islands’ above instead – such that it is (still) thought that all the marine areas enclosed by the coordinates indicated in Presidential Decree 1596 series of 1978 are Philippine sovereign or national waters. As discussed above, Philippine sovereign waters in the Municipality of Kalayaan are limited to the territorial seas around each of the high-tide features.

Conclusion

A zonal approach to the West Philippine Sea leads one to be mindful of the fact that different maritime zones actually compose what is referred to as the ‘West Philippine Sea.’ Thus, one becomes conscious about the extent (consequently, the limits) of the Philippine claim of maritime territory in relation to the ‘West Philippine Sea.’ Indeed, unless the commonly-held idea that the ‘West Philippine Sea’ is entirely Philippine territory is rectified, the (legal) issues surrounding it cannot be properly appreciated.

The ‘West Philippine Sea’ is not entirely Philippine sovereign waters. In fact, most of the area encompassed by the ‘West Philippine Sea’ is the EEZ (and continental shelf). Whilst the Philippines has sovereign rights in the EEZ (and continental shelf), it can neither claim nor treat this as its national waters without offending international law. Indeed, sufficiently understanding the nature of Philippine interests in the ‘West Philippine Sea’ is essential to effectively protecting and defending such interests.



UNDERUSED SUBIC AIRPORT EYES ROLE AS ALTERNATE HUB TO NAIA, CLARK

by Roumina Pablo, PortCalls

SUBIC INTERNATIONAL AIRPORT

Subic Bay International Airport may absorb excess passenger traffic from Central and Northern Luzon, according to officials of the Subic Bay Metropolitan Authority. Photo of airport from SBMA.

Upgrades at Subic Bay International Airport (SBIA) are continuing, with the Subic Bay Metropolitan Authority (SBMA) envisioning the facility as an alternate gateway to the country's main airports; a logistics hub; and an aircraft maintenance, repair, and overhaul (MRO) center.

SBMA seeks to redistribute excess traffic from congested airports in Luzon such as Ninoy Aquino International Airport (NAIA) to the underutilized SBIA, SBMA Airport Department manager and SBIA manager, Zharrex Santos said in a recent presentation at the SBMA 2022 Seaports Forecast webinar.

Santos noted there is overconcentration of passenger traffic, particularly at NAIA, which also translates to vehicular traffic along roads leading to the airport.

He said NAIA and Clark International Airport's (CRK) combined annual passenger capacity of 35.2 million has already been breached, with the facilities handling 52.1 million passengers in 2019.

Santos said SBIA has a capacity of 6 million passengers a year, adding that 8 air traffic movements per hour can be transferred from NAIA to SBIA.

He said SBIA and SBMA will try to convince government offices and stakeholders to use SBIA, which he said can absorb and service excess traffic from NAIA and CRK.

While airport projects that can provide additional capacity are already in the pipeline, including Bulacan International Airport (BIA) and Sangley Point International Airport (SPIA), Santos noted the projects "will not come tomorrow."

BIA is scheduled for completion in 2024 while negotiations for SPIA have yet to be completed.

Santos and SBIA may absorb excess passenger traffic from Central and Northern Luzon. He said about 12 million passengers being serviced at NAIA come from these two areas.

Since its inception, SBIA has only handled chartered flights. Santos said the facility is ready to accommodate commercial flights, noting that SBIA handled Philippine Airlines' (PAL) 82 repatriation flights with more than 20,000 passengers from July 2021 to February 2022.

SBMA senior deputy administrator for operations Ronnie Yambao, during the same webinar, said PAL sent a letter to SBMA chairman and administrator Rolen Paulino Sr. last March saying the airline will continue evaluating the possibility of serving Subic via regional or domestic flights in the future, "whether with charter services or eventual regular schedules."

Other opportunities for SBIA include as a logistics and as aircraft MRO hub.

Santos said Subic is an ideal location for logistics operations. SBMA,

he added, will tap courier and logistics service providers to locate their sorting facilities in the Freeport zone.

SBMA has also been marketing SBIA as an MRO hub for business aviation since 2019 following the opening of an MRO service facility at the airport.

Another niche market for SBIA is Visiting Forces Agreement (VFA)-related exercises. Currently, Subic is hosting U.S. troops participating in the joint military exercise with Filipino forces on the West Philippine Sea.

Santos said SBIA is being used as an entry and exit point for U.S. troops and the airport has already accommodated 52 flights and 2,349 incoming passengers.

In addition, SBMA is looking to capitalize on the cruise ship industry and Subic port's proximity to SBIA by becoming the access airport for cruise ship and super yacht passengers.

The opening of a bike park at Subic and conducting a biking race in which SBIA can be the entry point for participants is also being explored.


Completed upgrades at SBIA include the installation of automated weather observation system, airfield ground lighting, and area navigation approach.

Ongoing are the installation of the new Doppler very high frequency omnidirectional range with distance measuring equipment, and a new air-ground communication equipment.

SBMA has allocated Php112.987 million for the procurement of aircraft rescue firefighting vehicles and Php103.125 million for new boarding bridges.

A budget of Php61 million is also allotted for procurement of new movement area guidance signs and various airfield lighting components and Php46 million for the new automatic dependent surveillance broadcast ground station.

Aside from upgrading projects, Santos said SBMA is looking into tapping private partners and is exploring the possibility of a public-private partnership development for SBIA.

Published with permission from the publisher of PortCalls, Ms. Liza Almonte. 

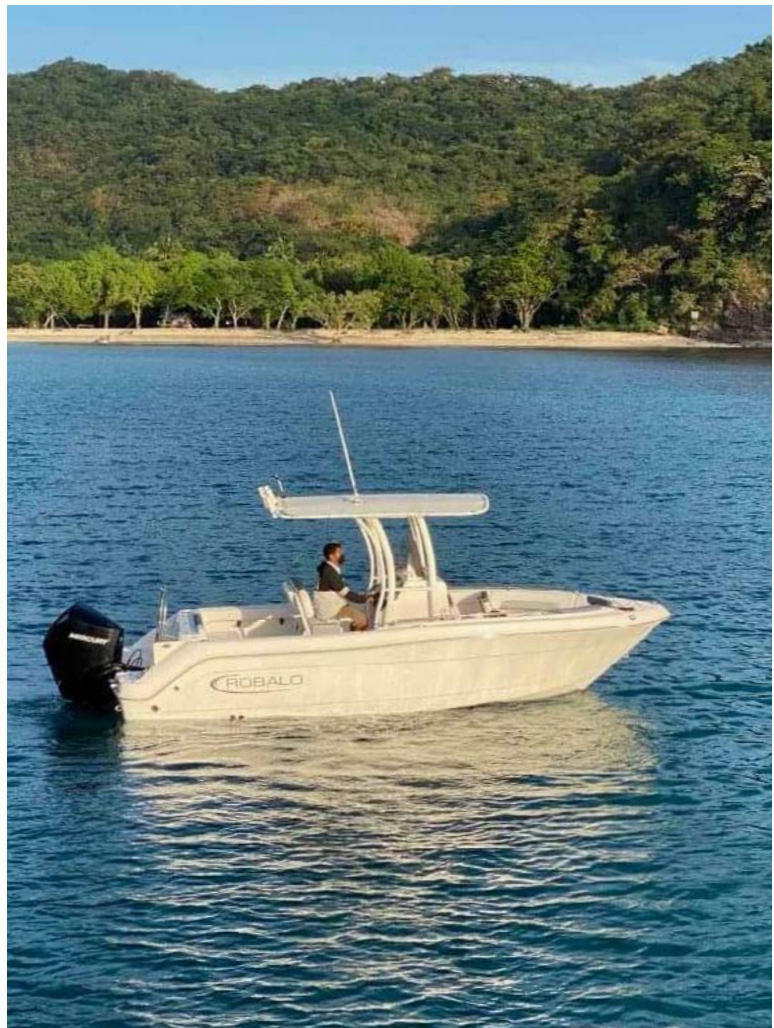
Source: <https://www.portcalls.com/underused-subic-airport.../>

- Continuous upgrades are being carried out at Subic Bay International Airport to develop its potentials as a gateway;
- The airport is eyed as an alternate hub to decongest NAIA; a logistics hub; and for aircraft maintenance, repair and overhaul operation;
- Subic Bay Metropolitan Authority is exploring public-private partnership development of Subic Bay International Airport.





SOME PEOPLE SEARCH
THEIR WHOLE LIVES
FOR A LIFE LIKE THIS.



SOLANDA ENTERPRISES, INC.

730 Anda cor. Solana & Magallanes Sts., Intramuros, Manila
Tel (632) 8527-8261; (632) 5328-5351 Fax (632) 8527-1315
www.solanda.com Email: solanda@solanda.com





Every day on the water is a blank canvas. A chance to seek new horizons and ride endless waves. So drop the hammer. Or the anchor. And let adventure be your guide.

**MERCURY ENGINES ARE MADE FOR EXPLORING.
SO ARE YOU. GO BOLDLY.**



MERCURY
GO BOLDLY.®

MercuryMarine.com

DA REGISTERS 5.4 M FARMERS AND FISHERS IN RSBSA

by DA Communications Group



More than five million farmers, fishers, and farm workers have to date registered under the national Registry System for Basic Sectors in Agriculture (RSBSA) that serves as a major requirement, prioritizing them to receive various assistance from the Department of Agriculture (DA).

“As of March 8, 2022, we have registered 5,463,735 farmers, fishers, and farm workers, exceeding our target amid the pandemic that restricted movement and physical contact,” Agriculture Secretary William D. Dar said.

“Once registered, they are given priority in availing of agriculture and fishery assistance in the form of cash or farm inputs like seeds and fertilizers, and fuel subsidy vouchers, and crop insurance, to name a few,” the DA Chief Dar added.

The DA has been encouraging all farmers, farm workers/laborers, fisherfolk, including farm youth to register in their respective City or Municipal Agriculture Offices (C/MAOs), where they are assisted in filling out the RSBSA enrolment form, said Arnel de Mesa, DA-Assistant Sec. for Regional Operations.

The one-page, back-to-back RSBSA form contains the enrollee’s personal and relevant socio-economic information, farm land ownership, size, corresponding crops/commodities being tilled, and if the farm is irrigated, rainfed lowland, or upland, among other information. The RSBSA also collects information about their membership in farmers’ or fisherfolk’s associations or cooperatives and other sectoral affiliations.

Thereafter, the data are encoded by the respective DA-RFOs and transmitted for consolidation to the DA Information and Communications Technology Service (ICTS) into the Farmers and Fisherfolk Registration System (FFRS), said ICTS OIC-Director Honorio Flameño.

To date, 5,214,972 farmer and fisher records were already encoded in the FFRS. Further, the respective data from the National Coconut Farmers Registry System (NCRFS) administered by the DA’s Philippine Coconut Authority (PCA) and the FishRs of the DA’s Bureau of Fisheries and Aquatic Resources (BFAR) will be integrated into the FFRS.

The Department, in tandem with the C/MAOs, will continue to undertake the RSBSA enrolment process, and the integration of existing agri-fishery database systems until all the estimated 12 million farmers, fishers, farm workers, and other target agriculture-based beneficiaries nationwide are registered.

Further, the DA-ICTS will continue to update, validate, and monitor the registry system to provide the “One DA family” a reliable and credible database to ensure that agriculture interventions are properly targeted and implemented accordingly, added Flameño.

The RSBSA has three main components: farmer and fisherfolk profiling, farm parcel georeferencing, and the interventions monitoring system.

Profiling requires basic collection of information of farmers, fishers, farm workers, other agrifishery-related beneficiaries that include personal data, farm ownership, and related activities, and association or enterprise involvement, etc.

In parcel georeferencing, farm production areas are measured, including other physical parameters that serve as guides for government interventions to be more suitable to increase farmers’ and fisherfolk’s productivity and incomes, and make their operations resilient and sustainable.

The interventions monitoring system serves as a tool for tracking the programs and activities participated by our farmer and fisher beneficiaries, including the interventions they receive from the Department.

“In all, the RSBSA and FFRS (the tool to update RSBSA database) are key components of the digital agriculture strategy of the ‘One DA Reform Agenda’ that involves the application of cutting-edge technologies and innovations throughout the food systems for the benefit of all food supply chain stakeholders, particularly small farmers, and fishers,” said Secretary Dar.

“Having an accurate and updated registry system is undoubtedly a critical ingredient when crafting policies to attain our vision of a food-secure and resilient Philippine agriculture,” he added, underscoring that all the DA commodity banner programs, including those of various agencies, bureaus, and other offices rely on the RSBSA database and FFRS online system for the delivery of their respective services and interventions to clientele. In particular, Asst. Sec. de Mesa said the successful and efficient distribution of assistance through the Rice Competitiveness Enhancement Fund-Rice Farmers Financial Assistance (RCEF-RFFA) could be attributed to the updated RSBSA list of rice farmers, wherein unconditional cash assistance of P5,000 was loaded into the accounts of 1,049,722 rice farmer-beneficiaries, as of 8-March-2022, who till an area of two hectares or less.

“The RSBSA, being one of the priority initiatives of the Department, will be constantly enhanced to ensure data reliability and consistency, and we will continue to innovate and integrate sets of protocols to maintain the system’s efficiency and integrity,” concluded DA Secretary Dar.

Contributors: Patrick Lesaca and Daryl Alonzo Battad, DA StratComms. 📍

Source: DA-BFAR 4A on Facebook

Full Story: <https://www.da.gov.ph/da-registers-5-4-m-farmers-fishers-in-rsbsa/?fbclid=IwAR2EVRvM743EHCa5HQ741x1eBssSLkmc6U-snciBSfu0EuIBjbNiziUkG1M>

BFAR REGION 7 DISPERSES 50,000 TILAPIA FINGERLINGS IN BOHOL

by Ana Liza Casquejo


B FAR Region 7, through Fisheries Production and Support Services Division (FPSSD), has dispersed 50,000 tilapia fingerlings in the open waters of Candijay and Guindulman towns of Bohol Island on 30-March-2022.

This activity was spearheaded by the division's aquaculture section and in coordination with the Bohol Provincial Fishery Office and Local Government Units of the said towns.

Over 20,000 pieces of tilapia fingerlings were delivered and dispersed to three selected barangays of the town of Candijay namely Leadway dam, Can-olin, and Tubod. Also, on the same day, a total of 30,000 fingerlings were dispersed in the town of

Guindulman such as the barangays of Guio-ang, Guinacot Small Water-Impounding Project (SWIP), and Can-tab SWIP.

The dispersal of fingerlings, as one of BFAR-7's main services, aims to help in boosting the inland aquaculture by flourishing the number of stocks in the region, through the bureau's Balik Sigla sa Ilog at Lawa (BASIL) since 2017.

Stocks of the Tilapia fingerlings were sourced out from Clarin Freshwater Fish Farm (CFFF) in Clarin, Cebu. 

About the Author: Ana Liza Casquejo is Bohol PFO Information Officer.

Source: <https://web.facebook.com/BFARCentralVisayas>



MODERN DAY COASTAL DEFENSE OPERATIONS AND ITS IMPLICATIONS FOR THE PHILIPPINES

by CDR Mark R Condono

INTRODUCTION. *Vampire! Vampire! Vampire! yelled the Fire Controlman aboard BRP Vicente Catalan (DDG-01) as the blips came into his scope. Countermeasures! as the Ship's Weapons Officer shouted, decoys launched. Enemy Missiles destroyed.*—A fictional futuristic scenario in which Philippine Navy warships may encounter in a modern high intensity conflict from a mobile land-based anti-ship missile systems.

On 04-April-2022, the Shore-Based Anti-Ship Missile Battalion was activated under the Coastal Defense Regiment of the Philippine Marine Corps in preparation for the arrival of the Brahmos Anti-Ship Missiles by the following year. Two year's ago in October 2019, the Philippine Army activated the Artillery Regiment's 1ST Land-Based Missile System Battery also in anticipation of the Brahmos Anti-Ship Missile System. Last 12-April-2022 (Philippine Time) until the time of this writing, social media and various news outlets reported the damaged, on fire and sinking of the Flagship of the Russian Navy Black Sea Fleet, the Guided Missile Cruiser RFS *Moskva* (121). Initial reports from the Russians was that ammunition got cooked on board the vessel resulting into the damage, though reports from Ukraine and other Western Sources was it was hit by a duo or triple of Ukraine's Land Based R360 Neptune Anti-Ship Missile assisted by Bayraktar TB2 Drones (the latter to disrupt the ships AD Radars) prior to the Neptune's hitting the vessel. On 16-April-2022, official news reports indicate that RFS *Moskva* while being towed to a designated Russian Port in stormy seas rolled over and sank. Thus, if proven, it would be the first land-based anti-ship missile strike since 2016 when Houti rebels unsuccessfully launched Chinese made Silkworm Missiles towards the Amphibious Transport Dock USS Ponce (LPD-15) and its two Escort Guided Missile Destroyers, USS *Nitze* and USS *Mason*.



THROUGH THE LOOKING GLASS: A review of Coastal Defense Actions of the 20th and 21st Century. These weapons systems would play a pivotal role for the defense and security of the world's second largest archipelago, which has more than 7,600 islands and boasts a total coastline of 36,289 kilometers. This brief article seeks to share the essence of engaging an invading or interdiction force within a sovereign's littorals in the past 70 years. There were seven Coastal Defense actions in three different timeframes, one during the opening days of WWII in Norway, two during the Cold War era, and four in today's modern high intensity conflict with a solitary foci—that

of denying the enemy in gaining a foothold of its territory.

Prior to the RFS *Moskva* sinking, one of the largest warships destroyed by a Coastal Defense and Torpedo Battery was the German Navy's Heavy Cruiser *Blucher* on 09-April-1940 during the Battle of Drobak Sound, with the vessel succumbing to multiple hits of Coastal Defense guns and torpedoes. Despite the age of the Norwegian weapons, they heavily inflicted damage on the German invasion force.

The Second during the so-called United Nations Police action off the Korean Peninsula 69 years ago shows the bravery of the North Korean Coastal Battery engaging one of the world's mightiest warships during that period. We might never know the North Korean's reason on the United Nations Task Group off Korean waters but the basics come into light that those ships seen in position were a menace on their infiltration operations in South Korea from the sea. The famous "*Temper, Temper*" story originated from this action.

The second, three decades later from the first is a 10-week conflict, between Argentina and the UK over a territorial dispute in what was the Falkland Islands. The conflict as in every discord brought out necessity as the mother of invention as various modifications and improvements on existing weapons system were fielded by both forces and one outcome was the persistence and perseverance of the Engineers and Officers of both the Argentinean Navy and Army in configuring an air launch and ship-based anti-ship missile system into a land-based platform.

Nine years after the debacle in the South Atlantic, the world would again be treated to high technology warfare as the United States and the whole United Nations Coalition drove out the forces of Iraqi dictator Saddam Hussein out of Kuwait. Operation Desert Storm is no different from earlier conflicts as control of the sea is a vital factor in denying the enemy of support and resources from the outside and providing the coalitions forces of naval gunfire support.

A decade and a half later, in a 34-day conflict, Israeli Defense Forces engaged with para-military Hezbollah in Northern Israel, Lebanon, and the Golan Heights over demographic tensions on its border and occupied territory. One traditional and essential factor this dispute characterized was again control of the sea as the naval blockade of Israel played a pivotal role in the Second Lebanon War, but in a twist of fate, Hezbollah inflicted damage on an Israeli warship off the Lebanese Coast.

Ten years later, still in Southwest Asia, as the Yemeni Civil War took a turn, neighbouring Arab countries led an intervention and action against the Houti rebels in Yemen, who successfully damaged a modern high speed Catamaran vessel and targeted warships near its occupied territory.

Battle of Drobak Sound: *Blucher* on Fire. At 0420H in 09-April-1940, Norwegian searchlights tracked and illuminated the German Cruiser *Blucher* of the Admiral Hipper Class as she was entering the Oslofjord. *Blucher* was the lead ship of the German invasion fleet to Norway which began on 05-April-1940. The element of surprise was soon lost as several minor skirmishes alerted the German presence to the Norwegians. The task force objective was to capture Oslo and

King Haakon VII. *Blucher* was engaged by the Oscarborg Fortress in the town of Drobak with batteries springing the place, despite the fog of war during the early hours of his passage as the Norwegians were identifying her identity and once established that she was a German warship, the fortress opened fire from the Fortress Aron and Moses guns (ironically German-built Krupp Naval Guns of 28cm). The value of the fort as a frontline defensive facility was disregarded by the German Command. The initial hits on the *Blucher* as well as succeeding hits started a huge fire that cooked off ammunition and destroyed major parts and elements of the ship. In a span of 15 minutes, the Torpedo Battery fired 3 Whitehead Torpedoes that finally sealed the fate of the German Cruiser *Blucher*.

Lessons Learned: Despite the age of the Norwegian weapons, they were able to inflict damage on the German capital ship, Cruiser *Lutzow*, and smaller vessels of which most distanced themselves after the sinking of *Blucher*. Failure of Intelligence on the German side is also a factor in underestimating the Fort's weaponry and defenders.

"Temper, Temper"- The Battleship USS Wisconsin (BB-64) against North Korean Coastal Battery (16-March-1952, Korean War) recommissioned on 03-March-1951, for Naval Gunfire Support duties in Korean Waters. The Battleship USS *Wisconsin* was in the thick of action from November 1951 to April 1952 until relieved by her sistership USS *Iowa* (BB-62). On 16-March-1952, while off Songjin, Chaho area, the battleship became the target of a North Korean Coastal Artillery, the first time enemy shells hit the vessel in its entire commissioned service. Four salvos were fired from the North Korean Coastal Battery located at Dojo-Ri one of which hit the Battleship's deck and 40mm gun mount injuring three of the gun crew. This was answered by a twice full salvo of the battleship's 9 16-inch guns obliterating the North Korean Coastal Battery of 4 152mm guns. After which, the escorting destroyer USS *Duncan* (DDR-874) sent a message to the battleship USS *Wisconsin*, "Temper, Temper."

Land Based Argentinian Exocet Missile Strike on HMS Glamorgan (12-June-1982, Falklands War). Already at sea when Argentina invaded the Falklands Islands, the Guided Missile Destroyer HMS *Glamorgan* (D-15) Gibraltar was ordered to join the Royal Navy Task Force towards the South Atlantic. She was the Task Force Flagship until 15-April-1982, when ADM Sandy Woodward transferred his flag to HMS *Hermes*, in action from that day on –from supporting British Special Forces, and shelling Argentinian positions, to thwarting off various Argentinian air attacks. On 11-June-1982, *Glamorgan* was ordered to provide support the Royal Marines during the Battle For Two Sisters. The following day 12-June-1982, *Glamorgan* was hit by a modified AM-38 Exocet Missile fired from a trailer-based platform under the command of CDR Julio Perez of the Argentinian Navy.

C-802 Missile Strike on Israeli Corvette INS Hanit (503) off the Coast of Beirut (14 July 2006). From 12 July to 14-August-2006, a 34 day military conflict between Hezbollah Para-Military Forces in Lebanon and the Israeli Defense Force (IDF) begun, known as the Second Lebanon War. On 2030H on 14-July-2006, the SAAR V Corvette was conducting patrols 10 nautical miles of the Coast of Beirut when she was hit by a C-802 fired from Hezbollah positions. INS *Hanit* was hit on the aft structure and water line, damaging the propulsion on the hull and flight deck. Luckily the missile was not directly aimed and hit first at the safety railing near the loading crane. But 4 of the vessel's crew were killed. INS *Hanit* made it to the Port of Ashdod on her own power for repairs.

Lessons Learned: The vessel's missile defense system and close-in weapons were turned off during the patrol as the cruise missile threat was unknown within the Hezbollah order of battle, and might

interfere with concurrent IAF operations launched. Despite reports shared by Israeli Naval Intelligence that Hezbollah possessed anti-ship cruise missiles, no warnings were issued, thus if it had been acted upon, naval vessels would surely deploy out of missile range.

Desert Storm at Sea: Iraqi Silkworm Missile attack on Battleship USS Missouri (BB-63), 25-February-1991, The Gulf War. On 25-February-1991, at the height of Operation Desert Storm, the Battleship USS *Missouri* (BB-63) while conducting Naval Gunfire Support (NGFS) during the bluffed allied amphibious landing off the Kuwaiti Coast, came under attack from an Iraqi Chinese-made Silkworm Anti-Ship Missile Battery. The 2 HY-2's Silkworms fired by the Iraqis, one of which was intercepted by HMS *Gloucester* while the other missile missed the Battleship USS *Missouri*. HY-2A Silkworm Anti-Ship Cruise Missile Specifications: The Chinese built Silkworm Cruise Missile that fired at the USS *Missouri* is the second in the series of HY models or Hai Ying which means SEA EAGLE. It has an inertial and infrared terminal homing guidance. Dimensions: Length: 7.48 m; Diameter: 0.76 m; Wingspan: 2.4 m; Launch weight: 2,998 kg; Warhead: 513 kg shaped charge high-explosive; Propulsion: 1 liquid rocket engine & 1 solid rocket booster; Speed: Mach 0.8; Range: 200 km; Flight altitude: < 20m.

C-802/Noor Missile Strike on UAE Swift Class High Speed Transport. On 01-October-2016, UAE High Speed Transport Callsign A6E2257 flying the UAE Civilian Ensign was hit by an Iranian Noor Missile, a reverse-engineered Chinese-made C-802 or YJ-83 or Eagle Strike 83 by Houthi Rebels of the Yemeni Coast along Bab-El Mandeb Strait. The ship was operating from the Port of Mokha on a regular route to the Port of Aden supporting the Saudi-led intervention on the Yemeni conflict.



Lessons Learned: Despite being tasked on a Humanitarian Mission, the installation of a Close-In Weapons Systems (CIWS) for a transport vessel as protection is highlighted for this particular incident.

C-802/NOOR Anti-Ship Cruise Missile History. Iran was the first export customer of the Chinese made anti-ship cruise missile until sanctions stopped the deliveries whereby Iran had to be content with 60 in its inventory and thus began to reverse-engineer the missiles. Specifications: Length: 6.39m; Diameter: 36 cm; Wingspan: 1.1m; Weight: 715kg; Warhead: 165 kg high-explosive; Propulsion: 1 liquid rocket engine; 1 solid rocket booster; Speed: Mach 0.80–0.90; Range: 120 km.

C-802/Noor Missile Attack on the USS Mason (DDG-87) and USS Ponce (AFSB-15), Bab El Mandeb Strait (09, 12 and 15-October-2016). Eight days after Houthi Rebels fired Noor Anti-Ship Cruise Missiles at the UAE Swift Class High Speed Transport off the Bab El Mandeb Strait on 09-October-2016, the U.S. Navy Destroyer's Arleigh Burke Class Guided Missile Destroyer, USS *Mason* was subjected to the same Cruise Missile attack on those same waters from rebel-controlled territory. The USS *Mason* along with the USS *Nitze* (DDG-94) and the Amphibious Transport Dock USS *Ponce* (AFSB-15) were dispatched to

ensure the traffic of merchant and naval shipping goes unimpeded on the strait, after the attack on UAE A6E2257. They were part of the USS *Theodore* Roosevelt Carrier Strike Group. All missile attacks on the ships were neutralized utilizing SM-2 Standard Missiles and decoys. By 12 and 15-October-2016, *Mason* and *Ponce* were targeted at the northern portion of the strait. All inbound missiles on the second strike on *Mason* were intercepted by missiles from the USS *Nitze* (DDG-94) which on 13-October-2016 destroyed 3 of the rebel radar sites supporting the missile batteries.

Lessons Learned: Battlegroup Coordination and awareness of battlespace can effectively neutralize inbound threats.

LESSONS LEARNED FOR THE PHILIPPINES

COASTAL DEFENSE: If indeed the vessel was sank by the Ukrainian Neptune Missiles, Intelligence reports indicated only 3 Missile Batteries were possessed by the Ukrainians, with two reportedly destroyed by airstrikes and one remaining and preferably the one that hit *Moskva*, shows the effective camouflaging of the battery near the Odessa Port. (1) Being an archipelago, we are now on the right direction in procuring the Brahmos Anti-Ship Missiles for the Philippine Marine Corps and Army; (2) A follow-through purchase of additional missiles and activation of other Coastal Missile Batteries in the Country's vital chokepoints and passages is a must, one of which is the designations of maritime zones in which the batteries could be emplaced or prepositioned.



ANALYSIS and THREAT ASSESSMENT. Positioning the Missile Batteries on the Northern and Southern Philippines especially the intrusion incident that recently happened would somehow provide a missile net for the country. Coastal Missile Batteries should also be positioned in both Central, Northern and Southern Palawan with emphasis on facing the WPS and the area between El Nido and the Calamian Island Group. The Landing Points of U.S. Submarines supporting the Guerrillas during WWII is also a paramount area in which missile batteries could be situated, as well as the areas where Submarine intrusions were reported during the Cold War, e.g., Lamon Bay, Quezon; Dirigue Bay, Itbayat Island; Panay, Cebu, Bohol, Tawi Tawi and Mapun Island in the Celebes Sea.

PANACEA OF COASTAL DEFENSE. As we will be incorporating these Missile batteries in our overall strategy, one aspect that could be linked is the essence of Airborne Early Warning (AEW) applicable in the identified maritime zones, aircraft or drones tasked for this mission would be able to provide ample warning time and targeting data for the missile batteries. The essence of AEW is highlighted in several wars but most notably during the Battle For Wake Island in December 1941 provided by the dozen USMC Grumman F4F3 Wildcat Fighters in relaying information to the Island's Batteries, while modern day examples were the opening days of the 1982 Falklands Conflict when the Argentinean aircraft were able to penetrate the Royal Navy Task Force, then damaged and sunk a number of ships.

The 1950s Shackleton AEW could have provided early defense and countermeasures to the Royal Navy Task Force.

CONCLUSION. Being a maritime nation, the sinking of RFS *Moskva* and other Modern Warfare historical examples cited earlier on anti-access/area denial provides the importance of a paramount Coastal Defense Unit and a Coastal Defense System for the world's second largest archipelago. 🚢

SOURCES:

- *Battle of Drobak Sound: Blucher on Fire (09-April-1940)*
- *German Heavy Cruisers, 1939-1945* by Gordon Williamson, Osprey, 2003
- *German Invasion of Norway* by Geirr H Haar, 2011
- *Heavy Cruisers of the Admiral Hipper Class: Warships of the Kriegsmarine* by Gerhard Koop, USNIP, 2001
- *The Atlantic Wall (2): Belgium, The Netherlands, Denmark and Norway (Fortress)*
- <https://web.archive.org/web/20071016213227/http://www.kongsberg.net/forsvarsforeningen/frame.asp?id=48592> accessed 16 April 2022
- *Temper, Temper, The Battleship Wisconsin (BB-64) against North Korean Coastal Battery (16-March-1952, Korean War)*
- <https://www.history.navy.mil/.../Daybook.../vol7-issue4.pdf> accessed 05-July-2021
- <https://worldwarwings.com/after-getting-hit-uss-.../> accessed 05-July-2021.
- *Land Based Argentinian Exocet Missile Strike on HMS Glamorgan (12-June-1982, Falklands War)*
- *Battle For the Falklands* by Max Hastings and Simon Jenkins, September 1984
- *Ordeal By Exocet* by Ian Inskip, Pen & Sword Books, 2012.
- *ITB - Exocet Coastal Battery in Malvinas*
- *Interview with CL (R) Ing. Julio Pérez*
- *By Santiago L. Aversa.* <https://web.archive.org/.../www.fuerzasnavales.com/itb.html> accessed 09 September 2020
- *C802 Missile Strike on Israeli Corvette INS Hanit (503) off the Coast of Beirut (14-July-2006)*
- https://www.admiraltytrilogy.com/.../Hanit_Analysis.pdf accessed 07-July-2021
- *Desert Storm at Sea: The Iraqi Missile attack on the USS Missouri (BB-63) (25-February-1991)*
- <https://www.history.navy.mil/.../uss-missouri-under> accessed 02-August-2020
- *British Warship Destroys Iraqi Anti-Ship Missiles* <https://apnews.com/article/d52f888e6e8b59760d21b8ceef5685f0> accessed 02-August-2020.
- *C-802/Noor Missile Strike on UAE Swift Class High Speed Transport (01-October-2016)*
- <https://www.thedrive.com/.../hsv-2-swift-destroyed-off> accessed 02-August-2020
- <https://www.themercury.com.au/.../a84a2adfa91fa5d307b3cf7> accessed 02-August-2020
- https://en.wikipedia.org/wiki/HSV-2_Swift
- accessed 02-August-2020
- *C-802 Missile Attack on Destroyer USS Mason, USS Nitze and Amphibious Transport Dock USS Ponce (09, 12, & 15-Oct-2016)*
- [https://en.wikipedia.org/wiki/USS_Mason_\(DDG-87\)](https://en.wikipedia.org/wiki/USS_Mason_(DDG-87)) accessed 18-June-2021
- <https://news.usni.org/.../uss-mason-fired-3-missiles-to> accessed 18-June-2021
- <https://www.bbc.com/news/world-middle-east-37639565> accessed 18-June-2021.

PCG CONFIRMS INCREASING PRESENCE OF FILIPINO FISHERMEN IN BAJO DE MASINLOC

by PCG

The Philippine Coast Guard (PCG) has confirmed the increasing presence of Filipino fishermen in Bajo de Masinloc, Zambales.

During the intensified maritime operations from 28 February to 05 March 2022, the PCG has monitored approximately 45 Filipino fishing boats conducting fishing activities at the vicinity waters off Bajo De Masinloc. Through the ongoing *“Bayanihan sa Karagatan,”* personnel of BRP Capones (MRRV-4404) provided Filipino fishermen onboard with relief supplies and COVID-19 kits to uphold their health and welfare at sea.



PCG Commandant, CG Admiral Artemio M Abu considered the recent data as a significant milestone in promoting maritime security and maritime safety at the said vicinity waters located 124 nautical miles west of Zambales. *“Seeing more Filipino fishing boats in Bajo de Masinloc is a proof of our intensified efforts to safeguard Filipino fishermen who consider fishing as their primary source of livelihood. Through our regular interaction, we assure them that the PCG will remain active and present in the area. Lagi naming binabanggit sa kanila na narito kami para pangalagaan ang kanilang kapakanan at itaguyod ang kanilang kaligtasan,”* CG Admiral Abu further said.



In 2021, the National Task Force for the West Philippine Sea (NTF-WPS) reported several incidents when the PCG and the Bureau of Fisheries and Aquatic Resources (BFAR) successfully implemented rules-based and peaceful approaches against suspicious foreign vessels and “shadowing” China Coast Guard (CCG) ships that were seen within the vicinity waters of Bajo de Masinloc.

NTF-WPS Chairman and National Security Adviser, Secretary Hermogenes Esperon emphasized the need to encourage Filipino fishermen to catch fish in Bajo de Masinloc, which is considered a traditional fishing ground.

Anchored on Secretary Esperon’s pronouncement, Department of Transportation (DOTr) Secretary Art Tugade has ordered the PCG to continue its intensified deployment of assets and personnel to protect Filipino fishermen.

“The Area Task Force – North of the NTF-WPS provides operational direction for Bajo de Masinloc and Philippine Rise. Our units will continue to augment and support the Area Task Force – North of the NTF-WPS to safeguard Filipino fishermen in the said vicinity waters,” the Coast Guard Commandant added.

“The PCG is here to be of service to the Filipino people by remaining steadfast in its duty to protect the country’s waters and safeguard every Filipino at sea. This is our commitment to the nation,” PCG Commandant Abu said. 🇵🇭



Source: <https://www.facebook.com/DOTrPH>

PMC ACTIVATES NEW SHORE BASED ANTI-SHIP MISSILE BATTALION

by Philippine Marine Corps

FORT BONIFACIO, Taguig City – The Philippine Marine Corps (PMC) led by Commandant MGen Nestor C Herico PN(M) activated the new Shore-Based Anti-Ship Missile (SBASM) Battalion (Provisional) on 3-April-2022. The SBASM Battalion, the first in the Philippines, will be operating an anti-ship missile system that can quickly detect, track, chase, and destroy maritime targets.

“The activation of SBASM will certainly add to drumbeat the heartbeat, and deliver the knockout punch for our archipelagic coastal defense capability,” said Maj. Gen. Herico. The new battalion will be in charge of the newly acquired BrahMos missiles from India, which are considered to be the world’s fastest cruise missiles.

A shore-based missile system is a significant part of a coastal defense system to maintain maritime security while in a defensive

posture. Guided by the Philippine Navy Active Archipelagic Defense Strategy and PMC’s Archipelagic Coastal Defense Concept, the shore-based missile system aims to address the military weakness and vulnerability in sea control, anti-access/area-denial, and coastal and island defense operations. MGen Herico tasked Lt Col Miguel P Perez PN(M), the newly installed SBASM Commanding Officer, to train Marines under his command and set the ground running for the new battalion.

The PMC is expecting to receive coastal batteries next year from BrahMos Aerospace Pvt. Ltd., New Delhi (BAPL).

The activation was attended by foreign dignitaries; the Commanding General, 3rd Marine Littoral Regiment, USMC; the Director of JUSMAG-Philippines; USMC attaché to the Philippines, and the Deputy Chief Executive Officer of BrahMos. 🚢



NEW ASSETS OF THE PHILIPPINE NATIONAL POLICE

by Rising Philippines

To complement police operations, the Philippine National Police (PNP) has added more marine and land mobile assets, as well as communication technology. During simple rituals at the PNP National Headquarters on 9-February-2022, PNP Chief, Police General Dionardo B Carlos, led police officials in blessing new equipment worth Php576,667,540.

Ten police high-speed Tactical Watercraft with twin 250 horsepower engines are the newest additions to the PNP's

seacraft arsenal. The new seacraft will supplement the existing fleet of police gunboats used by the PNP Maritime Group and Special Action Force for seaborne police operations and preventive patrol along the country's 36,000-kilometer coastline and coastal borders.

Also in the latest procurement package are 34 6-wheel utility trucks, 123 4x2 patrol vehicles, 170 low band VHF tactical radio sets, and 1,628 handheld Digital Mobile Radio transceivers. 🚢



SHARED MARITIME BORDER SECURED!

by SND Gen. Delfin Lorenzana AFP (Ret)

On 28-March-2022, Malaysian Minister Hishammuddin Hussein, Indonesian Defense Minister Prabowo Subianto, and yours truly, representing the Philippines, held our Ministerial Meeting on Trilateral Cooperative Arrangement (TCA).

To further strengthen the security of Sulu and Sulawesi Seas, we agreed to develop the TCA beyond the current security landscape through multiagency combination, accelerate the

placement of Trilateral Maritime Patrol Relations Officers in each country, and enhance intelligence in surveillance operations.

We also agreed to institutionalize TCA yearly, increase monitoring of seas, and explore the possibility of joint training on land.

Since the signing of the TCA in 2017, the conduct of joint patrols and sharing of intelligence resulted in zero incidence of kidnapping for ransom which used to be very rampant in the Sulu and Sulawesi seas. 🚢



IN THE WAKE OF WAR IN EUROPE, NFR-NCR CONDUCTS HISTORIC MOBILIZATION SIMULATION DRILL

by JO2 Ronald de los Reyes PN (Res)

The war in Europe has wreaked total havoc and chaos, particularly on the people of Ukraine, with an estimated five billion dollar weekly damages to their infrastructure, albeit the Russian forces are losing 20 billion dollars on a daily basis. Other than the cost of the war, it has likewise claimed a total of almost 100,000 lives on both sides since the conflict began last February, posing a huge threat, not just to the region, but also to our part of the world.

From the news that we have gathered from television, dailies, and the digital web, we have come to know the importance of the reserve force, specifically on the side of the oppressed, who have valiantly defended their country from Russian aggression. From a number of 900,000 prior to the war, their numbers doubled to around two million dedicated reservists, who have fought bravely even to their own demise. And together with about 40,000 regular forces, they have, so far, successfully, stood their ground.

For the rest of the world diligently watching from the sidelines, the situation has given rise to the possibility of a bigger conflict, not just in Europe, but also in other parts of the world, specifically, Asia. That is the reason why countries in Asia are not just anxiously observing, but also preparing for any eventuality that may arise.

Recently, the Naval Reserve Command (NAVRESCOM) through the Naval Forces Reserve-National Capital Region (NFR-NCR) successfully conducted the first-ever simulation mobilization exercise in the country.

“Exercise Kalakip 22-01” is a “call to quarters” simulation to test the readiness of reserve force in the NCR in times of invasion, war or rebellion.



“With the ongoing war between Russia and Ukraine, we all know by now the important role of the reserve force,” Capt Norman Biola PN (MNSA) (RES) shared during a meeting with the event organizers.

“This is historic, in a way, since this mobilization activity with such magnitude has never happened before. I have been in the reserve force since 1987 and something like this is totally unprecedented. It will be a measure of how ready we are, in case the worst happens,” he added.

With this, different scenario: “This is a drill” messages were broadcasted by the Office of Civil Defense to our citizen soldiers residing in the provinces of Cavite, Laguna, Bulacan, and as well as those living in Manila, Caloocan, Malabon, Navotas, Valenzuela, Quezon City, Marikina, Pasig, Taguig, Makati, Mandaluyong, San Juan, Pasay, Parañaque, Las Piñas, Muntinlupa, and Pateros.



Here, the exercise started on 31-March-2022 upon issuance of mobilization call until 8 April, on the date of the actual start of reporting at the Bonifacio Naval Station Grandstand in Taguig City up until its culmination the following day. The eight-day activity simulated RA 7077's one-week mobilization period for our own local reserves. In addition, a special enlistment was also administered and processed.



MARITIME DEFENSE

On the two-day activity, weapons familiarization, assembly tests, commander's orientation, and calisthenics, among others, were done.



The declaration of Level 1 Alert Status of NCR allowed the conduct of such activity, bearing in mind the continuing observance of health protocols.



In fact, it was also timely since the culmination and closing activities coincided with the nation's observance of the Day of Valor, "Araw ng Kagitingan." It was 80 years ago when our country was forced into World War 2 and with it, and saw the death of thousands of Filipinos.



To date, the Philippine Navy Reserve Forces are continuously undertaking necessary preparations in order to ensure that, if ever, the actual time comes to mobilize our troops, we can do it effectively—just like how the Ukrainians fearlessly fighting in the war have so far efficiently done. 🇵🇭

THE MARITIME LEAGUE LAUDS THE PHILIPPINE NAVY ON ITS 124TH ANNIVERSARY.





PANDIMAN PHILIPPINES, INC.



SURVEY SPECIALISTS, INC.

24/7

in continuing pandemic times



We are where you need us to be, playing our part in the global maritime industry.



SERVICES

FOR SEAFARERS

- Illness, Injury & Death
- Shipwreck Unemployment Indemnity
- Loss of Personal Effects
- Wage Disputes
- Illegal Dismissal
- Provide Medical Escort Services Worldwide

FOR CARGO

- Loss, Shortage, Damage
- Freight & Demurrage Claims

FOR VESSEL

- Damage to Fixed & Floating Objects
- Collision Liabilities
- Fines and Disputes
- Lifting of Arrest
- Oil Pollution
- Loss Prevention Surveys



Pandiman Building, General Luna corner Sta. Potenciana Streets, Intramuros, Manila 1002, Philippines



www.pandiman.com



(02) 8527-2169
(02) 8527-2171



mis@pandiman.com
mis@pandiman.net



(02) 8527-7831
(02) 8249-9050 to 59
(02) 5322-7740 to 55



Certificate No.: 1568
ISO: 9001:2015

BOOK REVIEW: MARINE MAXIMS

TURNING LEADERSHIP PRINCIPLES INTO PRACTICE

by Vicky Viray Mendoza

The author, COL Thomas J Gordon USMC (Ret), said “*Though I am presenting these maxims as leadership tactics, techniques, and procedures, I do not pretend that they will make you a good leader –Marines see through insincere plays and hollow rhetoric.*” Just reading a book on golf will not make you a good golfer, and just reading about leadership will not make you a better leader. Without authenticity, the application of any leadership maxim will come across as contrived. There is nothing Marines will not do to accomplish their mission including making the ultimate sacrifice –if they believe in their mission, but most of all if their leaders genuinely care for them.

COL Gordon shared the 50 Marine Maxims with the officers of the 1ST Tank Battalion, the unit he had commanded, during a Marine Leadership Retreat. His intent was to “pay it forward” and provide his leaders with a leadership primer they could build on during their career in the Corps or as a civilian later in life.

I. LEADERSHIP PHILOSOPHY

1. Know thyself. John Maxwell said, “*Leadership is an inside job.*” When you are bigger on the inside than the outside, the outside cannot control the inside. When you find yourself in unfamiliar terrain, you turn to your moral compass. When you calibrate your moral compass, you will know what to do when faced with a tough call. Get to know your inner self. Find a test that equates temperament with color: Red (sanguine), yellow (choleric), green (melancholic), and blue (phlegmatic). Take the Myers-Briggs Type Test. Marines take the Keirsey Temperament II Sorter to know how they are perceived by others.

2. It is not about you. Once a Marine’s title includes “commander,” they are judged by how well their commands perform and how well they care for their Marines. They are responsible for everything the unit does or fails to do. LT GEN George Flynn said “*Leadership is about taking responsibility for those entrusted to your care and placing their needs above your own.*” The only privileges Marine commanders accept are to lead and to serve. Defense Secretary Robert Gates said arrogant commanders are toxic, lack empathy, uninspiring, and drain their unit’s energy. John Gordon says the best leaders make people around them better, and leave a legacy. Success, fame, fortune, money, power, prestige are temporary, and not the right fuel to make a great leader.

3. Marines don’t care how much you know but will know how much you care. COL Gordon would ask his adjutant those who outpace and put in more effort than the rest. He would send a letter to their parents for “raising such a fine Marine.” That evening, when the parents call their Marine and tell them about the letter, the Marine returns to work the next day doing twice as much, twice as fast. If they were in leadership positions, they would pull their teams faster. The “letter bomb” is effective because it connects the “what” with the “why.” Marines join the

Corps to make their parents proud. Recognizing hard-chargers greatly increases returns in productivity and commitment.

4. Do right and fear no man. Right means each Marine should do what they ought to do: lead with character even when it is hard. If progress compels you to compromise your integrity, stop. The courageous are not the first to see but the first to do. Integrate values into your actions and never fear the consequences of well-intentioned failure. Doing the right thing means not compromising on standards. Integrity requires consistent adherence to values. It is an absolute. If you have integrity, that is all that matters. This includes trusting and empowering subordinates to deviate from the plan as fundamental to the Marine warfighting philosophy.

5. Organizations move at the speed of trust. In the Peloponnesian Wars, the Spartan phalanx was the most effective fighting formation because the interlocking shields protected each infantryman and the hoplite to his left. It was the collective security provided by the shields that made the phalanx so formidable. There is trust when members of your organization assume good intent. Tremendous efficiency and agility can be achieved. Where there is a lack of trust, members are slow to act and suspicious of the leadership. Leadership is a relationship founded on trust. Without trust, people don’t take risks. Without risk, there can be no improvement.

6. Your greatest impact will be on the ends of the bell curve. Instead of reinforcing the superstars, we often commit our resources to propping up the weaker elements of the command despite knowing in combat we should never commit reserves to reinforce failure, but rather to fortify success. John Maxwell wrote that leaders who focus on the leaders in their organization are not concerned with fairness. They concentrate on the top 10%, and the entire organization reaps the benefits. By empowering your “lead sled dogs,” they pull harder. If they pull harder, the whole team will run faster.

7. If you treat them like an adult, they will act like adults. When a commander communicates his confidence in his NCOs’ judgment and responsibility, it creates the Pygmalion effect: emboldened by their commander’s confidence, NCOs strive to validate the commander’s respect. The inverse is equally true – we demoralize our NCOs when our rules and behavior communicate that we don’t believe they are responsible. John Maxwell said that rules, consequences, and punishment do not get people moving. They just keep them from doing their worst. Trust begets trust. To get Marines to act more responsibly, give them responsibility. Trust is later achieved through reciprocity.

8. Do routine things routinely. Make it a point to incorporate leadership style into daily routine and insist that every corporal and above do the same. For every leader, there are 5 tasks to be accomplished. Doing these tasks daily will change the culture of command. But you can come up with your own routine.

- Find a Marine doing a good job and thank him. This provides the opportunity to be grateful. *Andy Stanley* once said, “Unexpressed gratitude is ingratitude.”
- Find a problem and fix it. If you tell the Marines you are willing to challenge the status quo to make the unit more ready and agile, they will quickly talk you into target and identify stupid rules and needless tasks for elimination.
- Teach something. Probably the quickest way a young NCO can establish credibility and have a positive impact on the unit is by passing on the knowledge he has acquired. Done right, the NCO develops leadership.
- Learn something. There is no excuse for a lack of study. Leaders like *Van Riper*, *Mattis*, and *McCoy* view professional military education as a moral imperative. Lifelong learning, *John Kotter* states, is the single most reliable predictive factor concerning an executive’s future potential. Lifelong learners combine their innate abilities and life experiences with competitive drive. This desire to do well leads them to seek out new information and build new skills through education and self-study. This drive produces a competitive capacity, one capable of dealing with today’s competitive and fast moving professional environment.
- How can I help? Leveraging the authority of your office, to reduce a friction point in the chain of command or break down bureaucratic inertia, can transform the culture of an organization. Authenticity to help is key. Marines can tell if you are not sincere or truthful.

II. TOXIC LEADERSHIP

9. Don’t be an ass! Leaders can be an inspirational leader, or be Machiavellian and lead by manipulation. Leadership by fear and intimidation is the lowest form of leadership. In the fleet, your Marines will do exactly what you tell them to do and nothing more. Positive and negative leaders can both achieve the goal of discipline in their units. The differences are “how” (means) and “what kind” of leadership was employed. Whether a unit is disciplined or not can be ascertained by who enforces the discipline, not how stringently it is enforced. A well-led unit polices itself, regardless of the proximity of the commander. Its members are proud Marines for what they have achieved.

10. Bad leaders drive out good ones. LT GEN Flynn once said that people are not willing to sacrifice for toxic leaders. This lack of trust and commitment puts the mission at risk. If you cannot reconcile your duty and loyalty with your integrity, you must resign. Fortunately, by the time the Marine Corps went to war again after 9/11, most of the toxic senior leaders had moved on. Today, Marines still suffer toxic leaders but the institution is aware and taking action. From January 2014 to March 2017, there were 21 commanders relieved for toxic leadership and command-climate issues. Loyalty indeed is a two-way street.

III. BUILDING COHESION

11. That point where everyone else sucks. Cohesion is the most revealing indicator of the quality of leadership within an organization. Units that lack cohesion often lack clarity in their mission. Cohesion requires a common purpose or foe. The *Esprit de Corps* is the glue that binds a unit together. It is difficult to achieve progress in any other metric of effective leadership without it. This is what Navy Seals have. Cohesive units police themselves; have a high degree of trust because they feel

secure; and have commitment to the mission including how the organization intends to accomplish it. Buy-in swells from the bottom up. Cohesive units take pride in what they do and are fiercely loyal. In combat, cohesion prevents fear from turning into panic, propels Marines forward through inconceivable adversity, resilience, lethality, and the will to win against all odds. Military soldiers from cohesive units are less likely to suffer PTSD and can move rapidly through post-combat recovery. Cohesive units are less likely to commit war crimes.

12. Make winning a habit. Marines are aggressive by nature, and by tapping into their competitive ethos you can rapidly forge a team. You must dedicate the resources needed to win, or do not bother at all. Winning builds momentum. Look for opportunities for your people to work together, not against each other. Joining a competition is a great tool for building cohesiveness but cooperation will always trump competition.

IV. INSTILL THE WILL

13. True grit: one more, one more time. Grand Master Joe Esposito’s martial arts group classes were renowned for intensity. When his students have been pushed to exhaustion, Joe always found a way to summon “one more, one more time” at the decisive moment. Those training sessions left an indelible mark on COL Gordon and later influenced how he trained the Marines. *Malcolm Gladwell* wrote, “Success is a function of persistence and doggedness -it is not innate; it is an attitude.” *Angela Duckworth* says perseverance is grit. Gritty leaders, “those highly accomplished paragons of persistence,” are the most determined. They are optimists, who believe in themselves and the mission. Their optimism creates a self-fulfilling prophecy that drives their resolve. They can sustain a little longer than their opponent can. That extra little bit is all that matters in war.

14. Embrace the suck. “*Unity is forged, not forced*” wrote *Kouzes and Posner*. Alexander the Great knew the value of strenuous training in building his army. Leadership by example was Alexander’s position out in front of his men, sharing their misery. Wherever the friction is greatest and the conditions are worst, that is where you must position yourself. The 1ST Tank Battalion in the Mojave Desert was intense. When the Marines discovered their commander was with them in the mud filling sandbags, they asked why. The Commander replied, “Embracing the suck!” When leaders have emotional intelligence, they are attuned to the morale of the command and know how to uplift their unit. Dr. *Daniel Goleman* calls this Resonant Leadership. An attuned leader’s message vibrates through a command, while a resonant leader communicates with more signal and less noise.

V. INSTILLING DISCIPLINE

15. There can be no morale without attrition. Identify, address, and document toxic leadership, then dismiss the leader. Do not delay or second guess yourself. No one is bigger than the team. Marines should not have to suffer toxic leaders. Some junior leaders just don’t get it, and there is a limit to what you can do to correct poor leadership. Enron had epitomized the “talent mindset” philosophy. Internal competition encouraged employees to prove they were smarter than their peers. The result was a narcissistic culture that rewarded deception and discouraged integrity. By the time of its demise, Enron leaders were the most smug and insecure show-offs in the court room.

16. Praise, Correct, Praise. Effective counseling -the ability

to correct Marines' behavior without crushing their spirit- is the hallmark of a mature and caring leader. The most painful statement a Marine officer could ever say to you is "You really disappointed me today." A counseling like that from a good leader would leave you wishing they had chewed you out instead, and hoping you could make it up soon. However, frequent, inconsequential critiques can be destructive to leadership development, morale, and the command climate. When correcting, make it clear that your message is understood.

17. Enforce all the standards all the time. MAJ GEN Bob Scales USA (Ret) wrote that one bad soldier acting badly can do damage a battalion can't undo. The solution lies in consistent application of discipline. If you allow a field vs. garrison mindset to arise at home station, it will carry over at deployment. Letting Marines act differently in the field, means they can act differently in combat. When you see a problem, focus on those leaders not enforcing discipline than on the errant soldier. Deployed to Iraq's Sunni Triangle in 2005, 1ST Platoon, Bravo Company broke down. Undue pressure from insurgents plunged them into indiscipline, drug abuse, and brutality —4 Marines raped a 14 year old Iraqi girl, and executed her whole family.

VI. INCREASING PROFICIENCY

18. People do what people see. Whatever you do *-never quit*. Marines will admire a leader who gives their all. But, if they ever see you quit, you are dead to them. There is a theory called "The Law of the Led," which holds that an organization's performance is limited by the proficiency of its leader. Marines will follow with their eyes and ears, searching for congruence, authenticity, and integrity then decide if you are worth following. Alexander the Great's favored battle formation was the diamond. At the forward point is the king. Alexander used this formation for his cavalry charges as it gave the best view of their leader's heroism. Seeing his valor out front lit a fire in the men's hearts. To witness this selflessness is compelling, and more men will join the fight.

19. Balanced excellence. Here are the pillars of the best training philosophies used by the Marine Corps:

- **Mental:** History is a religion to Marines. As a company commander, gather the platoon commanders around a sand table where you could fashion a terrain model. Do this regularly on a specific day of the week. The Lieutenants could dissect a particular historical battle and then replay how the company would fight it today.
- **Physical:** Severe physical fatigue can make Marines vulnerable to afflictions. An effective Physical Therapy (PT) regime focused on combat conditioning and functional fitness can prepare Marines for the rigors of combat and inoculate them against some stressors. Done effectively, a good PT program develops junior NCOs, builds cohesion, and increases stamina and resiliency. But overdone and unchecked, it can devolve into hazing and needless injury to Marines. The Marine Corps Martial Arts Program builds confidence, stamina, and relevant skills. The NCOs sent to the martial arts instructor (MAI) course return infused with more unit leadership and instructor skills than any professional military education in the Marine curriculum.
- **Spiritual:** You can incorporate spiritual fitness and build resilience within the command without proselytizing. Tactical decision-making exercises can include ethical decision-making problems. By thinking through ethical

problems with your leaders beforehand, you can ensure they have a better appreciation of the second and third effects of their decisions, and where you, as their commander, sit on particular issues.

- **Technical:** Tankers are in the business of putting "steel on target." All of these Marines' tactical genius means little if they cannot hit what they are shooting at. The key is preparation and conditioning. As a battalion commander, assess the degree of technical proficiency of a given unit by the presence or absence of a boresight panel in its assemble areas. For Marines not on a tank crew, emphasize combat marksmanship. Known distance marksmanship training is great for entry-level training and cutting scores, but its relation to combat proficiency is limited. To be effective, marksmanship training should be conducted in combat conditions and in full kit. In combat, it is not enough to hit a target. Gunnery teams have to hit the right target, as directed.
- **Tactical:** Battle drills reduce fear by increasing confidence and proficiency through repetition, by instilling reflexive responses to likely threats. Drills, repeated until they become instinctive, enable tactical teams to reduce the cycle time dramatically between identifying and defeating a target. The best tank crews can deliver steel on a target within a few short seconds of identifying as all its members instinctively do their part. At platoon and company levels, units with effective SOP can rapidly respond to contact with a decisive maneuver.

20. Brilliance in the basics. Well-led units are excellent in the ordinary. The intent of individual skills training is to create what GEN James Mattis calls Habit of Action. The repetition in individual skill training creates a primal implicit learning. The Marine's brain gets rewired. Carl Von Clausewitz wrote, "*Habit hardens the body for great exertions, strengthens the heart in great peril, and fortifies the judgment against first impressions. Habit brings a quality of calm that lightens the Commander's task.*" Basic Marine training is rooted in operant conditioning, e.g., marksmanship and combative training. LT COL Dave Grossman says the risk of death or serious injury is still an effective negative operant for tactical training.

21. Complacency kills. Military leaders must never forget that what worked on the battlefield once is unlikely to work again. Stagnation and complacency are not only strategic vulnerabilities: they ruin strong battalions and companies every day. When everything is going very well, be concerned. Success is temporary and the antidote to complacency is change, not for its own sake but for continuous improvement leading to professional growth or competitive advantage. GEN Mattis told the 1st Marine Division before their return into Iraq in 2003, "*We must think like men of action and act like men of thought.*"

VII. PERSONAL DEVELOPMENT

22. Find Your Blind Spots. Success is an intoxicant that can blind us to your weaknesses. When leaders know where they need to improve, professional growth can occur. When pride becomes self-righteousness, we become blind. Thus, the greatest source of strength of Marine pride can also be their most treacherous weakness. High brass attestations being receptive to dissent is unproven. Micah Zenko cites that War College surveys of COLs show that successful officers in the U.S. Army score much lower

than the regular civilian on openness to new ideas. Ironically, the group selected for strategic and critical thinking abilities is the most closed-minded in the military.

23. A smart man knows when he is stupid. Thomas Jefferson said, *“He who knows the most, knows how little he knows.”* Predictive hubris is the fallacy of believing that something is going to happen just because it happened that way before. In contrast, David Salt ascribes to resilience thinking – his model embraces humility by recognizing that true knowledge is knowing that we do not know. Andrew Carnegie says it is a sign of poor leadership to aspire to be the smartest guy in the room. Having taken courses at both Harvard’s Kennedy School and MIT, COL Gordon attests that there is a clear cultural divide between these two learned institutions. At Harvard, there was an air of pretentiousness in every class. Students would respond to questions and share their opinions with little cross talk or peer review. Each student believes to be the smartest in the room, but does not want to provoke a contentious debate that may expose the limits of their knowledge. The atmosphere at MIT downriver was different. MIT students regularly engaged in cantankerous debates. Should students state wrongly considered informed opinions, their peers would brutally critique them without animosity or pretense. In the Marine Corps’ list of leadership traits, humility is conspicuously absent.

24. Don’t allow the urgent to displace the important. An organization’s most precious resource is its people. As a leader, your most precious resource is your time. It is the one thing that you can’t make more of, and you can never get back what you squander. The best commanders and executives know this, and “don’t allow the urgent to displace the important.” If you do not have enough time to accomplish your tasks, create a “do not do list.” John Maxwell argues that leaders should spend most of their time where they are most valuable to their organization. CEO’s should spend time doing what only they can do. Everything else should be delegated.

25. The eight-year rule. Take leave. Leave work early to catch your child’s recital, track meet, or lacrosse game. Just as you are there for your platoon, so should you be present for your spouse and children. LT COL John Bradley was a superior battalion commander. His units were tight and had the fewest disciplinary issues among the 5 battalions. But when he was selected to Top Level School, a shoe-in for Colonel, LT COL Bradley turned it down, and retired to be with his children. This was not an easy decision, but in doing so, he truly lived the 8-year rule. What do you want to be in 8 years? What do look forward to?

26. Keep little people little. Be careful how you acknowledge malcontents as you might inadvertently empower to legitimize their malfeasance. The loudest voices of discontent do not necessarily represent the majority. So do not focus the command’s energies on the bottom 2%. Those without character to accept responsibility for poor performance or misconduct will redirect blame for their transgressions onto the chain of command. Their reflexive response is to lie, deny, or counter-accuse. The target of counter-accusations is an individual perceived to be applying the most pressure on them. When the chain of command receives a counter-allegation, it is obligated to investigate. Your closeness or separation from the issue determines if you will investigate, or will be investigated.

VIII. PERSONAL DEVELOPMENT

27. If you have to tell people you’re in charge, you’re not.

The power to influence -to inspire- does not come from an appointment or assignment; it comes from your character. Andy Stanley says that great leaders rarely leverage their position; they leverage their moral authority. Moral authority is derived through character, which is the will to do what is right regardless of cost; the will to sacrifice personal resources and time spent building one’s moral authority over a long span of time. Leaders exude moral authority when they undergo the same hazards of danger and hardship that their people are going through.

28. With great power comes great responsibility. Marines are taught from Day 1 that command is a privilege. With this privilege comes the burden of responsibility. Servant leaders do not pursue success, they pursue significance. Significance is seen in leaders who desire to see others succeed. By letting subordinates assume more tasks, a leader is able to expand his influence in other areas. When you properly delegate a task, you develop a good follower. But when you delegate authority, you develop a good leader. If you want to turn an Alpha group into a cohesive team, group them in three’s and they will cooperate; group them in two’s and sparks will fly. In the Marines, you can delegate authority but you can never delegate responsibility.

29. Watch your pronoun. Perform a self-assessment and ask yourself, “Are you the guy who takes responsibility or who takes credit?” When something goes wrong, what pronoun do you use –I or they? The ones who know how to take responsibility use “I” even if they are not at fault, while the ones who like to avoid blame will use “they” even if it is their responsibility. Leaders never assess blame, they take responsibility.

IX. TAKING COMMAND

30. The two most screwed-up people in the marine corps.

They are the guy you replaced and they guy who replaced you. Jim Collins’ team studied what distinguishes great companies from among the firms listed on Fortune 500 from 1965-95. The pinnacle of leadership called the Level V Executive built enduring greatness through a blend of personal humility and professional will. Level V CEOs were concerned with the success of the company than their own ambitions. The Level IVs set their successors up for failure or picked weak successors. John Maxwell said a leader’s lasting value is measured by succession.

31. Marines who know where they are going are easy to lead.

Having goals do not get you where you need to be. Commitment to goals is what takes you higher. John Kotter said some people don’t lead their lives, they accept it. COL Gordon believes it is the obligation of every leader to know, help set their goals; give encouragement to draft a mission statement, and ask where they see themselves in 5 years. Warren Buffett asked his pilot to list 25 career goals. The pilot was unsure what he wanted, but he didn’t want to fly jets for the rest of his life. Buffet counseled the pilot to circle the top 5 and ignore the rest.

32. Know and meet standards. For generations, Marine officers have failed to define the standard properly. If you want to learn how standards can drive readiness, talk to a Marine pilot. Everything from flight hours to maintenance can be traced back to a published standard. Every function within the Marine aircraft wing can be measured against the appropriate training and readiness (T&R) standard. In the wing, these standards drive

resources. Do not make arbitrary and unreasonable standards. Metrics should be used as a tool to evaluate, not to prop up your unit. Find someone who can help set standards for your unit.

33. Can do easy. Anyone who has ever worked in close proximity with the British Royal Marines can attest that they personify the “can do easy” mindset. Cheerfulness and a positive attitude in the face of adversity are the essence of the Royal Marine commando culture. “Embrace the suck” resonates well with Marines. They do not want it easy, and they welcome challenge. Marines welcome hardship they share together provided there is a purpose to their misery. Be the unit that says “yes” to an assignment. A unit’s reputation is a good indicator of proficiency. Guard yours like your career depends upon it.

34. When in charge, take charge. Unity of command, the first principle of warfare, remains as paramount today as it was in Napoleon’s day. The complex, combined, and joint operations require absolute clarity as to who is in charge, who is supported, and who is supporting. The authority to conduct contingency operations is derived from the highest level of government and is deliberately delegated down. It is crucial that the agency responsible for the execution of a critical task has the authority necessary to accomplish it. If you discover that someone has authority but is not responsible or is responsible but doesn’t have authority, the policy or plan violates the first principle.

35. Command and feedback. Ken Blanchard wrote, “*servant leaders welcome constructive criticism.*” You need to seek honest feedback because people are reluctant to provide it until you establish trust. Before people will tell you what you need to hear, they need to know you will listen, and will not hold their statements against them. Identify the truth tellers in your unit and protect them. Andy Stanley said leaders who don’t listen are later surrounded by people with nothing to say. John Wooden said, “Listen, learn, then lead.” After a survey, provide feedback, an action plan, and milestones to rectify the main issues.

36. Spartan spouses. Leonidas selected 300 Spartans for his stand against the Persians at Thermopylae. He picked them because of their wives’ stoic resolve. Leonidas knew they would not return and it would be up to the women to rally Sparta to war. You need to find “Spartan Spouses” within the command, recognize, and empower them. Marines spend more time in combat than at home. The commander must ensure the unit’s families are as ready as the Marines. We provided a T-Shirt with the unit crest on the front and “SPARTAN SPOUSE” printed across the back. The Marine wives wore it with pride.

37. Pin it where you win it. People repeat behavior that is rewarded. Management science research attests that rewards are most effective when they are highly specific and in close proximity to the behavior. Intrinsic motivation or fulfillment is limited only by the leader. In the Marine Corps, it is not what gets rewarded gets done but rather “*What is rewarding gets done.*” However, rewarding mediocrity is counterproductive.

38. The best legal advice I ever received was to get good legal advice. Your judge advocate will help you determine whether a course of action is legally permissible. Doing the right thing entails more than just being legally compliant. Marines will expect decisions from you as commander, to be just and wise, not just legal. Ensure that all who observe the hearing, including the Marine, depart with an understanding that the process was fair and just. As commander, your mission is to maintain good

order and discipline while ensuring the Marine receives due process. Focus on process, and listen to your judge advocate.

X.COMMUNICATION

39. You said it, but that doesn’t mean they heard it. Pastor Craig Groeschel said, “*We impress people with our strengths and connect with people with our weaknesses. Be yourself. People will follow a leader who is always real; not a leader who is always right.*” Abraham Lincoln used parables to get his message across, subtly but effectively, instead of confronting hostile congressmen. When addressing an elite audience, employ self-deprecating humor to introduce yourself. People expect Marine Officers to display self-confidence, but if you put in some humility, you can make a lasting connection.

40. The E in “email” stands for evidence. Deleting your emails does not mean they have gone away. Someone can bring them back to life. There is also value in maintaining a professional Facebook account. You will be able to “friend” Marines in your command and join various other “groups.” You cannot afford not to be on social media. It may expose commanders to security threats and identity theft, but abstaining denies them crucial feedback and an extensive sensor network. Failure to know and properly address issues because you decline to engage in social media will have severe consequences later.

XI. LEADING THROUGH CRISIS/FAILURE

41. The first report is always wrong. In a chaotic and undisciplined environment, information is often passed on before it is verified. Nothing moves faster than bad information. As a young major, COL Gordon was with Joint Operations Center floor during multiple commander’s update briefs when his staff erroneously reported that Saddam Hussein had been captured. This debacle was repeated no less than 4 times before the 4TH Infantry Division finally rolled him up on 13-Dec-2003. When first reporting an incident, always caveat it with “This is an initial report” and don’t be the junior commander with a secret.

42. Bad things can and will happen to good units. Do not lose control and do not allow others to lose control in a crisis. Remove from combat anyone yelling or screaming. In September 2012, 15 Taliban insurgents dressed as U.S. soldiers breached the perimeter of Camp Bastion, Afghanistan; destroyed a squadron of VV8-B fighter attack-aircrafts, killed 2 Marines and the squadron commander. It was the same squadron that lost 7 Wildcat aircrafts parked in Wake Island in WWII. As the commanding general, decisively address the security challenges, and quickly restore the air combat capacity.

43. Failure is the tuition we pay for success. COL Gordon told his Marines as part of risk management, “You can make mistakes, but you can’t repeat the last one.” To rekindle the innovativeness that defined the Marine Corps in WWI & WWII, we will need to build and sustain a culture where leaders are more afraid of missing opportunities than failing. Frederick the Great said, “*The smart learn from their mistakes; the wise learn from the mistakes of others.*” Fixing mistakes before reporting them never ends well. The cover-up is worse than the crime.

XII. ON CHARACTER

44. Talent can get you to the top, but only character will keep you there. “*Watch your thoughts for they become words, watch your words for they become actions, watch your actions, for they become habits, watch your habits for they become your*

character, watch your character for it becomes your destiny.” Lord Moran said character is a habit, a daily choice of right over wrong; a moral quality growing to maturity in peace and not suddenly developed at the outbreak of war. War has no power to transform, it merely exaggerates the good and evil in us, until it is plain for all to see; it cannot change, it exposes. Man’s fate in battle is worked out even before war begins.

45. The disease to please. Conviction of purpose is the cure to this disease. Belief in your cause creates conviction; belief in your vision creates inspiration. In the end, your motivation comes from belief in your people, says John Maxwell. But familiarity breeds contempt. When you get too close, difficult decisions become even harder. Admiral James Stavridis wrote, *“Nothing is more dangerous than a subordinate who will shade or alter the truth in order to curry favor or impress the boss.”* To lead with character requires an officer to speak truth to power, and do what is right at all times. The truth will always come out.

XIII. SOME DOS & DON'TS

46. Don’t expect what you don’t inspect. The line between micromanagement and proper supervision should never be fixed. The degree of supervision should be dependent on the experience level of and confidence in your subordinates. There is nothing wrong with supervising different people differently. Knowing the capabilities and limitations of your people is a Marine Corps leadership principle. Craig Goeschel said the degree of supervision should change as the unit matures. Supervision changes once you set the tone and expectations.

47. Don’t be in a hurry to make a bad decision. Malcolm Gladwell suggests that in straightforward choices, a deliberate analysis is best, but when there are multiple variables, our unconscious intuitive process may be superior. He believes that intuition, when combined with experience and fused with other sources of data, is superior to the output of deliberate decision-making processes. Failure to make timely and accurate decisions will erode your credibility as a commander. Your subordinate commanders will grow frustrated with your indecisiveness.

48. Don’t make enemies but if you do, don’t treat them lightly. In Maxim 26 (Keep little people little), remember the loudest dissenters do not necessarily represent the majority. Maintain a positive command climate by weeding the negative influencers in the organization, and feeding the positive ones. When conflicts occur, there are recourses for grievances. As a subordinate, you are expected to resolve conflicts with your seniors. If you cannot accommodate them or bring them to see your position, and believe you can no longer execute your duty in good conscience, you can resign.

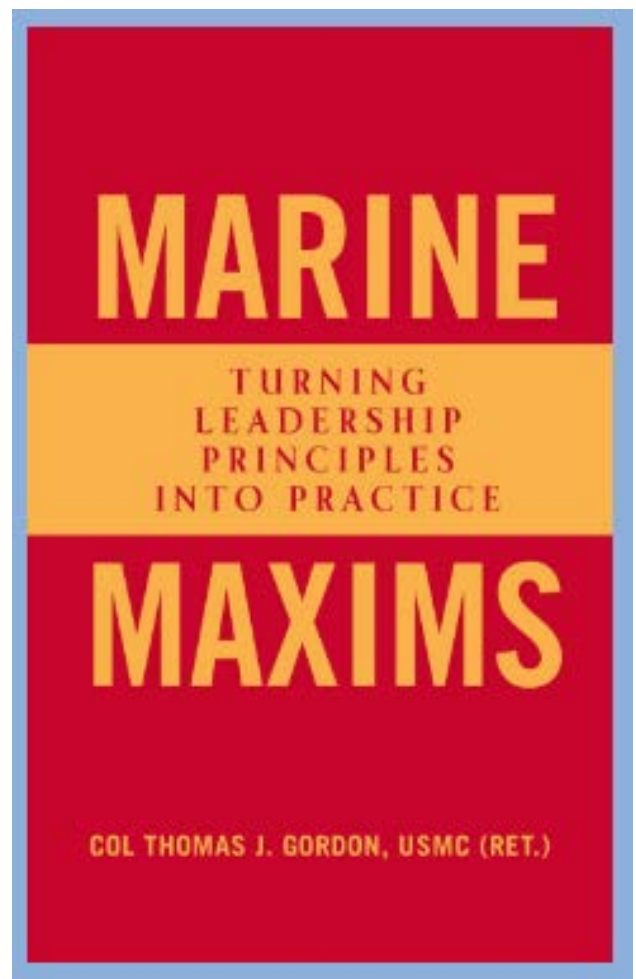
49. I don’t have all the answers, but I do know the questions. John Maxwell wrote, *“You only get answers to the questions you ask.”* When asking questions, focus on where you want the conversation to go. General questions rarely lead to specific answers, and it often takes 3-7 follow-up questions to get to the root of an issue. By asking subordinates *“What do you think?”* you can confirm or challenge your intuition. It can also be a good metric to assess their intellect or judgment. And if you know a senior officer is coming to speak to your unit, ensure that a few junior officers have an intelligent question to ask.

XIV. FINAL THOUGHT

50. If the boss is not having fun, no one is having fun! There is much suffering in the Marines. When this suffering is shared by

the unit, it builds cohesion and esprit. When Marines witness their leaders sharing their discomfort, their commitment and respect for the command grows. Contentment comes from within. Every man’s happiness is his own responsibility. If success is what you are pursuing, you will never be satisfied. Don’t define your success by rank or position. Fulfillment occurs when you have made a significant impact on people you serve.

RECOMMENDATION. The book *“Marine Maxims – Turning Leadership Principles into Practice”* authored by COL Thomas J Gordon USMC (Ret) and published by USNI is a thoughtfully written book about how to be a good leader. The book gives the reader a perspective of how Marines are taught to think to get better results. These maxims focus on developing character, courage, and will to become inspiring leaders who build cohesive units. By adding perseverance and resilience to the mix, you get the construct of a good combat leader. The author, a former Marine Commander himself, has now given the civilian readers their own equivalent of the Marine Corps’ *“Green Book”* through these 50 Marine Maxims, to hopefully be able to apply these leadership tactics to their own organization. But above all, that which is most important is to pass these maxims on, and *“pay them forward.”* 🚢



JOINT LAW ENFORCEMENT OPERATIONS CAPTURES FIREARMS AND AMMUNITIONS IN SULU

by Naval Forces Western Mindanao

Bagong Calarian, Zamboanga City - Joint elements of Naval Task Group Sulu composed of Marine personnel from the 4th Marine Brigade, Marine Battalion Landing Team-7 (MBLT-7), Naval Intelligence Operatives together with PNP Counterparts conducted a Joint Law Enforcement Support Operations (LESO) in support to Counter Terrorism Operations thru the implementation of a Search Warrant against the Sulu-based ASG Member alias AL at Barangay Mananti, Luuk, Sulu last 2-April-2022. According to NFWM PAO, during the implementation of the search warrant, the subject was able to sense the approaching operating troops and immediately escaped towards unknown direction together with his wife. However, the operations led to the recovery and seizure of the following:

- a. One (1) unit U.S. rifle Caliber 30 Springfield M1 Garand Rifle loaded with live ammunition and clip inserted;
- b. Thirty three (33) pieces live ammunitions;
- c. Twenty three (23) pieces garand clip;
- d. Three (3) bandoliers;
- e. One (1) empty shell of caliber 45 pistol; and
- f. One (1) identification card of ALDAM NAWANG as confirmed by his mother-in-law.

Recovered items were placed under the custody of the PNP for proper documentation and filing of appropriate charges in court. Initial reports revealed that Alias AI is a member of a Sulu-based ASG/KFRG under ASG Sub Leader Salip Murah and has linkages with ASGSL Amah Patit. Allegedly, he provides M79 Grenade Launchers, high powered firearms, and different types of ammunitions to Patikul-based ASGs. He was involved in Kidnapping for Ransom activities from 2014-2017, Extortion, Illegal Drug Trading, and Gun Running in Sulu, and other terroristic activities. Ongoing manhunt operations are still underway to trace the escaped individual. 🚩





AMOSUP - PTGWO - ITF

Maritime Academy of Asia and the Pacific - Kamaya Point

Associated Marine Officers' and Seamen's Union of the Philippines-PTGWO-ITF

Kamaya Point., Brgy. Alas-asin, Mariveles, Bataan, Philippines

Tel. No.: (02) 784-9100

Fax No.: (02) 741-1006

Mobile No.: (0917) 533-8263

URL: www.maap.edu.ph

E-mail: info@maap.edu.ph



Welcome Aboard!



Courses Offered:

- BSMT - Bachelor of Science in Marine Transportation
- BSMarE - Bachelor of Science in Marine Engineering
- BSMTE - Bachelor of Science in Marine Transportation and Engineering

Courses Offered:

- Master of Science in Marine Transportation (Marine Superintendent)
- Master of Science in Marine Engineering (Technical Superintendent)

MAAP Profile

Geographic destiny has given the Filipino the innate talent to be an excellent seafarer. To enhance this natural skill, the Maritime Academy of Asia and the Pacific (MAAP) was established on January 14, 1998. The Academy stands on a 103-hectare property in Kamaya Point, Mariveles, Bataan.

The Associated Marine Officers' and Seamen's Union of the Philippines (AMOSUP) founded by the late Capt. Gregorio S Oca, capitalized and developed the Academy. The new AMOSUP President, Dr. Conrado F. Oca, heads the Academy's board of governors. The board is comprised of representatives from the private sector, the International Transport Workers Federation, the Filipino Association of Maritime Employers, the International Transport Workers Federation, the All Japan Seamen's Union, the International Mariners Management Association of Japan, the Norwegian Seafarers' Union, the International Maritime Employers' Committee, the Danish Shipowners' Association, the Norwegian Shipowners' Association, and the Japanese Shipowners' Association.

MAAP conducts shipboard training aboard T/S Kapitán Felix Oca, a 5020 DWT dedicated training ship capable of accommodating 180 midshipmen and 9 instructors in 30 air-conditioned cabins and six berths.

Our Curricula

MAAP students are all scholars who are entitled to free tuition, board and lodging. They receive a comprehensive, up-to-date and well-rounded education that fully complies with the requirements of STCW 95 and the Commission on Higher Education (CHED). To ensure the highest standards of quality, MAAP adheres to a Quality Standards System that has been certified to comply with ISO 9001 version 2008, the Det Norske Veritas (DNV) Rules for Maritime Academies, and the Productivity and Standard Board (PSB) of Singapore.

The Academy offers three main programs: the Bachelor of Science in Marine Transportation (BSMT), Bachelor of Science in Marine Engineering (BSMarE), and the Bachelor of Science in Marine Transportation and Engineering (BSMTE). The curricula for the three courses were designed with the help of the United States Merchant Marine Academy at Kings Point, New York. Courses are four-year courses with sea phases scheduled in the third year. The BSMT curriculum requires a total of 192 units; 152 at MAAP, 40 practicum/shipboard units on board T/S Kapitán Felix Oca and/or a shipping company sponsorship. The BSMarE curriculum requires a total of 193 units; 153 at MAAP, 40 practicum/shipboard units on board T/S Kapitán Felix Oca and/or a shipping company sponsorship.



AMOSUP Seamen's Training Center



Full Mission Bridge Simulator



Full Mission Engine Simulator



Full Mission Bridge Simulator on Motion Platform



Japanese Compact Ship Handling Simulator

AN INTERNATIONAL EXHIBITION

OF MARITIME, SHIPBUILDING, OFFSHORE TECHNOLOGIES,
EQUIPMENT, AND SUPPORTING INDUSTRIES



Co-Located With :



21-23
JUNE
2022

**SMX CONVENTION CENTER MANILA
MALL OF ASIA COMPLEX
PASAY CITY, PHILIPPINES**