

ISSN 1023-6325

MIRPUR PAPERS, Volume 23, Issue 26, October 2017

MIRPUR PAPERS



Defence Services Command and Staff College
Mirpur Cantonment, Dhaka-1216
Bangladesh

MIRPUR PAPERS

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ISSN 1023 – 6325

Published by
Defence Services Command and Staff College
Mirpur Cantonment, Dhaka – 1216, Bangladesh

Printed by
Army Printing Press
168 Zia Colony
Dhaka Cantonment, Dhaka-1206, Bangladesh



Message from the Chief Patron

I feel honoured to learn that the publication of 'Mirpur Papers' 26th issue, Volume 23 of Defence Services Command and Staff College is going to be published. This journal is the reflection of the hard work and the quest of knowledge of the student officers of forces of different countries around the globe, who all undergo the staff course in this prestigious institution. I am more privileged to learn that besides the student officers, member of faculties have also contributed in this issue to enrich the publication.

The course enables the officers to have an in-depth knowledge on tactical level military planning and thus develop the competency of the officers to assume higher responsibility. Among the objectives of this course, enhancing creativity and analytical ability for the purpose of all types of military planning and research activities always gets priority. Besides military matters, the students also undertake research work as part of their Masters Programme under Bangladesh University of Professionals (BUP). 'Mirpur Papers' is published containing the selected research papers of the students.

I am confident that the articles of this issue will arouse our readers' interest and boost their inspiration to undertake new research ventures.

Finally, I would like to convey my gratitude and sincere appreciation to the editorial board, all contributors and reviewers for their excellent effort to publish this volume. On the whole, I express my profound satisfaction on this momentous occasion.

Major General A K M Abdullahil Baquee, ndu, psc
Commandant
Defence Service Command and Staff College

EDITORIAL

Every year the Defence Services Command and Staff College, Mirpur, Bangladesh publishes a professional journal namely “MIRPUR PAPER”. The journal is a fine blend of articles written by the student officers that present institutional, national, regional and international issues. The articles are basically the abridge versions of the original dissertation paper that the student submit as a part of the Master Program under Bangladesh University of Professionals (BUP). The Contributions of the faculty members are also significant as they supervised the research work throughout the course. In addition to the articles of the students, the faculty members also share their valuable knowledge through their writing in this journal.

The first article of this issue is on Gulf War 190-1991. Iraq’s occupation of Kuwait in 1990 was the first major post-cold war crisis. Saddam’s arguments for invading Kuwait could not mobilize world opinion in his favour, rather breach of the security of small state Kuwait could forge a strong coalition under the leadership of USA. Though the 1991 Gulf War ended with the liberation of Kuwait, but there remain questions, whether coalition could achieve its political objectives to attain the end-sate of the war. The political objectives of the US-led coalition forces were indubitably spelt out by George Bush in an address to his nation on 8 August; 1990: ensure complete withdrawal of all Iraqi forces from Kuwait, restoring Kuwait's legitimate government, restore security and stability of the Persian Gulf, and protect the lives of American citizens abroad. Regime change was not an agenda in the coalition’s stated political objectives. The article examines whether there were any unstated political objectives like crushing Saddam’s military power? It also analyses whether Coalition could end the Conflict successfully and attain the end-state of the war?

The second article is on the Chinese influence on the security of the south Asian region. The South Asian Region covers a huge area with more than one fifth of the world population .Lack of technological proficiency and huge operating cost has made it possible for this region to retain a sizeable mineral stock unexplored and within easy reach. This has made the South Asian Region as the centre of gravity where all the great powers, including China, would be vying to consolidate their reach and influence in the future days to come. China is trying to strengthen its ties with all South Asian Countries and enhance cooperation in vast fields. The main security concern in South Asian Region is the prospect of war between India and Pakistan, which might escalate into a nuclear exchange. Besides, there are other issues like global terrorism, water sharing, insurgency and energy crisis. China’s long lasting desire to get an access in the Indian Ocean and presence of USA troops in Afghanistan will further destabilize the region. China and India relation has the potentiality to bring wonderful result for the peace and security of the region. On the other hand, if they stand against each other, then the consequences will be devastating. This paper will primarily cover growing role of China towards South Asian Region and the impact of Chinese influence on the security situation of the region.

The third article of this issue is on the restructuring promotion system of men in Artillery corps of Bangladesh Army. Artillery, being arms with high technology equipment requires experts to handle those and keep the unit operationally effective. Junior Commissioned Officers (JCO) are mostly responsible to train his detachment and ensure smooth functioning of all the equipment under his troop/detachment. Technical and tactical knowledge is, therefore, a prerequisite for effectively discharging the duties of a JCO. Our present promotion system does not create opportunity to compare the level of professional competency of a Non Commissioned Officer (NCO) before promoting him in the rank of JCO. Hence, good performers are often being passed over where poor performers are promoted. Competitive attitude among the NCO to develop professional competency will enhance professionalism as well as motivate an individual to perform better.

Basic Soldering issue is discussed in the fourth article. With the present system of instilling, the soldiering standard seems to be moving in the opposite direction. The Chief of Army Staff reemphasized this issue in a number of occasions. Nonetheless, the soldiering standard apparently remains underdeveloped to meet the modern complexities. Ostensibly, the declining standard has direct and ripple effects on the adeptness of the units. This article attempts to establish a functional link between basic soldiering and unit efficiency. Initially, the components of basic soldiering are identified. Thereafter, the present standard of basic soldiering in the unit is evaluated. This is found that the units lack in basic soldiering standard. To see the effect, the factors affecting the unit efficiency are determined. Thereafter, it is found that, fostering basic soldiering has a positive impact on unit efficiency.

The operational capabilities of Riverine Engineer Battalion of Bangladesh Army are discussed in the fifth article. As we know, Riverine Engineer (RE), Battalions, are of a kind of engineer unit which is responsible for the transportation of troops and equipment through inland water channels, keeping these operational and safeguard them in all aspect. At present ARTDOC has published a draft GSTP named "Riverine Engineer Battalion in Battle", where they entrusted RE Battalion with the responsibilities of guarding major river channels with physical employment and execution of various riverine operations. Initially, the current mission, roles and, capabilities of RE Battalions are discussed with an overview of existing resources and training standard. Parallel, the essence of the draft GSTP "Riverine Engineer Battalion in Battle" an initiative by ARTDOC is discussed.

The sixth article of this issue has discussed on the Soldiers performance in the unit. Systematic analysis of soldiers' performance and basic soldiering attributes are two issues having most pronounced effect on the overall performance and standard of the soldiers of Bangladesh Army. Systematic analysis of soldiers' performance refers to correct evaluation of performance of various activities. It involves the knowledge, efficiency of the supervising JCOs and Non Commissioned Officers (NCOs) along with a proper documentation of their record. On the other hand, basic soldiering attributes of the soldiers refers to soldiering qualities of the soldiers. Here, an interrelation between systematic analysis of soldiers' performance and basic soldiering attributes are made to see how a systematic performance analysis system can help improving basic soldiering attributes of the soldiers.

The topic of the seventh article is 'Re-employment of Retired Army Officers in the Training Institutions and Sustained Knowledge Management in Bangladesh (BD) Army'. The article provides an overview of the critical condition of training institutions of Bangladesh Army. Albeit focusing on the opportunity for sustained knowledge management through re-employment of retired army officers would contribute significantly for the knowledge management of Bangladesh Army. Due to limited number of officer and extensive workload. Many modern armies have adopted this methodology by modifying it according to their own requirements. As BD Army is undergoing rapid transformation under the 'Forces Goal 2030', incorporating new weapons and gadgets, emphasizing on education, upgrading the training and effective knowledge management will surely impose great challenges to present framework of BD Army.

The impact of regimentation on professional competence in Nigerian perspective is discussed in the eighth article. This article seeks to identify the Impact of Regimentation on Professional Competence of Subalterns in the Nigerian Army (NA). Initially, the standard NA regimentation as prescribed in NA manuals was outlined. Subsequently, the factors responsible for the decline of regimentation were highlighted. Finally, suggestions on how to revive regimentation and ensure professional competence of NA subalterns were advanced. Thereafter, the gaps that exist between the standard regimentation and the current practice were explored and the impacts of the decline on the professionalism of subalterns identified. Cumulatively, this research identified a direct

proportional nexus between regimentation and professional competence of NA subalterns. Thus, it was found that Low regimentation has declined the professional competence of NA subalterns' and "sound regimentation will ensure professionally competent NA subalterns.

The ninth article of this issue has displayed an assessment of the Sierra Leone Armed forces Infantry Units preparedness for Ebola Response. In 2014-2015, a deadly Ebola Virus Disease (EVD) epidemic which emanated from neighbouring Republic of Guinea spread into Sierra Leone. The employment of the Republic of Sierra Leone Armed forces (RSLAF) infantry units in support of government agencies in the Ebola response yielded huge success in containing the virus. However, infantry units faced enormous logistical challenges. Studies have shown that EVD reoccurs after its initial outbreak and in Sierra Leone the risks of recurrence of the disease is high due to the presence large number of Ebola Survivors. This article has laid bare the inadequate level of preparedness of RSLAF infantry units and will help commanders to take necessary steps to fill the gaps identified.

Command Environment of smaller craft of Bangladesh Navy is discussed in the tenth article. Smaller crafts of BN are one of the very important subset of its surface fleet which is the cream of BN. Many of these smaller crafts are age old and pose numerous challenges to keep and maintain operational. Due to numerous limitations in execution, "Command Environment" of smaller crafts is affected as a whole. In this process, an effort has been taken to find out the predominant factors of "Command Environment" as: Leadership of CO/Officers, Organizational Culture, Total Working Environment, Interpersonal Relationship, Professional Interaction between Officers and Sailors, Cooperation & Teamwork and Welfare. Initially these factors present state has been tried to find out with its importance.

An analytical discussion on Civil-Military relation in Bangladesh perspective is displayed in the eleventh article. Though civil-military relation was a highly discussed issue in western countries after Second World War, it is relatively a newer concept in Bangladesh perspective. The necessity of civil-military relation was first felt during the liberation war of Bangladesh to make the country free from occupation force. Thereafter civil-military relation practiced in Bangladesh was mainly reactive in nature. This article makes an endeavour to find out some areas and ways to make civil-military relation proactive rather being reactive through qualitative interviews with ten civil scholars and military officers having expertise in this sector. But military alone can't be successful in this aspect as they have limitations to be proactive in decision making. Hence, the civil counterpart needs to extend their hand of cooperation to make it a success. This study is a part of growing need of research on proactive civil-military relation in Bangladesh during peacetime to optimize the utmost benefit of the nation. This research paper will contribute to future research on similar topics.

The twelfth article has discussed the potentiality of the Chittagong Dry Dock Limited under Bangladesh Navy's management. Chittagong Port is the principal port of our country that handles about 92% import-export of the country. Bangladesh also has her own shipping fleet. CDDL was established as a complementary facility to Chittagong Port Authority to provide regular and emergency repair support of the ship. CDDL is the only dry docking facility of our country for ocean going vessels. Due to its advantageous location, it has huge demand of repair works. In spite of having huge opportunity and strength, the organization failed to make remarkable progress. Bangladesh Government handed over CDDL to Bangladesh Navy recently with a view to uplift the organization. The article will be endeavouring to analyse the present and past situation of the organization and find out the ways to make the organization more profitable. Strength, weakness and challenges will be also discussed. A viable strategy will help to make the organization more profitable and contribute the economic development of the country.

The challenges and prospects of Air Regiments of Bangladesh Air Force is discussed in the thirteenth article. Aircraft are the prime important assets for any Air Force in the world and they are most vulnerable when they are on ground. As it is easier to destroy air power on the ground, so airfields and its associate services are the prime targets. Thus, the air assets need to be protected from all form of enemy attack during peace as well as war. However, BAF is entrusted with the responsibility of defending our air space against any hostile air action. Considering the military capability of our potential adversaries, BAF Bases offer prime sets of targets to the attackers. Thus, BAF needs special measures to protect her air assets. At present, Base Security Squadrons provide perimeter defence of Bases by Ministry of Defence Constabulary (MODC) along with Provost and airmen from different squadrons for manning the security posts. This paper, thus, analyses the present threat, limitation of existing resources and capabilities, constraints of workforce and GBAD weapons of BAF and proposes to establish an Air Regiment with GBAD system which would make her self-sufficient to protect air assets on ground.

The fourteenth article discussed about the China-Pakistan economic corridor. History of China and Pakistan's deep 'all-weather' friendship based on political and historical alliance is spread over generations, but China Pakistan Economic Corridor (CPEC) marks a new phase in this relationship by putting economic cooperation and connectivity squarely at the centre of relationship. This strategic economic partnership is envisaged to transform Pakistan into a Geo-economic hub. For China, CPEC is part of a wider 'One Belt, One Road' strategy to develop its western region and link the Silk Route Economic Belt to the 21st Century Maritime Silk Route. For Pakistan, it is the realization of one of seven pillars of growth relating to regional connectivity of its development strategy, that aims to make the country the next Asian Tiger. The corridor will link Kashghar in Western China with the deep sea Port in Gwadar, Pakistan through a mesh of communication networks comprising of a world-class seaport, commercial sea lines, an airport, highways, railways, fibre optic cables as well as oil and gas pipelines. CPEC by design makes Pakistan hub of trade and offers great deal of connectivity within and beyond the region.

The last article of this discusses the Autism (sometimes called "classical autism") is the most common condition in a group of developmental disorders known as the autism spectrum disorders (ASDs). Autism is characterized by impaired social interaction, problems with verbal and nonverbal communication, and unusual, repetitive, or severely limited activities and interests. This paper examines the major hurdles for inclusion of autistic children in the mainstream of the society. It also examines the psychological attitude of the family, society and school authorities towards an autistic child. It further looks for the facilities available in education system and job sector. The paper also tries to find out the policies available to support them and the challenges of implementation on ground. The paper provides policy recommendations for enhancing social inclusion and integration. In view of overall social condition the inclusion of autistic children will enhance the society on economic, social and humanitarian grounds.

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THE 1991 GULF WAR IN RETROSPECT

Colonel Md Kaiser Rashid Chowdhury, psc, G

ABSTRACT

Iraq's occupation of Kuwait in 1990 was the first major post-cold war crisis. Saddam's arguments for invading Kuwait could not mobilize world opinion in his favour, rather breach of the security of small state Kuwait could forge a strong coalition under the leadership of USA. Though the 1991 Gulf War ended with the liberation of Kuwait, but there remain questions, whether coalition could achieve its political objectives to attain the end-state of the war. Iraq's invasion of Kuwait was as an unjust war of aggression and condemned by all. Though Iraq tried but could not garner Arab and other nations support to justify his invasion with the Israeli occupation of Palestine. Dragging Israel into the conflict also failed. Saddam sacrificed Iraq's resources for his political survival and did not end the conflict peacefully. The political objectives of the US-led coalition forces were indubitably spelt out by George Bush in an address to his nation on 8 August; 1990: ensure complete withdrawal of all Iraqi forces from Kuwait, restoring Kuwait's legitimate government, restore security and stability of the Persian Gulf, and protect the lives of American citizens abroad. Regime change was not an agenda in the coalition's stated political objectives. The paper examines whether there were any unstated political objectives like crushing Saddam's military power? It also analyses whether Coalition could end the Conflict successfully and attain the end-state of the war?

Introduction

Carl von Clausewitz, the great military thinker of the 17th century, emphasised the central role of politics in war. "The political object is a goal, war is the means of reaching it, and means can never be considered in isolation from their purpose," were according to Clausewitz.¹ He viewed war as "an act of force to compel our enemy to do our will". He also stated that war comes about because of 'some political object' and that 'war is the therefore an act of policy'.² Defeating the enemy is not an end in itself but a means to realize political objectives. It is the political objectives of a war that decide the form of the war and its intensity. The political policy determines the nature of the war, and political situation accordingly figure strategy. Besides being the central driving force for war, politics is also a key concern in determining the end of war. As Clausewitz stated, "Since war is not an act of senseless passion but is controlled by its political object, the value of this object must determine the sacrifice made for it in magnitude and also its duration. Once expenditure of effort exceeds the value of the political purpose, the

¹ Strachan, Hew, *Carl von Clausewitz's on war- A Biography*, Atlantic Books, London, 2007, p 160.

² Ibid, p 166.

purpose must be renounced."³ Hence, besides the strategy that is being governed by political considerations, the decision to terminate war is also controlled by its political objectives.

General Clausewitz notably said: "War is politics by other means."⁴ This means that political and strategic military objectives are identical in nature. Strategic military objectives are, by their nature, political objectives--this is because achieving these, shifts the fundamentals of power and control, between and among nations. On the big geopolitical chessboard, getting the Iraqi Army out of Kuwait and restoring control over it to the Kuwaitis was a stated political objective. It kept the Iraqi border where it was before the incursion. The Gulf War coalition decided that deposing the existing government of Iraq was NOT one of their objectives for the war. In retrospect, the United States saw this choice as a mistake.

The Gulf War would not have occurred even a few years earlier when Iraq was the client of an aggressive Soviet Union that might have come to its defence.⁵ Iraq's occupation of Kuwait was the first post-Cold War crisis. UN collective security was successful in 40 years as Soviet Union and China did not exercise their vetoes. There were three reasons in this case. First, Iraq committed an act of aggression much like 1930s and western leaders did not want to commit the same mistake. The second reason was the worldwide feeling that UN collective security must not fail in such a clear case. Third, the small states in the UN stood against the Iraq because most of them were weak and had debatable postcolonial boundaries. The arguments Saddam used to justify the invasion of Kuwait were not supported by many small states. In this essay, an attempt would be made to examine whether 1991 Gulf War was successful in achieving the political objectives of the belligerents? It would also examine whether end states of the belligerents were achieved or not?

Conspiracy Theory and Realism

According to conspiracy theory, the personalities responsible were George Bush and Margaret Thatcher who had from the very beginning of the crisis come to a secret understanding that Saddam was not going to end at Kuwait, but he would go down the Gulf to control the gulf region. Thatcher told bush, like Hitler, Saddam will not stop unless the west stand together not only to stop him but also to replace him with a friendly leader. From the standpoint of advocates of conspiracy theory and realism, the U.S. and Britain have deliberately used the UN resolutions for the maintenance of International peace and security-certainly not for justice and human rights but in reality in pursuit of their vital interests which Saddam had endangered by invading Kuwait. The occupation of Kuwait was not a direct danger to U.S. interests-the central issue was the threat to Western vital self-interests. According to Conspiracy theory, Saddam invaded Kuwait in

³ Ibid.

⁴ Ibid, p 168.

⁵ S. Nye, Jr, *Understanding International Conflicts*, Pearson Longman, New York, 2007, p 193.

order to seize its oil resources and attain an access to the sea which would enhance his leadership. Bush and Thatcher determined to ensure the availability of oil and enhance their own leadership by preventing Saddam from blocking free passage of oil through the Gulf. But neither the advocates of realism nor of the conspiracy theory addressed themselves to the question of peace based on justice, as these two ideals were inseparable.

Just war Controversy

A just war considers both a war's purpose and the means by which it is prosecuted.⁶ It must be declared for a just cause by a legitimate authority, must be fought for the right intentions in a correct manner, and only as a last resort. Wars may be waged on behalf of the vulnerable or against grave threats to international order. In short, a just war must benefit mankind. Under these concepts, a goal such as access to cheap oil is not okay. Likewise, justifying the Gulf War on the basis of last resort is questionable, as Coalition did not wait long enough to allow economic sanctions to have their full impact. On the contrary, Iraq's invasion of Kuwait could be reasonably interpreted as an unjust war of aggression, and Iraq's treatment of the Kuwaitis was so brutal that the war could be justly waged on behalf of that vulnerable population.

Iraq's Political Objectives

Iraq's economic crisis was threatening Saddam's political survival. Solving Iraq's economic crisis was Saddam's prime political objective.⁷ An unconditional withdrawal from Kuwait, or one with a cosmetic face saving formula added, was totally unacceptable to Saddam from the outset, since it did not address the fundamental cause underlying the invasion of Kuwait. Kuwait invasion had been a desperate attempt to support his regime in the face of dire economic crisis created by Iran-Iraq war. This economic plight had not only remained after the invasion of Kuwait but had been considerably aggravated by the sanctions, and Saddam therefore felt that any turn-about on his part would damage his position beyond repair. A prolonged war was bound to deal a devastating blow to his hopes for the economic reconstruction of Iraq, on which his political survival would continue to centre. Saddam wanted to terminate the war quickly, even at the cost of many Iraqi lives.

Saddam declared Kuwait as its 19th province.⁸ To retain Kuwait Saddam formulated his strategy targeting to raise American casualties and sowing partition within the coalition. Iraq was on the military defensive but on the political offensive. Success would depend on mutual reinforcement. Saddam's defensive military strategy weakened his

⁶ Whetham, Dr David, KCL, presentation at Cormorant Hall on *Ethics, Law and Strategy*.

⁷ Khaduri, Majid & Ghareeb, Edmund (1997), *War in the Gulf, 1990-91: The Iraq-Kuwait Conflict and its implications*, (Oxford: Oxford University Press), p 122.

⁸ Ibid, p 178.

politically offensive stance. Saddam seriously overestimated Iraq's power to stand against the Coalition. Iraqi leadership was obsessed with the lessons of the Iran-Iraq war. Iraq planned to fight the Coalition as they fought ill equipped Iranian forces.

Once Saddam realized that annexation of Kuwait was not accepted by Arabs and world community, he linked Kuwaiti occupation with the Palestinian cause. To get support from Islamic world Saddam demanded Israeli withdrawal from occupied territory as a precondition for his withdrawal from the Kuwait.⁹ This was his third objective. Saddam miscalculated the cohesiveness of the Coalition. His calls for popular insurrections against the Arab members of the Coalition had produced a nominal response. Other than Jordan and P.L.O, no Arab states was compassionate to Iraq. Though there was widespread demonstrations supporting Saddam across the Islamic world, but these could not generate any positive outcome. Saddam desperately tried to drag the Israel into the conflict by firing scuds into her territory.¹⁰ U.S quickly deployed patriot missile system to defend Israel and was successful in convincing Israel not to retaliate.¹¹ Saddam's attempt to drag the Israel thus yields no results.

From the outset of the Kuwaiti crisis, Saddam was determined not to sacrifice his political survival-his most significant objective. Kuwait, the Palestinian cause, Iraqi lives: all were important only so long as they served the interest of Saddam. Saddam's military strategy and deployment centered on the survival of the regime rather than a heroic stance. Saddam regime was threatened due to Shiite and Kurds rebellion. Saddam preserved his base of power, i.e. republican guards from coalition wreaths. Saddam was very quick in unleashing his republican guards to suppress the rebellion. Both Kurds and Shiites expected American support to liberate them from the hands of the Saddam. However, U.S. support was not forthcoming as they were not interested to prolong the war. Bush administration was obsessed with Vietnam Syndrome and sought a quick termination of the conflict.¹² Saddam political survival was ensured due to Bush's limited political objectives.

Why Saddam did not withdraw from Kuwait?

After the end of the Iran-Iraq war, Iraq was disappointed to learn that U.S. was not ready to take it into its confidence.¹³ Iraq served the Arab and western interests by waging war against Iran. Iraq was financed by Kuwait and Saudi Arabia and armed by the west to fight the Iranian regime. Kuwait took this advantage politically and economically and ultimately Iraq was suffering. Arab and western leaders did not consider any of Iraq's economic and political concerns. This was definitely a U-turn by

⁹ Ibid, p 190.

¹⁰ General Merrill Mc Peak, CoS, USAF, *The Air Campaign: Part of the Combined Arms Operation*(Washington DC: Department of the Air Force, 1991)

¹¹ Ibid.

¹² Gordon and Trainor, *Generals' War. The inside story of the Conflict in the Gulf*. Boston

¹³ Khaduri, Majid & Ghareeb, *loc cit*,p 166.

the west and Gulf Arab countries. Stubborn attitude of Kuwaiti leadership and finding no other way to address the economic and border issues, Saddam invaded Kuwait. Coalition demanded Saddam's withdrawal but they did not mention any ways to redress Saddam's grievances. Without a considerate consideration on the disputed issues by the west and Arab - withdrawal from Kuwait would have been a political suicide for Saddam. If Saddam would have agreed to withdraw from Kuwait, he would have achieved few significant advantages to Iraq and to the Arab world: attention would have been drawn to address the problem of the growing gap between the rich and the poor Arab countries; Iraq's infrastructure and industrial base would have been preserved; attention would have been drawn to the need to resolve the Palestine problem as a follow-up to Iraq's withdrawal from Kuwait; UN position in the world would have been improved by the resolution of the crisis by peaceful means.

Coalition's Stated Political Objectives of the Gulf War

The political objectives of the US-led coalition forces were undoubtedly spelt out by George Bush in an address to his nation on 8 August, 1990: "Four simple principles guide our policy. First, we seek the immediate, unconditional and complete withdrawal of all Iraqi forces from Kuwait. Second, Kuwait's legitimate government must be restored to replace the puppet regime. And third, my administration, as had been the case with every President from President Roosevelt to President Reagan, is committed to the security and stability of the Persian Gulf. And fourth, I am determined to protect the lives of American citizens abroad."¹⁴ Were these political objectives met?

The first objective was situation-specific and was translated into the key military objective for liberating Kuwait. It was the prime focus of the coalition forces throughout the campaign. This objective was met when the coalition forces were able to drive out all Iraqi forces from Kuwait city. The second objective was also met when; following the withdrawal of the Iraqi forces, the lawful government of Kuwait was restored. Furthermore, with Saddam Hussein's unconditional acceptance of the UN Resolution 687,¹⁵ it can safely be concluded that the first two objectives were achieved. As for the latter two objectives, however, it is not clear whether they were met at the end of the war. They were longer-term goals and were the cause of debates on whether the termination of the war was premature.

The third political objective of the coalition forces was the security and stability of the Persian Gulf region. The first step towards attaining this was ensuring that Saddam Hussein did not have the capability to venture military power and weapons of mass

¹⁴ Bush, George, *"Why We Are in the Gulf,"* Newsweek, November 26, 1990, p 28.

¹⁵ This resolution was established on 3rd April 1991 and listed the conditions for a ceasefire. Saddam Hussein accepted those conditions on 6th April 1991 and the cease-fire was formally proclaimed on 10 April 1991.

destruction beyond its borders. To achieve this, the destruction of the Republican Guard was the focus of the coalition effort. Saddam Hussein's power base was heavily dependent on the continued existence of the Republican Guard. Elimination of the Republican guard, if totally successful, would have eliminated a major source of his power.¹⁶ As part of the cease fire agreement, the UN Resolution 687 also required Saddam Hussein to grant entrance to UN Weapons Inspection teams to check any suspicious installations that might be capable of producing weapons of mass destruction. Thus, any other potential threat was also checked. Some may argue that Saddam Hussein should have been removed from power to ensure permanent security and stability in the region. However, there were others who were of the opinion that it was critical that Iraq remained an integrated country and not be fragmented so as to maintain the status quo in the region.

The fourth political objective called for the casualty rate to be kept to an absolute minimum. This may be seen as having stemmed from the fear of a repeat Vietnam-style entanglement, and hence the twin imperatives of minimising casualties and avoiding a prolonged conflict.¹⁷ Had the coalition forces pushed on to Baghdad, they would have certainly been involved in urban warfare, generally characterised by high casualties rates - rates which coalition political leadership may have been unwilling to accept. The coalition leaders' desire to limit friendly casualties therefore formed the basis for the decision to suspend ground offensive operations just after four days. There was no longer a need to risk coalition lives unnecessarily when further gains were deemed to be only insignificant.

Coalition's un-stated Political Objectives of the Gulf War

Was the destruction of Saddam Hussein, be it his death or his removal from power, an objective of the coalition war effort? However desired or hoped, the destruction of Saddam Hussein was never stated as a political goal, ostensibly because it was not acceptable to the governments supporting the general US effort. The Soviet Union and China, both members of the UN Security Council, stated that they were generally supportive of the coalition effort so long as the US objectives did not extend to a change of regime in Iraq.¹⁸ Furthermore, the UN mandate permitting the liberation of Kuwait made no indication to the invasion of Iraq. Nevertheless, it was the unofficial but widely assumed Coalition war aim that an overwhelming military defeat would lead to the forced removal of Saddam Hussein. President Bush urged Iraqis to rise up and overthrow Saddam: "There's another way for the bloodshed to stop, and that is for the Iraqi military and the Iraqi people to take matters into their own hands, to force Saddam to step

¹⁶ Schwarzkopf, Gen Norman, *It Doesn't Take Hero*, Bantam Press, 1992

¹⁷ O'Neill, Bard E. and Kass, Ilana, 'The Gulf War: A Political-Military Assessment', *Comparative Strategy*, Vol 11, p 225, April - June 92.

¹⁸ Freedman, Lawrence and Karsh, Ephraim, *The Gulf Conflict*, London and Boston: Faber and Faber, 1994, p 412.

aside."¹⁹ The clear message was that the US wanted not just an Iraqi withdrawal, but also the incapacitation of its army in Kuwait, and also a regime change. It appeared that the US would support an uprising in Iraq. The scepticism of the US campaign was revealed in its response to the Kurdish and Shiite uprisings against Saddam Hussein's regime. The Iraqi government lost control of huge areas of the country to the rebels, and seemed to be on the verge of collapse. There were expectations that the US would support the rebellion. However, this hope proved to be unproven. When George Bush called for Saddam Hussein to "step aside" he was calling not for a popular uprising but a military coup. The rebellion by the Kurds and Shiites was an uncertain development for the US as it threatened to disintegrate Iraq and weaken other dictatorships in the region. The US did not want an independent Kurdistan which could act as inspiration to Kurds in other states, especially in Turkey, a key NATO ally. The Shiite rebellion in the south could have led to extension of Iranian influence in the Gulf. Faced with the choice of the Saddam Hussein regime continuing, or being overthrown in a popular rebellion, the US preferred the former. By allowing Saddam to violate the terms of the cease-fire agreement, to mount a counterattack, and denying the rebels access to captured arms, the US actively collaborated in the quelling of the uprising. The US also used the continued "threat" posed by Iraq to establish permanent military bases in the Gulf.²⁰

Crushing Saddam's military power- was it a political objectives? Iraq's rearmament programme during the Iran-Iraq war aroused Israel's apprehension which encouraged its supporters in the U.S. Congress and the press to influence the American Government to take steps that might hold back Iraq from becoming a threat in the region. Iraq's quest for WMD was a grave concern for Israel which would undermine its qualitative military superiority over the Arab world. After the Iran-Iraq war, when Iraq resumed its rearmament programme, Israel seems to have been ready for another raid like the one she carried out in 1981. Saddam in a speech on April 1, 1990 warned that Iraq would retaliate if Israel attacked again.²¹ Saddam's warning that he would use the binary chemical weapon if attacked reverberated in Western political circles, and the press reported Saddam's statement as a malicious threat to Israel. Crushing Saddam's military power ensured Israel's military superiority in the region and enhanced its security.

The political "gains" are to be weighed against acceptable "costs." The Gulf War was the most cost effective for US. Indeed, U.S. made a profit on the war during the fiscal year 1991. Coalition members contributed \$54 billion for the war. Two thirds of the \$54 billion was provided by the Gulf States Kuwait and Saudi Arabia (\$36 billion), with the remaining one-third mostly paid by Japan and Germany (\$16 billion). The US paid roughly \$7 billion, less than 12% of the total US expenditure. The US Department of

¹⁹ Ibid p 412.

²⁰ J M Thorn,(a member of Socialist Democracy, Socialist Action's sister group in Ireland), *lessons from the 1991 Gulf War*

²¹ Khaduri, Majid & Ghareeb, Edmund, loc cit, p 97.

Defence estimated the incremental cost at \$61 billion. The inflow of foreign funds not only offset America's budget costs but also helped reduce the U.S. balance-of-payments deficits. America's foreign balance swung from a \$23.4 billion deficit in the fourth quarter of 1990 to a \$10.2 billion surplus in the first quarter of 1991.²²

Conflict Termination

Bush administration was not prepared for the crucial phase of ending the war. U.S. officials overestimated the military power of Saddam and were stunned by the unexpected success of the ground offensive. Public reaction to the "Highway of Death", Iraqi troops' surrender without fighting, entry into Kuwait City just after three days of fighting- all these overwhelmed the Bush administration. "We never did have a plan to terminate the war", remarked Schwarzkopf's foreign policy adviser.²³ Bush administration had failed to foresee the consequences of inflicting defeat on Saddam and thus unprepared to act. Bush stated at a news conference on 1 March 1991 that "how I can say to the American people it's finally over- the last 'T' is crossed, the last 'I' is dotted."²⁴ In the ultimate run, Powell Doctrine proved only partially valid.

Was the end state achieved?

Iraq miserably failed to achieve its objectives. Did Coalition secure peace and stability in the region? Maj Gen J.F.C. Fuller, Britain's leading military thinker of the 20th century, wrote that the object of war is not victory, but peace.²⁵ A war that fails to achieve sustained peace is merely an exercise in brutality and futility. 1st Gulf War did not ensure peace in the region but was a prelude to the 2nd Gulf War. That means 1st one failed to achieve its goal. Regime change in 1991 could have been more economical and easier than 2003. The Gulf War was supposed to draw peace and democracy in the region. However, the reality was not the same. On assumption of power, the al-Sabah's launched a drive of terror against Palestinian immigrants, who they accused of supporting Iraq. Thousands of Palestinians were jailed, and hundreds summarily executed. Around 400,000 Palestinians were excluded from Kuwait and the other Gulf States.²⁶ There was a humanitarian catastrophe as 3 million Kurdish refugees fled into Iran and Turkey. The major sufferers of the Gulf War and its aftermath were the Iraq population. It is estimated that 250,000 died in the war itself.²⁷ However, since the end of the war another 1 million, mostly children, have died as a result of the UN sanctions.²⁸ The Iraqi economy had collapsed and people were forced to live on minimal nutritional requirements they need. Iraq was subjected to weekly bombing raids by British and US aircraft as they patrolled

²² Ibid, p 65.

²³ Gordon and Trainor, *Generals' War*, 461.

²⁴ Ibid, p 443.

²⁵ Eric S. Margolis, *Iraq Invasion: The Road to Folly*, "The American Conservative", 7 October 2002.

²⁶ J M Thorn, loc cit

²⁷ Ibid, p 78.

²⁸ Ibid, p 87.

their self-declared no-fly zones. In many ways, the slow strangulation of the years between 1991 and 2003 has been much worse than the brutal but brief onslaught of 1991.

Media

The scope, depth, and length of news coverage of the war were overwhelming. However, there were other aspects of the war that went largely unreported. Where was the coverage of the wounded, prisoners-of-war camps, and ground combat? Reporters stated that they were denied access to this news. The result was a clean war where precision weapons surgically destroyed military equipment and installations. Public was not aware about the dark part of the war where people bled and died. Estimates on the Iraqis killed ran up to 250,000 but these remained unreported. Blood of the battle was seldom shown. One might attempt to defend this control because the press was a powerful factor in the war. Saddam was known to follow the foreign press closely, and Iraq was quick to use occurrences such as the air strikes on Amiriyah for propaganda purposes. Indeed, the controls may have been a factor in the Coalition's amazing success.

Conclusion

Wars with limited military aims do not necessarily solve the root political problems that brought them about. Thus, the Gulf War's objective of liberating Kuwait was achieved, but it has not removed the underlying source of the aggression, Saddam himself. War has served to aggravate other significant political problems, such as the plight of the Kurds in Iraq and the lack of democracy in Kuwait. War affirmed many of Clausewitz's postulations. War is indeed an extension of politics on a more violent level, and when a nation's actions are so offensive, they invite war. Also, a nation's political objectives must be based on its military power. If too ambitious and without adequate military support, as Iraq's was, then it will likely suffer reverses.

Did George Bush "goof" up in letting Saddam Hussein survive or was it a deliberate decision to allow him to survive? He did not manage to remake his war machine or carry out more acts of violence towards his neighbours. The casualty rate of the coalition forces was kept to an absolute minimum and the threat of further instability was removed by the early cessation of the war. From the political standpoint, George Bush had made the correct decision to terminate the war after achieving the political objectives and not to march on to Baghdad to get rid of Saddam Hussein.

The Bush administration was able to limit loss of U.S. lives and end the war swiftly by applying overwhelming force with strong public support. However, they failed to forge a clear link between the use of force and their political goals. They had hoped that by achieving a decisive victory they could not only liberate Kuwait but also overthrow Saddam. This proved to be wrong. The only way Bush could have toppled Saddam would have been by invading Iraq, occupying Baghdad and thus sacrificing the Coalition. However, Bush administration was not ready for it and it was not certain that such a plan would have succeeded. Saddam might have hid himself in somewhere and leading an

insurgency against the U.S occupation for years to come. In effect, the Bush administration prosecuted a limited war on unlimited ends, and thus disappointed once the jubilation of military victory passed. The war appears to confirm a maxim about U.S. military involvement- the U.S. always wins the war but loses the peace.

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IMPACT OF GROWING CHINESE INFLUENCE ON THE SECURITY OF THE SOUTH ASIAN REGION

Lieutenant Colonel Mizanur Rahman Mizan, psc

ABSTRACT

The South Asian Region covers a huge area with more than one fifth of the world population. There are approximately nine developing and under-developed countries in this part of the globe. It also forms the crossing point of East and West civilization. Most of the countries of this region have an excellent economic growth because of impressive performance by the services sector and the industrial sector. South Asian Region is also moderately rich in mineral resources. Lack of technological proficiency and huge operating cost has made it possible for this region to retain a sizeable mineral stock unexplored and within easy reach. This has made the South Asian Region as the centre of gravity where all the great powers, including China, would be vying to consolidate their reach and influence in the future days to come. China is trying to strengthen its ties with all South Asian Countries and enhance cooperation in vast fields. The main security concern in South Asian Region is the prospect of war between India and Pakistan, which might escalate into a nuclear exchange. Besides, there are other issues like global terrorism, water sharing, insurgency and energy crisis. It is evident that China with its rapid economic growth associated with expansionist foreign policy might try to pursue her strategic ambition of becoming major global player. This might override USA's as well as India's influence, and create huge pressure on South Asian Region. China's long lasting desire to get an access in the Indian Ocean and presence of USA troops in Afghanistan will further destabilize the region. China and India relation has the potentiality to bring wonderful result for the peace and security of the region. On the other hand, if they stand against each other, then the consequences will be devastating. This paper will primarily cover growing role of China towards South Asian Region and the impact of Chinese influence on the security situation of the region.

INTRODUCTION

China is steadily extending its reach into South Asia with its growing economic and strategic influence in the region. Except for New Delhi, Beijing runs trade surpluses with all other partners, including Bangladesh, Nepal, Pakistan, and Sri Lanka. But China makes up for these trade deficits with massive investment in the infrastructural development, socio-economic needs, and above all energy production of its trade partners. Beijing also showers these nations with low-cost financial capital to help their struggling development sectors. The largest beneficiaries of this economic aid are Pakistan, Bangladesh, Sri Lanka, and Nepal.

In keeping with its economic expansion, China has deepened its strategic influence in the region, especially with India's immediate neighbours – Bangladesh, Nepal, Pakistan, and Sri Lanka. Beijing has kept a close strategic partnership with Islamabad for a long

time, but its overtures to the remaining countries were hobbled by the Sino-Indian war in 1962. China's entrée in South Asia again got momentum only after its conversion to the market economy in the 1980s. Its resultant economic strength opened the path into South Asia, beyond Pakistan. China skillfully deployed economic incentives to draw Bangladesh, Nepal, Pakistan, and Sri Lanka into its strategic orbit.

The triangular strategic relationship of India, Pakistan and China over the second half of the twentieth century shows how two enmities – Sino-Indian and Indo-Pakistani – and one friendship – Sino-Pakistani – defined the distribution of power and the patterns of relationships in a major centre of gravity of international conflict. This rising tension and turbulence has forced the South Asian Region almost in a near war situation. On the other hand, China is emerging as a military super power with a strong economic backup in this region. This may ultimately push China to get involved in the security issues and their settlements within the countries of this region. Therefore, the aim of the paper is to analyze the impact of Chinese growing influence on the security of the South Asian Region.

IMPORTANCE OF SOUTH ASIA

After the end of Cold War and the collapse of the Soviet Union, assessment of the influence of changing international environment became a very controversial problem in South Asia. In the recent days, China is not only facing the challenges of global technological revolution but also a global competition over comprehensive national strength which is based on economy and science. The focus of the post-Cold War maritime activity is also shifted from the Atlantic – Pacific to the Pacific – Indian region. Unexplored mineral resources, very fast economic growth, rise of radical Islamists and strategic position of being into close proximity of Indian Ocean are some of the other reasons, for which the region is so important to everyone around the globe. This has made the South Asian regional sphere as the centre of gravity, where all the great powers, including China, would be vying to consolidate their reach and influence in the future days to come.

SECURITY ENVIRONMENT OF SOUTH ASIAN REGION

Security is a prime concern of every state either big or small. Security is essentially a matter of perception. Traditionally, security meant the defence of the state and society against internal and external threats. The security outlook of a nation is built up largely on how and where it perceives the threats. Security perspective of a nation is, of course, the geo-strategic imperatives and geo-political environment in which it has to be operated. To summarize, there are four major factors that shape a state's security environment: geographical barriers, state-to-state interaction, international/regional structure, and military technology. South Asian Region has long been steeped into mutual suspicions and conflict. It follows a traditional inward approach to the development and is a latecomer to the concept of regional integration. These factors have kept the region in low-growth equilibrium for a long time.

The security concerns in South Asia are threefold. Firstly, the prospect of a war between India and Pakistan as they fought major war in 1965 and 1971, and small scale war in Kargill in 1999. India and China also fought a major war in 1962, where China captured a significant amount of Indian Territory. Recent tension in Doklam between Indian and Chinese Forces is also significant in this regard. Secondly, as R. Nicholas Burns, former US Under Secretary for Political Affairs puts it, “it is in South Asia where our future success in the struggle against global terrorism will likely be decided – in Afghanistan and Pakistan”. Along with this Global War on Terror (GWOT) there have been Anglo-American efforts to defuse the Indo-Pak tensions over Kashmir, the Norwegian mediation between the Sinhalese and Tamils in Sri Lanka, and the international initiative on Nepal led by Britain. Finally, in the aftermath of Chaghai Hill explosions in Pakistan, acquisition of small nuclear devices by terrorists came within the realm of possibility. Further, revelations of Dr Abdul Qadeer Khan’s role in nuclear trafficking to North Korea have escalated concerns on nuclear proliferation from the region. However, the most important security concern for the South Asian Region is conflict between or among the countries.

CHINESE NATIONAL INTEREST AND FOREIGN POLICY

China always maintained a peaceful foreign policy while pursuing own strategic aim. Although, they are fighting for the super power status with enormous strength in every arena yet, they have their own weaknesses which still create turbulences to their dream. When analyzing China’s foreign and security policy, Chinese strategists and analysts occasionally cite guidance from former paramount leader Deng Xiaoping in the early 1990s: “Observe calmly; secure our position; cope with affairs calmly; hide our capacities and bide our time; be good at maintaining a low profile; and never claim leadership.” This guidance reflected Deng’s belief that China’s foreign policy and security strategy had to reinforce its core national interest of promoting domestic development by avoiding foreign risk, high-profile international engagement or provocations, or pretenses of international leadership.

Some analysts see Deng’s guidance as prescribing deliberate efforts to conceal intentions and capabilities. Their way of dealing with the South Asian internal affairs are quite interesting and thought provoking. They have far reaching strategic objectives to be achieved without destabilizing the regional peace and stability. Therefore, most of their regional roles are apparently constructive with their own terminal strategic goals behind the curtain. China will continue to seek a peaceful peripheral environment in the near future. China’s guiding doctrine of limited war under high-tech conditions involves offensive perspectives. Contentious issues between India and China would be Tibet, Dalai Lama’s presence and the Sino-Pak nexus. However, the economic issues will get priority over all other mid to long-term issues within the region.

China’s Grand Strategy gets manifested in the harnessing of the entire Chinese might and resources towards achievement of two basic national aspirations, which are assessed

as, first China should emerge as the dominant power in Asia and secondly China should emerge as key global player initially and to be followed by stepping into the role of a dominant world player. Besides, the principal Chinese goal is to prevent the rise of any peer competitor or rival in Asia, capable of challenging China's role in the Asia-Pacific region. It particularly seeks to keep India's power and influence confined within its borders, and to enhance China's influence in South Asia. In this regard the smaller South Asian Countries could play an important role in promoting Chinese interests in the emerging regional order.

According to Indian Scholar Dr Subhash Kapila, China's Grand Strategy in South Asia has manifested itself at multiple levels, namely: (1) Building up Pakistan as regional spoiler state to challenge India (2) Attempted to create a ring of Chinese military equipment client states around India (3) Entering into Defence Cooperation Agreement with Pakistan and Bangladesh (4) Generating insurgencies in India's North East Peripheries (5) Creating potential Chinese Naval Bases in Myanmar and Pakistan. The list is endless and the aim being simple i.e. to keep India strategically destabilized and politically confined to South Asia.

China had always maintained the intention of regaining the lost territories as its priority objectives of the foreign policy. In the Chinese mind, China's territorial claims are often linked with its humiliating past and, therefore related to national dignity. Military conflicts with Vietnam in 1974 and 1988 to recapture disputed Spratly islands demonstrate China's resolve to use force if required. It is important to note that dynamics of the international environment will continue to influence the Chinese foreign policy. Though the Chinese foreign policy will continue to be governed by the peaceful co-existence, yet she will keep all probable options open to reinforce its aspirations for a great power status. Currently, the following basic tenets have been identified in Chinese foreign policy:

- a. China's fundamental desire is to reform and grow in economic strength by opening up peacefully and with full control.
- b. China now openly pursues her long term interests. She is sensitive to issues such as human rights and Taiwan, which form the basis of potential intervention and manipulation by external forces.
- c. China will not hesitate to use military force to back her foreign policy wherever she perceives weakness. This is amply clear from her annexation of the Spratleys and confrontation in the Strait of Taiwan.
- d. As far as powerful neighbours are concerned, China is following a realistic and pragmatic approach in that long-standing disputes should not hinder the economic ties and other fruitful interaction. China intends to settle these issues at a later convenient time-frame.

IMPACT OF CHINESE INFLUENCE ON SECURITY OF SOUTH ASIA

Economic Challenges

China emphasized repeatedly that its trade policy was not and won't be to pursue enormous profits, but the truth is that the trade imbalance favourable to China had been a worldwide phenomenon. So called theory of "Chinese Threats" originated in somewhere between Tokyo and Washington echoed in some distant countries, it was not because of their territories were threatened by Chinese strengthened military power, but for their local markets being occupied by Chinese products too fast and too vast. China's official policy to political issues is always self-controlled and encourages the stability of the region by showing its peaceful and moderate intension. But, in trade arena, Chinese enterprises usually conduct ambitiously and offensively.

China's economic growth and wealth has decreased the incentives for it to engage in conflict with its South Asian neighbours. Similarly, India's liberalization and growth has led its leaders to accept the same conclusion. China and India are currently addressing their challenges with very similar programs that are meant to propel their economies and strengthen their militaries. Both China and India are focused on modernizing and developing their economies to integrate more closely with the rest of the world. All these facts indicate that in near future there is a possibility of growing tension between these two countries for the control of the regional market.

One of the main focuses of China is to have access to the important sea lanes of communication of South Asia. Other than the regional countries, Myanmar remains as an alternative and effective option for China to get access to the Indian Ocean. It is noticed that Myanmar also receives special attention from China in a big way like Pakistan. Therefore, it may be concluded that China is fast emerging as an active player in the Indian Ocean through Myanmar. In such a scenario, in case China establishes its "permanent presence" in the Bay of Bengal in near future, then it is likely to have a serious ramification to the security of the region.

Re-emergence of Cold War Era

On the military side, it is mostly from China that the USA apprehends a real challenge to its lone super power status in the future. As a race is on, the rhetoric of the 'strategic partnership' is fast changing to 'strategic competitor'. The latest US Quadrennial Defence Review Report (DOD) says that Asia is, "gradually emerging as a region susceptible to large scale military competition". It further writes (without mentioning China) that, "a military competitor with a formidable base will appear". Moreover, the 1988 security strategy for East Asia-Pacific underscores the bilateral partnership with Japan that remains the linchpin of US security in Asia. The absence of US forces in this region might give rise to India and Japan's militarization which could ultimately intensify the armament race between China-India and China-Japan. All these clearly show the signs of a new Cold War era.

China considers that the key to maintain peace and stability in this region is by building a triangular relationship with India and United States. J Mohan Malik, an eminent strategist from India, adds to this by saying that, over the next decade, a serious context both in the military and economic spheres will develop between China and India. India and China both will counter each other in South and South East Asia. USA, on the other hand, will always try to cherish her unipolar status using India against China as a counterbalancing measure. Recently, China is also rapidly increasing military spending yet, it has to go far to keep pace with giant military budget of USA. China has already established its first foreign base in Djibouti, Africa. There is also report that China is going to establish its second military base in Pakistan soon. It speaks of the possibility of Chinese arsenal expansion for the pursuance of her long term strategic goals and political influence leading to an indirect confrontation with USA. This would definitely create turmoil in the regional stability.

Impact of Chinese Military Modernization Trends

The Chinese military is the largest in Asia, though not the most modern. This is partially overcome by China's nuclear weapons and missile programs, which gave it an edge in Asian strategic context. It is a major military power and a significant factor in the security calculations of the South Asian nations with a direct impact on their military expenditure and modernization programs (Refer Figure below).

FIGURE: TEN LARGEST WEAPON USERS FROM 2002 -2006

Exporter	Share of world exports (%)	Importer	Share of world imports (%)
USA	30.2	China	13.7
Russia	28.9	India	9.5
Germany	8.6	Greece	6.8
France	8.3	UAE	6.6
UK	4.2	South Korea	3.6
Netherlands	3.0	Australia	3.2
Italy	2.4	Israel	3.2
China	2.0	Egypt	2.9
Sweden	1.8	Turkey	2.8
Israel	1.6	Iran	2.4

Source: Stockholm International Peace Research Institute (SIPRI) Yearbook 2007

Chinese military modernization trends have the following implications for the South Asian countries:

- As China's military capability increases, so does the regional anxiety about its intentions. The force modernization programs when combined with long outstanding territorial disputes raise concern over the stability of the region.

- b. As military capability increases, so does possibility of a conflict because China may feel that she has the capability to press for her claims.
- c. China's modernization of its Navy (including aircraft carrier and logistic base in Djibouti) indicates her will to extend the blue water capability with adequate power projection potentialities.

China-India in a New Context of "Chindia" and Its Impact

"21st Century belongs to Asia", in late 1990s, such prophesy may be regarded as an over optimistic view about Asia 'Rise-up'. But now-a-days the mass media says that, "21st Century is Asian Century". Over last 25 years, since the collapse of Soviet Union, the most influential international event is Asia's "Rise-up". In this regard, the most outstanding parts of the region were China and India. Now the most critical issue is how China and India handle their relationship in the regional perspective. The regional and global peace and prosperity in coming years will mainly depend on their mutual trust motive. The Chinese relation with India is the core in the chain of relationship between China and South Asia. The former not only inhibited the latter, but also models the structure of the South Asian regional system. However, China's assistance to Pakistan to develop nuclear and missile technology, in addition to being Islamabad's biggest supplier of conventional military weapons, is an obstacle to building trust between China and India.

There is a possibility of a wonderful regional stability and harmony if China and India peacefully rise up together to manage the regional affairs. On the other hand, if China and India become active rivals and try to contain each other, then the consequences will be pathetic for the entire region. To analyze these two possibilities, it is important to look from two different perspectives. Firstly, the capabilities of China and India to make the blueprint of Chindia come true. Secondly, the willingness of China and India to pursue for Chindia in the long run which may be much more crucial issue. It is not possible for these two countries to set up a very close relation even fuse their names together just based on their respects for each other's ancient civilization or marvelous economic miracle. They need more convincing reasons, usually the shared interests over vast issues.

Sino-Pakistan Strategic Partnership and Future

China is Pakistan's largest defense supplier. On the other hand, China views Pakistan as a useful counterweight to Indian power in this region. China has helped Pakistan in building two nuclear reactors at the Chasma site in the Punjab Province and provided Pakistan with nuclear technology. China helped Pakistan develop a deep sea port at Gwadar. Establishment of exclusive China Pakistan Economic Corridor (CPEC) to connect China with Gwadar Deep Sea Port of Pakistan is another sign of strong ties between Pakistan and China. All these issues might add fuel to the ancient rivalry

between India and Pakistan. If this happens, both the countries might even seek for a nuclear solution in the worst case.

Another source of tension was the issue of rising Islamic extremism in Pakistan and the ability of Chinese Uighur separatists to receive sanctuary and training among other radical Islamist groups in Pakistani territory. Pakistan in recent years has begun to clamp down on Uighur settlements and on religious schools used as training grounds for militant Islamists. Thus, Pakistan proved its sincerity in helping China to control Islamic separatism in Xinjiang Province. As such Sino-Pakistan strategic partnership is a time tested one and may likely to continue in near future, especially to contain India in the region.

Possibilities of Chinese Hegemony

The primary goal of China will be the maintenance of a moderately high rate of economic growth and attainment of a big power status. China will carefully watch the future military postures of the US, India and other regional players in Asia. China's National Defense in 2008 states that China will never seek hegemony or engage in military expansion now or in future, no matter how developed it becomes. But, as China's global interests and influence have expanded in recent years, its diplomatic and military presence and engagement have become more visible and active to the world. In the past China used military power on several occasions to establish its claim. It is also unique among the great powers in having territorial dispute with virtually all its neighbours. Therefore, a major question would be "will a strong and powerful China be tempted to project its military power outside its borders and overseas?" It is said that when nations are weak, they cite principles, when they are strong, they invoke artillery. This dictum might come true for economically prosperous and militarily powerful China in the near future.

It is evident that China with its rapid economic growth associated with an expansionist foreign policy might try to pursue her ambition. This will create a huge pressure on the South Asian Region. On the top, there are two more issues. Firstly, China's long lasting desire to get an access in the Indian Ocean for economic and strategic reason. Secondly, presence of US troops in Afghanistan. At present Chinese military is not in a position to mount a seizure of the entire region due to her economic goals. But, this is also a fact that, it is alone China who has an overwhelming influence over this region. The future non-involvement of the US in the regional disputes and the inability of the Indians and the South Asian nations to singly or collectively stand up against China may lower the economic cost of expansion and thus be an additional motivating factor towards Chinese expansionism policy.

South Asian Perceptions of Powerful China

What does powerful China imply for the South Asian Region? Will China be a threat or a constructive partner to the South Asian Nations? Following its take-over of Tibet, China became an integral part of the South Asian geopolitical and strategic environment.

China's present good relation with the neighbours of India has ensured her strong footholds in South Asia. Except India, most of the other South Asian Countries do not see the Chinese growing influence as a threat to their security. It is quite difficult to find anti-Chinese sentiments in most of the South Asian countries; Pakistan, Bangladesh, Nepal, Sri Lanka and Maldives, which are all on good terms with China. The smaller South Asian Countries do not have any border disputes with China, nor are they affected adversely by its military power. They are also not concerned at the growing power and stature of China in the region and beyond. Rather they welcome the growth of China's overall power and role.

In the foreseeable future, China and India, the two economic giants of the region, would like to maintain status quo in order to gain time to modernize their economy and military. However, the twenty-first century is likely to see a power struggle between China and India. There will be conflict of interests between the two giants unless their power competition is managed carefully. While they are potential competitors for power and influence in Asia, China and India also share common interests in exploiting economic opportunities, exploring new markets, and enhancing regional trade and co-operation. Unless and until a genuine attempt is made to resolve contentious issues amicably, the future of Sino-Indian relation remains uncertain. In the short term, both countries are likely to pursue peaceful ties, while they engage in modernization and management of their internal security and political challenges. However, relations in the medium to longer term are uncertain, and could again become tense.

Sino-Indian relations could become increasingly competitive or even confrontational if China begins to pursue its major territorial claims against India, if its commitment towards peaceful resolution of disputes diminishes, or if the political situation in Tibet gets out of control. In the medium to longer run, China, being the most powerful state in India's neighbourhood, could directly affect India's security, diplomacy, economy and politics. When China poses a security challenge, strengthens India's adversaries, or assumes hegemonic tendencies, it would be a major factor of concern for India. The long-term requirement of India will be to match China's strategic challenge in the region and develop adequate military capabilities to meet the threat from China. With China persisting in its military modernisation, India and consequently Pakistan and other states in the region will need to maintain their defence modernisation so as not to create any serious imbalance in conventional power. Thus, the continuous military modernisation of China and India will increase the speed of arms race in South Asia.

CONCLUSIONS

Beside China, three extra-regional powers, the USA, Japan and Russia, would have varying degree of interests in South Asia, of which the role of the USA would be prominent. USA intends to enhance its engagement with India, Pakistan and China to maintain balance of power in South Asia. China is expected to become increasingly active and assertive in South Asia and in the Indian Ocean Region. India would try to

take necessary steps to match China so as to thwart any negative fall-out to its security. India is, therefore, likely to go for close defence ties with USA, Russia and Japan in order to create appropriate conditions for future contingencies. In the Asian security environment, USA, China and India may be considered as the constituents of the balance of power in South Asia. Owing to its location, growing power and involvement, China will be a major factor in determining the nature and profile of South Asian security. Given the increasing global interest in South Asian affairs and also given China's steady movement towards becoming the next superpower of the twenty-first century, the China-connection of South Asian security is very likely to increase in the coming decades. In fact, economically and militarily powerful China would shape in a major way the balance of power and security environment of South Asia.

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RESTRUCTURING PRESENT PROMOTION SYSTEM OF ARTILLERY: A WAY TO BROADEN PROMOTION PROSPECT FOR COMPETENT NON-COMMISSIONED OFFICERS

Major Abdullah Al Maruf, SPP, G+, Arty

ABSTRACT

Artillery, being arms with high technology equipment requires experts to handle those and keep the unit operationally effective. Junior Commissioned Officers (JCO) are mostly responsible to train his detachment and ensure smooth functioning of all the equipment under his troop/detachment. Technical and tactical knowledge is, therefore, a prerequisite for effectively discharging the duties of a JCO. Our present promotion system does not create opportunity to compare the level of professional competency of a Non Commissioned Officer (NCO) before promoting him in the rank of JCO. Hence, good performers are often being passed over where poor performers are promoted. Competitive attitude among the NCO to develop professional competency will enhance professionalism as well as motivate an individual to perform better.

INTRODUCTION

Artillery is an arms that deals with sophisticated equipment. The soldiers of this arms are organized in various trades basing on their operational role. It is also known as the arms of precision where every individual has to perform his duty with precise accuracy to bring fire onto the target. It is indeed, the efficiency of the gunner that will dictate the accuracy of firing. This efficiency is gradually developed through individual and institutional training. The specific training/qualifications required for promotion to each ranks are given in Draft Manual of Qualification 2015. Basing on these requirements, all the soldiers are trained and they achieve a level of proficiency to perform higher responsibility. The level of competency achieved by each individual soldier is measured through its application during annual firing and collective training.

According to Army Rules and Regulations (ARR), present system of promoting a Non Commissioned officer (NCO) to the rank of Junior Commissioned Officer (JCO) is governed by seniority-cum-merit and according to specified qualification. Promotions in all arms and services except Armoured Corps and Infantry are made from a regiment/corps seniority roll under the control of the Centre Commander (**ARR-1986, number-233**). The recommendation in respect of an NCO is called based on the vacancy and seniority. Present promotion system does take into consideration required qualification and recommendation of the Commanding Officer but there is no scope of comparative performance evaluation/judgement of the NCOs (**Solaiman- 2016**). According to the present promotion system qualified and competent NOCs have to go on retirement despite showing higher professional competency (**31st Artillery Commanders' Conference-2012**).

The effect of present promotion system is more significant in the career development of the soldiers. This process does not create a competitive attitude amongst the NCOs. At the same time, professional competency is less valued in current promotion system. Any promotion system should be evaluated periodically to determine its effectiveness in developing organizational performance. Seniority based systems are losing ground in many organizations, on the contrary merit-based systems are dominant in present day context (**Phelan and Lin-2001**).

At this milieu, the paper will initially evaluate the influence of promotion system on professional development. Thereafter, it will evaluate the ability present promotion system in developing professional competency of a soldier and its ability to retain most competent NCO. Subsequently, it will validate merit based promotion system as an approach that allows professional development and retention of competent NCO, followed by some recommendations.

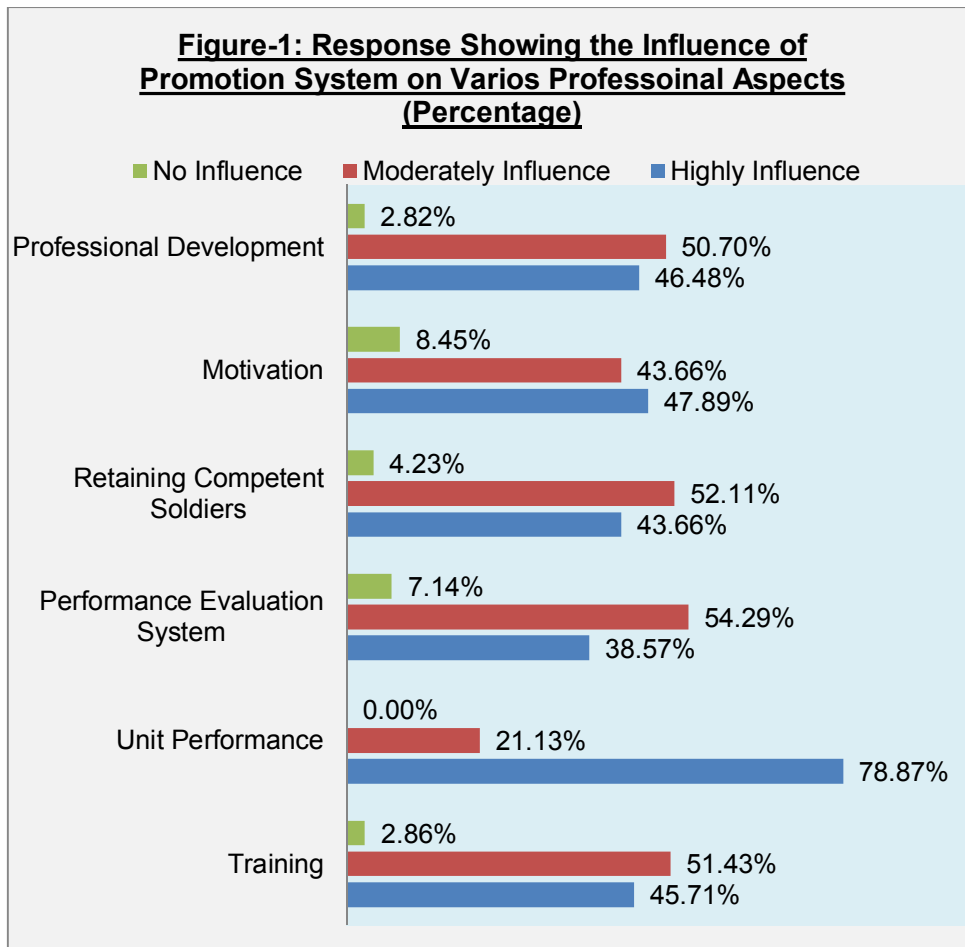
PROMOTION SYSTEM AND ITS IMPACT ON PROFESSIONAL COMPETENCY

General

The promotion system present within an organization has an effect on almost every aspect of the professional life of its members. It inspires the members of the organization to reach the highest ladder of professional status in their careers. Any organization would like to find the right path to follow, the path along which the strengths of the individual and the objectives of the organization to fulfil will merge (**Badia and Mihaio-2015**). It not only serves the purpose of filling the hierarchical positions of an organization but also encourages members of the organization to excel in their professional career.

Major Components and Attributes of the Promotion System

Influencing Factor. Promotion system influences certain behaviours amongst the members of an organization. It has a wide range of impact on effort or performance. In detail survey, a question was asked to the officers about the influence of promotion system on few important aspects of military profession. In response, maximum agreed on the positive impact. The detail of the survey is furnished below in Figure-2:



(Source: Researchers Construct based on Survey Results)

Improve Effort to Develop Professional Competency. Promotion is considered to be an incentive for better performance. An individual is likely to give more effort once he feels that his performance is likely to be valued in terms of promotion. If effort and ability are substitutes for producing output or ability signals, then an individual has an incentive to improve reputation by increasing effort (**Gibbs-1996**). In a survey 98% officers opined that if performance is given more preference in terms of promotion then NCOs will give more effort in developing their professional competence.

Essentials of a Sound Promotion Policy

Promotion system necessitates a balance between the choice of the individual most suited to fulfil the job, and thus contribute effectively to the organization's mission, and

the individual's aspirations for promotional opportunities. From the above mentioned analysis it can conclude that, a promotion system should serve following purposes:

- a. Develop a competitive spirit and inculcate a strong sense of zeal within the NCOs, thereby encouraging them to acquire the skills, knowledge, etc., as necessitated in order to operate at a higher rank within the military.
- b. Promote self-development amongst NCOs and induce a strong sense of self-motivation to enhance their professional competencies.
- c. Promote interest in participating in training and development programmes, and increase their interest in team development.
- d. Reward NCOs demonstrating greater competency.

Different Promotion Systems

Merit-Based Systems. The most common form of promotion system is the Merit-Based System (MBS). Furthermore, within the discussion of MBS, two particularly important concepts must be discussed, namely In-Zone Reordering, and Below-Zone selection.

- a. **In-Zone Reordering.** In this system both merit and seniority is considered. The system suggests that a zone of minimum service length will be considered and thereafter merit will get the priority for promotion.
- b. **Below-Zone Selection.** Below-Zone selection is a costly, but effective method of rewarding performance. It is costly because it promotes one to two years ahead of the set guidelines.

Seniority-Based System. Seniority based system promote the candidate (or candidates) who is the most experience in the organization. Seniority-based system offer clear career paths and succession planning, low turnover, and objectivity in the promotion process (**Phelan and Lin-2001**).

Seniority-cum-Merit. In this system both seniority and merit are combined together to make a balance. There are several ways in striking the balance between these two bases. These are:

- a. **Minimum Length of Service and Merit.** Under this method all those members who complete the minimum service, are made eligible for promotion and then merit is taken as the sole criteria for selecting the members for promotion from the eligible members. This method gives an opportunity to judge all eligible members in terms of merit.
- b. **Minimum Merit and Seniority.** In contrast to the earlier methods, minimum score of merit which is necessary for the acceptable performance on the future job is determined and all the members who secure minimum score are declared as eligible

members. Candidates are selected for promotion based on their seniority only from the eligible members.

Promotion System of JCOs in Bangladesh Navy (BN) and Bangladesh Air Force (BAF)

BN. Promotion in BN is governed by the Navy Regulations (NR) Part-I, Chapter-9, Section V. BN maintains 'Advancement Rosters' for all ranks and branches. All the promotion in the next rank is maintained as per this advancement rosters. Promotion to Chief Petty Officer is governed by a selection board. It is entirely within the Commanding Officer's discretion to make or withhold a recommendation for promotion. Sailors who secure 80% marks or above in the professional examination will receive a benefit of one month's seniority. BN has the provision of accelerated advancement. Commanding Officer can recommend accelerated advancement in half yearly performance evaluation form F.(SP)10.

BAF. The promotion system of BAF enlisted personals are governed by the Air Force Order (AFO) 30-14. BAF follows quantitative and qualitative performance analysis to promote a sergeant to the rank of warrant officer. Last 5 years Annual Performance Report (APR) are taken into consideration. The average mark has to be more than 66% to be considered for next rank. Course result of all the career courses are taken into consideration while calculating total promotion points. Air Force considers 1:2 ratio for each vacancy. Promotion roll is called basing on the minimum requirement and seniority. However, there are provisions of comparing performance among the selected NCOs before promoting them to next higher rank.

Promotion System of Various Countries

Survey was undertaken to analyse the promotion system of various armies. Officers from 12 different countries has participated in this survey. The questions were mostly related to the basic promotion system that they follow in their armies. Almost all the countries follows mixed method where they maintain a balance between merit and seniority. Most of the countries gives highest priority to knowledge. The other priority are character traits, unit performance and command and control. Instructional ability gets least priority for promotion consideration. All the armies under this survey follows both qualitative and quantitative assessment system. All the armies under this survey gives extra benefit in terms of promotion for any high valued specialized courses.

EVALUATION OF PRESENT PROMOTION SYSTEM

General

Before recommending the change in promotion system it is imperative to understand the implication of current system. To understand the current promotion system, the input from commanding officers, senior officers, selected mid and junior level officers and

JCOs/NCOs are examined. At the same time, the data from artillery records are collected and critically analyzed to find out the effect of present promotion system in retaining the most competent NCOs.

Overview of Present Promotion System

Present promotion system is developed over the period of time keeping the operational requirement of the Army. In artillery, the promotion process from the rank of NCO to JCO is centrally controlled by Artillery Records (**Compendium of ROI-2008**). As per Army Rules and Regulations number 231, our present system is based on seniority cum merit and according to specified qualification. The required qualifications are set by the manual of qualification (MOQ) (**Haque-2016, Annex-M**). The first manual was published in 2001 which is amended in 2012, 2015 and finally in August 2016. Before analyzing present promotion system, some of the important promotion policy is described in subsequent paragraphs.

Promotion Process. Promotion to the rank of JCO is processed by artillery records (**Solaiman-2016, Annex-M**). Basing on the vacancy artillery records determines the number of NCOs to be promoted. (**Kabir-2016, Annex-M**). After determining the numbers, promotion rolls are called basing on the seniority (only qualified NCOs) in the ratio of 1:1(one NCO for one vacancy) (**Solaiman-2016, Annex-M**). This promotion roll is then processed by the unit of individual NCO and then forwarded to artillery records. After receiving the promotion roll by artillery records, Officer in Charge (OIC) Records approves and forwards the promotion roll for the final approval of formation commanders.

Evaluation System. At present the evaluation system is based on only Annual Confidential Report (ACR). An NCO is considered to be qualified for the next rank if he receives minimum an Average ACR (**ROI-2008**). He also has to be recommended for next higher rank in his ACR. It is observed that in most of the cases the promotion rolls are having positive remarks. Analysis of last two years promotion roll shows that only 10% promotion roll are not recommended for next rank. It is apparent that, hardly there is any scope for those who all are in waiting list to be considered.

Analysis of Present Promotion System

The sense competition comes once someone can contest for achieving his desired goal with another individual. As there is no system of measuring and comparing performance of the NCOs during promotion process, present system fails to create a competitive attitude amongst the soldiers.

The existing promotion system may not provide sufficient encouragement for professional development. The present system, in some cases, promotes less competent NCOs and more desired and competent NCOs are passed over. According to the survey our present system is suffering from less incentive effect.

Present system allows individuals to choose their own competency level. Since there is no scope of comparison between NCOs while processing promotion roll, an NCO is at his liberty to merely qualify himself for the next rank.

The outcome of the promotion process is promoting a sergeant in the rank of JCO. Therefore, present standard of the JCO will give us an idea about the effectiveness of present promotion system. As per the survey result of JCOs/NCOs about 58% (combined) opined that JCOs performance is fairly good to poor. From the focus group discussion (FGD) of the COs/OCs it was also clear that the standard of present JCOs are not up to the expectation.

It was clear from survey and FGD that, once an individual NCO is certain about his promotion consideration, or when known probabilities of selection are low, he may discount the value of promotion, reducing its valence and, again further weakening its capacity to motivate.

Professional competence may also be enriched through professional training courses such as the JCO's NCO's Gunnery Staff Course (JNGSC). The regiment of artillery must be prepared to acknowledge the successful completion of said course, which represents the highest form of professional training in the regiment of artillery. The present promotion system does not acknowledge the professional excellence that an NCO achieves through this course. There is no promotion benefit for undergoing this course.

Incentives are also significantly diminished under the current promotion system. If the promotion system does not allow soldiers to increase their reputation by exerting performance, then the soldier might not give their best to improve their reputation.

As per present promotion system, each year a good number of sergeants go on retirement without being considered for promotion. Despite their qualification, dedication and sincere effort they are never been considered.

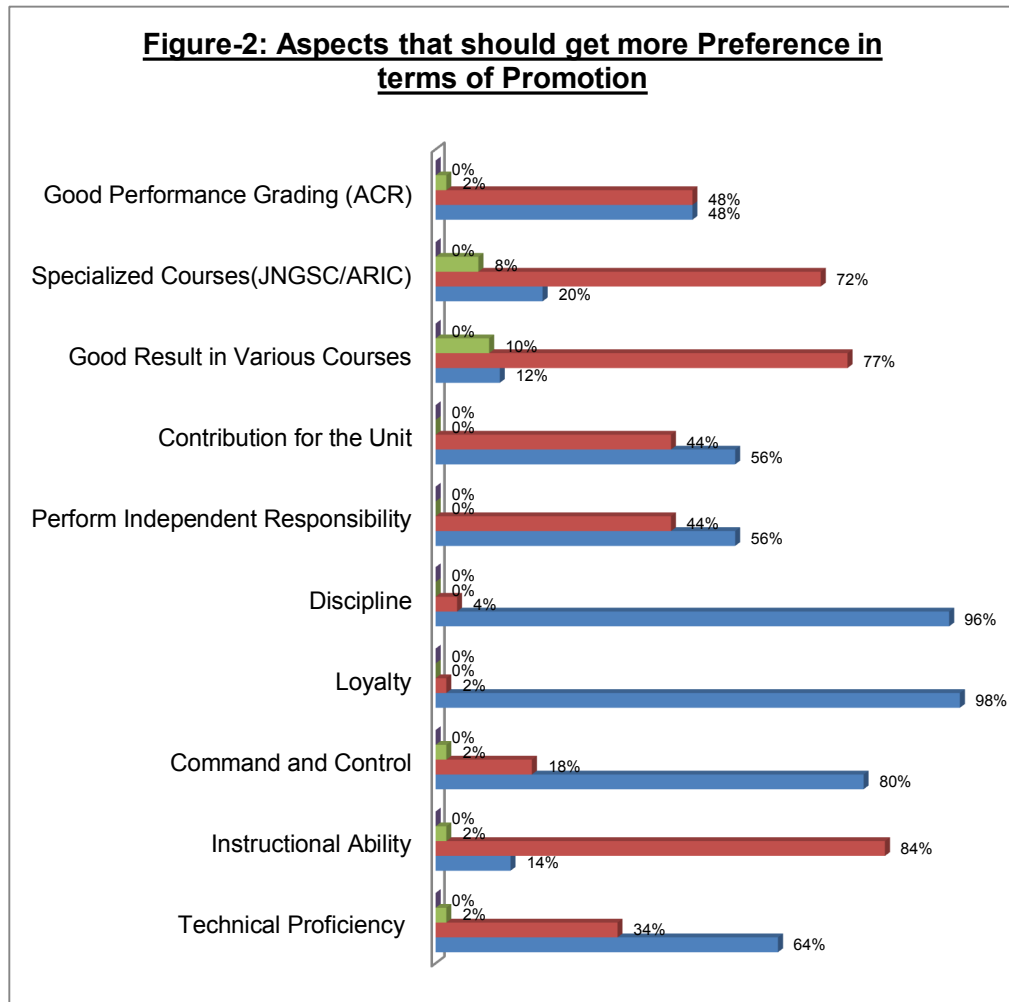
MERIT BASED PROMOTION SYSTEM IS LIKELY TO ENHANCE PROFESSIONALISM

Addressing the Weakness of Present Promotion System

Performance Based Promotion System. The promotion system should be based on performance not only based on seniority. A major psychological drive for performance is uncertainty of reward. Whatever method followed, performance should be given with due consideration before promotion selection.

System of Comparing Performance. There must be a system of comparing performance. As per present promotion system not all the NCOs are considered for next higher rank. The present system of 1:1 ratio for each vacancy may be discontinued to give more opportunity for all the NCOs to be considered.

Considerations for Comparing Performance. A survey was conducted to determine the aspects that should get more priority while comparing the performance. The detail of the survey is furnished below:



(Source: Researchers Construct based on Survey Results)

According to the survey Discipline and Loyalty gets highest priority. This is followed by instructional ability and command and control. The next preference goes to good result in various courses and specialized course like JNGSC.

Quantitative and Qualitative Assessment. From previous paragraph few important aspects of military profession that should be taken into consideration are discussed. All this traits cannot be judged with same assessment system. Therefore, a promotion system requires both qualitative and quantitative assessment system.

Benefit for Specialized Course. In the regiment of artillery specialized courses are conducted to create efficient gunners. JNGSC is considered to be the highest professional course of 32 (thirty two) weeks conducted at School of Artillery. To retain JNGSC qualified NCOs in artillery this qualification should be given extra preference in terms of promotion.

CONCLUSIONS

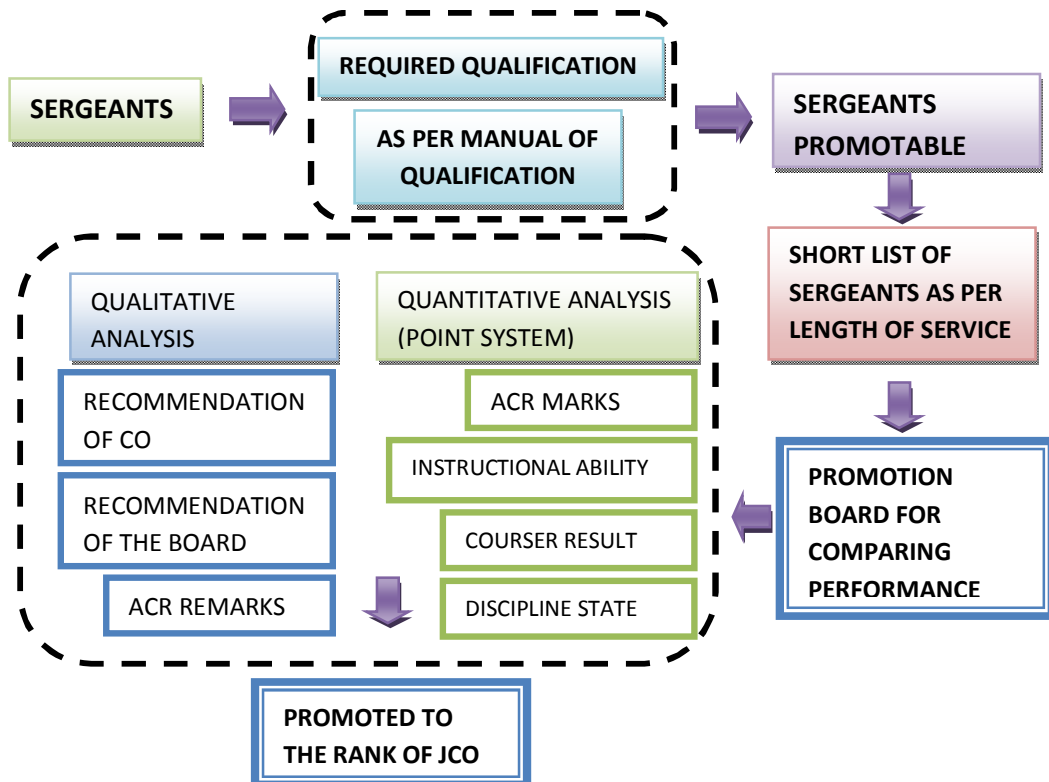
In this paper the author's main objective is to find out an approach to create promotion opportunity for most competent NCOs which in turn will facilitate their retention in army. In doing so, theoretical perspective of a promotion system is discussed in detail. An important outcome of this discussion, there should be a clear link between reward (promotion) and professional competence. Promotion system also dictates the organizational culture and the orientation of its member in terms of career development. Seniority does not necessarily improve professional competence. From the survey, it was clearly determined that, promotion system can influence professional development, motivation, training, performance evaluation system and above all unit performance. Promotion system followed in BN and BAF are also analyzed to determine how merit is being valued in our sister services. In both the cases it was found that, merit gets priority over seniority. One of the most important findings from this analysis is that, BN and BAF has the provision of considering all the sergeants for promotion. Moreover, the results of all the training courses are taken into consideration while determining the level of competency.

In the next part present promotion system is analyzed basing on the theory that is perceived in previous chapter. From the survey it was evident that, present promotion system does not create opportunity for the most competent NCO for next higher rank. At times they go on retirement without even being considered. From the FGD of the NCOs it was clearly identified that, present system creates some degree of frustration amongst those who all are performing good. Few other weakness of present system as identified in this part are inability to create competitive attitude and incentive factor. As the system is based on minimum merit and seniority, therefore an individual is at his liberty to determine his level of competency. Hence, improving professional excellence largely depends on the will of an individual.

In search for a solution, the author, tried to prove the performance (merit) based promotion system as an approach to mitigate the weakness of present system and enhancing the professionalism of the NCOs. A merit based system will inevitably lead to the performance of individual soldiers becoming an evaluation criterion second to length of service. It will also ensure that every individual will be considered for the promotion to the next higher rank. Thereafter, during evaluation better performer will proceed further. Since, promotion to the next higher rank will increase his service length in the army, therefore, it will facilitate in retaining best NCOs.

To conclude, the researcher, suggests following model of promotion system for the regiment of artillery as shown in figure below.

Figure 3: Suggested Promotion System



RECOMMENDATIONS

Basing on the findings of the research, the following recommendations are made for restructuring present promotion system of the regiment of artillery:

- a. In order to consider every individual for the rank of JCO, the option available is to follow in zone reordering, where minimum service length will be considered as bench mark. In this case, minimum service length and relative merit can be the guiding principle for the promotion to next higher rank.
- b. A promotion board can be formed periodically for selecting the best NCOs. This board may be headed by any brigade commander under the convening authority of centre commandant.
- c. A board of officers may be formed to determine the priority or criterion for comparing performance of an NCO.
- d. JNGSC qualified NCOs may be given extra benefit by maintaining separate seniority list against the vacancy of required number of JNGSC qualified JCOs that must be held in the unit.
- e. Necessary amendment should be made in the promotion policy. The matter may be discussed during Commanding Officers' conference held in Artillery Centre and School.

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FOSTERING BASIC SOLDIERING TO ENHANCE UNIT EFFICIENCY OF BANGLADESH ARMY

Major Mohammad Shafiul Alam, G, Arty

***"The soldier is the Army. No army is better than its Soldiers."
-George S. Patton Jr***

ABSTRACT

'Basic soldiering' is a frequently discussed issue in Bangladesh Army. With the present system of instilling, the soldiering standard seems to be moving in the opposite direction. The Chief of Army Staff reemphasized this issue in a number of occasions. Nonetheless, the soldiering standard apparently remains underdeveloped to meet the modern complexities. Ostensibly, the declining standard has direct and ripple effects on the adeptness of the units. This paper attempts to establish a functional link between basic soldiering and unit efficiency. Initially, the components of basic soldiering are identified. Thereafter, the present standard of basic soldiering in the units is evaluated. This is found that the units lack in basic soldiering standard. To see the effect, the factors affecting the unit efficiency are determined. Thereafter, it is found that, fostering basic soldiering has a positive impact on unit efficiency. The intrinsic and extrinsic challenges of fostering basic soldiering are identified and integrated approach is suggested combining both psychological and functional means to bring about a paradigm shift in soldiering culture.

INTRODUCTION

The future conflicts will demand extreme professionalism from a soldier encompassing both physical and psychological facets. Before entering into combat, the soldiers will not have adequate time to significantly improve his particular skills. The proverb "once trained, always trained" could be proved as a fairy tale in no time once the soldier is surrounded by the complexities of the battlefield. Thus, the Army seeks to maintain an optimum level of critical skills at all times (Shields, Goldberg, & Dressel, 1979). Therefore, once the soldier is trained, he is expected to retain a certain standard of these trainings. By all means, this standard can be recognized as basic soldiering. Basic soldiering attributes include basic skills which can be both tangible and intangible. Moreover, these are essentials for both operational and non-operational involvement. In the complexity of military operations, this basic soldiering skills, at the individual level, will always determine the success of any military operations (Devens, 2016). Similarly, in non-operational employment this serves as an epitome of standard for the soldiers to act decisively. However, the recent studies affirm that there are deficiency in certain basic soldiering skills among the soldiers of Bangladesh (BD) Army (66 Infantry Division, et al, 2016).

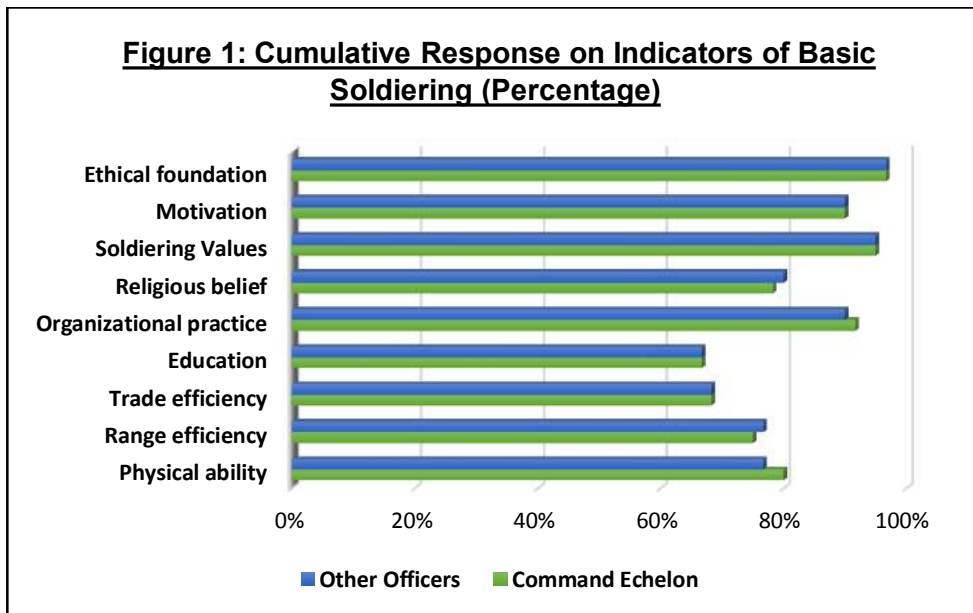
An efficient unit should be able to undertake all operational or non-operational responsibilities within its jurisdiction. There is no standard tool to quantify a unit's performance. But, from the empirical study, there can be a set of indicator of different dimension to judge the performance of a unit. Various armies in the world use different technique to ascertain its effectiveness. Previously, efforts are made to determine a set of tools to measure the unit performance mainly in the field of administration and training (Jamil,et al, 2015). But, the unit efficiency is interlinked by all its dimensions. Such as, a combat ready unit is the ultimate effect of sound training. On the contrary, combat readiness and training, both are affected by smooth administration. Thus, the unit efficiency has to be measured encompassing all these phenomena.

Chief of Army Staff (CAS) highlighted the importance of basic soldiering to guard against the eroding of organizational culture, traditions and values of our Army (CAS, 1/2016). In the recent past, the training system and the administration of the soldiers has also improved significantly. In spite of all these measures, the basic soldiering skills remains a noteworthy concern. The writer, from his personal experience of serving in different units, assumes that lack of 'basic soldiering' skills act as one of the hurdles in building an efficient unit of BD Army. Until and unless basic soldiering can be instilled, the units will struggle to maintain its efficiency, both in operational and non-operational mission. Therefore, this paper attempts to identify the probable scopes of fostering basic soldiering among the men to enhance the unit efficiency of BD Army.

AN ANALYSIS OF THE COMPONENTS OF BASIC SOLDIERING AND EVALUATION OF BASIC SOLDIERING STANDARD IN THE UNIT

General

The analysis of the fundamental soldiering attributes encompasses three core components: physical, conceptual and moral. The physical component corresponds to the tangible skills of combat proficiency. Whereas, the conceptual component provides the philosophies behind the ability of making a logical solution in a critical situation (British Army Doctrine Publication). On the other hand, the moral component is the stimulating factor that provides moral and ethical foundation to act judiciously. Therefore, the attributes of basic soldiering encompasses both tangible and intangible attributes (Figure 1).



(Source: Researcher's construct based on survey data analysis)

Physical Component

Physical Ability. Physical ability can be termed as one of the basic prerequisites for satisfying other soldiering attributes. In addition, a soldier has to look fit. It demands strength, endurance, speed and flexibility (6 ADA Brigade, 2016). Among all the tools, IPFT stands out to be the most effective tool for measuring the fitness level of an individual.

Range Efficiency. The operational effectiveness of the military organization in combat, heavily depends on the range efficiency of its soldiers'. "To become a 'Standard Shot' should be the minimum standard for all combatants" (CAS, 2016). Although, the advanced training is required to produce more marksmen, sharp shooters and snipers, but the achievement of 'Standard Shot' will satisfy the basic soldiering need.

Trade Efficiency. Trade efficiency is the individual professional skill of a soldier in his particular field. Trade efficiency is critical for the operational efficiency of an outfit. Every soldier must have the basic required knowledge and expertise on tactical and technical skill on his substantive function (CAS, 2016). Therefore, the trade efficiency involves the basic trade knowledge and ability to effectively contribute in the unit.

Conceptual Component

Education. The soldiers of the army need a particular level of education to comprehend the training. It is also found that, the best soldiers are obviously the best educated ones (Flanagan, 1985). Military education encourages changes in cultural values

and fosters intellectual curiosity (Murray W. , 2009). Therefore, proper education makes the army more functional by developing concepts, understanding ability and instilling confidence to all members.

Organizational Practice. Organizational practice is the part and parcel of any military organization which make soldiers look, act and thinks like soldier (Flanagan, 1985). Organizational practice may be referred to the pillar of the organization, rooted in the hereditary culture, traditions, norms and customs (Murray, 2003). Moreover, this acts a ready reckoner in the manner, that how a soldier should conduct himself in the military environment.

Religious Belief. Values are the unprejudiced structure for any organization. But, this cannot be built in a vacuum, rather, should be on a firm base, suitably on morality as far as the military is concerned. Morality, on the other hand, is rooted in religion (National Education Policy, 2010). Therefore, soldiering can be further strengthened by nurturing religious belief among the men. Conversely, flawed perception will make the soldiers susceptible to rigidity and religious sensitivity (24 Infantry Division, 2013).

Moral Component

Soldiering Values. Values are the guiding principles that help to decide the most appropriate behaviour in various situations (Cambridge Dictionary, 2016). Tradition, culture, regimental history, sense of pride are the sources of such core value (Ahsan, 2015). Moreover, in an institutional environment, the soldiering values need to be ingrained among the men through a common code of conduct (24 Infantry Division, 2013). Therefore, the soldiers need to understand, contain and act in line with the code defined by the organization.

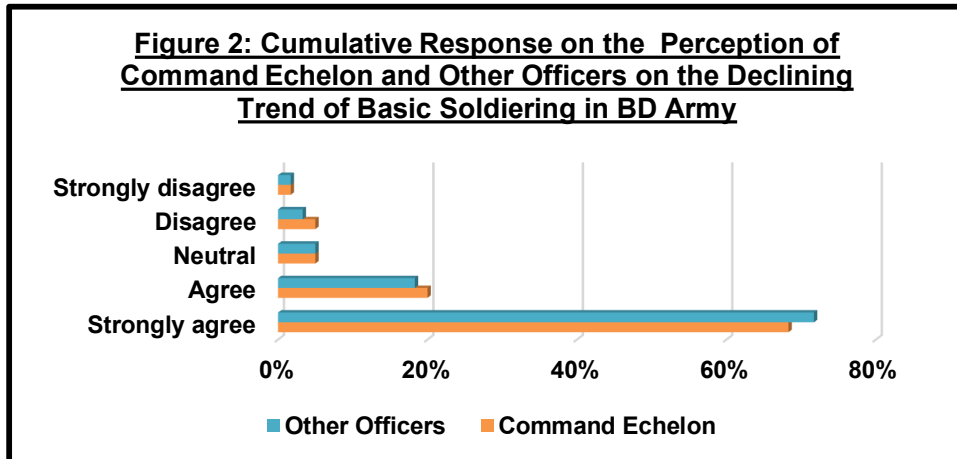
Motivation. Motivation plays the most important role in transforming an individual into a patriot and professional soldier. The basis of such motivation should be developing professional soldiers with selfless motto, “Country first and the Army next” (24 Infantry Division, 2013). Thus, the soldiers, irrespective of his rank, need to be motivated for making the supreme sacrifice for the country.

Ethical Foundation. “In war soldiers will make the decision of life and death. The magnitude of such absolute decisions is nearly beyond comprehension” (Wead, 2015). When there is no ‘right course’, the soldiers need to decide basing on his ethical foundation (19 Infantry Division, 2010). Thus, ethical foundation is vital for individual as well as organizational effectiveness, as they are the lifeblood that sustains the army (Values and Standards of the British Army, 2016).

Analysis of the Present Standard of Basic Soldiering in the Unit

Basic soldiering will have its demand in every sphere of the military domain. Analyzing the components of basic soldiering and the standard in the unit, it is seen that,

the soldiers generally lack in basic soldiering in the unit. The command echelon and other officers also possess the same perception regarding their men in the unit (Figure 2).



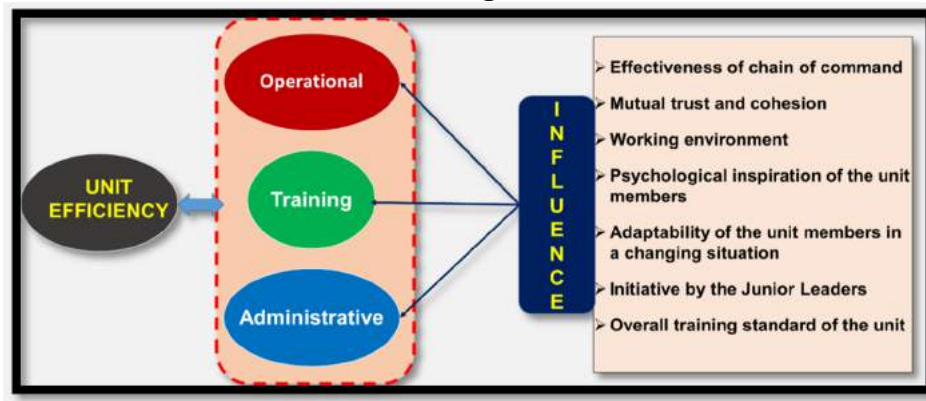
(Source: Researcher's construct based on survey data analysis)

AN EVALUATION OF THE FACTORS AFFECTING UNIT EFFICIENCY AND THEIR ASSOCIATION WITH THE COMPONENTS OF BASIC SOLDIERING

General

The unit efficiency can be sub-divided in the field of training, administration and operation. Hence, the 'factors affecting unit efficiency' are those factors which substantially affects the training, administrative and operational efficiency, as illustrated in Figure 3. If these factors can be promoted, the unit efficiency will be enhanced eventually.

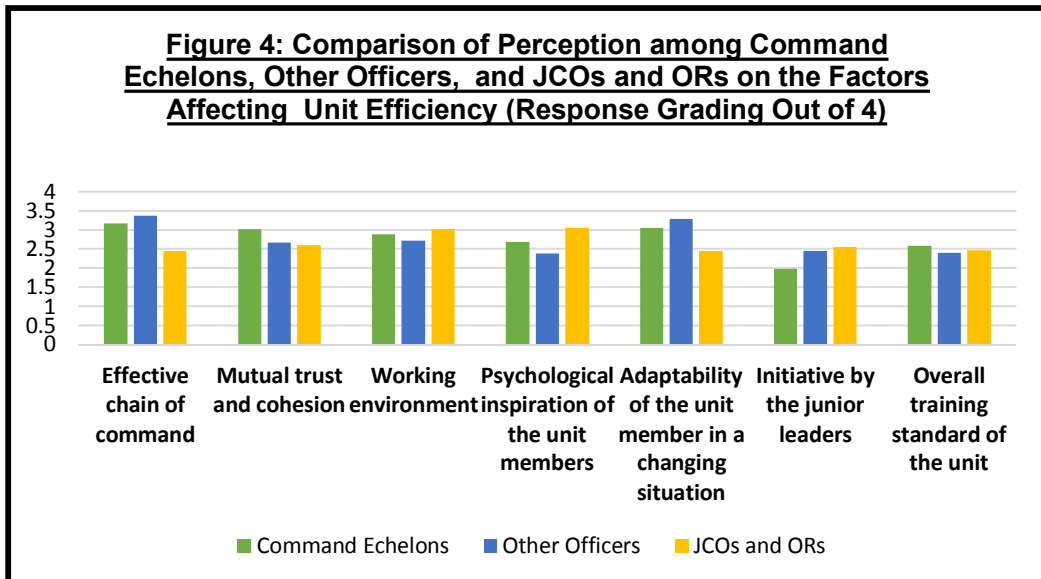
Figure 3: Diagrammatic Association between Unit Efficiency and the Influencing Factors



(Source: Researcher's Own Construct)

Factors Affecting the Unit Efficiency

The domain of unit efficiency can be intangible in some cases, therefore, cannot be determined objectively. However, a set of factors is recognized which has significance influence on unit efficiency (Figure 4).

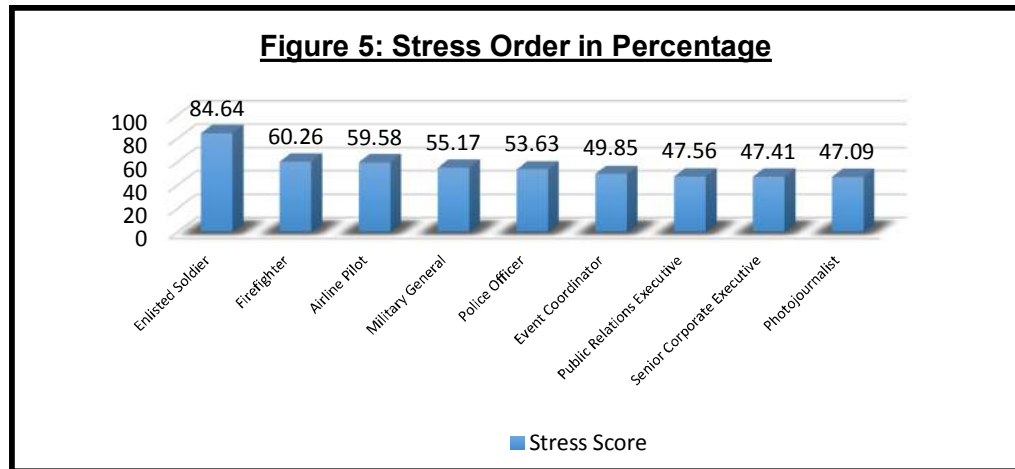


(Source: Researcher's construct based on survey data analysis)

Effective Chain of Command. Chain of command is vital for any organization, especially military, for moulding its members and accomplishment of a given mission. Conversely, ineffective chain of command deprives the men from supervision and judicious distribution of workload. Soldiers may also develop a tendency to bypass the chain of command and showing disobedience, thus creating disorder in the outfit (46 Independent Infantry Brigade, 2016).

Mutual Trust and Cohesion. Mutual trust and cohesion are interrelated, and significant for smooth functioning of a unit. Mutual trust amongst the leader and led will enhance the confidence of the under command and induce psychological inspiration in crisis. Similarly, cohesion is so very important simply because it acts as a glue that holds a unit together when the going gets tough (Murray, 2003).

Working Environment. A stress and fear free working environment is instrumental for unit effectiveness. Careercast, a public website, predicted and ranked the amount of stress a worker experiences considering 11 different job demands (Figure 5) and found that the 'Enlisted Soldier' undergoes the max stress (careercast, 2016). Therefore, reducing stress can help to release the extra burden and promote initiative.



(Source: www.careercast.com)

Psychological Inspiration of the Unit Members. Military units are employed in a variety of missions, both operational and non-operational. For better efficiency, the unit members should be psychologically inspired. Moreover, a psychologically inspired unit is also productive (Flanagan, 1985). Conversely, low state of morale, lowers unit performance (Solaiman M. , 2014).

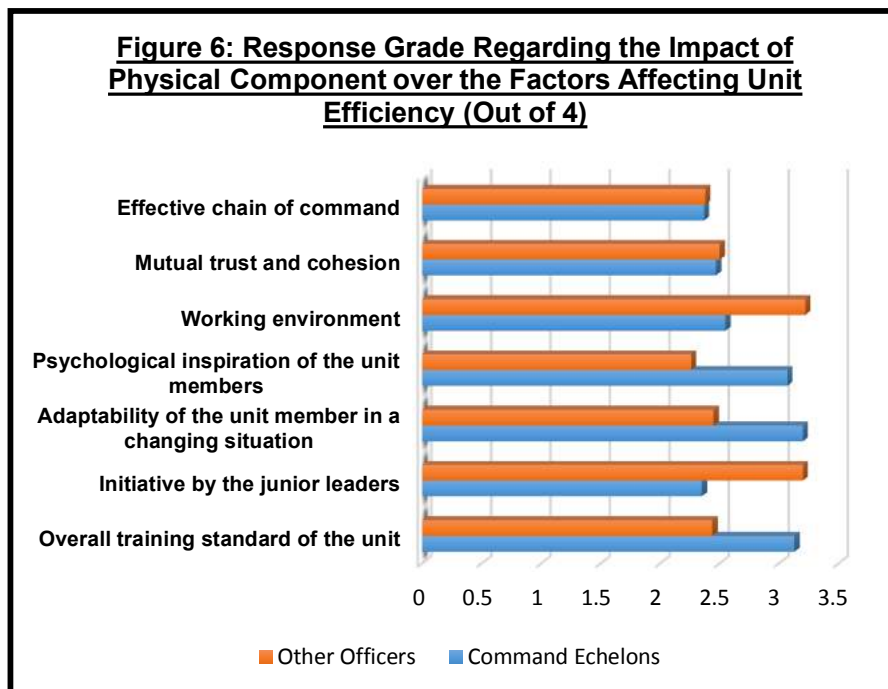
Adaptability of the Unit Members in a Changing Situation. The success of the military mission is deep-rooted in its soldiers' ability to adapt rapidly to the ever-changing military environment. Therefore, the soldiers need to understand the environment where he is operating and adapt quickly. The war veterans in Afghanistan and Iraq found out the core issue for the failure of the coalition force was non-adaptability (Barno, 2016).

Initiative by the Junior Leaders. Junior leaders are the prime mover of the modern military organization. They are the linchpin between the leaders and led and also the executor of the unit mission. Once motivated, junior leaders can act decisively in furthering the higher commander's mission. The inactivity or passiveness of these clusters will sever the regimental mechanics. Therefore, an initiative of the junior leaders can do miracles and lack of it will cause the unit to suffer.

Overall Training Standard of the Unit. Proper training ensures soldiers' survivability in the battle field. The focus of the training is to make the soldier of today's army as a knowledge warrior (24 Infantry Division, 2013). The unit which sets a good standard in training, will be better prepared to undertake any task within the shortest

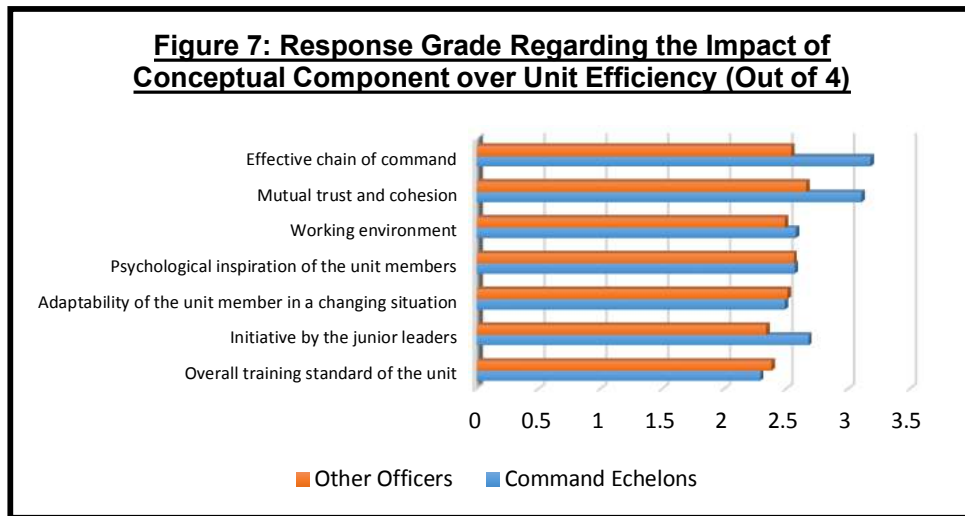
possible time. Therefore, overall training standard of a unit will influence the overall efficiency of the unit.

Impact of Physical Components of Basic Soldiering over the Factors Affecting Unit Efficiency. Physical components are mostly tangible and serve as mirror of basic soldiering standard. Physical ability is the hallmark of soldiering, thereby influences adaptability and training in the unit. Range efficiency will positively influence the initiative and overall training standard. Similarly, trade efficiency will considerably influence the unit's professionalism as a whole. Therefore, all the physical components will positively affects the factors affecting unit efficiency with different magnitude (Figure 6).



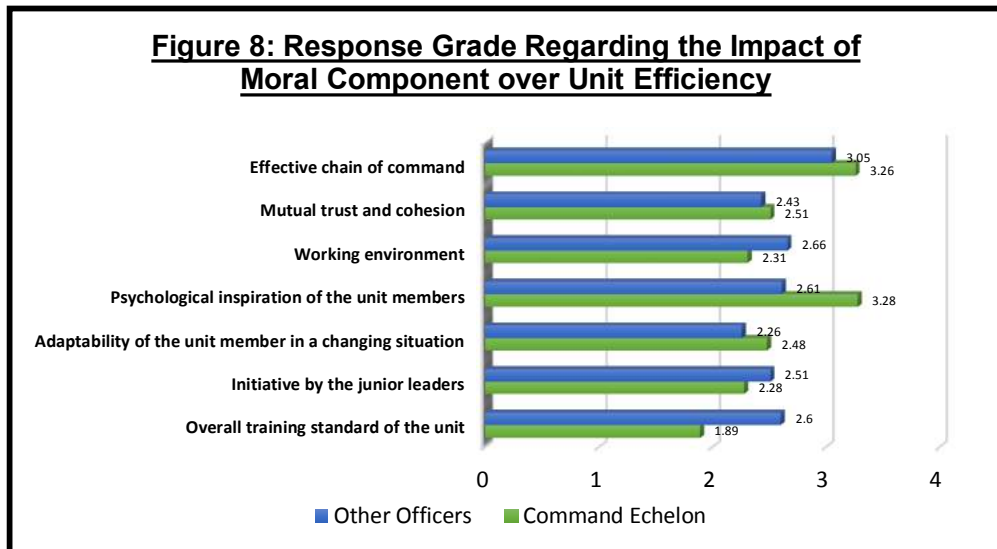
(Source: Researcher's construct based on survey data analysis)

Influence of Conceptual Component of Basic soldiering over the Factors Affecting Unit Efficiency. Soldiers are employed for a variety of responsibilities for which he might not be trained for. Therefore, every now and then he needs to take a decision when his superior is absent. Therefore, conceptual components act as a ready reckoner for developing a reasonable solution to the problem. Moreover, when soldiers are capable of making logical decisions, it positively influences the unit efficiency as a whole (Figure 7).



(Source: Researcher's construct based on survey data analysis)

Influence of Moral Component of Basic Soldiering over the Factors Affecting Unit Efficiency. Moral component puts great influences on the unit efficiency for both operational and non-operational activity (Figure 8). In any war, Napoleon estimated its importance as three times as great as that of mere numbers, whereas, Montgomery underlined as the single most important factor (Valentine C. W., 1967). Therefore, achieving this is an additional advantage, conversely the lack of it, will cause the unit to suffer.

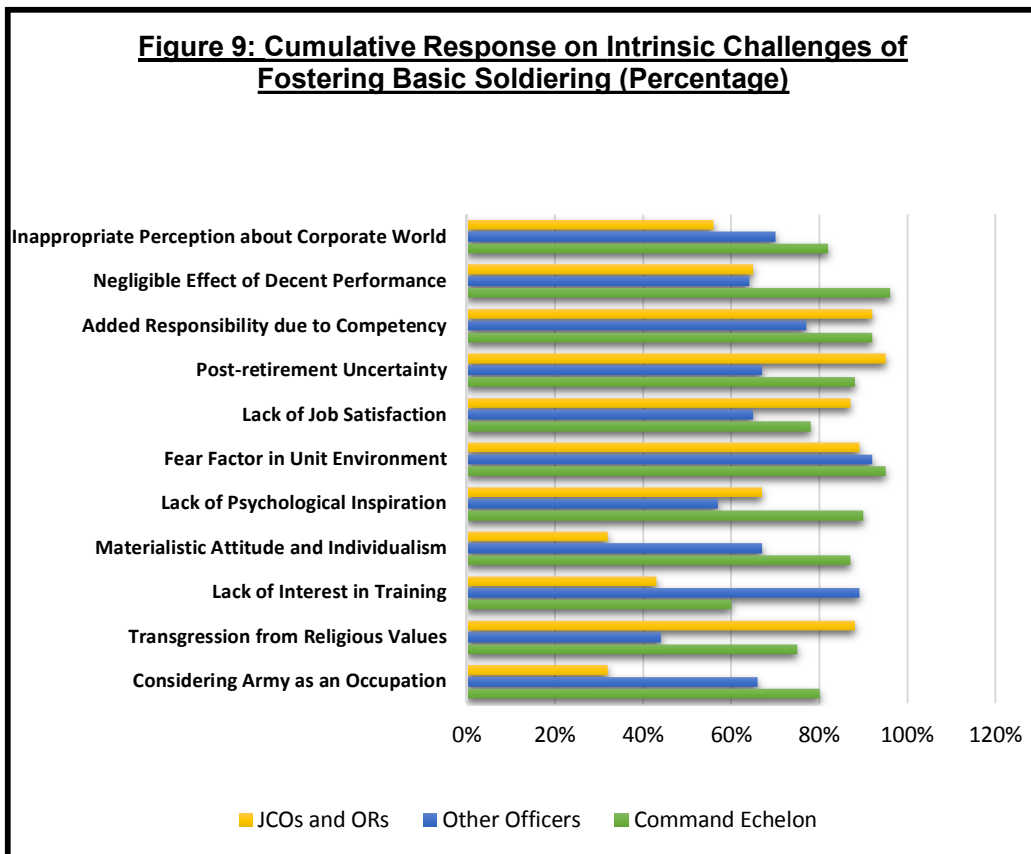


(Source: Researcher's construct based on survey data analysis)

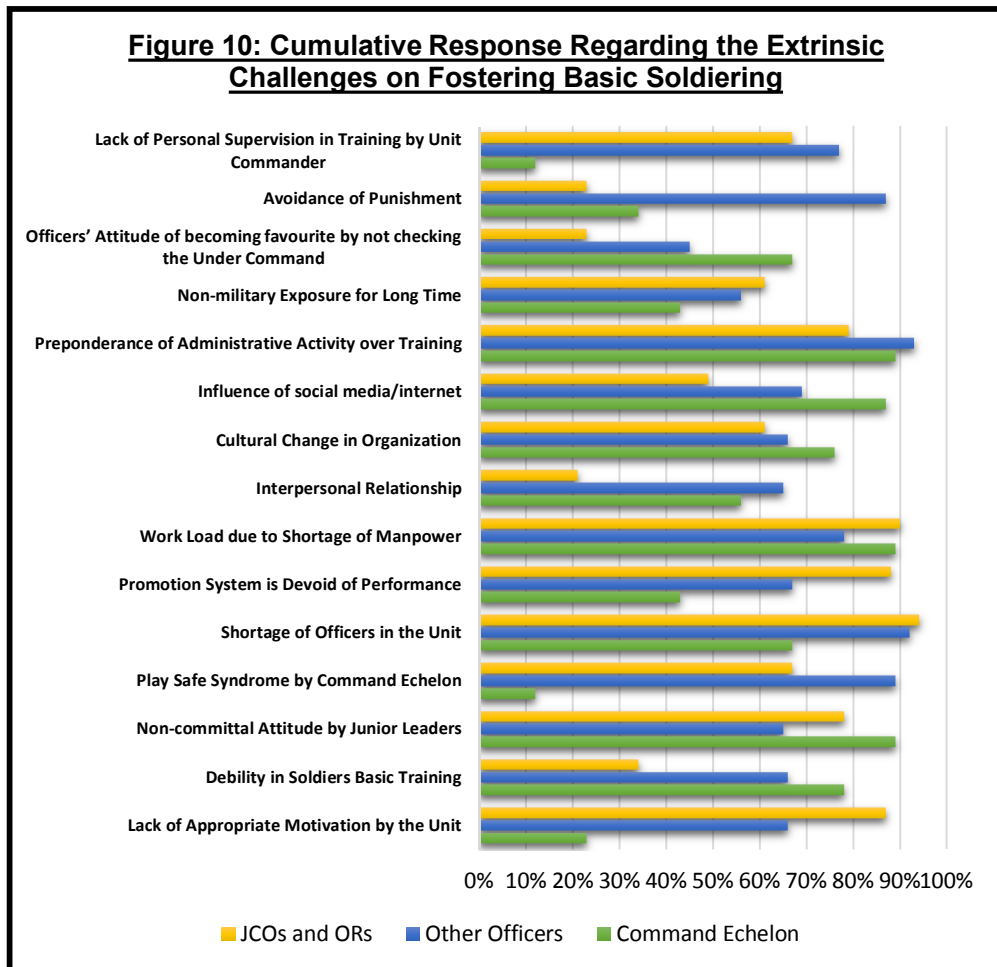
CREDIBLE APPROACH TO FOSTER BASIC SOLDIERING IN ENHANCING THE UNIT EFFICIENCY OF BD ARMY

General.

It is necessary to maintain the standard of basic soldiering to ensure the unit efficiency. But, attaining and retaining basic soldiering skills in the unit is faced with some challenges (Figure 9 and 10). Therefore an integrated approach is necessary to foster basic soldiering among the men in the units.



(Source: Researcher's construct based on survey data analysis)

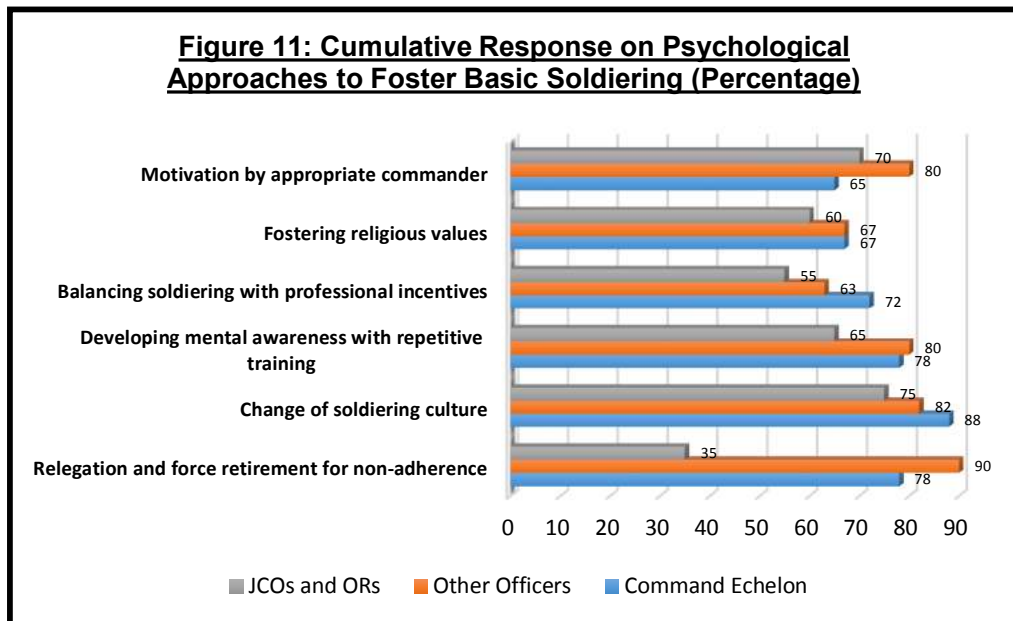


(Source: Researcher's construct based on survey data analysis)

Integrated Approach to Foster Basic Soldiering.

The present system of fostering basic soldiering lacks holistic approach and quality. Therefore, an integrated approach is necessary, where both psychological and functional tools can be applied side by side to attain and maintain the basic soldiering standard.

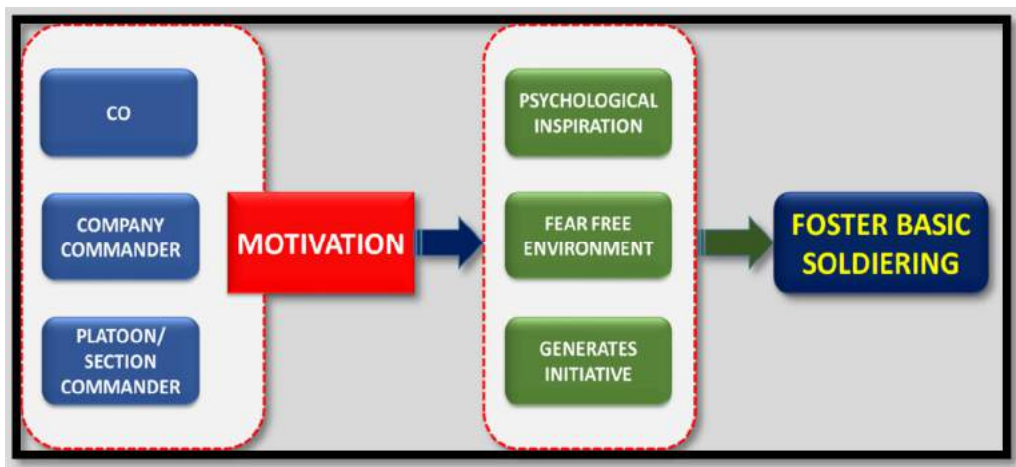
Psychological Approach. “Nothing is more dangerous in war than to rely upon peace training; for in modern times. When war is declared, training has always been proved out of date” (Fuller J. F., 1936). Therefore, psychological enhancement is necessary to overcome the inadequacy in training (Figure 11).



(Source: Researcher's construct based on survey data analysis)

Motivation by Appropriate Commander. Motivation is one of the important tools to direct the soldiers towards the attainment of basic soldiering standard. The motivation has to focus on patriotism and nurturing soldiering values and ethos. Most importantly, the commander himself needs to motivate his men (Figure-12).

Figure-12: Flowchart Showing the Effect of Motivation by Appropriate Commander to Foster Basic Soldiering

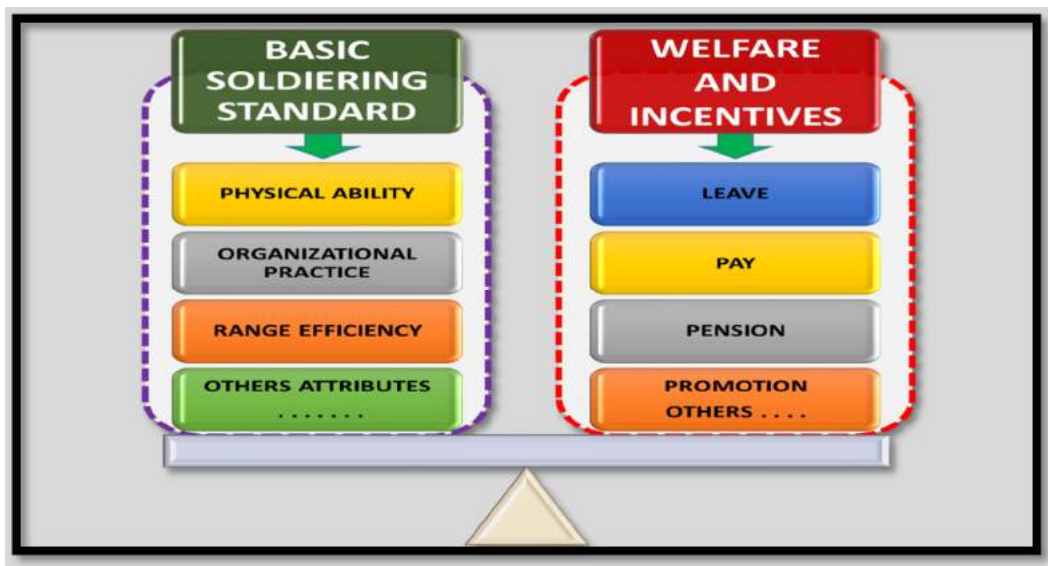


(Source: Researcher's Own Construct)

Fostering Religious Values. Religious practice is another important tool for imparting ethical and moral values (Arman M. A., 2016). In fact, the religion is the source of such values and ethos (National Education Policy, 2012). Thus, appropriate religious values need to be nurtured by the unit authority. To do so, the required lessons need to be sorted out and disseminated through publications, formal lectures and informal sessions.

Balancing Soldiering with Welfare and Incentives. Equity theory showed that the employees seek to maintain equity between the inputs that they give and the output that they receive (A. A. Zawahreh, F. A. Madi). Similarly, the ‘Expectancy theory’ suggests that, people will be motivated if they believe that good performance will lead to desired rewards (Army Training and Doctrine Command, 2012). Taking these two theories into cognizance, the materialistic attitude of the soldiers can be exploited, as this cannot be totally overruled (Figure 13).

Figure-13: Flowchart Showing Balancing Welfare and Incentives with Soldiering Standard



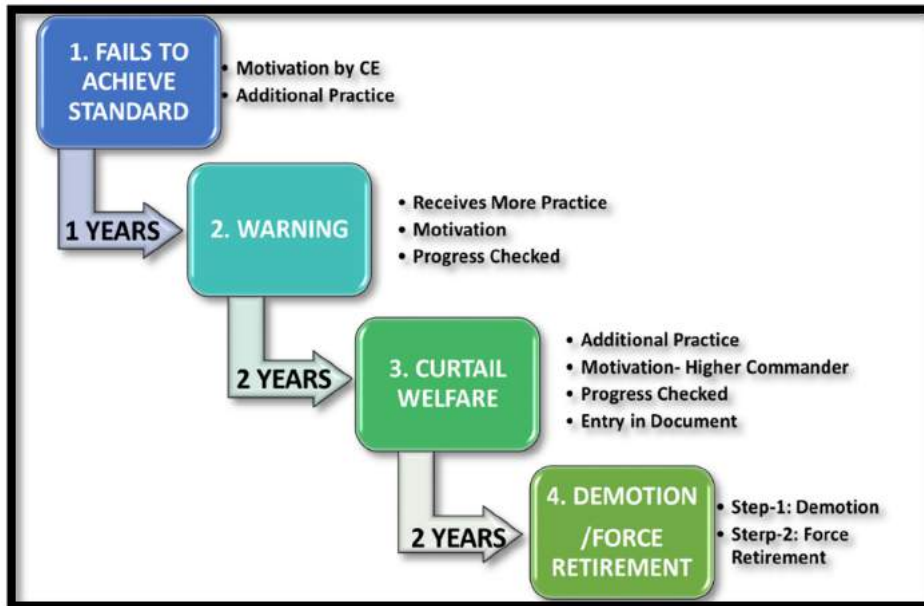
(Source: Researcher's Own Construct)

Developing Mental Awareness with Repetitive Training. Basic soldiering is not just attaining once, but to maintain it for good. Therefore, it can be best maintained by making it a habitual skill. CAS said, “Basic soldiering cannot be attained or maintained automatically; it needs the right command environment at unit level and below, supervision, checking and above all a strict training regime” (CAS, 2016). To develop mental awareness, each level of training has to take account of the previous level. Thus the acquired basic soldiering skills can be preserved.

Change in Soldiering Cultural. In the era of globalization, significant changes took place in overall socio-cultural aspects of BD which have substantial influence on the military society (Huq, 2015). To alleviate such undesirable issues, a change in soldiering culture is essential. The change would include reviving the regimental customs, traditions and esprit-de-corps. Thus, we need to revolutionize soldier's life style to make 'basic soldiering' a natural outcome.

Relegation and Force Retirement for Non-adherence. Cases of failure to achieve the desired standard need to be dealt with austerely. In this system, the soldiers failing to achieve the desired standard will be relegated to lower levels of training or rank and finally withdrawn for continued failure as explained in Figure 14.

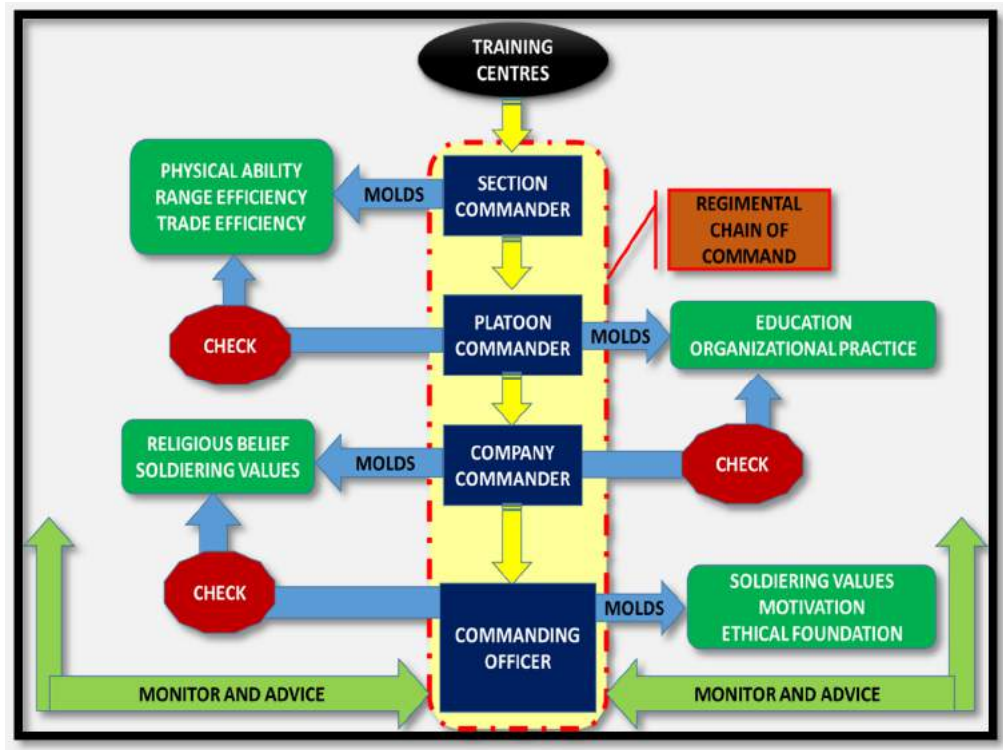
Figure-14: Flowchart Showing Possible Consequences for Not Attaining the Desired Benchmark



(Source: Researcher's Own Construct)

2.7.3 Functional Approach. The functional approach is a systematic method for the command echelon to simultaneously mould and check basic soldiering components. In this proposed method, different tiers of command will train different attributes of basic soldiering(Figure 15).

Figure-15: Diagrammatic Framework of Functional Approach to Foster Basic Soldiering



(Source: Researcher's Own Construct)

Section Commander Level. This level will basically mould physical component of basic soldiering which includes physical ability, range efficiency, and trade efficiency. In addition to that they will act as an aid to the higher commander for moulding their part.

Platoon Commander Level. Firstly, this level will check the physical component of basic soldiering moulded by Section Commander. At the same time, they will be responsible for training the conceptual component of basic soldiering, especially the education and organizational practice. They will also act as an aid to the higher commander for moulding their part.

Company Commander Level. This level will check the attributes moulded by the platoon commander. At the same time, they will be responsible for moulding some part of the conceptual component and moral component of basic soldiering, especially the religious belief and soldiering values.

Commanding Officer (CO) Level. CO will primarily monitor, evaluate and direct all tiers of command. He will be also responsible for arranging and managing the resources, both from the unit and outside. In addition to checking the attributes moulded by the company commander level, he will personally engage in moulding/training of the motivation and ethical foundation.

Final Yearly Evaluation. The final yearly evaluation report should emphasize on all the components of basic soldiering. Thereby, the soldiers will be cautious in attaining and retaining those attributes. Specific grading against each basic soldiering attribute should be endorsed to get a clear picture of the basic soldiering standard maintained by the individual.

CONCLUSIONS

Basic soldiering is the core of military profession. Over the ages, BD Army has made significant progress in the domain of military capability. In spite of such development, the basic soldiering pointer seems to be moving in the opposite direction. Thus, there is a vacuum being created beneath the pillar of achievement. On the other hand, the 'Unit' being the most effective and unique outfit of BD Army, suffering most from such declination in basic soldiering. Hence, it has become a growing concern for the organization.

From the analysis, it is found that, the basic soldiering has three essential components: physical, conceptual and moral. In respect to that, the soldiers in the unit are found to have severe lack in of basic soldiering attributes. 'Physical Ability', 'Organizational Practice' and 'Soldiering Values' are most pronounced out of those. As a result, the organizational efficiency of BD Army is threatened to a greater extent.

The factors affecting the unit efficiency are those, which affects the unit's performance in the field of training, administration and operation. Having recognized those factors, it is found that each components of basic soldiering largely affect these factors. Thereafter, while focusing on the credible measures to foster basic soldiering in the unit, it is identified that the process of fostering basic soldiering is faced with intrinsic and extrinsic challenges. To mitigate the challenges, both psychological and functional approaches are instrumental. Psychological approach aims at shaping the mindset of the soldiers, while functional approach will provide action plan at unit level. In the functional approach, different tiers of command will mould a set of basic soldiering attributes while checking the lower tier for their part. Thereby, each tier will be responsible for nurturing and trimming a specific set of basic soldiering attributes. This will ensure the systematic development of basic soldiering skill.

RECOMMENDATIONS

Basing on the findings, following recommendations are made to foster basic soldiering which will ultimately enhance the unit efficiency:

Army Headquarters (Personnel Services Directorate) should formulate a policy guideline for effective motivation at unit level. The focus of this policy should be to involve commanders at all levels to a motivational session with their men.

In addition to the existing policies, COs need to be authorized to award incentives within his unit to encourage his men. Military Training Directorate may formulate the general policy in this regard.

Army Training and Doctrine Command (ARTDOC) (Training Evaluation Division) should revisit the formation training system with a board of officers from the divisions. The board may study the scope of taking account of the previous training modules to facilitate continuation of previous training. This may be in the form of refresher and tests.

ARTDOC (Training Evaluation Division) may undertake a pilot project to evaluate the suitability of the 'Integrated Approach' and approve necessary adjustment.

AHQ (Personal Administration Directorate) should revisit soldiers' 'Annual Performance Report'. All the basic soldiering components should be included in the format with an option for grading by the initiating officer.

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AN INSIGHT TO INITIATIVES: ATTAINING OPERATIONAL CAPABILITIES OF RIVERINE ENGINEER BATTALIONS OF BANGLADESH ARMY

Major Mohammad Sadiqur Rahman, Engineers

ABSTRACT

Riverine Engineer (RE), Battalions, are of a kind of engineer unit which is responsible for the transportation of troops and equipment through inland water channels, keeping these operational and safeguard them in all aspect. At present Army Training and Doctrine Command (ARTDOC) has published a draft General Staff Training Pamphlet (GSTP) named "Riverine Engineer Battalion in Battle", where they entrusted RE Battalion with the responsibilities of guarding major river channels with physical employment and execution of various riverine operations. In this paper initially, the current mission, roles and capabilities of RE Battalions are discussed with an overview of existing resources and training standard. Parallel, the essence of the draft GSTP "Riverian Engineer Battalion in Battle" an initiative by ARTDOC is discussed. In the process of analysis, the conflicting areas were found out, where the probable areas are focused regarding resources, training standard and policy matters, which need modifications to comply with the suggested operational guideline outlined by ARTDOC. Finally, the challenges for RE Battalions are discussed due to the conflicting areas followed by probable mitigation methods. Addressing the conflicting issues will ease the pave the way for the RE Battalions to meet the desired operational capabilities.

INTRODUCTION

Riverine Engineer (RE) Battalions are of a kind of engineer unit which is responsible for the transportation of troops and equipment through inland water channels, keeping them operational and to safeguard them in all aspect. The raising of RE Battalions was basing on the requirements regarding task, place and time. So, the most important fact about these RE Battalions is, each of these battalions is identical in its mission, role and capabilities. Surprisingly, since its raising no set operational guideline was published in black and white for the employment and tactics to be followed by RE Battalions. Various draft concept and experimental design were working principle of RE Battalions. With the advancement of world military environment, it is felt correctly to have a prescribed guideline for a smooth functioning of the activities of RE Battalions. It will also work as the pivot for further expansion and improvement in this sector. Since long various efforts were taken to materialize it and finally the relentless endeavour by ARTDOC made it a success.

It is an excellent initiative by ARTDOC to bring out the draft GSTP for RE Battalion. It has given a visible shape in context to RE Battalion's tactics and operational capabilities. Now, RE Battalion has got something of their own, authenticated and within

a specific framework to pursue further for necessary improvement. At this point, it is important to evaluate it, whether with the existing resources and training, if RE Battalions are accomplished by following the guideline set by ATRDOC through their draft GSTP. Considering this, it is necessary to take an insight to the initiative taken by ARETDOC to enhance the operational capabilities of RE battalion. At the beginning of this GSTP, the employment fundamental of RE Battalion is discussed in brief. So far, the sense of this employment was perceived in expert's mind basing on their experience. The research work by ARTDOC has formulated that in black and white with necessary modifications. In the subsequent chapters, it discusses different forms of defensive and offensive operations with some other employment of RE Battalion. In all of these aspects, the content of the theory and employment principles are derived from an extensive research work by a group of expert officers. The previous experience and guidelines from other military forces of other countries were taken as the base line. In all these operational guidelines, the basic and most required functional structure is described. Now the question comes whether with the existing equipment and the training can RE Battalions meet the expectations.

A detailed study is done in this paper to justify compatibility of RE Battalion to comply with the prescribed guideline with its existing resources. Finding out the grey areas and formulating recommendations to overcome those also come under Writer's effort through this paper. It is envisaged that the suggested measures will accelerate the materialization of ARTDOC's initiatives in attaining operational capabilities of RE Battalions.

Assigned Role and Present State of RE Battalion

Raise of RE Battalion. The necessity of incorporating RE Battalion in operational frame work of Bangladesh Army was felt after the independence. Basing on the requirements the battalions were raised chronologically. To support counter insurgency operation 5 RE Battalion was raised at Chittagong Hill Tracks under operational framework of 65 Infantry Brigade of 24 Infantry Division. Beside that, to guard the major approach towards Dhaka 7 and 11 RE Battalions were raised at Postogola under 14 Independent Engineer Brigade. Again, after construction of Bangabondhu Bridge 10 RE Battalion was raised at BHUAPUR under 98 Composite Brigade of 19 Infantry Division.

Mission and Capabilities Before Publication of Draft GSTP by ARTDOC.

- a. **Mission.** Transportation of troops, stores and equipment in support of own troops and formations.
- b. **Capabilities.** Capabilities of RE Battalions are as follows:
 - (1) Transportation of troops up to one infantry battalion, a battery of field artillery and a field company engineers at one time.
 - (2) Protection of convoys during riverine moves.

- (3) Guard major ferries in own Main Supply Route (MSR) by physical deployment.
- (4) Operate ferries in own MSRs with integral and civil resources.
- (5) Reconnaissance and survey of water channels for transportation of own troops, stores and equipment.

Mission and Capabilities According to Draft GSTP by ARTDOC.

a. **Mission.** The mission of a RE Battalion is to conduct riverine operations and transportations within Area of Responsibility (AOR) (ARTDOC, 2015).

b. **Capabilities.**

- (1) The capabilities of the RE Battalions are (ARTDOC, 2015):
 - (a) Guard major river approach by offensive patrolling.
 - (b) Protect the flanks of the formation along inland waterways.
 - (c) Clear enemy opposition along inland waterways.
 - (d) Deploy and operate major ferries in own Main Supply Routes (MSR).
 - (e) Oppose enemy major river crossing operations.
 - (f) Transport one infantry battalion group at a time along inland waterways.
 - (g) Conduct reconnaissance and survey of water channel to facilitate own operations.
 - (h) Protect convoys during riverine move.
 - (j) Defend a particular sector in the internal waterways in an emergency.
- (2) In addition to the above capabilities specified in the Table of Organization and Equipment (TO&E), a RE Battalion may carry out followings (ARTDOC, 2015):
 - (a) Carryout dredging at limited scale with integral and civil resources to keep navigational route or channel open for operation of own forces.
 - (b) Conduct transportation at limited scale along coastal belt in fair weather condition when duly equipped with sea worthy water crafts.
 - (c) Defend a particular bridge with a view to maintaining its land integrity.

Organization. As per the 'Table of Organization and Equipment (TO&E)', RE Battalion consists of Battalion Headquarters (HQ), Two Rifle Companies (10 RE Battalion has one company only), One HQ Company, One Transportation Company, One

Riverine Support Company (10 RE Battalion only) and One HQ Company (ARTDOC, 2015).

Weapons. There are variety of weapons in the RE Battalion, which can provide covering fire, assault capability, close quarter fighting capability, limited anti-tank protection and limited anti-aircraft protection. The weapons may be categorized as follows (ARTDOC, 2015):

- a. **Personal Weapons.** Every soldier, except those specified, in a RE Battalion carries a rifle/ pistol/ sub machine gun (SMG) or Light Machine Gun (LMG).
- b. **Support Weapons.** They are classified into following categories:
 - (1) Heavy Machine Gun (HMG).
 - (2) Anti-aircraft Machine Gun (AAMG).
 - (3) Company Mortars (60 mm Mortars or Equivalent).
 - (4) Anti-tank Weapons.
 - (5) Surface to Air Missile (SAM).
- c. **Battalion Mortars.**

Water Crafts. The RE Battalion possesses water crafts of varying speed and capacity. The water crafts are categorized into four categories as follows (ARTDOC, 2015):

- a. **Type-A.** These are primarily Landing Crafts Tanks (LCT) or Landing Crafts Utility (LCU) capable of carrying tanks, Armoured Personnel Career (APC), artillery guns, engineering equipment, infantry men, mechanical transports and other equipment.
- b. **Type-B.** These are generally Troops Carrying Vessels (TCV). RE Battalion is authorized with four vessels Type-B (TCV).
- c. **Type-C.** These are generally command vessels and Landing Crafts Vehicle and Personnel (LCVP). RE Battalion has three command vessels and two LCVP as vessel Type-C.
- d. **Type-D.** These are basically assault river crafts and designed to carry infantry men of RE Platoon. Each RE Platoon is authorized with two vessel Type-D/assault river crafts.

Equipment. Apart from different types of water crafts a RE Battalion is authorized with different other crafts and equipment (ARTDOC, 2015):

- a. Reconnaissance and Survey Crafts.

- b. Salvage and Recovery Craft.
- c. Track Dozer, Dumper and Excavator.
- d. Dredger.
- e. Broad Keel Barge (BK Barge).
- f. Motor Tug.
- g. Speed Boats / Tri Shark Boats with Out Board Motors (OBM).

Training. The existing training system of RE Battalion is described below (Sadique, 2015):

- a. **Individual Training.** Individual training of RE Battalion can be divided in following ways (Sadique, 2015):
 - (1) Officers Training.
 - (2) Troops Training.
 - (3) Specialized Training.
- b. **Group Training.** Training of RE Battalion as a group can be summarized as under (Sadique, 2015):
 - (1) Winter Training (WT).
 - (2) Summer Training (ST).
 - (3) Joint Training.
 - (4) Unit Training.
- c. **Equipment Training.** No training on specific vessel or any specialized equipment is carried out in RE Battalion. If new vessels are introduced, the manufacturing teams carry out a short training once to orient with the functions.

Initiatives by ARTDOC

Basic Employment Opportunities of RE Battalion (ARTDOC, 2015) (Sadique, 2015) are as follows:

- a. Protect and guard all riverine approaches by offensive patrolling. The combination of integral resources and the infantry or supporting arms should be considered.
- b. Selection of important chock points of the river and guard those approaches by physical occupation. Establishment of river blockade using water obstacles with integral resources or, in conjunction with infantry and supporting arms.
- c. Protect the flanks of the formations along inland water ways by offensive patrolling or by occupying some selected entry points originating from river banks with integral resources or in conjunction with infantry and supporting arms.

- d. Clear enemy pocket of resistance with in riverine AOR with integral resources or conjunction with infantry or supporting arms.
- e. Selection of alternative MSR within divisional AOR.
- f. Maintain MSR by operating major ferries with integral and civil resources and keep the life line open.
- g. Deter enemy major river crossing operation by integral or transported forces.
- h. Transportation of formation reserve from one sector to another as the situation develops.
- j. Select various key point installations (KPI) along riverine approaches like important bridges and installations, and guard them from possible enemy hostile actions.
- k. Transportation of critical assets and war materials from one formation to another.

Battalion Group. May be comprised of following:

- a. A RE Bn.
- b. A battery of field artillery in direct support.
- c. A detachment of Anti-tank Guide Missile (ATGM) from division support battalion.
- d. A detachment of SAM from Air Defence (AD) artillery regiment.
- e. A detachment of military police for traffic control during transportation of unit/ brigade.
- f. Relevant logistic elements including forward repair and recovery team (FRRT) if the unit provides transportation.
- g. An additional infantry company or more may be allotted in case the task is beyond the capability of the RE Bn.
- h. Additional AD elements during transportation of unit/ brigade/ division as necessary.

Company Group. It may include:

- a. One RE Company of RE Bn.
- b. One or two Forward Observations Officer (FOO).
- c. Battalion mortar platoon or a section or one or two Mobile Fire Controller (MFC).
- d. Detachment of ATGM.

- e. Detachment of shoulder launched SAM.
- f. Water crafts from Transportation Company as per the operational requirement.

Status of Operational Command. RE Bn are vital assets of army, which are only handful in numbers. Hence, their employment will mostly be centrally controlled by Army Headquarters (AHQ).

Analysis of the Existing Equipment

To do the necessary analysis on this issue, the necessary survey is done, and data is collected through various interviews and Focus Group Discussion (FGD). Therefore, it is quite evident that RE Battalions still lack behind regarding the existing resources and equipment to comply with the prescribed operational guideline by ARTDOC. Details are discussed in the subsequent paragraph.

The inclusion of Surface to Air Missile (SAM). Surface to Air Missile (SAM) is included with each vessel type A for better AD protection.

Modern Survey and Communication Equipment. In the draft GSTP, the use of sophisticated survey and communication equipment are shown in the use of RE Battalion.

Dredgers and Other Engineering Plant Vehicles. Even in the earlier TO&E, RE Battalion was equipped with one dredger and one dozer only. In the new GSTP, the battalion is entrusted to use dredging equipment and other heavy plant vehicles.

Obstacle Materials for River Blockade and Water Mine. According to the draft GSTP, RE Battalion is expected to establish river blockade. For this, they are suggested to use water mines, under water explosives, electric photo sensor and other relevant elements.

ATGM Detachments from Division Support Battalion. According to the draft GSTP as they formulated a battalion group for the RE Battalion, one ATGM detachment from Division Support Battalion.

Limitations of Water Crafts in Their Employment.

- a. **Reduced Performance of the Vessels.** There is no recent inclusion of river crafts in the RE Battalions. The age-old vessels have lost their working performance as desired.
- b. **Draughts of the Vessels.** The water level of inland water channels changes round the year in Bangladesh. In most of the cases during summer it reduces drastically and does not allow any high draught vessel to ply over.
- c. **The need of High-Speed Vessels.** The existing vessels are old and with the low speed with poor manoeuvrability is poor. The battalions need to be equipped with more high-speed assault and command vessels.

Analysis of the Training System

Inadequate Training Facilities. So far RE Battalion was entrusted with the transportation role only. Even then in limited scale various training was conducted to formulate RE tactics and employ the battalion in operational requirements. But as the new operational guideline by ARTDOC has formulated now additional training is a must for successful employment (Hasan, 2016).

Training on Special Equipment. According to the draft GSTP, ARTDOC has proposed various new equipment or increased the number in the authorization. So, it is now important to conduct separate training for this particular equipment.

Training on Other Issues. Except for the equipment, there are also some other new concepts are incorporated to RE Battalion through the draft GSTP which needs additional training. Important amongst them are listed below:

- a. In the existing TO&E, RE Battalion has reconnaissance and survey section, dredging section, recovery section but on the ground, these are not activated in the present units. Special training is required to incorporate those according to the new guideline (FGD).
- b. According to the draft GSTP, RE Battalions are also expected to guard major river approach and the area. But to go for it with the held resources separate training is required (Shafi, 2016) (FGD).
- c. The draft GSTP also suggested the employment of RE Battalion in counter insurgency operations. But so far, no formal training is conducted in this aspect. So, this should be practiced in a unit environment through various training sessions, and separate training should be conducted for implementing these on ground (Hasan, 2016).
- d. The blending of unconventional troops with conventional is very important. Necessary training is required in this aspect (Hasan, 2016).
- e. As RE Battalion is also entrusted with various rescue and relief operation and disaster management operations, the members need to be trained on this aspect (Rahman, 2016).
- f. RE Battalion is going to be operated in the joint environment in most of the cases. So special training is required to master the troops to operate in the joint environment (Hasan, 2016).

Challenges on the Employment of RE Battalion

Extended Area of Responsibilities (AOR). In the draft GSTP "Riverine Engineer Battalion in Battle" RE Battalions are expected to guard major riverine approaches and safeguard those by destroying the enemy from these areas. As the rivers are always

extended, and the total riverine area within a divisional AOR is quite extended, so the area of responsibility become overextended for the RE Battalions (Hasan, 2016).

Inadequate Bayonet Strength. Out of total 798 personnel of RE Battalion, only 443 are combat personal.

Limited Combat Crew. According to the TO&E of RE Battalions, the vessels are mostly operated by civil crews with few military personnel. Therefore, to employ this civil crews without operational knowledge is a big challenge.

Challenges on the Equipment and Vessels of RE Battalion

Challenges from Equipment. The old model survey and other equipment of the RE Battalions are a big challenge. The expectancy and the performance of these equipment are slower than the modern equipments.

Limited Obstacle Laying Capabilities. As it is already discussed, at present RE Battalions do not possess mechanical mine layer or mine breaching equipment.

Limited Protection of the Vessels. The absence of modern anti-air defence gun and other modern weaponry makes the vessels less protected from air attack.

Limited Underwater Operational Capability. As per as the role and capabilities are concerned RE Battalions are not capable of operating underwater. They do not have any underwater protection capability too. The absence of scuba drivers and underwater demolition equipment has reduced their third-dimensional operational capabilities.

Lack of Indirect Fire Support. According to the present organisation of Bangladesh Army, RE Battalions are not authorised with any integral indirect fire support.

Reduced Reconnaissance Capabilities. There is only one Reconnaissance, and Survey section is authorised in the TO&E of RE Battalions. In the draft GSTP, ARTDOC has magnified the operational tasks for RE Battalion. With this limited capabilities, they are likely to fall short in operating in a huge area (Shafi, 2016).

Challenges on Present Training System

Lack of Trained Officers. At present, there are no specialized courses for the officers of RE Battalions except the navigation course conducted by Bangladesh Navy. But this is also tiny in number. Again, these officers are not permanent for RE Battalions, and their employment is not guaranteed.

New RE Tactics. In the draft GSTP, ARTDOC has introduced new tactics and operational guideline for RE Battalions which are completely new to the troops of RE Battalions. But, these are not yet included in the training curriculum of any RE training module.

Lack of Information on River and Channels. RE Battalions doesn't do the regular survey and preserve information on the rivers and channels within the AOR. The members are not also trained and employed to do the same. Thereby, the information is not updated always.

Challenges in Implementing RE Tactics

To operate in the riparian arena, modern reconnaissance crafts, armoured troops career, patrol boats, command vessels and other various types of vessels are required. But at present these are not in the TO&E in full scale.

To establish river blocked, conduct riverine assault or effective defence, RE Battalion needs amphibious vessel, hovercraft, mine layer and sweeper, assault boats etcetera. In the absence of this, conduct of riverine operations is a challenge for RE Battalions.

Suggested Mitigation through Training

Specialization Courses for Officers. Specialization courses related to navigation and RE operations should be conducted for the Officers (FGD and Survey).

Unit Level Cadre for the Troops. At the unit level, separate cadre should be conducted for the troops on modified RE tactics and their operationalization (Survey).

- a. **Specialized Training on Modern Equipment and Vessels.** As various modern and specialized electronic equipment are included in the TO&E of RE Battalion, necessary training should be conducted to grow operators and make those effective (Survey).
- b. **Training on RE Tactics in Summer and Winter Training.** As ARTDOC has incorporated new operational guideline for the RE Battalions, it should be practiced in Summer and Winter Training (Survey).
- c. **Joint Training with Other Arms and Services.** RE Battalions need extensive practice and training for necessary harmonization and coordination between various arms and services.

CONCLUSION

With the advancement of world military environment, it is felt correctly to have a prescribed guideline for the smooth functioning of the activities of RE Battalions. It will also work as the pivot for further expansion and improvement in this sector. Since long various efforts were taken to materialize it and finally the relentless endeavour by ARTDOC made it a success. It is a praiseworthy initiative by ARTDOC to bring out the draft GSTP for RE Battalion. It has given a visible shape in context to RE Battalion's tactics and operational capabilities.

At present four RE Battalions are deployed in three different location with different tasks. So far RE Battalion was entrusted with the transportation role only. But the draft GSTP has given a new shape to it. The mission, role, and the capabilities are changed, new employment criterion is found out, and the fundamentals of battle is described through this draft GSTP. Many of the concepts came up new and resources are grouped. ARTDOC has proposed the new mission, roles, and capabilities, now RE Battalions are to guard major riverine approaches physically, including protect the flanks and launching an offensive on the enemy along the water channels. To guard all the riverine approaches with few RE Battalions is a big challenge. The lack of training on the new operational concept and age-old vessels and equipment has aided in the issue. Again, in their new operational employment, many of the new special weapon and plant vehicles are included with the RE Battalions. As most of them are absent in their TO&E, the expected employment is at stake. There is a lack of expert operator and required manpower also to fulfil the expected mission. The members of RE Battalions are not trained on the special equipment and tasks. Through the draft GSTP, ARTDOC has proposed various riverine operations and tasks. But the troops are not trained on these aspects. So, it is critical to arrange necessary training to fulfil the requirements. It is important to notice here that, a suitable policy is also important here to implement the prescribed guidelines by ARTDOC.

To separate training should be introduced at all level which will include the training related to new employment. The riverine tactics should be practiced in all types of collective exercises. In the case of creation of battalion groups, joint training should be conducted to reduce the understanding gap between the members of different units. To allow the vessel to ply over shallow depth, deep draught vessels should be used. Vessels with fast moving capability, light, and modern equipment fitted shall be most demanding for RE Battalions.

Flourishing the Army of any country is a major monetary concern, and it takes quite long to come up to a workable state. Introducing new concept of operation links major refurbishing in many corners. It is indeed a challenge for Bangladesh Army to establish the concept and to operationalize it by introducing modern equipment, vessels, and growing required manpower. The suggested mitigations of the conflicting areas will be able to aid RE Battalions in attaining their operational capabilities.

RECOMMENDATIONS

Division and Brigade should organize various exercises, training and demonstration on riverine operations in each year.

Armed Forces Division (AFD) should organize joint exercise including Army and Navy in each year.

Riverine Tactics should be taught and exercised in Engineer Officers Basic Course and Junior Command and Staff course (JCSC) for learning riverine operations in detail in the context of Bangladesh.

Engineer Directorate should formulate a Board of Officers for examining, suggesting, and implementing the modification of existing watercraft and vessels as far as possible to meet the new capabilities guided by ARTDOC.

Engineer Directorate should refurbish the TO&E of RE Battalion and include all necessary modern vessels and equipment.

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Lieutenant Colonel Sayed Obaidullah Hel Shafi, psc, Commanding Officer 11 RE bn. on 15 November 2016.

Lieutenant Colonel Muhammad Saifur Rahman, psc, Commanding Officer 10 RE Battalion on 6 November 2016.



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**SYSTEMATIC ANALYSIS OF SOLDIERS' PERFORMANCE IN THE UNIT:
A WAY TO IMPROVE BASIC SOLDIERING**

Major Md Abdul Moman, G, Artillery

"The soldier is the Army. No army is better than its soldiers. The soldier is also a citizen. In fact, the highest obligation and privilege of citizenship is that of bearing arms for one's country"

-George S. Patton Jr.

ABSTRACT

Systematic analysis of soldiers' performance and basic soldiering attributes are two issues having most pronounced effect on the overall performance and standard of the soldiers of Bangladesh Army. Systematic analysis of soldiers' performance refers to correct evaluation of performance of various activities. It involves the knowledge, efficiency of the supervising JCOs and Non Commissioned Officers (NCOs) along with a proper documentation of their record. On the other hand, basic soldiering attributes of the soldiers refers to soldiering qualities of the soldiers. Here, an interrelation between systematic analysis of soldiers' performance and basic soldiering attributes are made to see how a systematic performance analysis system can help improving basic soldiering attributes of the soldiers. This research attempts to establish an association between these two issues. But, the question is how significantly the performance analysis system can contribute in improving basic soldiering attributes and at what an extent? This research is in a pursuit for the answers of these questions. In doing so, it approaches the problem through a mixed method of study involving tools such as in-depth interview, key informant interview, focus group discussion and above all, researcher's own experience. In dealing with the issue, the research identifies few drawbacks that hinder the systematic analysis process. Through analysis, the research establishes an association between 'systematic analysis of soldiers' performance and basic soldiering attributes'. This ultimately validates the hypothesis: An effective performance analysis system is the pre-requisite for the development of basic soldiering attributes. Finally, the research suggests few plausible measures to implement the systematic analysis in developing the basic soldiering attributes. It also recommends few specific measures to be undertaken. Measures, if implemented, will enable the junior leaders to effectively analyze the performance of their under commands which will ultimately contribute in improving basic soldiering attributes.

INTRODUCTION

In Bangladesh Army, the overall success of a unit is dependent on the collective performance of officers, Junior Commissioned Officers (JCOs), Non Commissioned Officers (NCOs) and soldiers. Being the leaders, officers, JCOs and NCOs are mostly responsible for guiding their men. On the contrary, soldiers remain as the executors of

various assignments on ground. It has been seen from the war experience that a group of motivated, devoted and die-hard soldiers can always change the course of a battle. That's why, their basic soldiering attributes like fellow-feelings, mindset for working together and, above all, spontaneous response for taking responsibility is paramount important for a unit to perform better. Hence, it is very important for an army to develop its soldiers who are mentally robust, ethically up righted, spiritually devoted towards service; rather than personal benefits focusing on the core attributes of a soldier. This will lead them to the ultimate sacrifice, when the need of the country comes in.

Off recent, deterioration of basic soldiering attributes among the troops has become a growing concern for the hierarchy of Bangladesh Army. Not only the tangible attributes; like performance in firing, physical efficiency, training performance etcetera are reducing; but also intangible attributes; like discipline, loyalty, respect towards superior, mutual trust, fellow feelings, integrity are also in a declining state. Although the degradation in tangible attributes can be overcome by regular practice, intangible attributes cannot be easily recovered. As such, these intangible attributes will have long lasting impact on the performance of Bangladesh Army. Poor capability and performance of soldiers in the unit and retention of basic soldiering attributes was also much emphasized by the Chief of Army Staff (CAS) in many occasions.

Recently soldiers performance is also measured through an Annual Performance Report (APR) initiated by platoon commander/ section commander. A Soldier is hardly given any responsibility which he needs to perform individually. Rather he accomplishes a job remaining in a group. Soldiers working in a group or working individually are supervised by the NCOs or JCOs. Hardly there is a provision of keeping record of their performances over the year and appraising them about the standard achieved. More so the initiators of the APR are not competent enough to reflect the whole year's performance. In fact, the APR initiated by the JCOs reflects only their soft corner for their under commands overlooking the main purpose of APR initiation. Besides, they are found not taking much interest in the unit affairs and not competent enough. At times they also fail to realize the importance of APR in one's career. A systematic analysis has got definite influence in the overall performance of soldiers. Particularly a well-defined evaluation process leads an individual to abide by the norms of the organization. A way to improve basic soldiering attributes through day to day performance analysis will add new dimension in improving basic soldiering attributes.

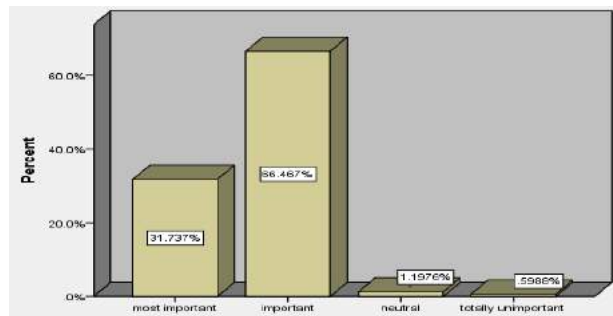
This paper is an abridged version of the research that attempts to unveil a new understanding of the systematic analysis process of soldiers' performance analysis in the unit. This research also attempts to find an association between the systematic analysis of soldiers' performance and basic soldiering attributes. In the process an evaluation of systematic analysis of soldiers' performance is discussed. Then an analysis of present state of basic soldiering attributes amongst the soldiers is discussed. Finally, this paper recommends few suggestive measures for implementing the systematic analysis process in improving the basic soldiering attributes.

AN EVALUATION OF THE SYSTEMATIC ANALYSIS OF SOLDIERS' PERFORMANCE IN THE UNIT

General

In day-to-day unit life, displayed performance of an individual is evaluated through some evaluation system. As per our Training Directives, all individual training should be subject to a process of evaluation. With the introduction of APR for soldiers, performance evaluation in unit drew due attention. The standard of professional efficiency and operational preparedness symbolizes quality of soldiers. Nevertheless, Soldiers' performance analysis is of paramount importance. It is also important for the overall progress of BD Army (survey result at Figure 1).

Figure 1: Response Percentage Regarding the Importance of Analysis of Soldiers' Performance

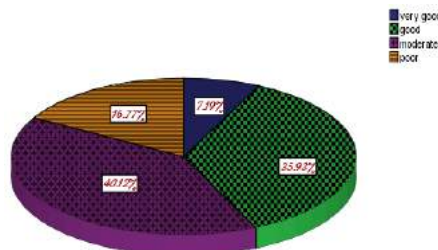


(Source: Survey)

Present State of Analysis of Soldiers' Performance

Although it is believed that present state of performance analysis is moderate, yet there are scopes for improvement. Result of the survey carried out among Command Echelons (CEs), Other Officers (OOs) and JCOs and NCOs is shown in Figure 2.

Figure 2: Response Percentage Regarding the Present State of Analysis of Soldiers' Performance in the Unit



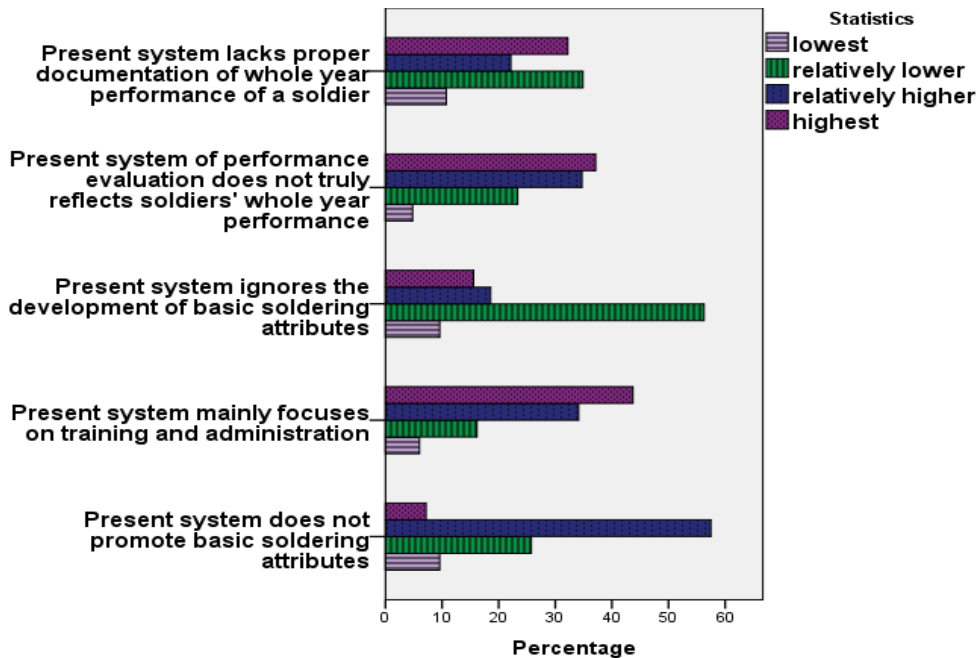
(Source: Survey)

Weakness of Present Evaluation System of Soldiers' Performance

Present system lacks proper documentation of whole year performance of a soldier. Present system of performance evaluation does not truly reflect soldiers' whole year performance. Present system focuses more on training and administration thus it does not

promote basic soldiering attributes. Result of the survey carried out among Command Echelons (CEs), Other Officers (OOs) and JCOs and NCOs is shown in Figure 3.

Figure 3: Response Percentage Regarding the each of the Weaknesses or Drawbacks in Influencing the Basic Soldiering Attributes



(Source: Survey)

Systematic Analysis Tools

Through a proper performance analysis system, the record of whole year's performance can be maintained. To keep a proper record, soldiers' performance can be analysed in various dimensions or fields which may be named as performance analysis tools. Standard displayed by a soldier while performing various assignments will indicate his strength and weakness. At the same time ability to undertake physical hardship and the ability to work without supervision give some idea about this painstaking attribute and intellectual capability. A soldier's performance in outdoor activities will give a clear picture on certain attributes like comradeship, physical fitness etcetera. On the other hand individual's performance in day to day unit activities, individual and group assignment will reflect his personal traits as well.

Summary of Evaluation

An evaluation of the systematic analysis of soldiers' performance in the unit has been evaluated. In doing so, drawbacks of present system have been analyzed. The weaknesses

regarding the development of basic soldiering attributes has been identified and analyzed as well. More so, few appropriate performance analysis tools were confirmed through the survey.

AN ANALYSIS OF THE PRESENT STATE OF BASIC SOLDIERING ATTRIBUTES AMONG THE SOLDIERS IN THE UNIT

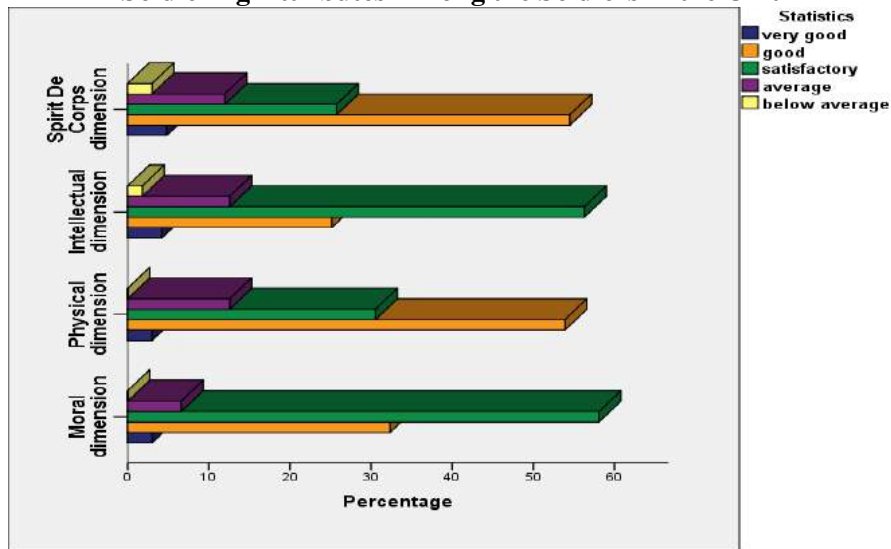
General

While evaluating the systematic analysis of the soldiers' performance in the unit, the present state, and weakness of the present evaluation system of soldiers' performance are deduced. In this connection an analysis of the present state of basic soldiering attributes among the soldiers in the unit need to be ascertained.

Present State of Basic Soldiering Attributes among the Soldiers in the Unit

Declining trend of basic soldiering attributes among the soldiers was a great concern which was one of the causes to lead the researcher for this research. A survey was conducted among 167 officers, JCO/NCOs to get a real picture of military traits of soldiers into five broad categories. A closer look to the diagram (Figure 4) shows that there are differences of opinion and as such an immediate attention is required for the improvement of those traits.

Figure 4: Response Percentage Regarding the Present State of Basic Soldiering Attributes Among the Soldiers in the Unit



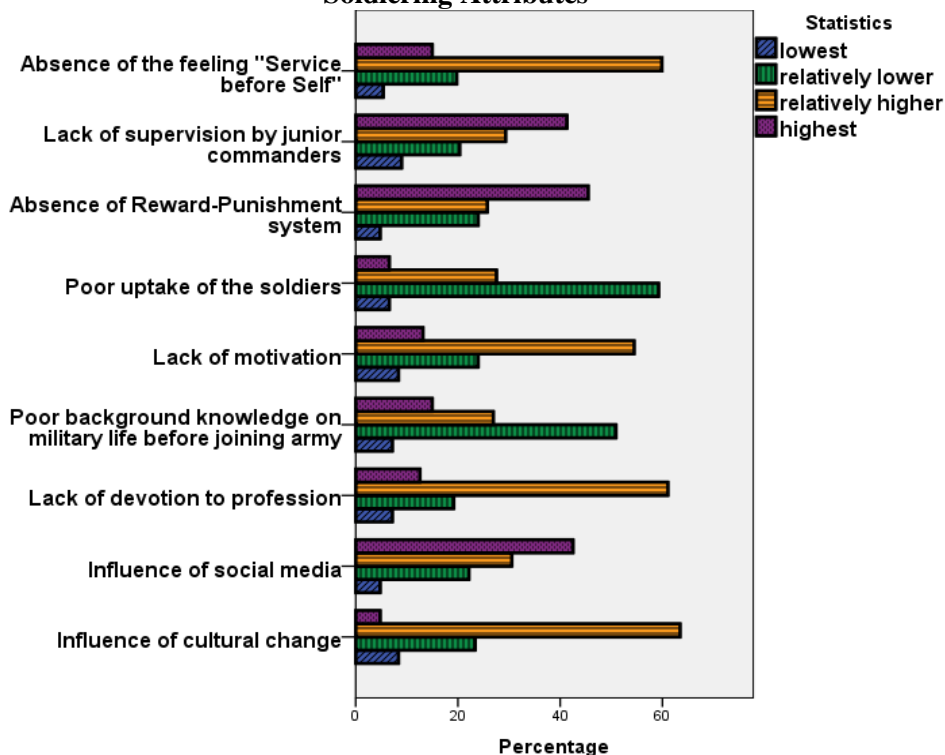
(Source: Survey)

Causes of the Declining State of Basic Soldiering Attributes Amongst the Soldiers

A careful investigation of the causes shows that most of the causes are interrelated to each other. Lack of devotion towards the profession coupled with the influence of social media worsens the problem. Poor background knowledge on military profession and

individual's poor uptake also result in declining state of Basic Soldiering Attributes. Result of the survey carried out among CEs, OOs and JCOs and NCOs is shown in figure 5.

Figure 5: Response Percentage Regarding the Causes of Declining State of Basic Soldiering Attributes

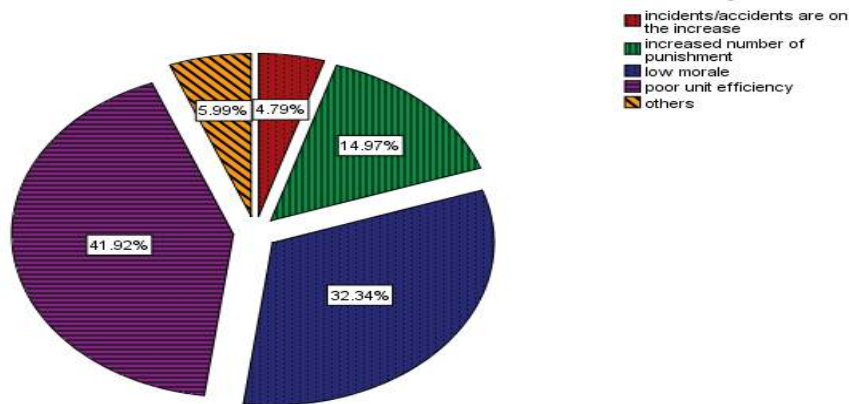


(Source: Survey)

Indicators of the Declining State of the Basic Soldiering Attributes Among the Soldiers in the Unit

In the unit, standard of basic soldiering attributes are measured with in the day to day activities of the soldiers. The overall standard of a unit largely depends on the standard of military attributes of the soldiers. More so, declining trends of those attributes have definite bearing.. Declining state of basic soldiering attributes will have definite visible effects. It affects the overall standard by increasing the number of incidents or accidents which ultimately leads to the punishment. Thus the moral state is also affected. Result of the survey carried out among CEs, OOs and JCOs /NCOs is shown in figure 6.

Figure 6: Response Percentage Regarding the Indicators of declining state of basic soldiering attributes

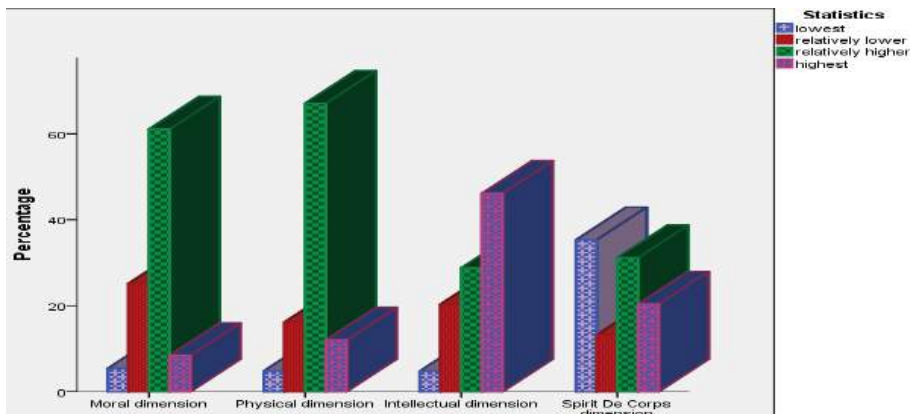


Source: Survey 1, 2 and 3

Influences of Systematic Analysis System in Developing Basic Soldiering Attributes of the Soldiers

There are certain tools for systematic analysis of soldiers' performance in the unit. 'Individual and group assignment' is one of those tools. Opinion of officers and JCO/NCOs were sought through survey questions whether 'Individual and group assignment' can influence the basic soldiering attributes or not? Survey results are shown in figure 7 which shows varying answers.

Figure 7: Response Percentage Regarding Influence of Individual and group assignment and Development of Basic Soldiering Attributes

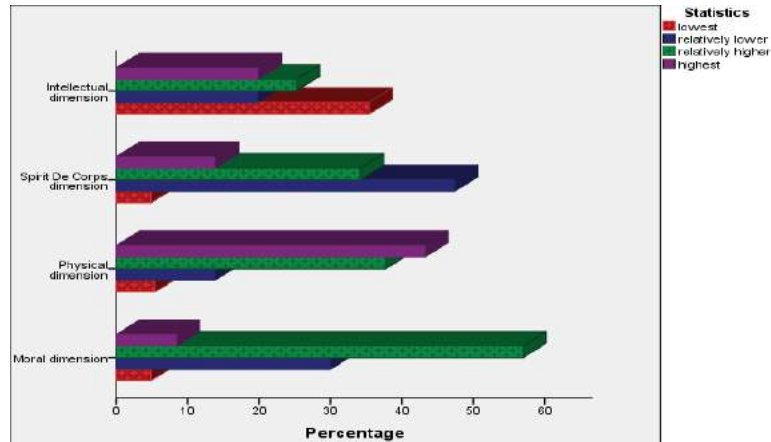


(Source: Survey)

Routine Unit Activities. There are certain tools for systematic analysis of soldiers' performance in the unit. 'Routine Unit Activities' is one of those tools. Opinion of officers and JCO/NCOs were sought through survey questions whether 'Routine Unit

Activities' can influence the basic soldiering attributes or not?.Result of the survey carried out among CEs, OOs and JCOs /NCOs is shown in figure 8.

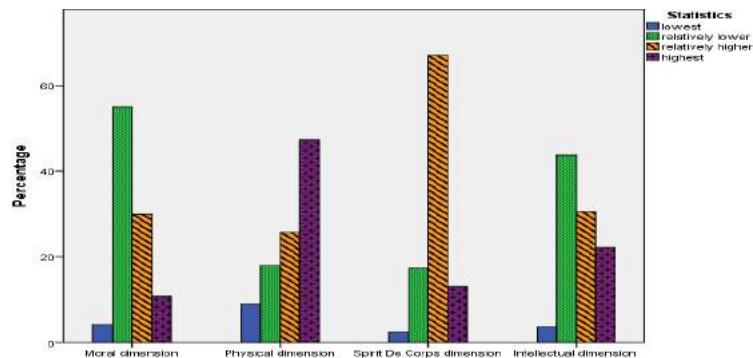
Figure 8: Response Percentage Regarding Influence of Routine Unit Activities in Developing Basic Soldiering Attributes



Source: Survey 1,2 and 3

Various Training and Out Door Events. There are certain tools for systematic analysis of soldiers' performance in the unit. 'Various Training and Outdoor Activities' is one of those tools. Opinion of officers and JCO/NCOs were sought through survey questions whether 'Various Training and Outdoor Activities' can influence the basic soldiering attributes or not?.Result of the survey carried out among CEs, OOs and JCOs /NCOs is shown in figure 9.

Figure 9: Response Percentage Regarding Influence of Various Training and Outdoor Events in Developing the Basic Soldiering Attributes

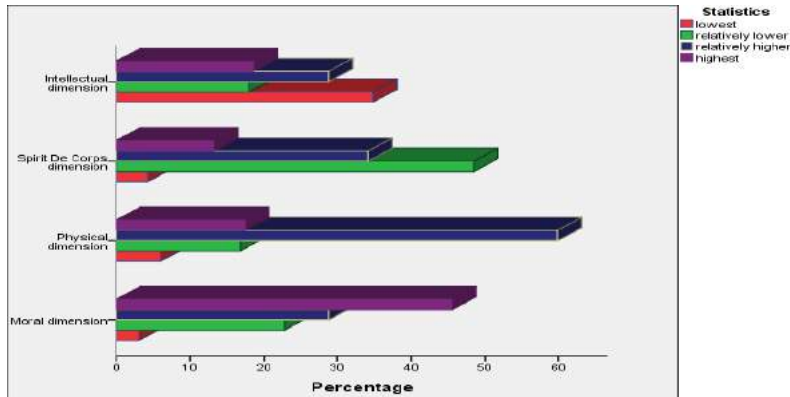


Source: Survey 1,2 and 3

Physical Hardship. There are certain tools for systematic analysis of soldiers' performance in the unit. 'Physical Hardship' is one of those tools. Opinion of officers and JCO/NCOs were sought through survey questions whether 'Physical Hardship' can

influence the basic soldiering attributes or not?.Result of the survey carried out among CEs, OOs and JCOs /NCOs is shown in figure 10.

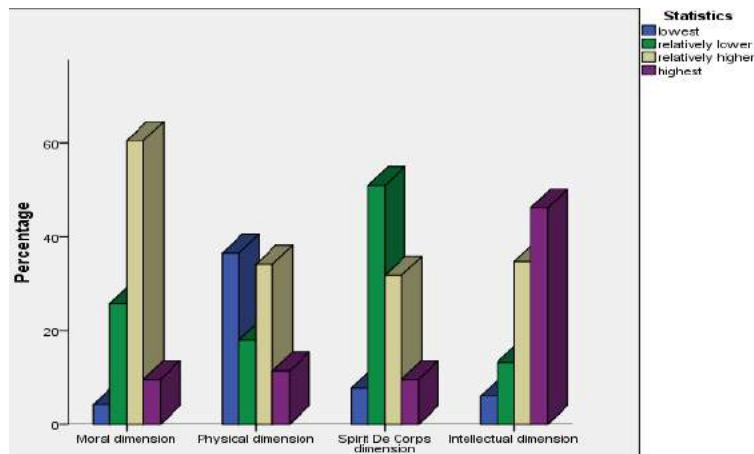
Figure 10: Response Percentage Regarding Influence of Physical Hardship in developing Basic Soldiering Attributes



(Source: Survey)

Ability to Work without Supervision. Ability to Work without Supervision' is one of those tools for systematic analysis of soldiers' performance in the unit. Opinion of officers and JCO/NCOs were sought through survey questions whether 'Ability to Work Without Supervision' can influence the basic soldiering attributes or not?.Result of the survey carried out among CEs, OOs and JCOs /NCOs is shown in figure 11.

Figure 11: Response Percentage Regarding the Influence of 'Ability to Work Without Supervision' in Developing Basic Soldiering Attributes



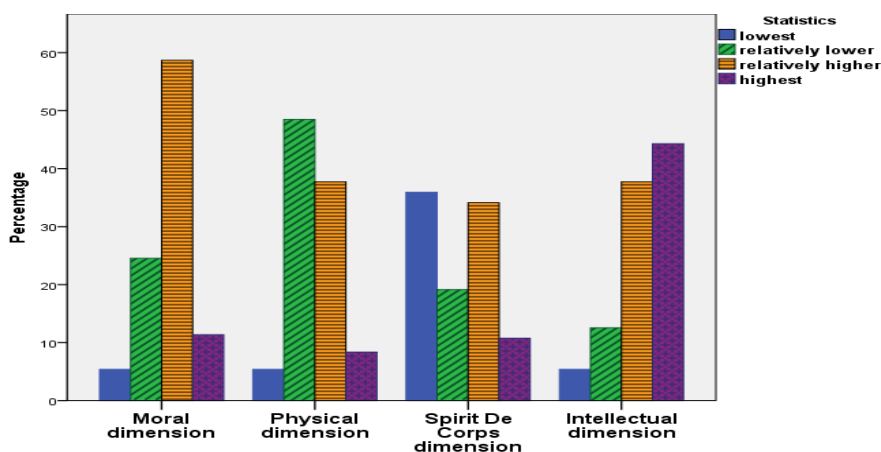
(Source: Survey)

Standard displayed by the Soldiers in Different events

There are certain tools for systematic analysis of soldiers' performance in the unit. 'Standard displayed by the Soldiers in Different events' is one of those tools. Opinion of

officers and JCO/NCOs were sought through survey questions whether 'Standard displayed by the Soldiers in Different Events' can influence the basic soldiering attributes or not?. Result of the survey carried out among CEs, OOs and JCOs /NCOs is shown in figure 12.

Figure 12: Response Percentage between the Standard Displayed by the Soldiers in Different Events and Improvement of Basic Soldiering Attributes



(Source: Survey)

Summary of Analysis of Present State

An analysis of present state of basic soldiering attributes in the unit has been evaluated. In doing so, causes of declining state of basic soldiering attributes amongst the soldiers, indicators of declining state of the attributes identified and analyzed initially. Then on, the influence of systematic analysis system in improving the basic soldiering attributes was discussed.

WAYS FORWARD FOR IMPLEMENTING THE SYSTEMATIC ANALYSIS OF SOLDIERS' PERFORMANCE IN IMPROVING THE BASIC SOLDIERING ATTRIBUTES

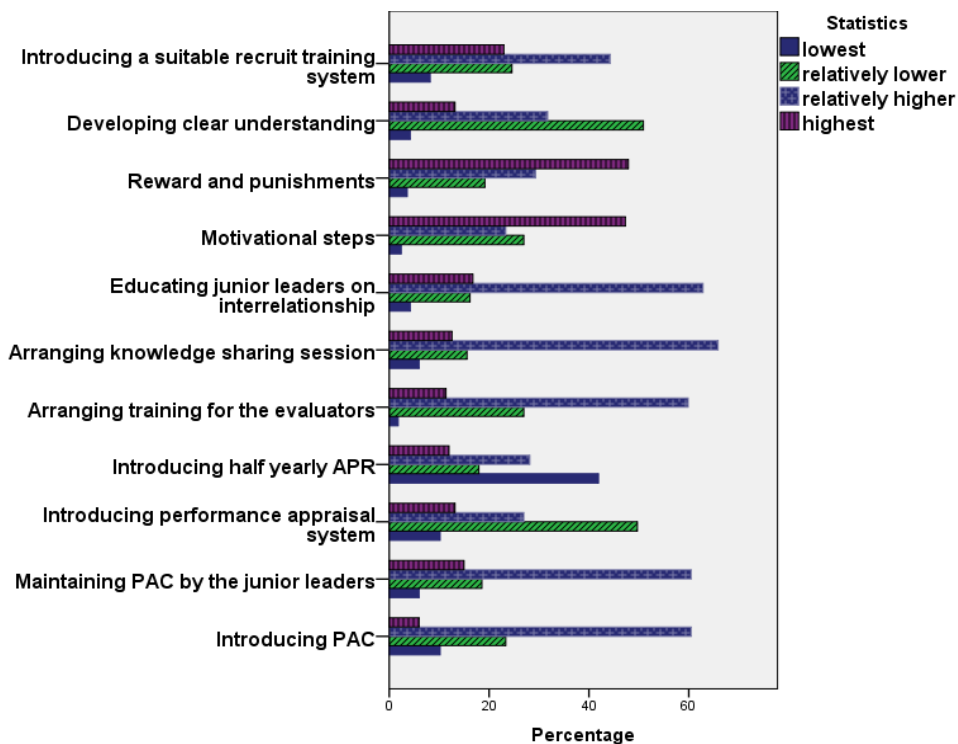
General

Systematic analysis of soldiers' performance in the unit affects the basic soldiering attributes. This effect cannot be overcome overnight. However, if an appropriate performance analysis system can be introduced, the overall basic soldiering attributes will be improved. As such, possible measures should be taken for implementing systematic analysis in developing the basic soldiering attributes.

Measures for Implementing the Systematic Analysis in Developing the Basic Soldiering Attributes

There are certain measures adopting which will enhance the systematic analysis of soldiers' performance in the unit. An appropriate analysis system will enable the commanders at all level to draw a link with the basic soldiering attributes. More so, the performance analysis system will find out those qualities of an individual which will be more or less related with the basic soldiering attributes.

Figure 13 : Measures for Implementing the Systematic Analysis of Soldiers' performance in Improving Basic Soldiering Attributes



(Source: Survey)

Developing Clear Understanding about Basic Soldiering Attributes and Soldiers' Performance in the Unit. To undergo a development process, everyone involved in the process needs to have a clear perception on the process itself. As far as basic soldiering attributes and soldiers' performance in the unit are concerned, more clarity in understanding is needed. If the soldiers and JCO/NCOs are not capable of understanding the Importance of Basic Soldiering, they will fail to understand its relation with performance analysis in the unit.

Rewards and Punishments. Rewards and punishments system act as an effective process. Punishment is a universally accepted and practiced method of dealing with a defaulter. Doer of good deeds should be awarded to encourage others. Conversely, the doer of bad deeds should be punished to create deterrence. This will create a visible impact in their capacity building. However, CEs must be judicious and tactful in dealing with failed cases.

Motivational Steps. Motivation acts as glue between leaders and led. Motivation can generate much stronger impact than any other means. Even if the junior leaders become competent enough, their capacity would still depend on their personal motivation. As such, personal motivation is very vital for the capacity building of junior leaders. For performing better in day to day unit life, motivation by the supervising leaders will have a heartening effect on the soldiers. The ethos and values can best be imprinted into the hearts of the soldiers through motivation. The sequel of which will ultimately be the bi-product of the improvement of basic soldering attributes.

Educating Junior Leaders, JCO/NCOs on the Interrelationship between the Basic Soldiering Attributes and Systematic Analysis of Soldiers' Performance. Leaders have to display the higher standard. The general awareness and knowledge of our junior leaders especially JCO/NCOs are very poor on the effects of the interrelationship of systematic analysis of soldiers performance and basic soldiering. Their sense of responsibility needs to be improved a lot. Regular learning sessions need to be arranged to improve their efficiency in evaluating the performance of soldiers. Unless the evaluators are competent to analyze the soldiers' performance following the performance analysis tools, it would be unrealistic to try to link it with the basic soldering attributes.

Arranging Training for the Evaluators and Recruits. To analyze soldiers' performance, the analysts need to be prudent. Planning of organized training within formation will help comprehending the evaluators' job easily. New cadres may be arranged for JCO/NCOs for duration of four weeks at formation level. Attributes of basic soldiering needs to be instilled at the very outset of a soldier's career. In this connection, training centers will play a pivotal role. The training curriculum needs to be designed keeping basic soldering at the top priority. Soldiers of today will be the evaluators of tomorrow. Hence our recruit training is important.

Introducing Half- Yearly APR for Soldiers and Lance Corporals. At present the whole year performance of Soldiers and Lance Corporals are reflected through APR at the end of the year. It would be seldom possible by any JCO/NCO to continue supervising the same Soldiers/Lance Corporal for the whole year. Over increasing commitments and multidimensional assignments of the units will not allow planning as such. As a result portraying of correct picture of performance evaluation will seriously be disturbed. On the other hand, introduction of a half yearly APR for soldiers and Lance Corporals will lessen the problem to some extent.

Introducing A New Performance Analysis Card (PAC). Introducing a performance analysis card (PAC) will enhance the necessity of good performance. This will help the evaluators to entry under commands' performance in details. It will act as an aid memory for the evaluators and commanders. Units may adopt a PAC basing on their professional requirement. The areas to covered/contents of PAC will vary from fighting arms to technical arms and supporting arms.

Maintaining PAC by the Junior Leaders to Evaluate/Analyze the Performance of Soldiers. Maintenance of PAC will enable the junior leaders to project the under commands' performance judiciously in the APR. It is believed that through the performance analysis system, general awareness to improve the soldiers' performance will also increase. A systematic analysis of solders' performance will constitute the essence of basic soldiering attributes.

Introducing Performance Appraisal System Periodically by The Junior Leaders. The supervising junior leaders also need to apprise their under commands regarding their performances. Specific examples will be more helpful for the under commands to improve upon. In the process, the supervising junior leaders should also identify whether performance of his under commands are contributing to improve basic soldiering attributes or not.

Proposed Implementation Plan and Suggested Steps by the CEs. Undoubtedly it would be difficult to come out of the box with in a very short time. The age old practices have been imprinted in our minds and it will take considerable time to be accustomed with the changed one. As such, a clear understanding mind set along with integrated approach by CEs, junior leaders and OOs can only assist in introducing a systematic analysis of soldiers' performance in the unit. CEs should check whether or not a supervising JCO/NCO is properly maintaining the records/ documents of his under commands' performance at regular basis. CEs should also render all sorts of supports to the JCOs/NCOs in fulfilling their assignments.

Suggested Steps to be Adopted by Junior Leaders and Likely Challenges to be Faced. As like CEs, junior leaders also need to understand the importance of analysis of soldiers' performance in the unit. Opportunities created by CEs should be utilized to the full extent. They should take drives using their own intellect; rather than looking at officers while performing assigned tasks. Thus, it will work as touch stone amongst the soldiers to improve their performance standard which will ultimately contribute in improving the basic soldiering attributes. While implementing the above mentioned measures, few challenges are likely to be faced. Increasing commitments and multidimensional tasks in unit life may pose challenges in implementation. Since the suggestion includes maintenance of record for whole year performance by the supervising JCOs/NCOs, it would be difficult for them to get accustomed in the early days.

CONCLUSIONS

Soldiers' performance in the unit and basic soldiering skills are closely related. The retention of basic soldiering skills is important for retention of soldiers' overall performance. In an attempt to evaluate the systematic analysis of soldiers' performance in the unit, at first present system of evaluation and its weaknesses were identified. Not promoting the basic soldiering attributes, focusing only on training and administrative aspects, not reflecting the true picture of soldiers' whole year performance, lack of documentation of whole year performance are few of the weaknesses of the present system. Few tools were also identified for performance evaluation.

An analysis of the present state of basic soldiering attributes amongst the soldiers was carried out after evaluating the present system,. During analysis, few indicators of the declining state, causes of declining state of basic soldiering attributes were identified. Having identified the causes of declining state, an analysis was carried out as to understand the influence of systematic analysis system in developing basic soldiering attributes. Here, each tangible attributes of basic soldiering is evaluated in order to find its corresponding effects on the tools of the systematic analysis of soldiers' performance. It is found that each tools of performance analysis can effectively contribute in improving the attribute of basic soldiering.

The measures for implementing the systematic analysis in developing the basic soldiering attributes were finally discussed. The suggested measures may be undertaken by introducing new PAC system, performance appraisal system, educating the junior leaders, motivational steps and through introducing a recruit training system. Besides, arranging knowledge sharing session, introducing punishment and reward system make the junior leaders more competent to analyze the soldiers' performance and linking it with the improvement with the basic soldiering attributes.

Having discussed the remedial measures, research focuses on how best way these can be implemented at the unit. He opines that the better implementation of those measures can only be ensured through an integrated approach by all corners; CEs, junior leaders and OOs. CEs should whole-heartedly come forward in ensuring the systematic analysis process and its contribution in improving the basic soldiering attributes. Whatever steps are taken by CEs, it will not be implemented unless its importance is felt by the all tiers of leadership.

RECOMMENDATIONS

Basing on the findings of the research, following recommendations are made to address the issue:

- a. PS directorate may carry out a detail study of incorporating a systematic performance evaluation system of junior leaders.

- b. Military Training (MT) Directorate may form a board of officers to review the existing performance analysis system of soldiers' in the unit. Feasibility of introducing PAC and a half yearly APR for the Soldiers and Lance Corporals may also be seen through the board.
- c. Study periods may be arranged at formation level for officers, JCO/NCOs to have better understanding of the effects of interrelationship between the systematic analysis of soldiers performance and attributes of basic soldiering.
- d. AHQ may instruct training centers and schools of various arms and services to revise the recruit training policy giving priority to basic soldiering attributes of the soldiers.

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RE-EMPLOYMENT OF RETIRED ARMY OFFICERS IN TRAINING INSTITUTIONS: AN APPROACH TOWARDS SUSTAINABLE KNOWLEDGE SHARING IN BANGLADESH ARMY

Major Md Rashedul Alam, Infantry

ABSTRACT

Analysis of “Re-employment of Retired Army Officers in the Training Institutions and Sustained Knowledge Management in Bangladesh (BD) Army” provides foreknowledge on re-employment of retired service men by western armies. It also provides an overview of the critical condition of training institutions of Bangladesh Army. Albeit focusing on the opportunity for sustained knowledge management through re-employment of retired army officers would contribute significantly for the knowledge management of Bangladesh Army.

*Due to limited number of officer and extensive workload, **Re-employment of Retired Army Officers in the Training Institutions for Sustained Knowledge Management** is the most pragmatic approach in this esteems. Many modern armies have adopted this methodology by modifying it according to their own requirements. This research was undertaken to evaluate the procedure and challenges of embracing the culture of re-employing retired military officers at different military training institutions, and thereby enhance the institutional knowledge management capability of BD Army. As BD Army is undergoing rapid transformation under the ‘Forces Goal 2030’, incorporating new weapons and gadgets, emphasizing on education, upgrading the training and effective knowledge management will surely impose great challenges to present framework of BD Army.*

At this milieu, this research seeks to find the suitability of re-employing retired army officers in the training institutions for appropriate knowledge management. This research was carried out through a mixed method of qualitative and quantitative analysis involving tools such as survey, expert’s interview, focus group discussion, document study, content analysis and researcher’s own experience. At the very outset the present standard of the instructors in regards to performing assigned responsibilities was evaluated. Thereafter, the impediments that hinders instructors from participating in effective knowledge management besides other responsibilities were weighed. Then, the approaches that can be adopted to make instructors more proficient in performing assigned responsibilities were assessed. Finally, in this search an integrated approach was identified to allow the instructors to perform effectively by re-employing retired army officers. Thus, researcher validated the hypothesis: ‘Reemployment of retired army officer in the training institutions of BD Army will enhance sustained knowledge management in BD Army. At the end, few likely challenges were identified, which were followed by some simple recommendations.

INTRODUCTION

Knowledge Management (KM) is the corner-stone for the development of an organization. Effective KM system of an organization depends on the identification and development, preservation and transfer, and finally, on the application of knowledge. Therefore, for the development of any organization, an effective KM strategy is a must. But, despite growing significance of KM in all over the world, hardly it has been nurtured in the Training Institutions (TI) of BD Army, and so far, no composed document has been published highlighting the necessity, difficulties and procedure of realistic KM process for the TIs of BD Army.

The spectrum of knowledge includes three different forms of processed information i.e. 'Tacit Knowledge' which is experienced based and impossible to codify, 'Implicit Knowledge' which is also experienced based but possible to codify at times and 'Explicit Knowledge' that can be codified easily. Out of these three, implicit and tacit knowledge are considered to be the highest form of knowledge and contribute the most for the development of any organization. Again, there are four different methods of managing and preserving knowledge i.e. archiving, digital data management system(DDMS), provision of permanent employee and research and development (R&D) facility. KM is more about human than technology. Therefore, it is necessary to retain a certain quantity of skilled manpower to work as the knowledge bank for the organization. As of now, BD Army is running with high degree manpower deficiency. Therefore, re-employment of retired army officers in the TIs is likely to contribute significantly for the sustenance and preservation of knowledge in the TIs of BD Army.

On this backdrop, initially this paper takes the endeavour to identify the present state of KM followed by the difficulties of the TIs for the sustenance and preservation of knowledge. And, finally, will try to evaluate the suitability of employing retired army officers in the TIs of BD Army.

KM and KM tools

KM is one of the most important tools for maintaining high standard of training especially for military institutions. Therefore, before identifying the challenges, it is important to understand the prevailing KM procedure in the TIs of BD Army. To understand actual state of KM, an exhaustive survey was carried out in the twenty-one TIs of BD Army. This chapter highlights the survey data both statistically and empirically to project the actual state of existing tools, facilities and mechanism for the preservation of knowledge.

Necessity of KM

It is a well-established fact that, KM is the most important element of an organization's development. However, to understand the general psyche of the instructors

and other training staff on the necessity of KM, survey has been conducted in twenty-one TIs of BD Army. The findings of the survey is shown in Chart-1.

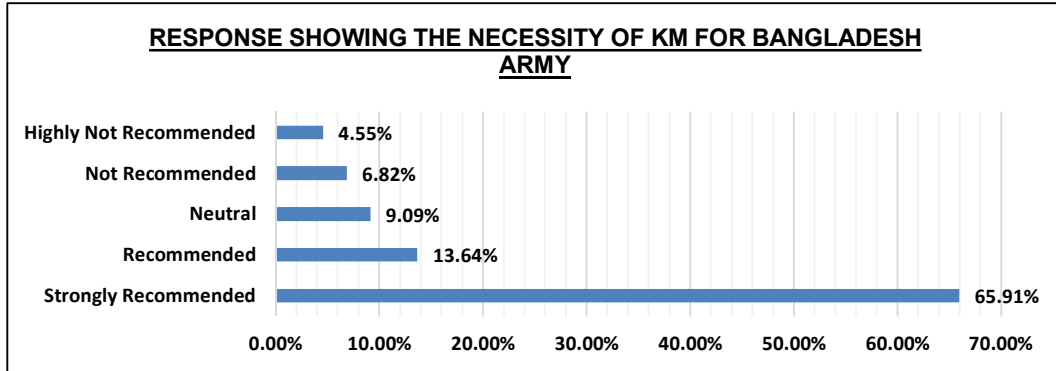


Chart-1. Source: Researcher's Construct based on Survey Results-1

Priority of Knowledge Group

William R. King, the President of Team Information Management System (TIMS) and Professor of Pittsburgh University of USA explained Tacit knowledge as the highest form of knowledge and Implicit knowledge as higher form then Explicit Knowledge in their research on KM and Organizational Learning. A survey on the issue also projects the same result and the result is projected in Chart-2.

- Priority-1: Tacit Knowledge.
- Priority-2: Implicit Knowledge.
- Priority-3: Explicit Knowledge.

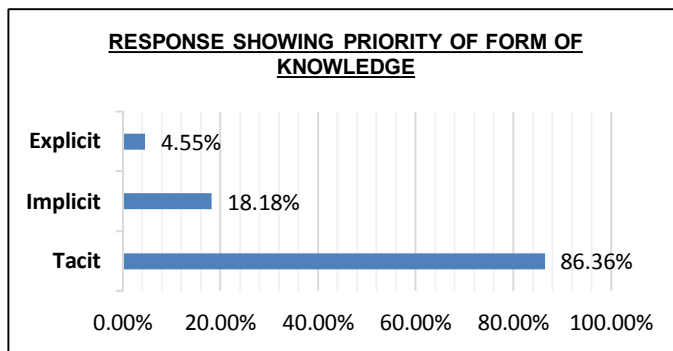


Chart -2. Source: Researcher's Construct based on Survey Results-2

Prevailing Facilities for KM

Professor Kai Romahardt from the University of Geneva identified four different means of preserving organizational and individual knowledge i.e. archive, DDMS, permanent employee and R&D facilities. Survey result highlighting the existing KM tools in the TIs of BD Army are shown below:

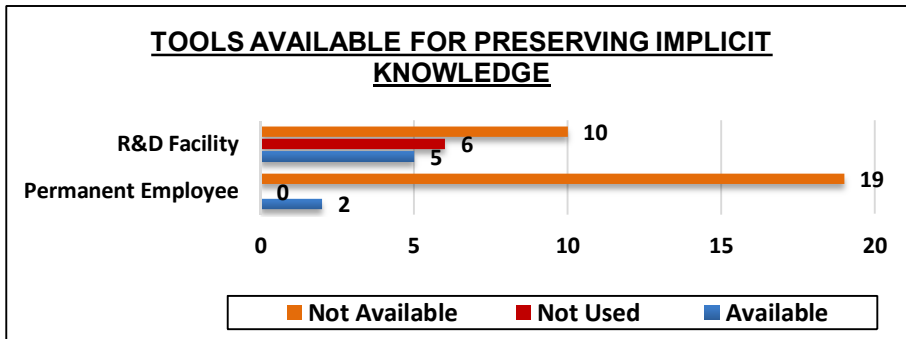


Chart -3. Source: Researchers Construct based on Survey Results-3.a

KM Tools Available for the preservation of Tacit Knowledge:

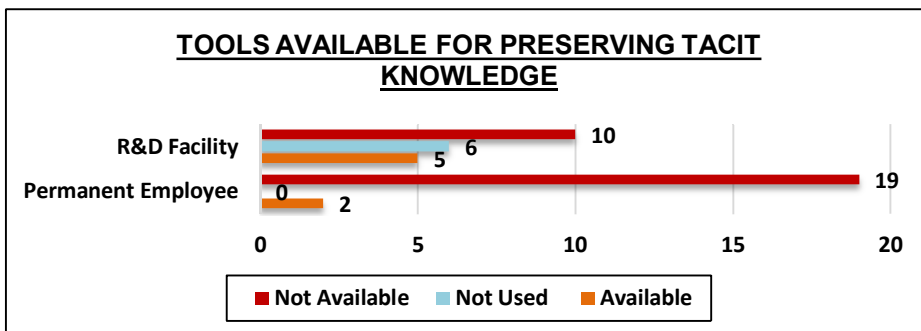


Chart -4. Source: Researchers Construct based on Survey Results-3.b

KM Tools Available for the preservation of Explicit Knowledge:

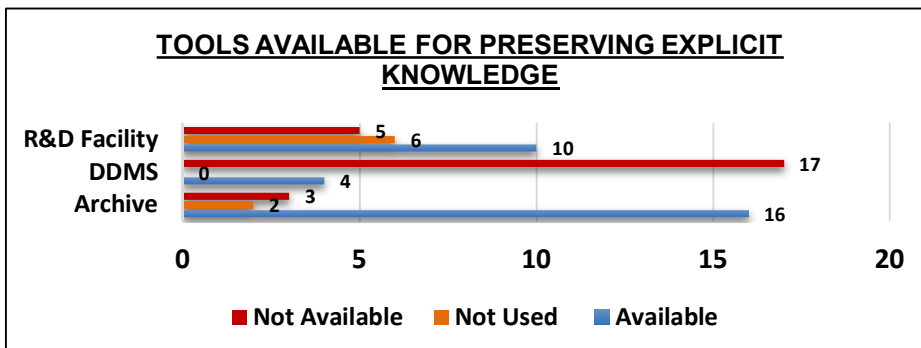


Chart -5. Source: Researchers Construct based on Survey Results-3.c

Effectiveness of Existing Facilities

Archive: Archiving is considered to be one of the suitable means of preserving hard copy document containing codified information. Therefore, Explicit Knowledge is considered to be the appropriate form of knowledge to be preserved in archive. Survey data shown in Chart-6 also proves the validity of above mentioned statement.

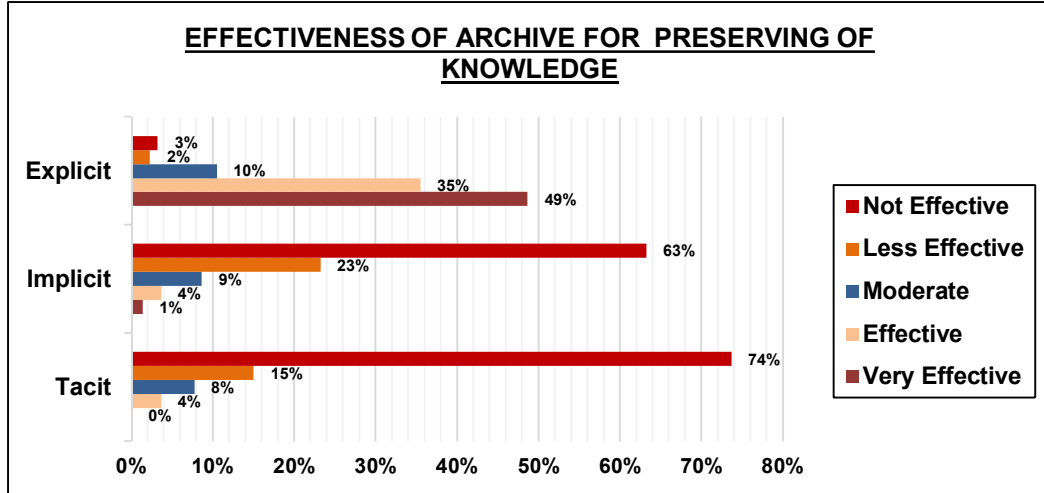


Chart -6. Source: Researchers Construct based on Survey Results-5

DDMS: DDMS or any other electronic archiving is also a suitable form of retaining codified information. However, the effectiveness of DDMS for sustaining different form of knowledge as found from the survey data are shown in Chart-7.

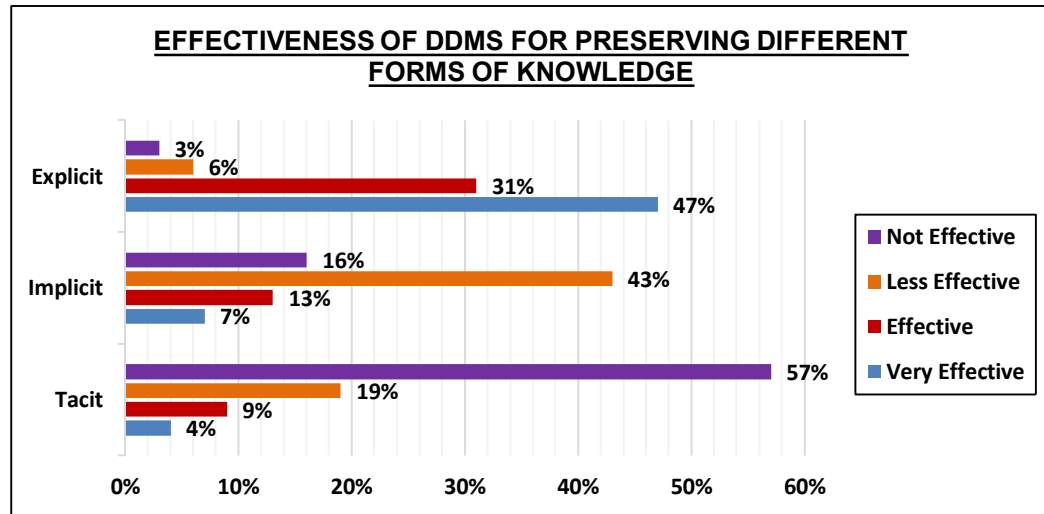


Chart -7. Source: Researchers Construct based on Survey Results-5

Permanent Employee: Dr Elizabeth F. Cabrera, a Senior Research Fellow at *Thunderbird School of Global Management* declared human to be the best medium for the preservation of Tacit and Implicit Knowledge. An extensive survey was carried out in the twenty-one TIs of BD Army also reviled the validity of the statement. The survey data on the effectiveness of permanent employee for the preserving organizational knowledge are shown in Chart-8.

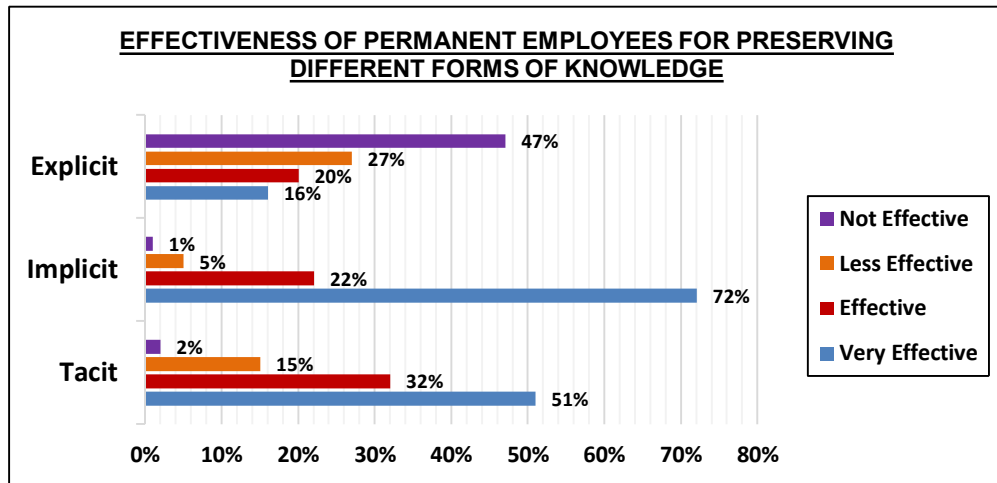


Chart -8. Source: Researchers Construct based on Survey Results-6

R&D Facilities: Scientist Kai Romhardt of Geneva KM group identified R&D facilities as one of the effective tools for the preservation of knowledge. To understand the effectiveness of R&D facilities available in different TIs of BD army, a survey has been carried out and the survey result is shown in Chart-9.

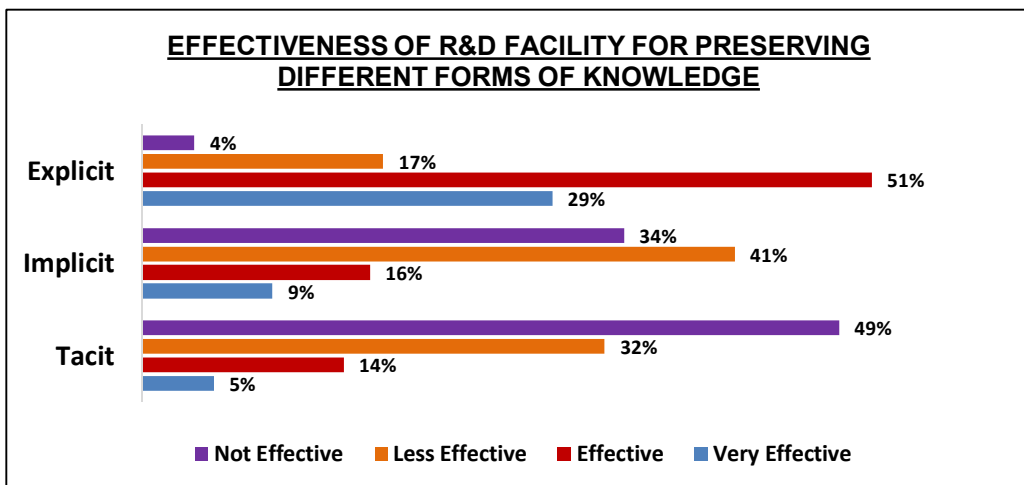


Chart -9. Source: Researcher's Construct based on Survey Results-7

Suitable Tools for the Preservation of Knowledge

Suitable tools/methods for the preserving different forms of knowledge as identified by survey data and through the quantitative analysis by using *Kruskal-Wells Test Calculator* are shown below:

Table-1. Effectiveness of Different Tools for KM

Source: Researcher's Construct based on the Analysis of Survey Results-4, 5 and 6

Ser	Tools	Archive	DDMS	Permanent Employee (Human)	R&D
1.	Tacit	Not Effective	Not Effective	Effective	Not Effective
2.	Implicit	Not Effective	Not Effective	Very Effective	Moderately Effective
3.	Explicit	Effective	Very Effective	Less Effective	Less Effective

Available Tools for KM in the TIs of BD Army

The pre-research survey already identified that, the above mentioned all four tools are available in some of the TIs of BD Army. Therefore, the researcher carried out an exhaustive survey to identify the challenges related to the KM process in the TIs of BD Army in relation to the following four tools:

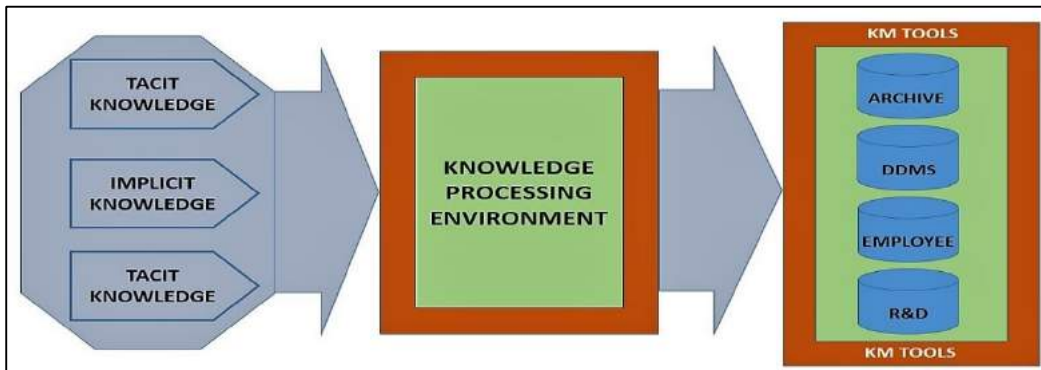


Figure -1. Tools for KM in the TIs of BD Army

Challenges of the Existing System/ Facilities for KM General

Sustenance and preservation of knowledge demands utilization of appropriate tools in right order. Again different types of knowledge needs special tools to sustain knowledge and ensure its reutilization. To understand prevailing challenges for the preservation and sustenance of knowledge, an exhaustive survey was carried out in the twenty-one TIs of BD Army.

Paul Hendriks in his research article identified two tools for the management of knowledge those are: use of database and R&D facility. Again, Kai Romhardt, Elizabeth F. Cabrera and Angela Cabrera in their article described the use of human resource and institutional archive for the preservation of organizational knowledge.

Challenges Related to Institutional Archive

The effectiveness of institutional archive depends on three factors i.e. its HR facilities, establishment/ resources facilities and funds allotted.

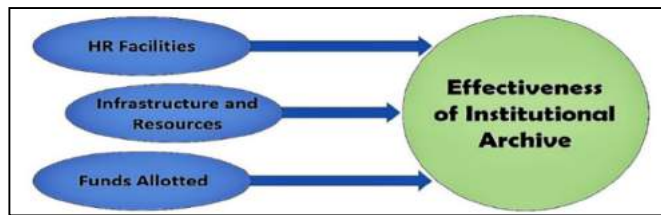


Figure -2. Challenges Related to Archive

HR Facilities and their Performances

An extensive survey has been conducted focusing five criteria as mentioned in the Manual for Small Archives of British Columbia Archives Association to evaluate its effectiveness (**A Manual for Small Archives, 1994**). The survey result shows that, the institutional archives are effective in relation to the manpower available for the sustenance and preservation knowledge as shown in Chart 3.1 (Good-27%, Moderate-43%)

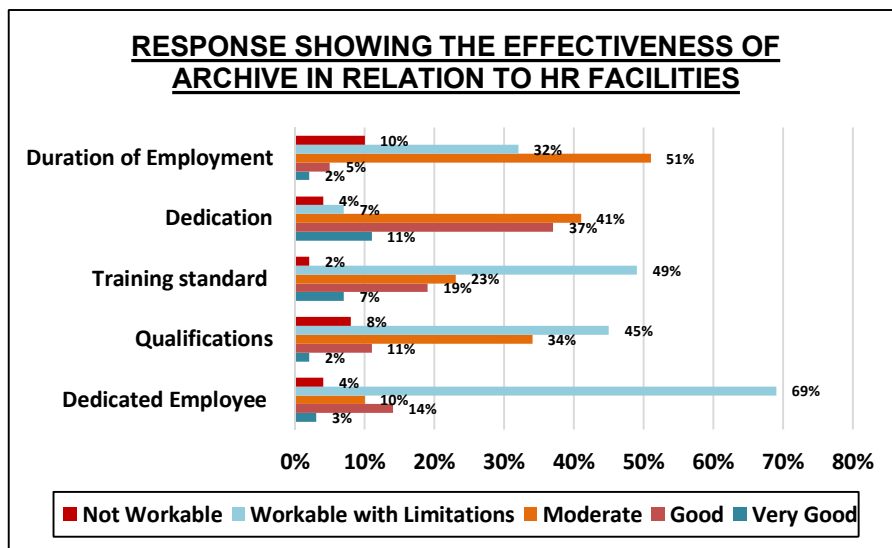


Chart -10. Source: SPSS Analysis based on Survey Results

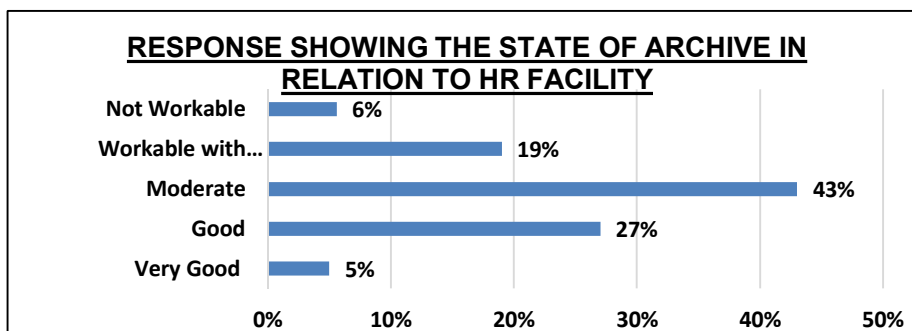


Chart -11. Source: SPSS Analysis based on Survey Results

Establishment Facilities and Their Quality

The second criteria for maintaining an archive is to allot adequate resources to it. Analysis of survey data shows that, the institutional archives of the TIs have almost required amount of resources to operate effectively (Very Good: 14.33%, Good: 27.8% and Moderate: 31.27%).

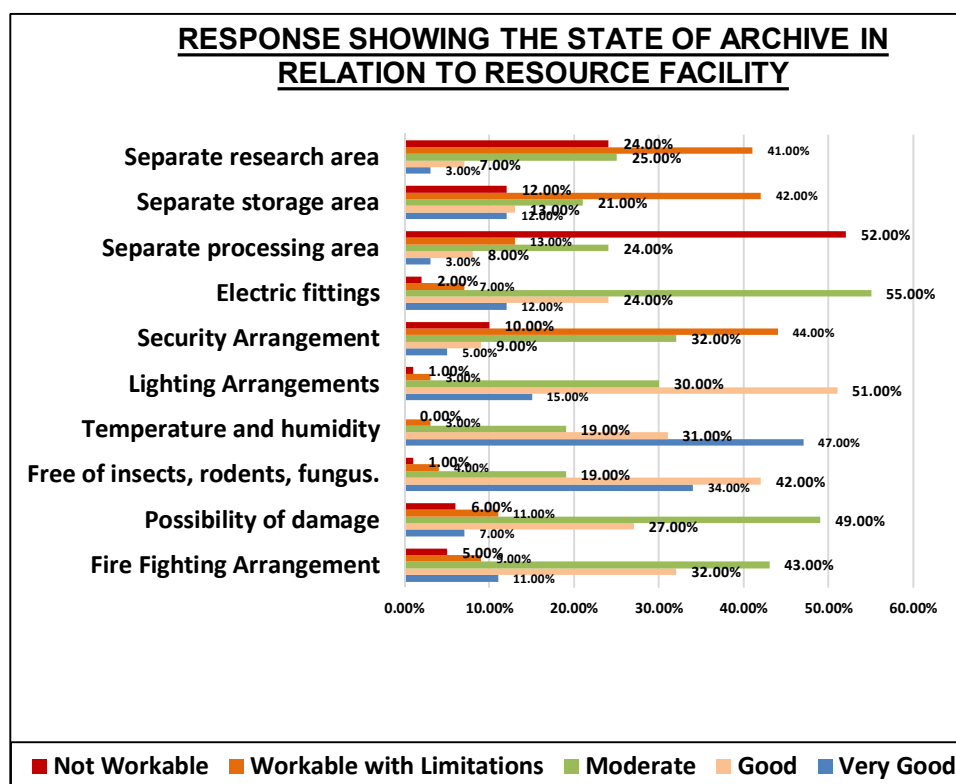


Chart-12. Source: SPSS Analysis based on Survey Results

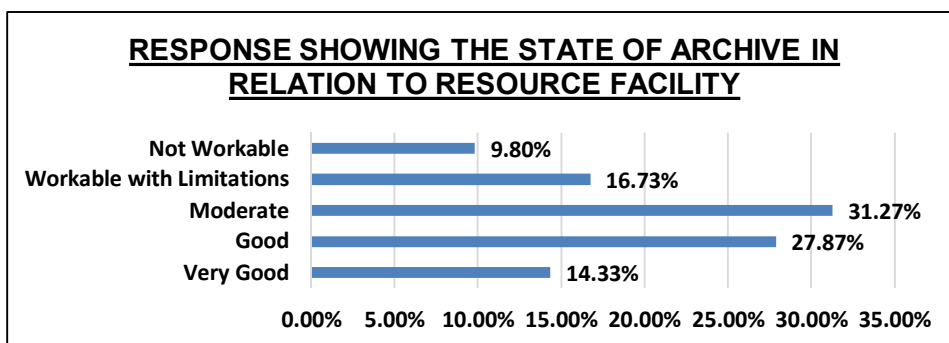


Chart -13. Source: Researchers Construct based on Survey Results

Challenges Related to Funds

As per the criteria set by **A Manual for Small Archives** of British Columbia Archives Association, a survey was conducted in twenty-one TIs to evaluate the effectiveness of the archive. Analysis of survey result shows that, available HR facilities need definite improvement to get maximum output from facility (Very Good: 6.2%, Good: 15%, Not Workable: 14 %).

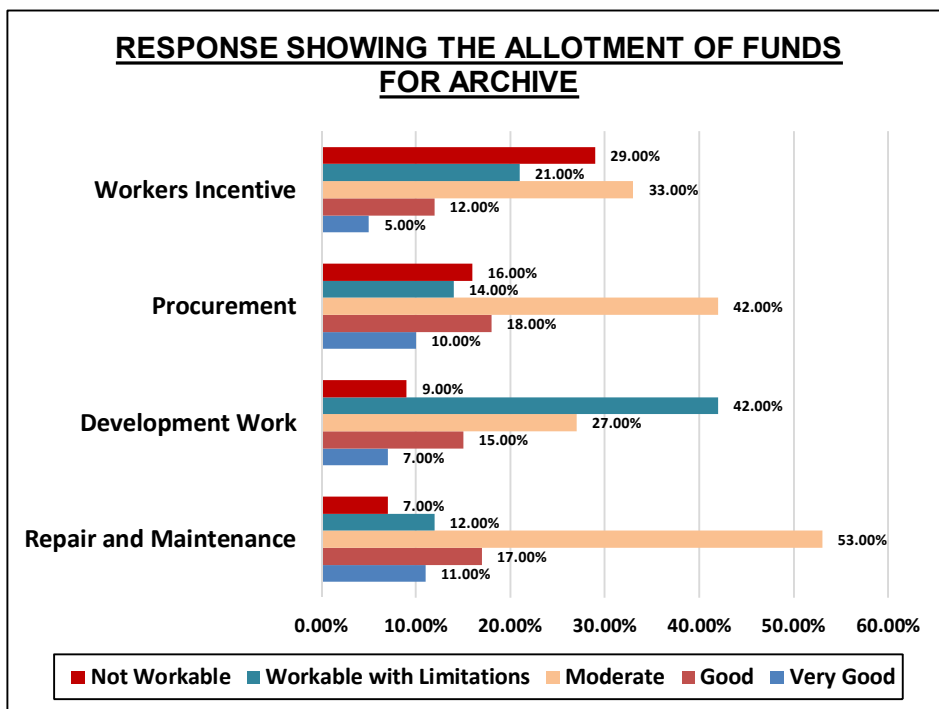


Chart -14. Source: SPSS Analysis based on Survey Results

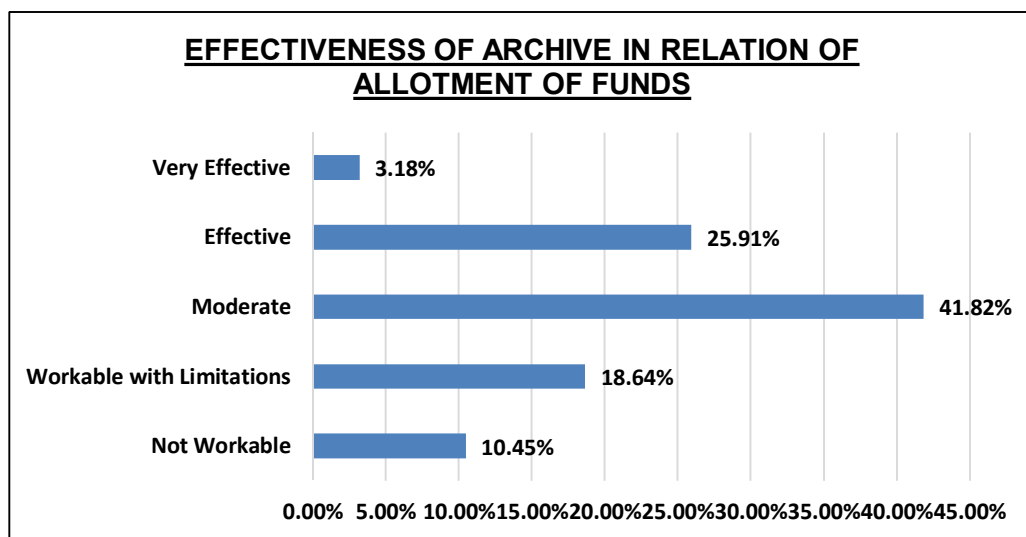


Chart -15. Source: Researchers Construct based on Survey Result

Challenges Related to DDMS.

Similar to a classical institutional archive, the effectiveness of DDMS also depends on three factors i.e. its HR facilities, establishment/ resources facilities and funds allotted.



Figure -3. Challenges Related to DDMS

Manpower and Their Performances

Survey result to identify the effectiveness of DDMS in relation to HR facilities revealed that, the available HR facilities need definite improvement to get maximum output from facility (Very Good: 6.2%, Good: 15%, Not Workable: 14 %).

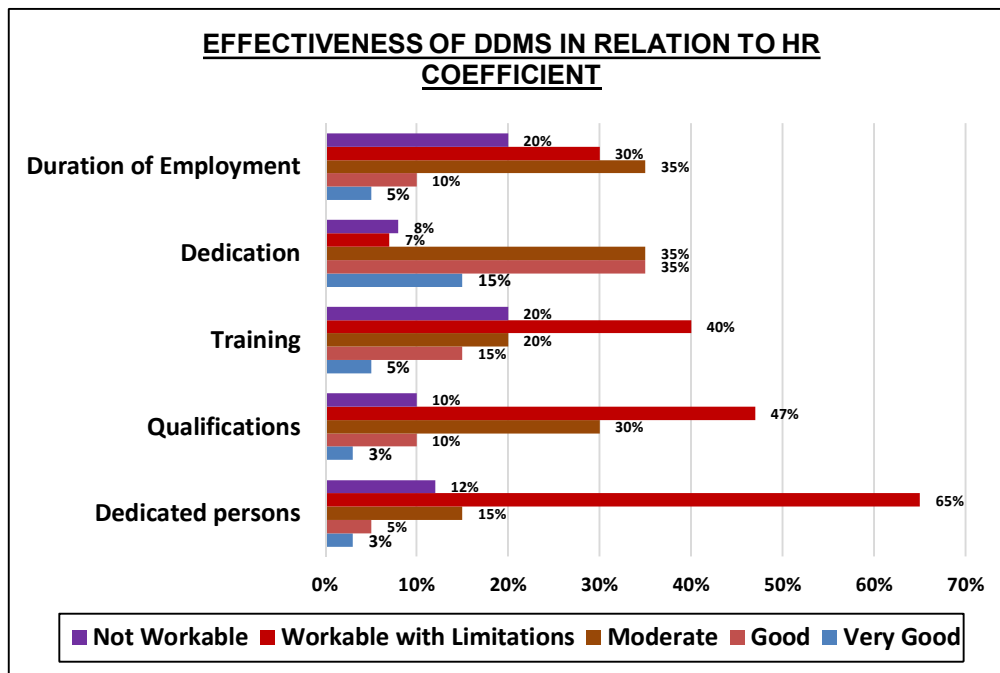


Chart -16. Source: SPSS Analysis based on Survey Results

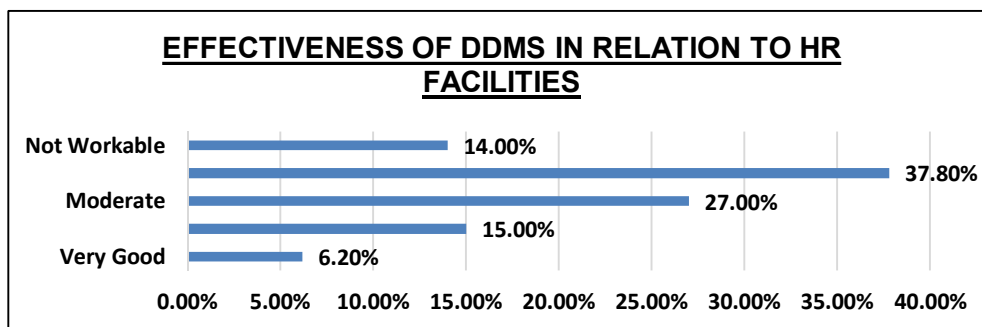


Chart -17. Source: Researchers Construct based on Survey Results

Establishment Facilities and Their Quality

To evaluate the effectiveness of a DDMS an extensive survey was carried out focusing ten criteria as mentioned by Laura Biven, Senior Science and Technology Advisor Office of the Deputy Director for Science Programs of U.S. Department of Energy. The survey result shows that, DDMS of six TIs is functional and capable of preserving institutional knowledge.

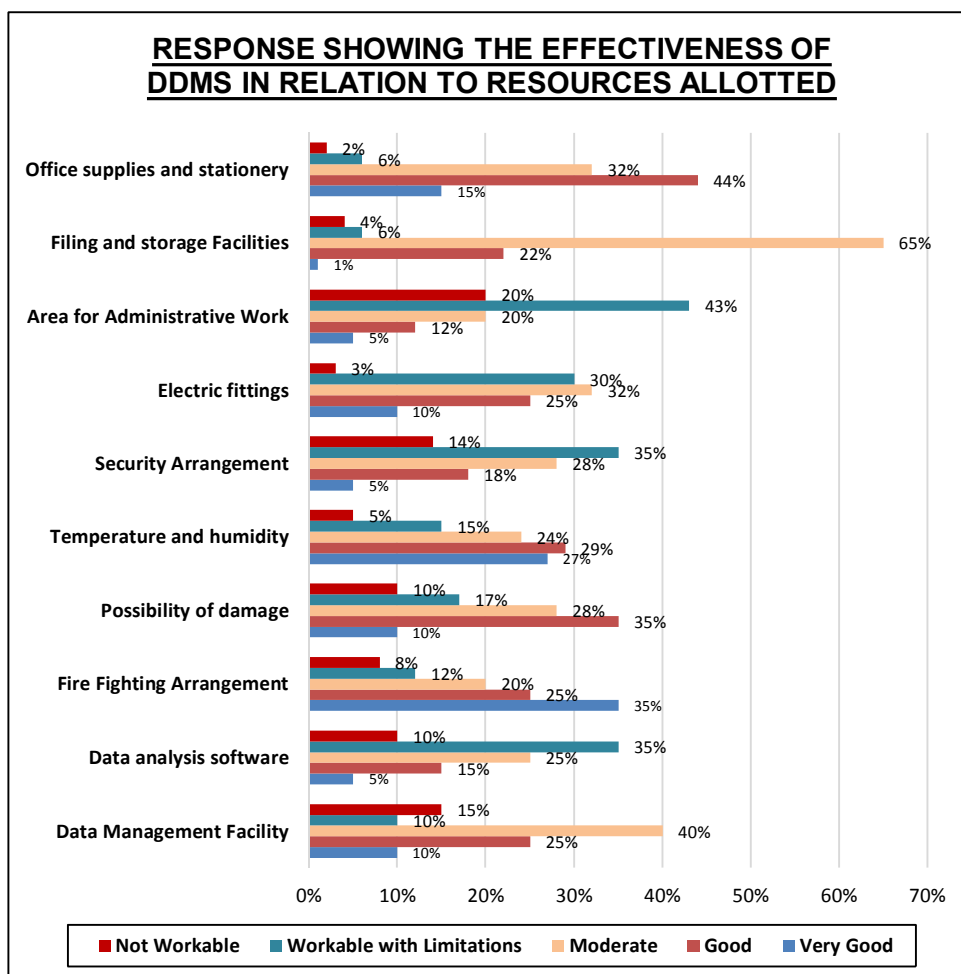


Chart -18. Source: SPSS Analysis Based on Survey Results

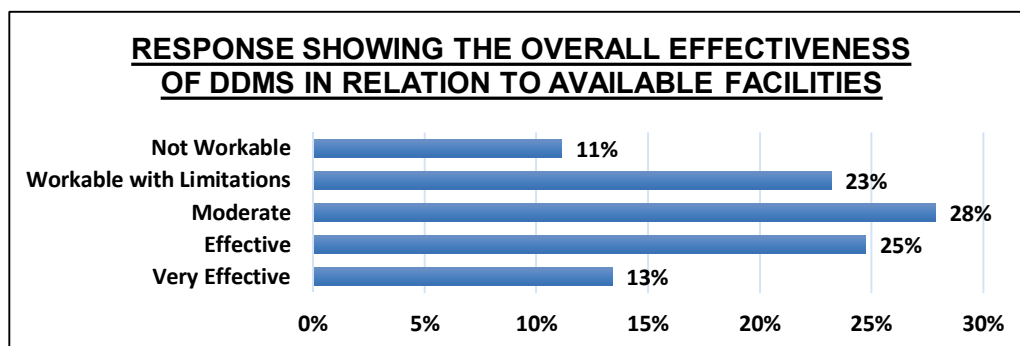


Chart - 19. Source: Researchers Construct based on Survey Results

Funds Allotted for DDMS

A survey has been conducted to evaluate effectiveness of DDMS in relation to funds allotted for it is evaluated based on four criteria. Survey result shows that, the existing DDMS of the TIs are workable (Good: 25%, Moderate: 34%) and capable of supporting the KM procedure of the institutions.

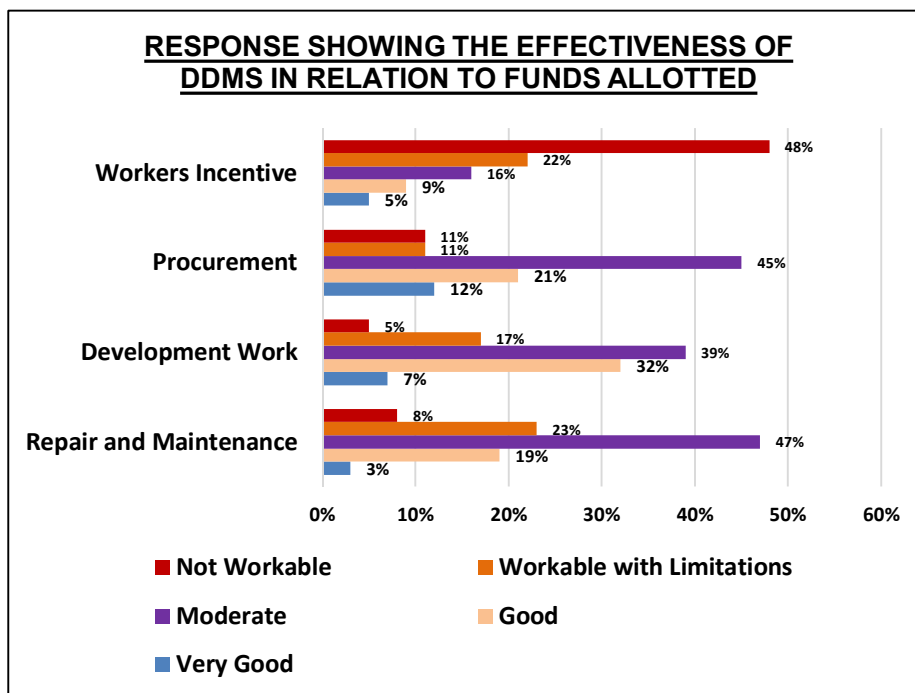


Chart -20. Source: SPSS Analysis Based on Survey Results

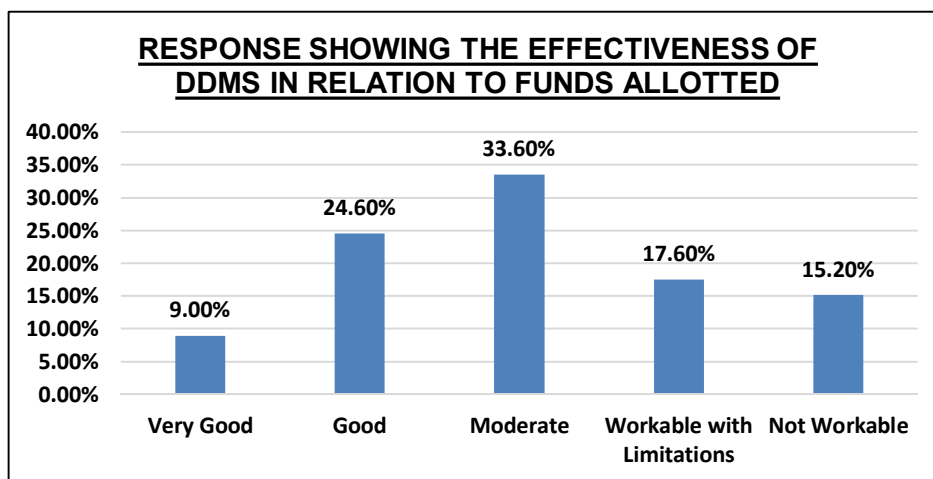


Chart -21. Source: Researchers Construct based on Survey Results

Challenges Related to Human Resources.

Dr Elizabeth F. Cabrera, a Senior Research Fellow at Thunderbird School of Global Management explained in his research that, *Tacit and Implicit Knowledge can only be preserved by an organized and scientific people management process*. But, the survey result shows that, out of twenty one TIs of BD Army, only one institution have the provision of permanent employee. Again, the TIs also suffer with multidimensional problems related to HR which ultimately affects the KM process of the institutions.

Inadequacy of Officer

Except Artillery Centre and School, all other TIs suffer with the problem of officers strength and in some institutions, the state of deficiency is alarming (Armoured Corps Centre & School: 44%, Engineer Centre and School of Military Engineering: 55%, Bangladesh Infantry Regiment Centre: 40%, Ordnance Centre & School: 46%, Army Aviation, School of Military Intelligence, Army School of Music: 50%, Military Institute of Science and Technology: 56% and Army School of Education and Administration: 54%).

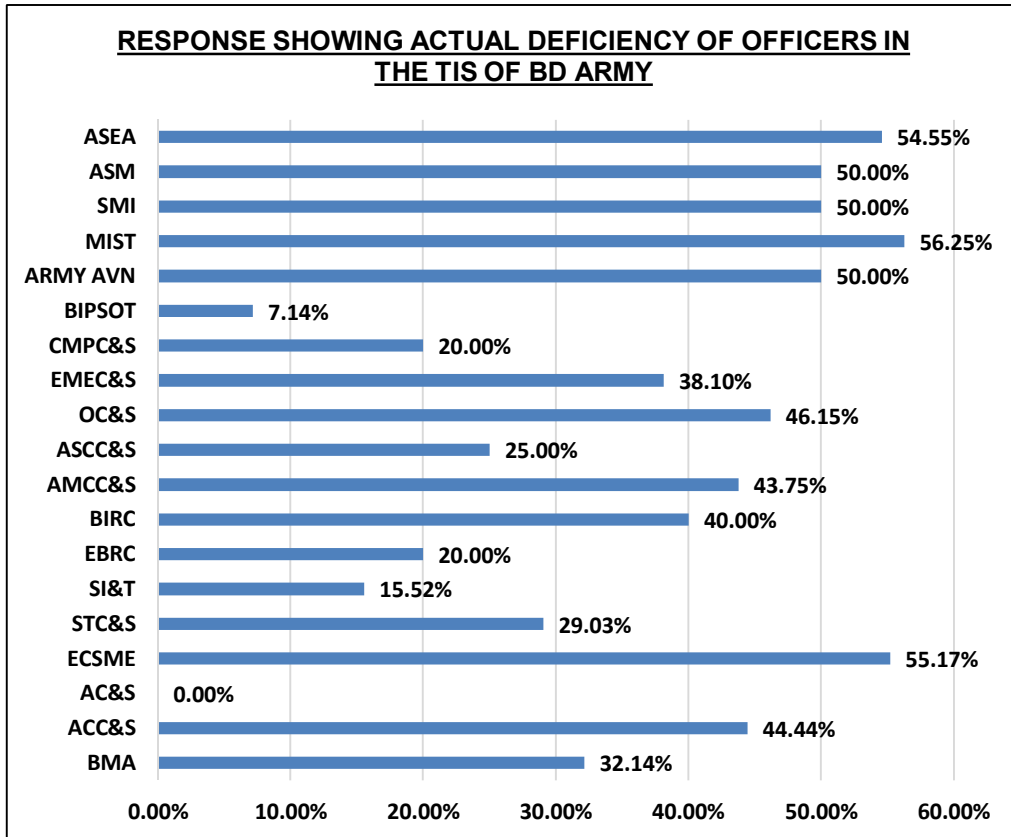


Chart -22. Source: Researchers Construct based on Survey Results

Short Durational Employment

Anna Cianciolo and William R. Bickley explained that, the institutional knowledge largely depends on its employment. To identify the officers duration of employment in TIs, a survey has been conducted in twenty TIs of BD Army. In most of the TIs, the duration of employment is either short or very short (Short: 40.95% and Very Short: 33.70%).

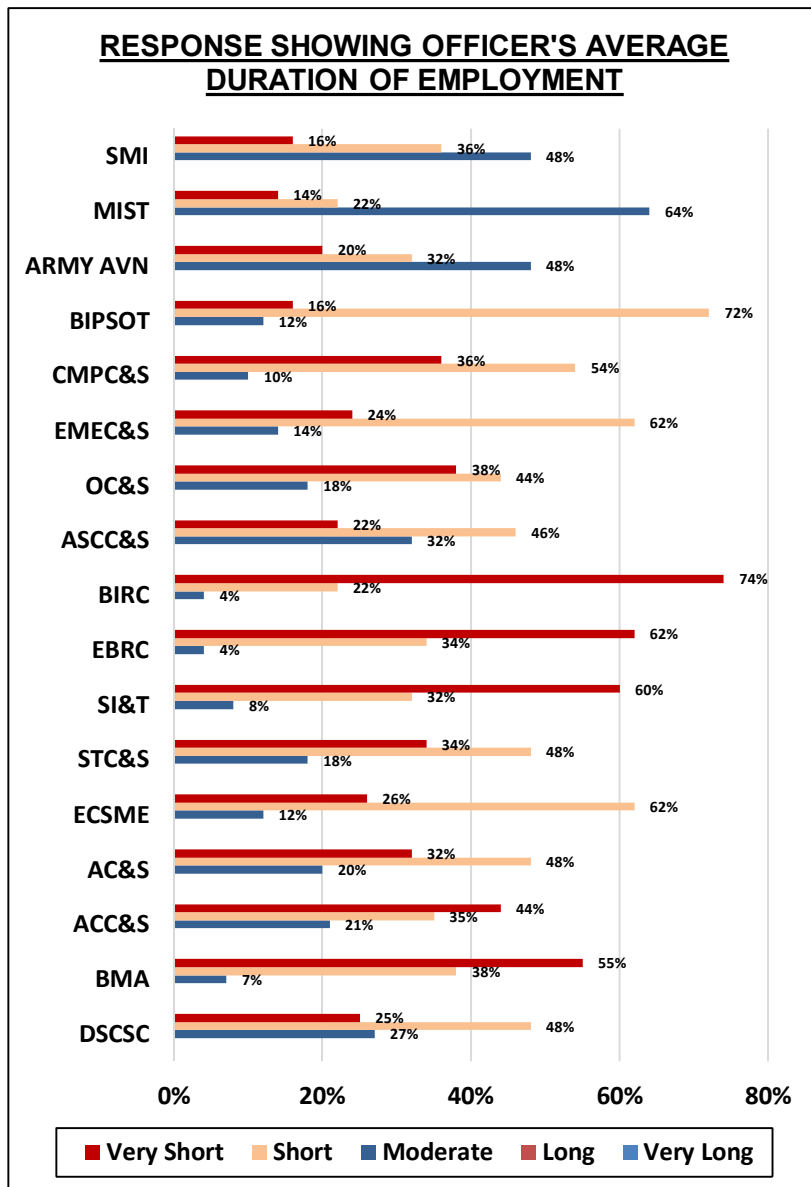


Chart -23. Source: SPSS Analysis based on Survey Results

Intensity of Temporary and Additional Employment

In most cases, officers serving in a specific appointment has to perform additional responsibilities i.e. members/ president of different boards, event organizing committee. A widespread survey has been carried out to identify the intensity of additional responsibilities. The survey result is projected in Chart-3.17 and 3.18.

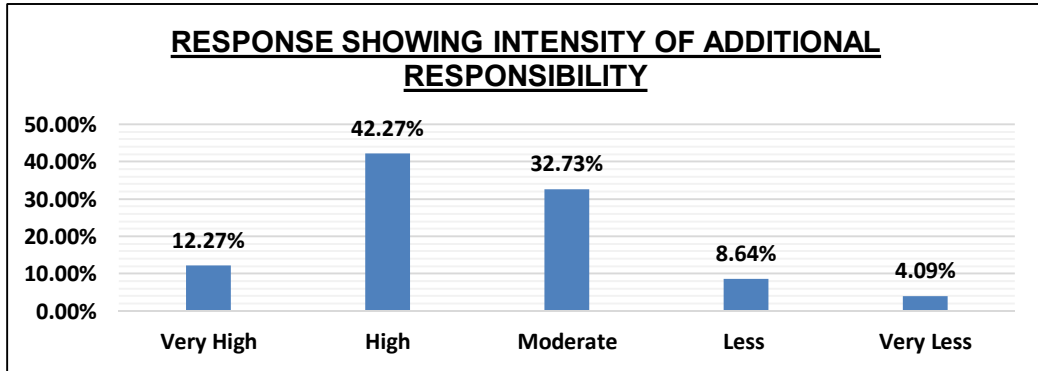


Chart -24. Source: Researchers Construct based on Survey Results

Options for Sustaining Tacit and Implicit Knowledge

A well trained and educated set of permanent employee is considered to be the only option for the sustenance and preservation of Tacit and Implicit Knowledge. However, a team of officers organized and Focused Group Discussion (FGD) identified following options to preserve Tacit and Implicit Knowledge.

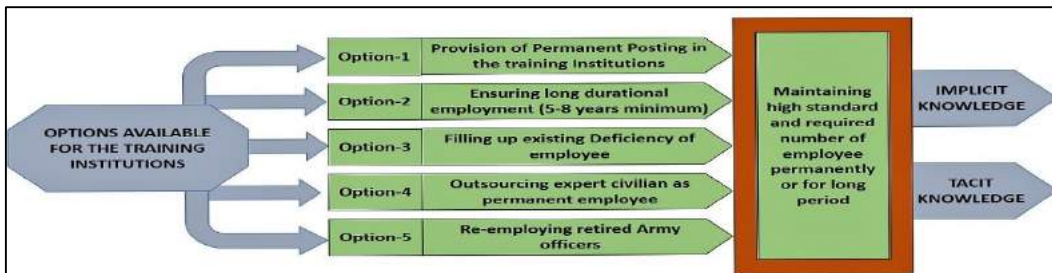


Figure -4. Options for the Sustaining Tacit and Implicit Knowledge

Ensuring Long Durational Employment

It is essential to ensure a minimum duration of service for ensuring optimum output from the employee serving in any organization. At the service length between 5-8 years, an employee projects his highest form of performance and also earns the capabilities to transfer his Implicit Knowledge. But, to meet up the requirements of Extra Regimental Employment (ERE) and foreign assignment etc; it is quite impossible for Military

Secretariat Branch (MS Br) to keep an individual in one institution for more than 2-3 years and sometimes, the duration might be less the 2 years.

Filling up Existing Deficiency

At present most of the training institutions are suffering with the acute shortage of officers. At the same time, the army as a whole is also suffering with almost 29 % shortage of officers. Considering the present and future requirement in relation to the expansion plan, it would be difficult for MS Br to meet up or reduce the deficiency state within next decades or so.

Outsourcing Expert Civilian as Permanent Employee

Most of the training institutions of BD Army deals with pure military matters. In some training institutions like, MIST and part of BMA might suit provisioning of civilian employee. The other institutions demand a pure military environment to match the training requirements. Therefore, provisioning of civilian employee in the training institutions will have very less to do in sustaining the institutional knowledge.

Feasibility of Re-employing the Retired Officers

Before the decision of employing retired army officers, it is important to identify likely places of employment which would assist the organization to facilitate its KM process. Regular Instructors.

- Subject Matter Experts.
- Training Coordinators.
- Resource personnel of R&D.
- Archiving Officer.
- DDMS Management Officer.

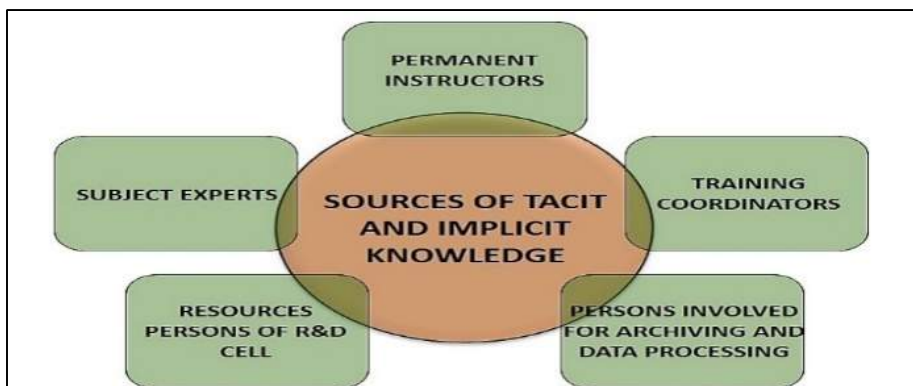


Figure -5. Challenges Related to DDMS

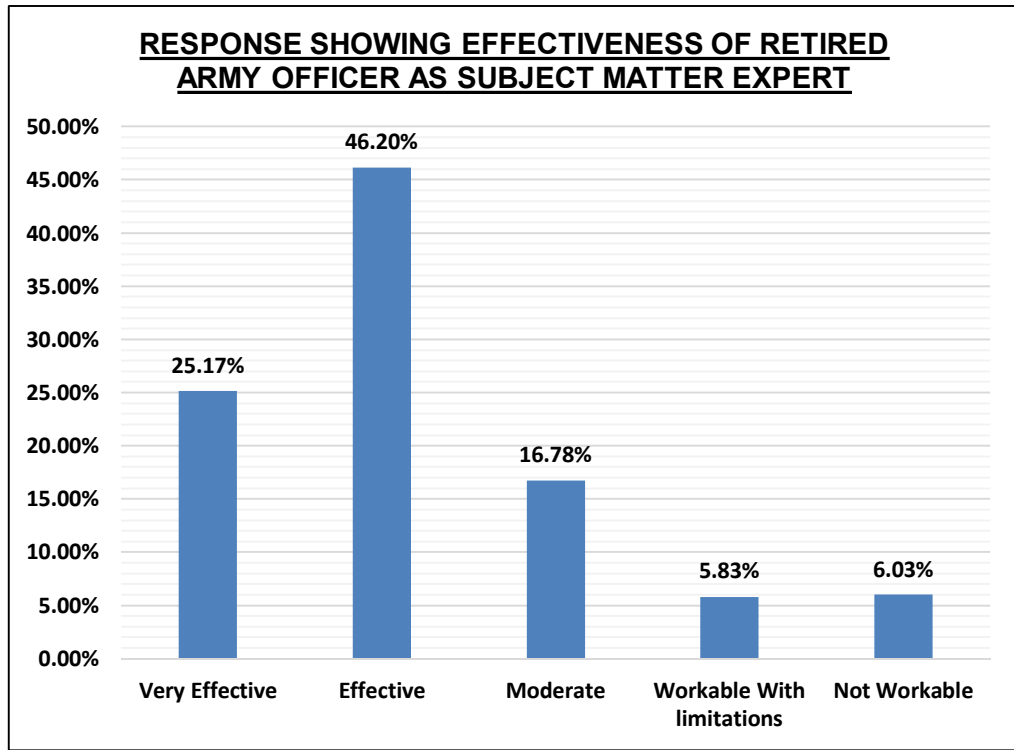


Chart -25. Source: Researchers Construct based on Survey Results

As Regular Instructor

BD Army is running acute shortage of instructors in most of the training institutions. An exhaustive survey focusing eleven different indicators as explained by Sae Schatz, the chief scientist of MESH Solution proved that, the retired army officers can be employed effectively as regular instructors in the TIs of BD Army.

As Subject Matter Expert

A comprehensive survey has been conducted to identify the feasibility of employing retired army officer as Subject Matter Experts (SME). The survey was focused on ten unique qualities to evaluate the suitability as mentioned by Jim Miller in his article and found that, the retired army officers can be employed effectively in the TIs of BD Army.

As Training Coordinators

Training coordinators are one of the key appointments in the training institutions of BD Army. A deliberate survey has been conducted to identify the suitability of employing retired army officer as training coordinators in the TIs of BD Army. The survey focused on eleven unique aspects as mentioned by Miss Knowitall in his web based article.

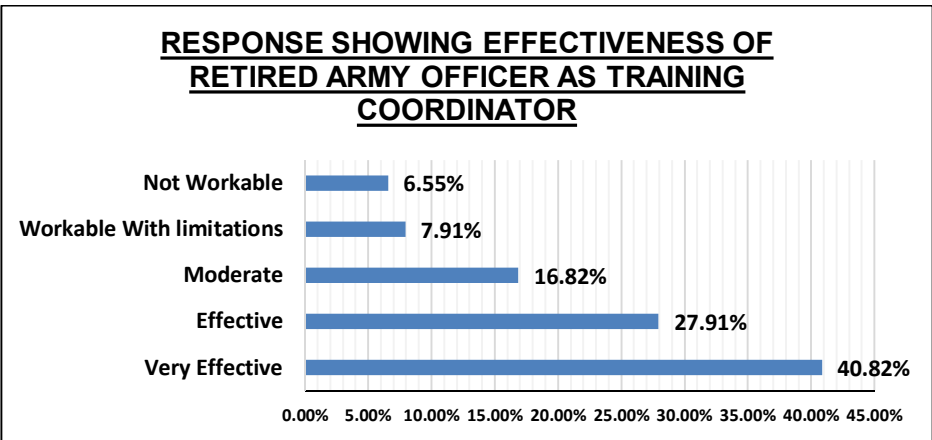


Chart -26. Source: Researchers Construct based on Survey Results

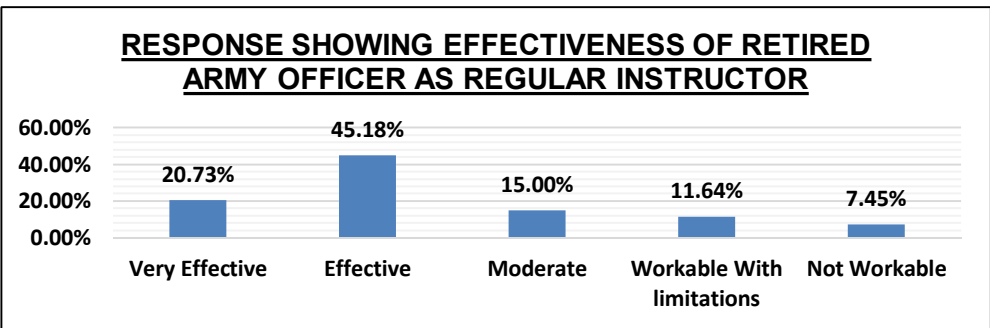


Chart -27. Source: Researchers Construct based on Survey Results

As Members of R&D Cell

An exhaustive survey has been conducted in twenty one TIs of BD Army to judge the feasibility of employing retired army officers as researcher in the TIs of BD Army. The survey focused on sixteen unique aspects as mentioned by former development worker Joanna McMin in his web based write-up and by Linda Ray in her research based article ‘Qualities of a Research Analyst.

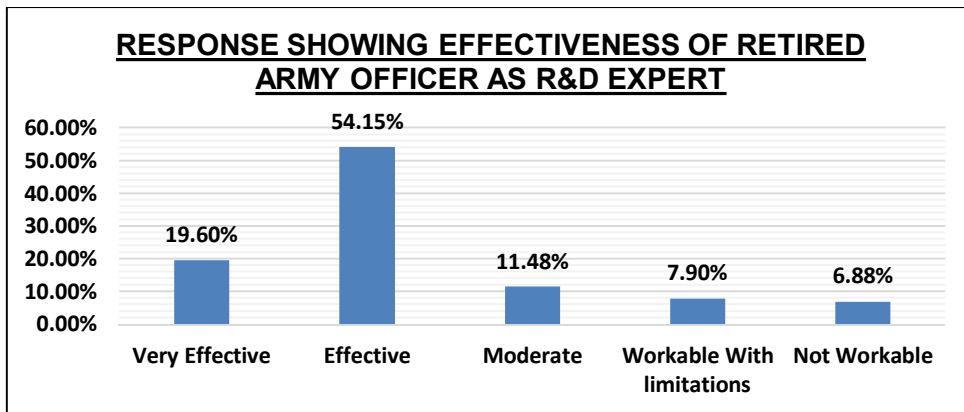


Chart -28. Source: Researchers Construct based on Survey Results

Trainer of Instructors

‘Train the trainer’ is an evolving concept in the current world. Participants of FGD-1 also recommended it to be one of the options for employing retired officers to sustain knowledge in the TIs of BD Army. An exhausted survey has been carried out to evaluate the feasibility of employing retired officers as trainer to the newly joined instructors. Chart-4.11 and 4.12 showing the details of survey data.

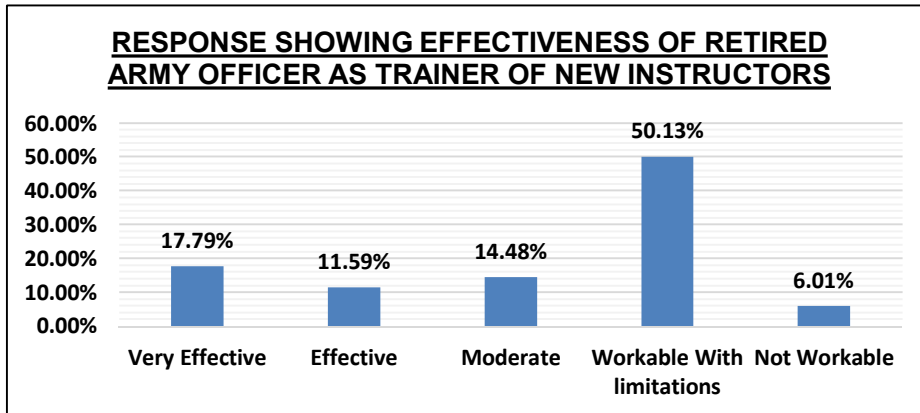


Chart -29. Source: Researchers Construct based on Survey Results

As Officer In Charge/ Members of Archive Management Team

Vimal Sachdeva, Technical Officer of World Health Organization Prequalification of Medicines Programme explained the importance of good archiving system in his article **Good Documentation and quality Management Principles**(Sachdeva). The article clearly identify five factors which determines the effectiveness of an archive. An extensive survey has been carried out to identify the feasibility of employing retired army

officers as instructor to the new instructors in the TIs of BD Army. Chart 4.13 and 4.14 is showing the response value of survey data.

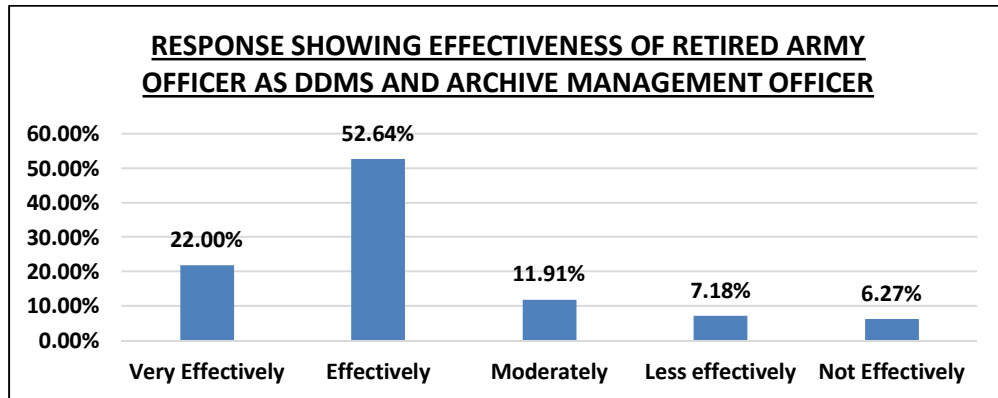


Chart -30. Source: Researchers Construct based on Survey Results

Challenges of Employing Retired Officers

Re-employment of retired army officers are likely to present seven different challenges under four broad categories which are discussed in subsequent paragraphs. The challenges are shown in Figure-6.

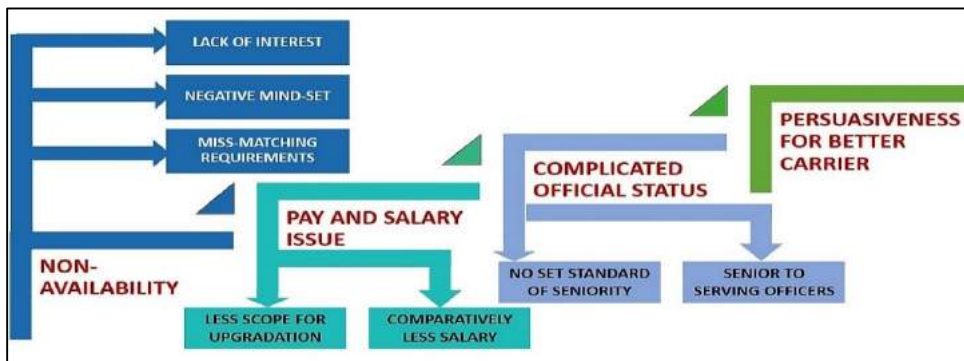


Figure-6. Challenges of Employing Retired Army Officers in the TIs of BD Army

- Non-Availability of Skilled Personnel
- Pay and Salary Issues.
- Complicated Social and Military Status.
- Persuasiveness of Better Opportunities.

CONCLUSION

It is clearly identified that, the TIs of BD Army suffers badly with the inadequacy of suitable tools and facilities for sustaining different forms of knowledge. In addition to that, the analysis of Part-1 data also identified that, an effective knowledge management system needs the integration of all four types of tools (Archive, DDMS, R&D and Permanent Employee) in any institutions.

The effectiveness of KM largely depends on the effectiveness of different tools and facilities utilized for the preservation of knowledge. But the existing tools and facilities of TIs are capable of sustaining and preserving only one form of knowledge i.e. Explicit Knowledge by proper utilization of institutional archive and DDMS. But, almost all the TIs of BD Army suffers with multidimensional problem related to HR management, none of the institutions are capable of sustaining the two most important forms of knowledge i.e. Tacit and Implicit Knowledge. These problems includes officers' deficiency in the TIs, short tenure of service, high intensity of addition responsibilities and frequent employment in temporary duties both within and outside the TIs. As human beings (employees) are considered to be the only tools capable to sustaining and preserving Tacit and Implicit Knowledge; due to the above mentioned complicacies, till today the TIs could not make any headway of preserving these two forms of knowledge effectively.

It is identified that, the TIs of BD Army is capable of sustaining and preserving only explicit knowledge but can't do much about Tacit and Implicit Knowledge. Again, the option-1, 2 & 3 as of solving the issue proved to be not adaptable due to increased demand of officers in the ERE organizations, in UN assignment as well as in the newly raised units. Furthermore, option-4 of outsourcing civil experts and absorb them permanently in the TIs were not also a viable option because of the high financial requirement and lack of organizational adaptability which would demand a long training involving huge expenditure. Therefore, the researcher tried to evaluate the feasibility of employing retired army officers to address the HR issues and assist the institutions to pursue a comprehensive KM process.

To solve the issue, six potential sources of Tacit and Implicit Knowledge was identified in the TIs of BD Army. The evaluation of data proved that, the employment of retired army officer against all the sources (except as a trainer to the newly joined) of Tacit and Implicit Knowledge would contribute the TIs effectively for the sustenance and preservation of Tacit and Implicit Knowledge.

Finally, few challenges likely to affect the provision of employing the retired officers in the TIs of BD Army. However, the experience of developed armies of re-employing retired army officers and their contributions in KM is an established fact. At the same time, boomerang concept of employment also proven to one of the important mechanism of retaining organizational knowledge. Therefore, taking account of the findings, it can

be said that, the re-employment of retired army officers in the TIs of BD Army will contribute largely to sustain and preserve the organizational knowledge effectively.

RECOMMENDATIONS

KM is a must for the TIs of BD Army. Tacit and Implicit Knowledge can effectively be preserved and utilized by employing skilled retired officers of BD Army. Therefore, following recommendations are made to develop and operationalize an effective KM system in BD Army:

- Commissioned Officers Record Office (CORO) may keep maintain an updated database of selected skilled retired officers (as resource persons) with service experience in the Tis in coordination with AHQ MS Br.
- Each and every training school may identify specific requirements of resource persons (retired officers) to be employed.
- HQ ARTDOC may set specific criteria for employing retired army officers against all possible options in coordination with all the TIs and formulate detailed policies for employment in coordination with MS Br and PS Dte.
- To get maximum benefit from the retired officers and establish an effective KM system for BD Army, further research may be carried out covering the following issues:
- Feasibility of making a permanent corps of instructors like US and many other developed armies of the world.
- Identifying the likely options (permanent/temporary/contractual) of employing retired officers along with the detailed budgetary aspects against each options.
- Identifying the actual requirements of each TIs in relation to the HR factors to ensure effective KM for BD Army.

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He attended number of courses in home and abroad. He has participated in United Nations Peacekeeping Mission in South Sudan as a contingent member. He is happily married and blessed with a daughter.

THE IMPACT OF REGIMENTATION ON PROFESSIONAL COMPETENCE OF SUBALTERNS IN NIGERIAN ARMY

Major Ibrahim Ahmad, Nigerian Army

ABSTRACT

The Nigeria Army (NA) is experiencing its most active operational period since after the Civil War (1967 – 1970). This period is filled with myriads of both internal and external operations. This increased operational commitments has brought out some lapses in the manner in which these operations are executed especially at the junior levels. Amongst these lapses is the display of unprofessionalism by NA subalterns in discharging their duties. This display of unprofessionalism by discovered to be due to the subalterns was declined regimentation amongst many other factors. Regimentation as one of the vital pillars of soldiering is described as a deliberate programme through which military personnel are groomed under rules to propagate discipline, esprit de corps, and selfless service. Against this hindsight, this research seeks to identify “the Impact of Regimentation on Professional Competence of Subalterns in the NA”. A mixed method of qualitative and quantitative analysis coupled with expert interviews were used. Initially, the standard NA regimentation as prescribed in NA manuals was outlined. Subsequently, the factors responsible for the decline of regimentation were highlighted. Finally, suggestion on how to revive regimentation and ensure professional competence of NA subalterns were advanced. Thereafter, the gaps that exist between the standard regimentation and the current practice were explored and the impacts of the decline on the professionalism of subalterns identified. Cumulatively, this research identified a direct proportional nexus between regimentation and professional competence of NA subalterns. Thus, it was found that, ‘Low regimentation has declined the professional competence of NA subalterns’ and “sound regimentation will ensure professionally competent NA subalterns”.

INTRODUCTION

Nations develop and groom their armies through standards of training and traditions to fulfil their military responsibilities. This grooming takes place in training institutions and in units through regimentation. Regimentation could be described as a deliberate programme through which military personnel are groomed under rules to propagate discipline, esprit de corps, and selfless service. Nigeria like other commonwealth countries inherited an army set along the regimental traditions British Army. However, subsequent events like the military coup of 1966 and involvement of the military in politics shattered this pedigree. This greatly affected professionalism especially amongst subalterns who were staff officers to senior military officers holding political appointments. It skewed their minds towards materialism and politicking, thus resulted to unprofessional acts. Nigeria’s return to democracy in 1999 saw some efforts in reviving regimentation and professionalism in the Nigerian Army (NA). These efforts were

however hindered by various factors like increased commitment of the NA in various internal and external operations, inadequate training and materialism amongst others. This lag negatively affects the level of regimentation and professionalism in the NA especially amongst subalterns.

The professional competence of current crop of subalterns leaves much to be desired as some of them exhibit indiscipline, incompetence and the likes. To mitigate this, the NA earmarked 20 Battalion (Bn) of the NA was as a model regiment where all newly commissioned officers will undertake compulsory regimentation training. This is because, there is low standard of regimentation amongst the subalterns, which negatively affects their professional competence. It is against this hindsight that, this paper seeks to inquire into regimentation and its impact on professional competence of NA subalterns.

This study will appraise the impact of regimentation on professional competence of subalterns in the NA. It will give an overview of NA regimental system; identify the decline of regimentation in the NA and its impact on professional competence of subalterns. Thereafter, the causes of the decline in regimentation would be analyzed and strategies for its revival will be proposed.

Overview of Regimentation in the NA

NA regimentation is derived from customs and traditions, general usage and NA documents. Such documents include standing operating procedures (SOPs), routine orders, NA Dress Regulations and NATCE (2005). Others are Ceremonials for the Army (1968), NA All Arms Drill (1975), Armed Forces Act and Terms and Conditions of Service. The basic regimental system in the NA is similar across units and formations but peculiarities exist by virtue of corps, location and tasks of the unit. Subsequent paragraphs will give a brief insight on NA regimentation pertinent to this paper.

Joining the Unit. On arrival at the unit, a newly commissioned officer undertakes a 4–8 weeks unit orientation cadre, covering unit's routine, schedule of duties, regimentation and other military subjects to equip him better to commence his routine military career. At the end of the cadre, the subaltern is ready for mess initiation. Initiation is to traditionally welcome the subaltern into the unit's family and get him ready to join the unit activities. Thus, he will be totally committed to ensuring the unit's success and wellbeing through dedication, comradeship and many other virtues. Thereafter, the officer will be decorated with the unit's paraphernalia.

Discipline. Discipline is the will to obey lawful orders and an attitude centered on respect for constituted authority; developed by leadership, precepts and training (NATCE, 2005, p.10). Various measures such as parades, sanctions, rewards and punishments amongst others are devised to ensure discipline. However, the best form of discipline the NA expects is self-discipline, which is the readiness to put the interest of the service ahead of self-interest.

Dress Regulations. Uniforms with their accouterments are worn by soldiers to distinguish them professionally and to serve as a source of pride and esprit de corps. In the NA, uniforms are sewn and worn according to the NA Dress Regulations. Also, insignias are worn on uniforms to indicate one's rank, corps, formation or unit. NA officers use same badges of ranks, but other insignias vary according to corps, formations and units. The Uniforms in the NA are highlighted below.

- a. No 1 Dress - Ceremonial Dress.
- b. No 2 Dress - Service Dress.
- c. No 3 Dress - Mess Kit.
- d. No 4 Dress - Work Dress (Jackets & Trousers).
- e. No 5 Dress - Work Dress (Shirt & Trousers).
- f. No 6 Dress - Operational Dress (Camouflage).
- g. No 7 Dress - Work Dress (Shirt & Trousers).

Officers' Mess. Messes are recreational facilities in military units for officers to socialize. The mess is regarded as a second home to officers and an abode to unit colours. Many activities are organized in the mess to entertain officers, their families and friends. The NA periodically releases mess grants for the sustenance of the mess. Activities organized in the mess include mess get-together, Tombola night, dining- in, gala night, husbands' night and many more.

Parades and Drills. Drill is the basic foundation of military regimentation. It sharpens individual soldier's career and serves as a yardstick for measuring the level of discipline of a force. Drill is aimed at producing a soldier who is alert, obedient and a good team player with good military bearing. Military parades are extensions of drill aimed at showcasing the level of discipline, expertise and strength of a regiment. Military parades in the NA include muster parade, quarter guard, guard mounting and tattoo amongst others. Some drills include foot drill, sword drills, arms drill, mounted drills, cane drills etc.

Ceremonies. There are various ceremonies that form part of NA regimentation. They are used to establish a bond and esprit de corps within officers and between officers and soldiers. These ceremonies include Nigerian Army Social Activities (NASA), promotion decoration and childbirth amongst others.

Colours and Mascots. The origin of colours dates back to the early days when men fixed their family badges to a pole and held it aloft in battle to indicate their position and as a rallying point. In the NA, national and regimental colours are presented to combat units and are carried on ceremonial parades. The Regimental Colour is marked with various operations a unit participated in. Mascots are animals or items used as symbols of a regiment and are assumed to bring good luck. They have popular troops' acceptance

and contribute greatly to the troops morale and psychological spirit. All regiments have mascots approved by the NA and emoluments are paid for their maintenance.

Bugle Calls. Bugle calls are timed sounding of the bugle to signal a specific activity. The bugle call has its root in the days when bugles were used to communicate orders on noisy battlefields. They implant time consciousness, alertness and discipline amongst unit officers and soldiers. Bugle calls in the NA include, first call, revile, mess call, last post, tattoo call, orders call amongst others. These are designed to boost regimentation and make the NA subalterns professionally competent. However, there is an observed gap between the standards prescribed by the NA and the current practice.

Decline of Regimentation in NA and its Impact on Professional Competence of Subalterns

This paper observed a decline in the standard of regimentation in the NA. The subsequent paragraphs will highlight the decline.

Lax in Enforcing Discipline. Discipline is the bedrock of military profession. Thus it is the duty of commanders at all levels to ensure that any breach is met with appropriate response. However, it was observed that acts of indiscipline are often treated with kid gloves due to external or internal influences thereby reducing the level of unit discipline and regimentation.

Disregard for Hierarchy of Command. The Military more than many other professions is built on a hierarchical command structure. Thus, official communications aside emergency situations must follow prescribed channels. However, it was found that adherence to chain of command is often violated. Nowadays, official communications to higher commands often violates chain of command by exploiting the ease and flexibility of GSM communication, which is detrimental to loyalty and discipline.

Training Deficits. Training equips units to perform their tasks efficiently. However it was discovered that training in the NA hardly focuses on regimentation. Therefore, the ingredients of NA regimentation ought to be taught to subalterns in both training schools and units are relegated. Aspects of training like range classification, command post exercises (CPX) and field training exercises (FTX) are also irregularly observed. This amongst others has affected professionalism particularly amongst subalterns.

Blithe Compliments. A compliment is an expression of reciprocal loyalty amongst military personnel. It is commonly expressed by using hand, guns, swords, colours or music and all personnel are duty bound to pay and return complement in the prescribed manner. It was however discovered that compliments are being mocked. Troops have resorted to using vernacular to pay compliments instead of 'sir' or 'Ma'am'. This portrays fraternization and indiscipline and thus erodes regimentation.

Neglect of Unit Traditions. This paper also discovered neglect of unit traditions vital to regimentation. The neglect includes lackadaisical attitude to unit parades, demise of

unit mascots, irregular celebration of NASA amongst others. This lacuna has affected regimentation and professionalism of NA subalterns.

Relegation of Officers' Mess. Although messes exist in NA units, customs like regimental dinner nights and band nights rarely exist. This situation has lowered the messes to television viewing centers or event centers. The relegation of the mess affects subalterns' professionalism, as they cannot gain the lessons from these rich traditions.

Improper Dressing. Proliferation of different types uniforms, footwear and other accessories in the NA impacted negatively on the bearing of subalterns. This research discovered anomalies in uniforms especially cap badges, shoulder badges, footwear, and nametags used on uniforms. Also, use of sunglasses, necklace, wigs and makeup on uniform was observed. Respondents ascribed improper dressing to ineffective check mechanisms. Notably, improper dressing affects discipline, bearing and professionalism of subalterns.

Impact of Low Regimentation on Professional Competence of NA Subalterns

Indiscipline. The efficiency of a force depends largely on its level of discipline. The regimental aspects of parades, trials, bugle calls and training among others are geared towards ensuring discipline. Although indiscipline amongst subalterns is not rampant, weak regimentation has contributed to the cases recorded. To mitigate this, the NA needs to ensure the revival of regimental activities to instill discipline, which is an antidote to indiscipline and incompetence.

Incompetence. Incompetence means the inability of a subaltern to execute his tasks effectively. The decline in regimental aspects of training; comradeship and mess activities amongst others has rendered subalterns deficient in the required knowledge and skills necessary for professional competence. Besides, overstay of subalterns in ISOs affects their competence due to lack of regimental touch. Additionally, decline in regimental bond has engendered careerism amongst subalterns where some resort to cynical means to get undue preference over their peers. Generally, incompetence manifests in failure of tasks, mismanagement of resources and poor leadership. Thus the NA needs to pay special attention to training and other regimental activities to re-professionalize its subalterns.

Lack of Bearing. Military bearing includes postures, gestures and behaviors consistent with standards expected of NA personnel. The regimental aspects of drills, dress codes, physical training and social activities enhance bearing. It was observed that, some subalterns dress improperly, look over weight, lack confidence, speak incoherently and lack good personal drill. This has hampered their competence, as they could not project themselves professionally. The recent introduction of BMI (Biometric Index) test amongst others would help to enhance bearing. With this it is pertinent to look at the causes of declining regimentation in the NA.

Causes of Declining Regimentation in the NA

Physical Aspects. Physical aspects of regimentation involve, dressing, bearing and endurance. These physical factors are designed to equip the subalterns adequately to cope with the challenges of the military. However, many subalterns hardly undertake physical exercises aside the scheduled PT thus they lacked the robustness and agility expected to be inherent in subalterns. Also, they dress shabbily in and out of uniform. It is worthy to mention that, subalterns deficient in physical attributes lack the necessary traits to cope with regimental activities and deliver the required leadership to their subordinates. To mitigate this, the NA needs to frown at improper dressing, overweight and failure in PT Test.

Psychological Aspect. The attributes of personality, intelligence, emotional status, attitudes and beliefs, past learning experiences, cognitions and mental orientations are predisposing factors for adaptation to military life (Agashua, 2015, p. 308). Some subalterns joined the NA for reasons other than national service; hence they consider it as a job rather than a way of life. Subalterns within this category lack discipline, enthusiasm, dedication and knowledge to function effectively. To tackle this, the NA needs to conduct background checks on persons seeking to join the force and manage persons with psychological issues appropriately.

Moral Aspects. Morals are standards of conduct that are generally accepted as right and proper (Microsoft Encarta Dictionary). Subalterns need to possess good morals to serve as role models to their under commands (UCs). FM Rommel said, "Be an example to your men, in your duty and in private life, always be tactful and well-mannered" (www.regimentalrogue.com). However, some subalterns lack the required moral standard, which manifests in conducts such as absenteeism, insubordination, illegal duties and the likes thereby jettisoning discipline and regimentation. To mitigate this, the NA needs to encourage good morals through motivation and punishing undesirable elements.

Scepticism. The Nigerian public considers many political and public office holders as people protecting their personal interest rather than public trust. Regrettably, this perception has crept into the NA hence, UCs doubt the integrity of their superiors. This research found that, some commanders are deceitful to their subordinates on issues like promotions, postings and welfare. This often casts doubt in the minds of the UCs on their leaders' sincerity. Scepticism threatens regimentation because the military entails swift and total obedience and execution of orders. Therefore, the NA needs to stern at any behavior inconsistent with its ethics and values.

Materialism. Capitalism has exalted the quest for wealth above morals in many societies including Nigeria. Thus, acquiring wealth becomes an end to itself while the means is overlooked. Although the NA is shielded institutionally from materialism, some personnel including subalterns acquire wealth through nefarious means. Consequently, they lobby or bribe for deployment to perceived lucrative units, duties or operations. Thereby, they become indolent and lack the knowledge and courage to function

effectively in the regiment. To curb this, the NA needs to pay attention to troops welfare and ensure that those with materialistic tendencies are handled appropriately.

Inadequate Training. Training equips troops with skills necessary for expertise, responsibility and corporateness thus, enhances regimentation. It was found that, the pattern and level of training in the NA are inadequate for standard regimentation. At unit level, FTX, CPX and other training activities capable of promoting regimentation are rarely conducted. Consequently, the current set of subalterns display shallow knowledge, which affects their professionalism. Therefore, the NA needs to revive and intensify training as well as the teaching and practice of relevant traditions and ethics at all levels.

Administrative Lapses. Sound administration breeds combat efficiency, high morale and good regimentation while its deficit produces the opposite. This paper identified dwindling standards of administration in the NA through irregular kitting, sub-standard accommodation, inadequate medical care, low remuneration, welfare issues and poorly enforced discipline. Administrative shortfalls have greatly affected regimentation in the NA as they downgrade commitment, discipline, training and bearing of subalterns. Therefore, the NA needs to reappraise its welfare package and administration to address the needs of its personnel in tandem with current economic and operational realities.

Increased Operational Commitment. Currently the NA is actively involved in IS, COIN, regional and United Nations operations which greatly stretch its manpower. Therefore, troops spend long periods outside their regiments mostly in conjunction with sister services or paramilitary agencies. Thus their operational environment often influences their behaviours. Moreover, the NA has deployed many task force units with hurriedly mustered troops for COIN operations, which reduces cohesion because it marshals troops with little knowledge of their comrades. To mitigate this, the NA needs to ensure that units are inducted into operations in entirety and troops conducting ISOs are regularly rotated.

Faulty Leadership. Military leadership is the purposeful direction and motivation to influence troops to accomplish missions. Leaders' action or omission determines the success or otherwise of their units because, they are vital pillars of the units. Military leaders need to be physically, morally, psychologically and intellectually robust. Conversely, some leaders lack the competence to lead, as they are biased, nonchalant and unjust. Moreover, some leaders neglect training, discipline and other regimental activities due to personal reasons. Although these situations are not rampant, but are highly concerning. Therefore, the NA needs to ensure only credibly worthy officers are appointed to lead.

Strategies for Reviving Regimentation to Enhance Professional Competence of NA Subalterns

Enhanced Training. The aim of military training is to give personnel the necessary knowledge and skills to execute tasks successfully. Subalterns require adequate training

to operate in the contemporary operating environment. Therefore, NA training should focus on inculcating the right values, skills and knowledge to boost regimentation and professionalism. To achieve this, NA schools need to be adequately staffed, developed and provided with adequate and realistic training aids. Also, instructors in units and schools need to be carefully selected, trained and motivated. Additionally, the NA needs to inculcate reading habits amongst subalterns and stress responsiveness in the part of commanders to become their role models. With this, subalterns will be sufficiently groomed to function as worthy members of a regiment.

Transformational Leadership. Transformational Leadership (TFL) is a leadership model primarily concerned with values, standards and long-term goals. (Northouse, 2001, p.132). it is a relationship of mutual stimulation and elevation that converts followers into leaders and leaders into moral agents (Burns, 1978, p.4). Thus, it is required to groom subalterns professionally to assume their roles as future leaders. TFL has 4 elements. First is idealized influence meaning leading by example and leaders acting as role models thereby generating pride, loyalty, competence and alignment to shared goals. Second is inspirational motivation, which involves inspiring subordinates to reach greater heights. Intellectual stimulation is the third element meaning stimulating subordinates to be innovative and creative by questioning and modifying assumptions, reframing problems and approaching old situations in new ways (Burns, 1978, p.5). Last is individualized consideration, which helps leaders to treat their subjects' capabilities and limitations individually to address their needs (Avolio, 1999, p.58). TFL creates positive command situation, leads to higher performance, job satisfaction and commitment. It will mitigate scepticism, improve regimentation and enhance professionalism of subalterns. There is thus the need for the NA to integrate TFL model and ensure its application at all levels.

Structuring the NA Around Regimentation. The concept of regimentation requires that each subaltern is posted to a particular unit on commission and remains in that unit until he reaches the rank of Lt Col. During the period, he may serve as staff or instructor elsewhere and returns to the unit afterwards. This keeps officers permanently attached to the unit even beyond service period as retired unit officers are always regarded as a permanent part of the unit. Regiments will serve as closely-knit community systems that breed discipline, motivation and a pool of shared experience for subalterns from their seniors. Additionally, it will cultivate understanding and places the leader in a position of respect and authority resulting to improved professionalism. In addition, regiments offer the advantage of grouping similar units for centralized administration and training thereby ensuring economy and efficiency. Therefore, the NA needs to look into building units around regimentation in relation to posting, equipment, motivation and infrastructure.

Sound Administration. Sound administration ensures the smooth running of a unit to achieve effectiveness. It fosters commitment and enthusiasm amongst troops to deliver on assigned tasks, which is vital to regimentation. Gen William of US Army said, "But the soldier who is eating well, has adequate supplies and modern equipment, and who

feels that is being cared both by the army and civilian population will perform far better than who feels neglected” (www.regimentalrogue.com). Thus, kitting, pay, accommodation, medicals and education of families need to be enhanced. Troops on operation need to be catered for through welfare passes, feeding, shelter as well as befitting burials should they pay the supreme sacrifice. Also, Disciplinary cases need to be dealt with appropriately. Regular visits and durbars would breed sense of belonging and keep commanders informed about events unfolding in their units for necessary action. Importantly, family wellbeing needs to be accorded great concern, as troops will deliver their best with a secured home front. With good administration, regimentation will thrive and NA subalterns will be professionally competent, as administrative issues will not distract them.

Revival of Regimental Activities. This paper has earlier highlighted that, discipline, NASA, mess activities, traditions, dress regulations, traditions and parades have suffered decline. Accordingly, they need to be revived to achieve high standard of regimentation. FM Slim said, “Remember tradition does not mean that you never do anything new, but that you will never fall below the standard of courage and conduct handed down to you....” (www.regimentalrogue.com). Regimental activities keep units alive and professional because, they reinvigorate regimental pride and comradeship. Thus, the NA needs to urgently revive the declined regimental activities identified by this research. Particularly, NA subalterns would benefit from a sound regimental system, as it will equip them with skills to deliver professionally in their daily endeavours.

CONCLUSIONS

The decline in NA regimentation identified include laxity in enforcing discipline, disregard for hierarchy of command, training deficit and blithe compliments. Also, many anti-regimental activities like lackadaisical attitude to parades, demise of mascots and irregular celebration of NASA were identified. Relegation of the mess activities, improper dressing, and influx of civilians into the barracks and lack of unit inspection were recognized as other indicators of declined regimentation in the NA. The declined regimentation has negatively impacted on the professional competence of NA subalterns. The impacts identified are indiscipline, incompetence and lack of bearing. Subalterns characterized with these qualities are far from being professional and are liabilities to their army. Thus, the roots of the decline were traced to enable formulation of viable solutions.

Consequently, three broad factors namely personal, environmental and institutional were identified to be responsible for the decline. Personal factors are those factors within the subaltern that inhibits regimentation. They include physical, psychological and moral factors. Environmental factors denote how the larger society impedes regimentation. They include scepticism, materialism and partisanship. Institutional factors are those factors from within the NA responsible for the decline of regimentation. This research discovered inadequate training, administrative lapses, increased operational commitment

and faulty leadership as institutional factors. This sets the basis for advancing suggestions considered viable to reviving regimentation and professional competence of NA subalterns.

Adequate training if considered will boost efficiency and professionalism of subalterns to help build regimented units based on mutual respect, dedication and discipline. Overhauling of NA training curriculum in line with regimentation as well as adequate staffing and equipping of NA schools could improve training. Although regimentation is practiced in the NA, structuring units around regimentation could boost regimentation and professionalism. This is as regards to staffing, equipping, infrastructure and importantly leaving officers in their first units until they reach the rank of Lt Col. Another way regimentation and professional competence of subalterns could be enhanced is by embracing TFL. This will effectively groom subalterns as tomorrow's leaders and help mitigate scepticism and careerism. Training of officers and soldiers through courses, seminars and workshops could assist in the adoption of TFL.

It is important to ensure sound administration. Although NA subalterns are motivated, more needs to be done to match the current socio-economic realities. Adequate motivation will ensure dedication and mitigate materialism. The conducts of administrative inspections also need to be regular and objective. Adequate security for troops, families, equipment, documents and installations could boost regimentation. Sound administration will help revive regimentation and raise the morale of subalterns. Lastly, regimental activities like messing, parades and dress regulations need to be given more attention. Cumulatively, this validates the hypothesis that, declined regimentation has negatively affected the professional competence of NA subalterns. Therefore, standard regimentation would undoubtedly enhance the professional competence of subalterns.

RECOMMENDATIONS

Based on the findings of this research, it is recommended that:

- a. NA should establish unit libraries.
- b. NA should adopt the TFL model.
- c. NA should structure its units around regimentation.
- d. NA should provide adequate mess grants regularly.
- e. The NA should embrace Bangladesh Army's model of kitting its troops.

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**CONTAINING EBOLA: AN ASSESSMENT OF REPUBLIC OF SIERRA LEONE
ARMED FORCES INFANTRY UNITS PREPAREDNESS FOR
FUTURE EBOLA RESPONSE**

Major Samuel Bob Farmer, Sierra Leone Army

ABSTRACT

Studies show that Sierra Leone faces either a health or flooding disaster every one or two years due to its changing climatic conditions, socioeconomic situation and weak health system. In 2014-2015, a deadly Ebola Virus Disease (EVD) epidemic which emanated from neighbouring Republic of Guinea spread into Sierra Leone. According to the National Ebola Response Centre (NERC), the disease infected 8,706 people and killed 3,955 people. The employment of the Republic of Sierra Leone Armed forces (RSLAF) infantry units in support of government agencies in the Ebola response yielded huge success in containing the virus. However, infantry units faced enormous logistical challenges. Studies have shown that EVD reoccurs after its initial outbreak and in Sierra Leone the risks of recurrence of the disease is high due to the presence large number of Ebola Survivors. RSLAF infantry units will invariably be required to support response to future outbreaks. This study examines, through qualitative interview of 50 infantry commanders and staff officers, the role RSLAF infantry units played in the 2014-15 Ebola outbreak and assesses their level of preparedness to effectively respond to future Ebola outbreaks. The hypothesis is that “Current level of disaster preparedness of RSLAF infantry units is inadequate to enable them to respond effectively to a future Ebola disaster”. Analysis of the interviews conducted proved that infantry units lacked adequate training in disaster management, they do not have disaster management plans and SOP, no equipment and logistics in units for disaster functions and no emergency communications network and database of other agencies. Moreover, infantry formations and units do not conduct joint exercises with other disaster response agencies to foster interoperability. Hence the findings support the hypothesis. This study has laid bare the inadequate level of preparedness of RSLAF infantry units and will help commanders to take necessary steps to fill the gaps identified.

INTRODUCTION

Like many other countries of the world, natural disasters are common phenomena in Sierra Leone due to its geographical location, and fast changing atmospheric, environmental and ecological conditions. Studies conducted by the National Hazards Assessment in 2004 revealed that the major hazard that Sierra Leone faces are hydrological hazards such as flooding, erosion and landslides as well as health hazards such as the outbreak of cholera and other contagious diseases. In 2014/2015 Sierra Leone experienced the Ebola epidemic which was the deadliest disaster since the end of the civil war in 2002. According to the National Ebola Response Centre (NERC), the Ebola outbreak infected 8,706 people and killed 3,955 people (www.nerc.sl). Studies have shown that there is a

high propensity of Ebola recurring in Sierra Leone due to the large number of Ebola survivors living in communities.

The involvement of the Republic of Sierra Leone Armed Forces (RSLAF) infantry units in the 2014/2015 Ebola disaster response in Sierra Leone was a game changer and clearly demonstrated the crucial role that the military can play in disaster response. The RSLAF infantry units worked in collaboration with both local and international organizations in an integrated emergency response operation to contain the Ebola epidemic. Infantry units were employed throughout the country to support the health and humanitarian workers. They provided support for both the critical response pillars as well as other crosscutting interventions.

Causes of Disaster and Impact on Society

Disasters are often misconstrued to be abnormal events, totally disconnected from normal life. In reality, however, disasters and emergencies are fundamental reflections of normal life. Disaster is a direct consequence of natural or man-made hazards occurring in vulnerable environment as illustrated in the disaster crunch model developed by the Asian Development Bank Disaster Management Hand book in Figure 1. Disasters can have far reaching consequences on society. They cause population displacements, economic disruptions, and can sometimes lead to political instability.

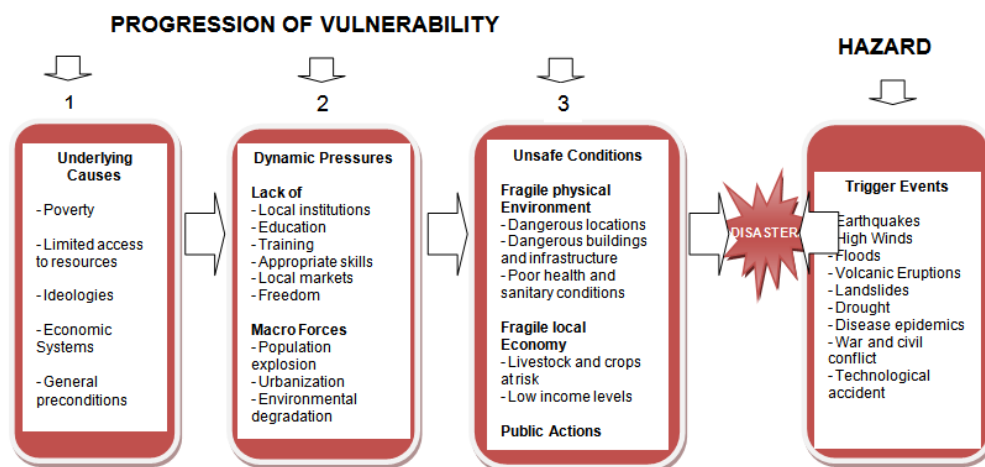


Figure 1: Disaster Crunch Model.

Disaster Management Cycle and Basic Requirements for Preparedness

Disaster management is a continuous process or cycle of activities that are expedient for preventing and preparing for disaster, mitigating its effects and restoring normalcy to society after a disaster occurs. To effectively prepare and respond to national disasters, some basic disaster preparedness requirements must be met. These include a clear national disaster management policy, a disaster management organization and structure,

disaster response plan, disaster resource organization and effective training in disaster response. Without fulfilling these basic requirements, it will be difficult to carry out an effective national response during disasters. The disaster management cycle is shown in figure 2.

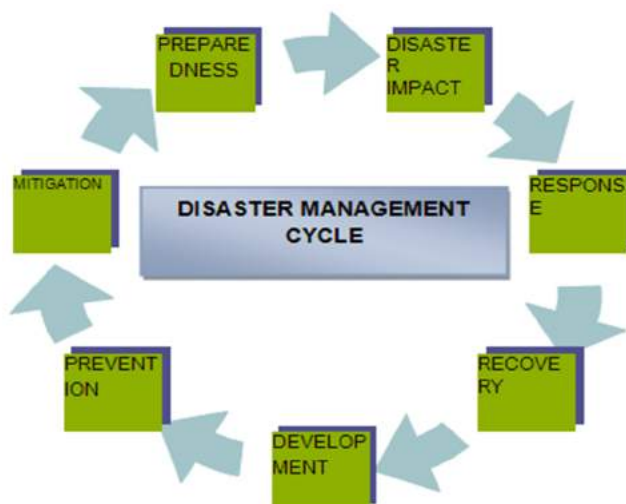


Figure 2: Disaster Management Cycle.

National Disaster Management Architecture of Sierra Leone

The establishment of a solid disaster management organisation and structure is a proviso for effective disaster management. In Sierra Leone, the National Disaster Management Architecture (NDMA) consists of five structures. In descending order from the strategic to tactical level they are the National Platform for Disaster Risk Reduction (NPDRR), National Strategic Situation Group (NSSG), National Situation Room (NSR), Operational Ministry Department and Agency (MDA) and District Disaster Management Committee (DDMC) operating at the platinum, gold, silver and bronze levels respectively. These structures are activated based on the national level security classification. The National Disaster Management Architecture of Sierra Leone is shown in Figure 3.

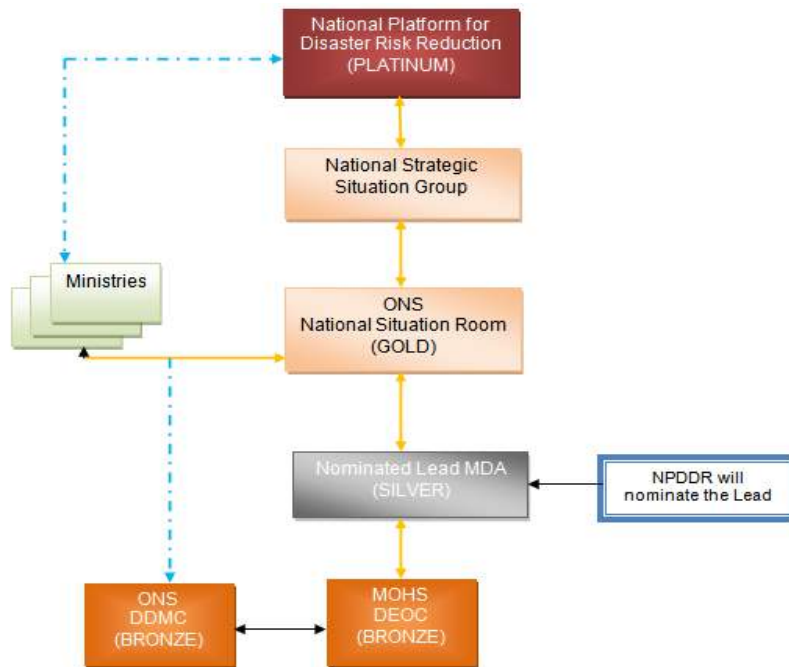


Figure 3: National Disaster Management Architecture of Sierra Leone.

Role of RSLAF in National Disaster Management Architecture

Within the NDMA, RSLAF is situated in the NSSG, which is the GOLD level. RSLAF plays complimentary roles within this framework, since disasters are often humanitarian emergencies which are invariably civilian led. The key role of the RSLAF within the NDMA is to support the Operational (SILVER) Ministry Department or Agency by providing security, maintenance of law and order, provision of logistics and transport capabilities for relief operations, communications and other specialized services such as engineering, and medical services.

Background and Epidemiology of Ebola Virus Disease

According to the US Centre for Disease Control and Prevention (CDC), Ebola Virus Disease (EVD) is caused by a virus that belongs to a family of virus known as Filoviridae. The natural reservoir of the virus is yet unknown. However epidemiologists have found that Ebola is a zoonotic disease transmitted to humans by wild primates such as monkeys, chimpanzee, apes, antelopes and fruit bats which are widely consumed in Africa. Human to human transmission is caused by contact with bodily fluids of infected persons. EVD causes haemorrhagic fever and kills its victim within 21 days from the onset of the disease. There is yet no known cure for the disease and there is yet no licensed vaccine for treatment to EVD. However the chances of surviving the disease can

increase through early detection and treatment. The epidemiological cycle of Ebola virus is illustrated in Figure 4.

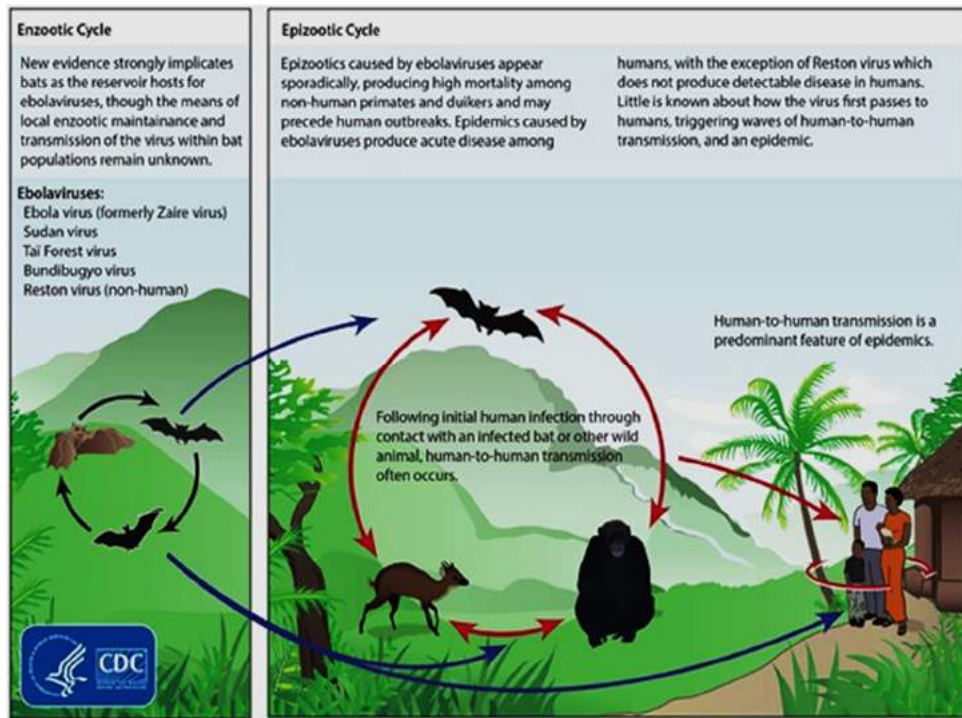


Figure 4: Epidemiological Cycle of Ebola virus

The Outbreak of Ebola Epidemic in Sierra Leone

The EVD outbreak in Sierra Leone started in May 2014. Retrospective investigations by WHO epidemiologists revealed that Sierra Leone's index case was from the Republic of Guinea where the disease started in 2013. The outbreak started in March 2014 in Kailahun District in the eastern part of Sierra Leone bordering the Republic of Guinea and quickly spread to neighbouring districts. It exploded into hundreds of cases by the end of May and October 2014 it spread all over the country. In July 2014 the Government of Sierra Leone declared a state of health emergency in Sierra Leone marking the beginning of full scale response to the disaster. Figure 5 shows the map of Sierra Leone showing the spread of the Ebola epidemic.

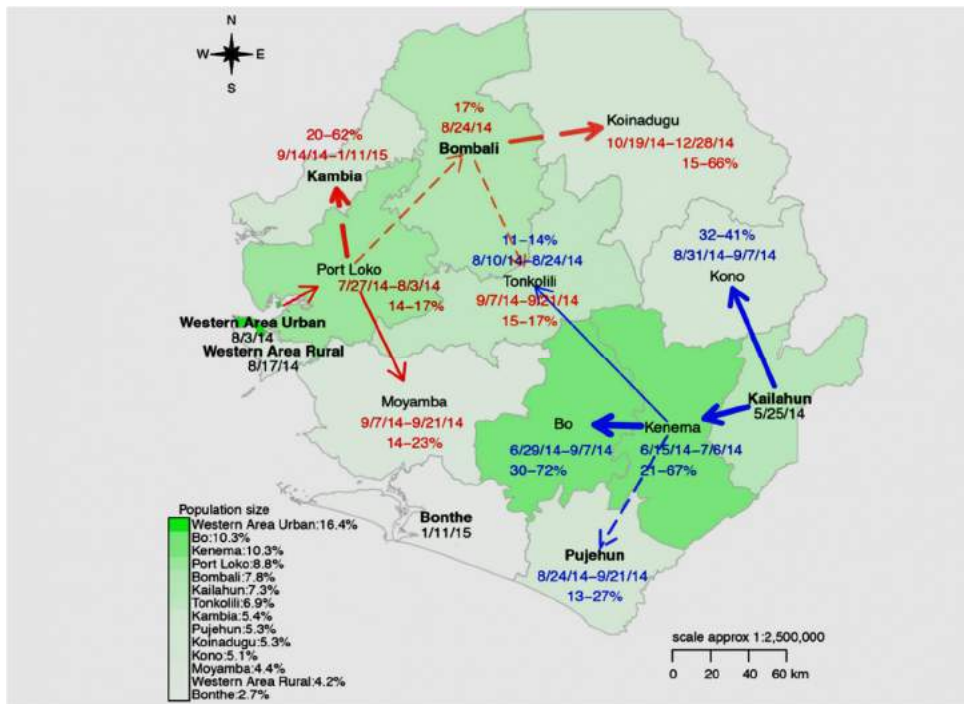


Figure 5: Map of Sierra Leone showing the spread of the Ebola epidemic

Response to the Ebola outbreak in Sierra Leone and the Role of RSLAF infantry Units

When Ebola disaster struck Sierra Leone, the Disaster Management Directorate was grossly underfunded and weak. Consequently, it failed to provide strategic direction for responding to the outbreak. The President of Sierra Leone established a presidential taskforce and established the Emergency Operations Centre (EOC) to coordinate the national response. As new cases continued to increase the President disbanded the EOC and established the National Ebola Response Centre (NERC) in October 2014 to provide strategic leadership of the Ebola response. The Minister for Defence was appointed Chief Executive Officer (CEO) of NERC. Recognizing that the Ebola outbreak in West Africa was a "threat to international peace and security" the United Nations Security Council unanimously adopted Resolution 2177 on 18 September 2014 leading to the establishment of the United Nations Mission for Ebola Emergency Response (UNMEER), the first UN health mission ever. Many other international organizations like African Union (AU) and the Economic Committee of West African States (ECOWAS) and many countries including China, USA, Cuba, and the United Kingdom contributed medical personnel and equipment to Sierra Leone to respond to the outbreak.

RSLAF infantry units were first called upon to assist the Sierra Leone Police (SLP) to enforce quarantine of the two epicentre districts of Kailahun and Kenema in the east of the country in July 2014. The RSLAF infantry personnel assumed a prominent role in coordinating the national response following the appointment of the Minister of Defence as CEO of NERC. Several infantry units and officers were deployed across the country and employed in diverse roles in support of the response pillars as well as other crosscutting interventions. In support of response pillars Infantry Units provided support to the Surveillance and Contact Tracing pillar, Safe and Dignified Burial pillar and Logistics pillar. In support to other interventions, they carried out health screening at check points, cross border control and surveillance and coordination of response activities at the various Command Centres across the country.

Current Level of Disaster Preparedness of RSLAF Infantry Units

Five disaster preparedness parameters were used to assess the current level of preparedness of RSLAF infantry units to respond to future Ebola outbreak. These are:

- a. Disaster management training
- b. Availability of emergency logistics and resources
- c. Developing disaster response operational plans and SOPs
- d. Developing crisis communication networks and database
- e. Developing civil-military cooperation and interoperability with other agencies

Based on the analysis of response of interviews conducted with fifty RSLAF infantry commanders and staff, significant shortfalls were identified in the current level of preparedness of infantry units. These shortfalls are mainly in the areas of logistics, training, crisis communications and interoperability which indicate that RSLAF infantry units are not adequately prepared to respond to future Ebola outbreak.

Conclusions

The findings from the analysis of both primary and secondary data conclude as follows:

- a. RSLAF infantry units played a major role in the 2014-2015 Ebola response in Sierra Leone but faced significant logistics, training and communications challenges due to lack of funding and training for disaster management functions.
- b. Infantry commanders and staff generally believe that Ebola will reoccur in Sierra Leone and infantry units will be called upon to support if the scale of the outbreak escalates.
- c. Infantry formations and units are not aware of the National Disaster Management Architecture and there is no disaster management concept developed for training

infantry units in the tasks they will be required to perform in the event of future Ebola outbreak. However all infantry units have basic knowledge of Ebola.

d. Infantry units do not have any disaster response plan or SOPs to deal with future Ebola outbreak. They rely on the Military Aid to Civil Power (MACP) procedures to conduct emergency operations.

e. There is no standby logistics for disaster management functions in infantry formations and units. Logistics is centrally controlled and can only be staged forward to infantry formations and units from central depots in during emergencies.

f. Infantry formations and units do not have any emergency crisis communication systems in place and do not have database of the location, capabilities and resources of other government agencies and NGOs engaged in disaster response.

f. There is good civil-military corporation between infantry officers and other government agencies such as the ONS, National Disaster Management Department, the Sierra Leone Police, Prisons Department, Fire Department, Ministry of Health and Sanitation and other international organizations.

g. Joint training in disaster management is ongoing provided by various international agencies for infantry officers and personnel of other Ministries Departments and Agencies but this has not been cascaded to unit level so that soldiers can also benefit. No joint disaster management exercises are conducted in formations and units.

Recommendations

In order to mitigate the challenges of the previous outbreak it is prudent for Ministry of Defence and the chain of command of infantry units to take necessary remedial steps to address the identified shortfalls. In this regard, the following recommendations are made:

a. **Disaster Management Planning and Training.** The Ministry Defence should provide clear policy direction and plan for disaster response as a basis for preparing the Armed Forces for disaster response. Infantry division commanders should develop a clear training and operational plan or doctrine for disaster management and emergency response.

b. **Emergency Logistics Capabilities.** The Ministry of Defence should make budget allocation for disaster preparedness of the Armed Forces to facilitate the procurement of basic logistic items needed for effective emergencies response. Infantry formation and unit commanders must pay due attention to equipment husbandry and resource management in their units.

c. **Crisis Communications Network and Database.** Infantry division commanders should establish crisis communication networks in all infantry formations and units to ensure reliable communications between infantry sub-units, battalions and brigade headquarters. A database of the location, focal persons, capabilities and resources of

all disaster response Ministries, Departments and Agencies, local and international NGOs should be maintained and regularly updated.

d. **Interoperability.** The Ministry of Defence should collaborate with the National Disaster Management Department organize periodic joint disaster response training exercises with civil agencies, police and other stakeholders on Ebola outbreak. Infantry formation and unit commanders should give due attention to joint training and exercises with other ministries and agencies to assure mutual understand of the roles a multi-sectoral emergency response.

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Major Samuel Bob Farmar is an infantry officer in the Republic of Sierra Leone Armed Forces (RSLAF). He was commissioned in May 1999. During his seventeen years of his military career, Major Farmar served in several command and staff appointments including, Company Commander, SO3 Operations and Training at Brigade Headquarters, Military Assistant to the Joint Force Commander, SO2 Training Coordination at the Directorate of Defence Training, Education and Recruitment in the Ministry of Defence, Military Assistant to the Chief of Defence Staff and Directing Staff at the RSLAF Staff College to name a few.

Major Farmar has attended several military courses at home and abroad including the Junior Division Command and Staff Course (JDSC), Combat Team Commanders' Course (CTCC) and Jungle Warfare Course (JWC) in Ghana, United Nations Staff Officers Course (UNSOC) in Sweden and Senior Command and Staff Training (SCAST) in Sierra Leone. He has ample experience in peacekeeping operations after serving in the United Nations African Union Mission in Darfur (UNAMID), Sudan in 2013/2014. During the Ebola disaster in Sierra Leone he served as SO1 Planning and Operation at the National Ebola Response Centre.

Major Farmar holds a Bachelor of Science Degree in Agriculture and Masters Degree in Public Sector Management. He has won several military accolades including the British Light Infantry Senior Leadership Award, JDSC overall best student award, and the Chief of Defence Staff overall best student award for SCAST.

In his personal life, Major Farmar is happily married and blessed with three children. In his leisure time, he plays lawn tennis and he is an avid reader of books, journals and online publications.

EFFECTIVE “COMMAND ENVIRONMENT” FOR “SMALLER CRAFTS” OF BANGLADESH NAVY (BN): CHALLENGES AND OPTIONS

Lt Cdr M I J Mehedi, (ND), BN

ABSTRACT

Smaller craft of Bangladesh Navy (BN) are one of the very important subsets of its surface fleet which is the cream of BN. Many of these smaller crafts are age old and pose numerous challenges to keep and maintain operational. Due to numerous limitations in execution, “Command Environment” of smaller crafts is affected as a whole. In this process, an effort has been taken to find out the predominant factors of “Command Environment” as: Leadership of CO/Officers, Organizational Culture, Total Working Environment, Interpersonal Relationship, Professional Interaction between Officers and Sailors, Cooperation & Teamwork and Welfare. Initially these factors present state has been tried to find out with its importance. Thereafter, numerous challenges faced by a command of a smaller craft have been identified as: Scarcity of Officers & Sailors, Increase of Ceremonial/Communal Activities, Lack of Effective Onboard Training, Keeping Sailors Morale High, Non-availability of sufficient spares/equipments/funds, Over dependence on Technical Branch JCOs, Zero Error Syndrome and Underutilization of JCOs as a whole. In doing so, number of methods/tools were applied which includes survey on present and previously served COs of BN smaller crafts, personal interviews of BN senior officers, discussion with friendly overseas naval officers, documents study and researcher’s personal experience. A detailed study of the subject matter and the obtained data indicates that present state of BN smaller crafts “Command Environment” is not sufficiently effective to address numerous challenges faced by a command. However, BN senior officers view is not fully in line with this as they wanted to say, provisions are there but fault is in execution. However, only blaming the execution as the main reason for not having an effective “Command Environment” is how much justifiable is a matter of debate or further research. The research finally recommended some possible measures to improve the “Command Environment” of BN smaller crafts.

INTRODUCTION

Navy ships are considered the most prominent amongst all types of armed forces platforms due to its wide range of versatility. A commanding officer (CO) of a navy ship is specially entrusted with full responsibility for maintaining command environment, safety, well being and efficiency of ship concerned and its officers and men in executing its mission. Amongst these, “**Command Environment**” (CE) is the most important factor which includes leadership of CO, organizational culture, total working environment, interpersonal relations between officers and men, professional interaction between officers and various levels of sailors and welfare. Therefore, a successful CE demands a combination of leadership, management and entrepreneurial skills which will have a profound impact on entire naval community and individual as well.

The CE of smaller crafts of BN poses some challenges and complexities like shortage of officers and specialized sailors, lack of supervising men, age old machineries, non-availabilities of sufficient spares items and criticality of surveying different items. Lack of training, welfare and morale of men entail these challenges. Many of these challenges faced by the ships COs have not changed during the eras or generations as there were no other alternatives. Besides, higher authorities directives, expectations, ceremonial commitments and communal activities have evolved to a certain level so that challenge level has been elevated by those are in command of smaller crafts. Subsequently these hamper the smooth working environment as a whole, chain of command, healthy interpersonal relationship, co-operation and professional interaction between officers and men.

The present CE or command structure of smaller crafts of BN has got a deep impact on working environment, service life, professional advancement and interpersonal relationship. As proper welfare and training become difficult to ensure; morale of the ships in company remains low. Morale is the highest given priority for any organization. If it remains not up to the required mark then it affects the naval community as a whole including family life. Therefore, improvement of the CE of smaller crafts needs special attention for the benefit of the service. The research will try to determine the ways COs describe their CE challenges and to investigate in smaller crafts of BN whether effective CE exist or not. If not, then to find out what are the factors/challenges of effective CE in smaller crafts of BN and how to way out from those challenges.

Predominant Factors of CE

Most important ingredients or predominant factors of CE are listed below:

- a. **Leadership of CO.** The CO's leadership is very important to the overall betterment of the command climate. Assistant Chief of Naval Staff (Personnel) (**ACNS (P)**) opined that, leadership style of the CO will always dictate the CE. Director Naval Operations (**DNO**) said, CO's leadership doesn't exercise in vacuum whereas it works with his men. It is definitively an art by which he can accomplish all the tasks in most efficient manner with limited number of resources. While interviewing Assistant Chief of Naval Staff (Operations) (**ACNS (O)**), (**ACNS (P)**), Drafting Authority (**DA**), Naval Secretary (**NS**) and **DNO**, all of them emphasized that CE depends upon the command itself, his capability, personal skill, capability of understanding men and of exercising and understanding the art of leadership.
- b. **Organizational Culture.** Successful organizational culture leads to a congenial environment amongst all officers and sailors both physically and mentally. If it can be maintained and exercised effectively then CE of smaller crafts will definitely elevate to a certain comfortable level (**Figure-1**). In contrary, a weak organizational culture will put extra burden to CO which will have negative impacts to exert his other duties as it should be.

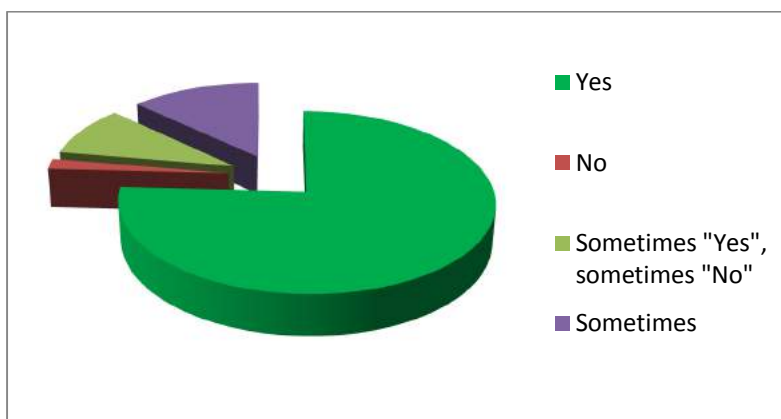


Figure-1: Effective Organizational Culture leads CE to a comfortable level
(Source: Survey)

c. **Total Working Environment.** Creating a moderate work environment on board smaller crafts is a highly challenging task. However, if the standard of working environment of sailors are being upgraded then definitely their morale, bondage amongst each other and belongingness to the ship will augment significantly which will subsequently craft CE much more smoother and easier (**Figure-2**).

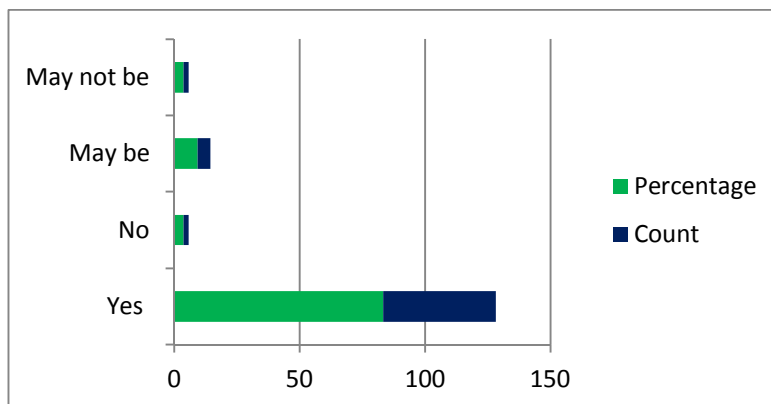


Figure-2: Upgraded Working Environment will make CE smoother
(Source: Survey)

d. **Interpersonal Relationship (IR).** Both in war and peacetime, the importance of IR between officers and men in navy is much more important comparing to other sister services because all have to work in an enclosed arena. As navy is a technology oriented service, very nature of the naval service demands cohesion amongst its men. The present state of IR amongst officers and men in smaller crafts needs improvement. **(75.9% COs agree, ACNS (O), ACNS (P), DA & DNO completely disagree with it and NS has mixed view, Figure-3).** However, officers need to talk to men, share each other’s feelings and fall back at the time of a crisis of a particular sailor.

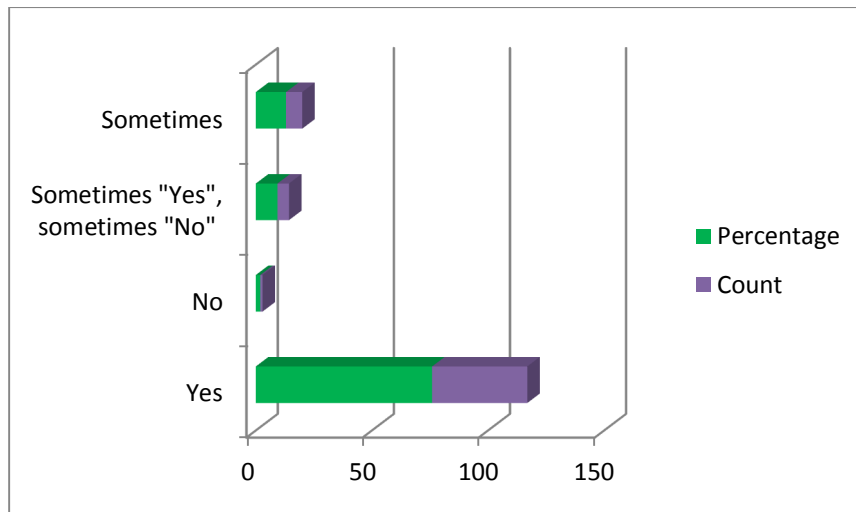


Figure-3: Present State of IR amongst officers and men in smaller crafts
(Source: Survey)

e. **Professional Interaction between Officers and Men.** The importance of professional interaction between officers and men are imperative. Survey reflects, in smaller crafts of BN, it needs improvement. The main reason of it is, officers including the COs are appointed in a ship not for prolong period like sailors, officers have to remain busy with other communal and ceremonial activities along with operational duties, the concept of professional interaction between officers and men are also not well understood, there is not enough time for professional interaction and there is no remuneration too (**Figure-4**).

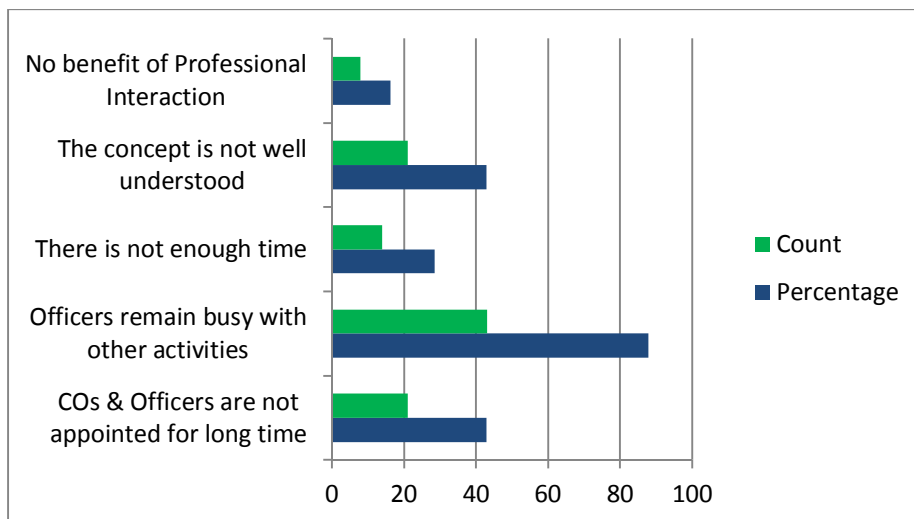


Figure-4: Main reasons for not having good professional interactions between officers and men (Source: Survey)

f. **Cooperation and Team Work.** A cooperative working environment can relatively ease out difficulties in doing things up to a great extent in smaller crafts of BN. Therefore, a good cooperative environment and team work is needed to enhance organizational capability which will subsequently make CE much more flexible.

g. **Welfare.** In navy, welfare is an all-encompassing term covering a wide range of facilities that are essential for the well-being of her personnel. Some of the important facets of welfare are: social security of own and family members, job security, promotion, proper career progression and removing uncertainty in present socio-economic condition. Some other after retirement welfare factors which also need to be ensured of naval personnel like: economic solvency, accommodation and educational issues of children (**Figure-5**).

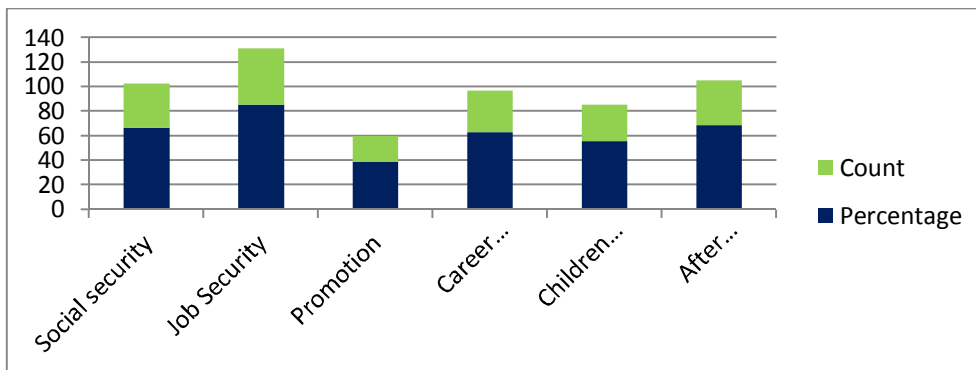


Figure-5: Facets of Welfare that needs to be ensured for Improved CE (Source: Survey)

Predominant Challenges of CE

Most important challenges of CE in smaller craft are as follows:

a. **Scarcity of Officers.** In smaller crafts of BN, the most important challenge that a CO face is, scarcity of officers. Survey (**Figure-6**) including all interviewed senior officers fully agreed about the scarcity of officer onboard smaller crafts. **NS** mentioned that, at present BN is running **46%** of officers in different ranks and it is one of the main reasons for not appointing adequate officers in smaller crafts.



Figure-6: Scarcity of officers exist in BN smaller crafts (Source: Survey)

b. **Shortage of Sailors.** Presently, outside organization involvement of BN sailors has been increased than any other time before. Besides, still Bangladesh Coast Guard (BCG) sailors are being recruited from BN. A good number of ships and bases have been newly included in BN inventory but due to procedural time gap, their TO&E have not yet been approved. These are the major reasons of shortage of sailors as a whole. While interviewing **DA** mentioned that, **presently BN is running with 20-25% shortage of sailors in all ranks.**

c. **Increase of Ceremonial & Communal Activities.** At present, naval communal and ceremonial duties have been increased in manifolds. To accomplish those, sometimes officers and sailors have to be attached temporarily away from the ship. Survey reflects, extra ceremonial and communal activities have got two effects on officers and sailors. Firstly, they feel overburdened and secondly, those who have to perform extra duties their morale become low.

d. **Lack of Effective Onboard Training of Sailors.** Training is called the best welfare that can be provided to sailors. Highest emphasis and time is given to impart adequate professional training to the sailors in navy. However, in smaller crafts, due to unavailability of officer and good training environment, it becomes difficult to ensure effective onboard training (**Figure-7**).

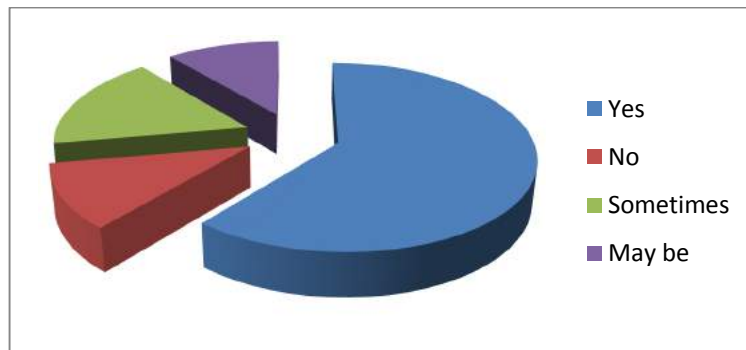


Figure-7: Onboard training becomes difficult due to shortage of officers
(Source: Survey)

e. **Keeping Sailors Morale High.** Maintaining of sailors morale high is one of the most important tasks of any CO. Morale is considered to be the foremost factor of any person to give his best efforts in works. As long as proper training, welfare, interpersonal relationship and solving other administrative problems remain grey, morale of sailors remain low. This is another reason to monitor sailors closely and find out their actual problems which need to be addressed time to time.

f. **Keeping Ship Operational at All Time.** Most of the BN smaller crafts major machineries are presently age old except newly built ships in Bangladesh. Lengthy and complicated procumbent system is one the main reasons to keep ship operational at all times. COs have to pursue a lot with Naval Store Depot (NSD) and workshop to collect things according to their need and fix them. Besides, sometimes

it is found that, the malfunctioning equipments are so age old that it is not available in international market. Survey reflects that, if sufficient spares of machineries/equipments are not available then COs hand becomes tight to keep the ship operational (**Figure-8**). Besides, it also reflects, age old machineries/equipments provide uncertainty to perform CO’s duties effectively and make his decision making process susceptible in critical moment and non availability of sufficient spares sometimes impulses COs to adopt ad-hoc local procurement system.

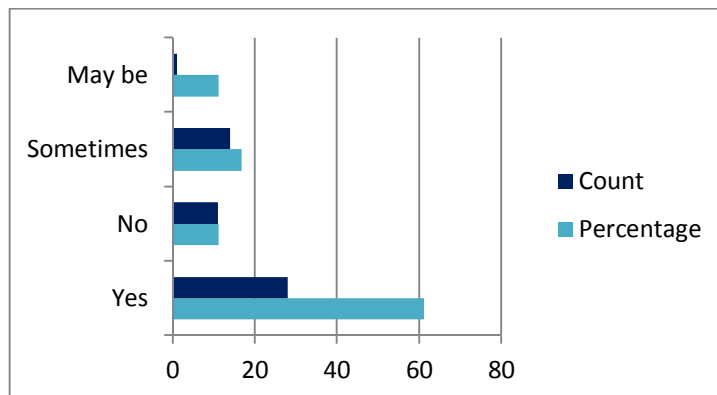


Figure-8: To keep ship operational, CO’s hand becomes tight due to non availability of sufficient equipments/spares (Source: Survey)

g. **Zero Error Syndrome.** At present zero error syndromes or playing safe tendency at some levels cause challenge to smaller craft COs. Now, BN as an organization have become bigger and competition also increased. Personnel at different levels tend to play safe because one single black spot may ruin someone’s career. Acceptability of error or mistakes should be taken care by seniors at all level (**Figure-9**) before it creates a mental understanding or feeling that everyone works for betterment of navy as a whole.

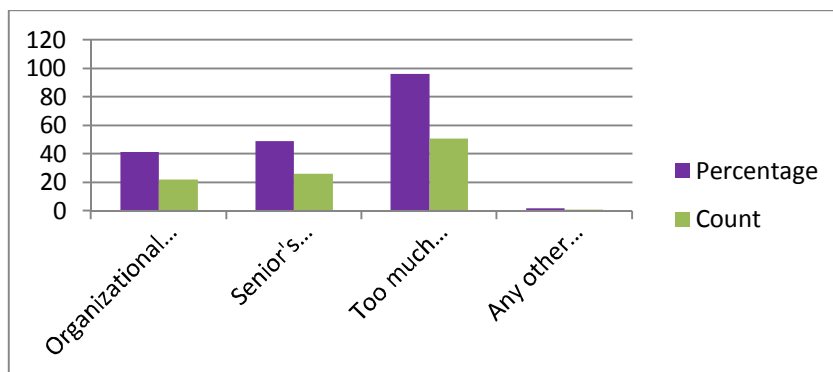


Figure-9: Probable reasons of Zero Error Syndromes in BN (Source: Survey)

h. **Underutilization of Junior Commissioned Officers (JCOs).** In Navy, it is found that JCOs are not properly utilized as they should be (**ACNS (O), ACNS (P), 61.1% COs fully agree, Figure-10**). In Bangladesh Army and BCG, we can see, JCOs are properly utilized. In smaller crafts, JCOs may be empowered more effectively and some of the officer's responsibilities may be shared by them.

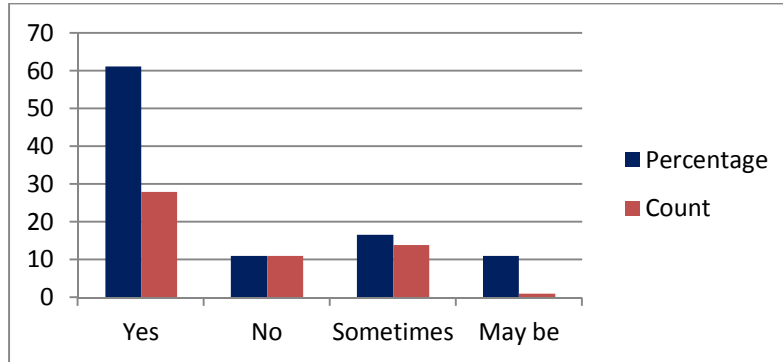


Figure-10: JCOs are underutilized in BN
(Source: Survey)

Ways to Improve CE of Smaller Crafts

Predominant variants to improve CE of BN smaller crafts are as follows:

- Leadership of CO.** All interviewed senior officers gave much more emphasis on pro-active leadership of CO to mitigate/manage most of the challenges that are faced by smaller crafts. Some of the previous and present COs think that, CO's behavior, attitude, commitments, managerial ability and style of leadership are paramount to improve the CE.
- Organizational Culture.** To uphold an effective organizational culture in smaller crafts of BN, COs and officers must try to install an insight pride in being a professional sailor, responsibilities, discipline, team work and care for other sailors.
- Total Working Environment.** Senior officers opined that smaller craft working environment may be improved by giving emphasis to working space management, better habitability and hygiene.
- Improve IR.** To raise strong and vibrant IR between officers and sailors, senior officers and present COs opined, COs/XOs/DOs talk need to be carried out regularly and sincerely. Besides, more social interactions in games, sports, cultural activities, family day or picnic may be arranged. With these, some of them also think that, COs/XOs/DOs talks should not be taken as impulsion or routine matter rather to know their actual problems.
- Professional Interactions.** To make a successful professional interaction between officers and men, COs need to pay a special attention to promulgate

necessary modules like competition about different professional aspects between different levels of sailors and officers.

f. **Cooperation and Teamwork.** To increase interoperability and cooperation within a small ship, CO has to lead from the front by doing his part very best which can possibly inspire others to do the same.

g. **Welfare.** Senior officers viewed that, to ensure welfare, CO has to belong his personnel in such a way that they can understand/feel their problems are solved as far as possible. Only by that, he can win their heart and obtain best output. Besides, COs/officers must talk with people regularly to know their actual problems.

Overcoming challenges to improve CE are as follows:

a. **Scarcity of Officers.** NHQ is trying at least one officer onboard smaller craft except CO. Besides, at present vigorous recruitment program of officers is going on to fill up the shortage of required number of officers.

b. **Shortage of Sailors.** Sufficient endeavor has been taken by NHQ to intake more number of sailors to fill up shortage every year.

c. **Increase of Ceremonial & Communal Activities.** COs of smaller crafts opined about less involvement of COs in Fleet HQs/Area HQs so that they can give more time to the ship and look after effectively. Besides, they suggested about forming a special cell at every area to perform all ceremonial duties.

d. **Lack of Effective Onboard Training.** For ensuring effective onboard training, officers need to train/take classes regularly of sailors. Besides, JCOs may be effectively used to train junior sailors if no officer is onboard.

e. **Underutilization of JCOs.** JCOs must be given with enough trust and responsibilities so that by virtue of their experience, they can really perform better.

f. **Zero Error Syndromes/ Playing Safe Tendency.** COs should not be too much cautious about their career and pay more importance to his ship activities to reduce zero error syndromes. However, acceptance of error/mistake should be increased by seniors to reduce this negative attitude of service life. Besides, too much staff work, perfectionist attitude and too much procedural habit may be given flexibility.

CONCLUSIONS

CE is the most important aspect which includes leadership style of CO, organizational culture, total working environment, IR between officers and men, professional interaction between officers and sailors and welfare. Commanding a smaller craft now and same ship before fifteen years has got a distinct difference. Though there is no official acknowledgement in BN regarding this issue, but present increased outside involvement, increased ceremonial and communal activities, advent of different social medias and changing socio-economic context demands a further research about state of

commitment level of officers and sailors to the service. It cannot be said that, challenges do not persist bigger/medium crafts or bases but it is felt tremendously when a CO of a smaller crafts finds himself alone to face numerous challenges.

While interviewing senior officers of BN in NHQ, no one fully agreed about lacking in above mentioned variants of CE, challenges and state of not sufficiently effective command climate in smaller crafts. According to their view, CE is less involved with materials but more involved with human being, personal skill, leadership qualities, COs capability to understand people. Most of them also said, numerous challenges that are faced by the command of smaller crafts are not due to naval system as provisions are already there. Senior officers' wisdom and experience of service can never be undermined but again it is a matter of debate that by blaming only the execution of provisions or putting everything under the shoulder of CO's leadership is fully justifiable or not. Sometimes it is really difficult to ascertain that, what an alone CO is facing by taking an age old ship at sea with unreliable machineries and insufficient equipments. This real in ground scenario came up through an extensive and long survey carried out amongst present and some previous COs of smaller crafts. Due to shortage of time, different set of questionnaire, different methods of survey or big number of respondents view couldn't be taken. However, excluding the error, the survey seems to be a comprehensive one too to understand the on ground scenario.

Though no senior officer during interview fully agreed about present CE is sufficiently effective to address the challenges faced by the command, however, all of them suggested different ways to improve the same. Besides, BN must take adequate endeavor to drive on the wheel of execution of provisions laid down as far as possible. Area Commanders also extend their fullest support or cooperation to the smaller crafts. Leadership plays a very big role on CE but again morale, dedication, commitment, motivation, job satisfaction and professional excellence can only be uplifted by a comfortable and effective CE of smaller crafts.

RECOMMENDATIONS

In light of above findings, following short, intermediate and long term measures may be taken to make the existing CE onboard smaller crafts of BN to be sufficiently effective:

a. Short Term Measures.

- (1) CO should always lead from the front to inspire his men.
- (2) CO's behavior, attitude, commitments, managerial ability and style of leadership must be highly positive.
- (3) CO should belong his men all the time, remain in touch and talk to them to know their actual problems.

- (4) CO must look after his all men and ensure all welfares which all are in his hands.
- (5) JCOs may be given with more responsibilities (like: monitoring sailors closely, DO's/OOD's duty, some other major administrative and communal jobs) with much more trust.
- (6) Emphasis may be given to space management, better habitability and hygiene of living and dining places for creating a improved working environment in smaller crafts.
- (7) Arranging more social gatherings (like: games, sports, cultural programs, family day, picnic etc).
- (8) Conducting COs/XOs/DOs talk more regularly and not as an impulsion or routine matter.
- (9) More informal interactions or communicating one to one if required to know the actual problems.
- (10) To raise a healthy and competitive professional interaction between officers and men, some small remuneration may be inducted (like: best sailor, prize bond or granting install casual leave etc) which are practiced in bigger ships.
- (11) For ensuring effective onboard training especially of junior sailors, officers need to train/take classes regularly. However, if there is no officer onboard then CO may take the initiative.
- (12) To keep the sailors morale high all the times, enough recreational facilities should be there (like: movies, dish TV, onboard small games facilities etc).

b. Intermediate Measures.

- (1) More emphasis may be given to leadership training of officers since cadet training, basic course, junior staff course and staff college gradually which will help them to make timely decision and perceive the art of leadership in their future career.
- (2) For creating a culture of avoiding “Zero Error” syndromes, too much staff work, perfectionist attitude and too much procedural habit may be given flexibility. Besides, seniors' acceptance of error/mistakes may be increased at all levels.

c. Long Term Measures.

- (1) NHQ's present extensive process of recruiting more number of officers may be continued keeping in mind about future expansion of navy and naval ships. However, emphasis may be given on quality with quantity to keep a balance between standard and requirement.

(2) Sailors recruitment may be increased to fill the required shortage (20-25%) at present what BN is running every year.

(3) Navy may continue government level persuasion to intake own officers and sailors for BCG. In that case present naval officers and sailors can be returned back to navy which will strengthen her organizational capability and meet up outside organization requirements more smoothly.

(4) NHQ may take a long term welfare plan including after retirement accommodation, children education and post retirement employment plan for interested officers and sailors. This drive will definitely boost up their morale and dedication to the pinnacle.

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PROACTIVE CIVIL MILITARY RELATIONS IN BANGLADESH: A CRITICAL ANALYSIS AND WAYS AHEAD

Lt Cdr Mirza Rokaiya Noor Popy (E), BN

ABSTRACT

Though civil-military relation was a highly discussed issue in western countries after Second World War, it is relatively a newer concept in Bangladesh perspective. The necessity of civil-military relation was first felt during the liberation war of Bangladesh to make the country free from occupation force. Thereafter civil-military relation practiced in Bangladesh was mainly reactive in nature. This study makes an endeavour to find out some areas and ways to make civil-military relation proactive rather being reactive through qualitative interviews with ten civil scholars and military officers having expertise in this sector. A quantitative data analysis has also been done amongst 130 civil and military personnel. The result yields from the analysis of these interviews and survey is that, military population needs to accept the lawful political control and step forward to achieve proactiveness in civil-military relation. But military alone can't be successful in this aspect as they have limitations to be proactive in decision making. Hence, the civil counterpart needs to extend their hand of cooperation to make it a success. This study is a part of growing need of research on proactive civil-military relation in Bangladesh during peacetime to optimize the utmost benefit of the nation. This research paper will contribute to future research on similar topics.

INTRODUCTION

Military had always been an essential and integral part of the civilization. Without military no civilization could be built or sustained. Present day's military personnel are the product of society. So it is needless to say that there is a close linkage between civilian and military. The spectrum of Civil-Military Relations (CMR) is wide. It ranges from the relation between the armed forces and the society, the relation between the armed forces elite group and other elite groups, and the relation between the commanders of the armed forces and the top political leaders of the society. This relationship has got different dimensions during the war and peace. CMR also differs in different forms of government. This particular area of study is comparatively new and has emerged mostly after Second World War when the ideological difference between civil and military became prominent and both the entity started to influence their control over each other. Since then CMR has become a matter of concern for the society as a whole.

The emergence of CMR in Bangladesh dates back to the history of our great liberation war in 1971. During that period trained military and civilian population fought together and earned coveted freedom. In the journey of a liberated country Bangladesh sometimes experienced challenges in maintaining sound CMR under non-democratic environment. After the 1990s, the practice of stable democracy started again. Hence, the

issue of CMR felt necessary to be addressed to reduce the gulf of difference between civil and military. Without strong cohesion between civil and military country's security would be threatened and the socio-economic activities are likely to be hampered. So, it is the need of time to strengthen the relation between these two entities to optimize the utmost benefit of the nation.

This study would help to identify the present state of CMR as well as the areas where CMR takes place frequently in Bangladesh. It would also help to reveal the prevailing deficiencies in CMR and suggest how proactive CMR could address these deficiencies.

CLASSICAL CONCEPT OF CIVIL MILITARY RELATIONS AND BANGLADESH PERSPECTIVE

Definition

Samuel P. Huntington described CMR as the relationship between civil societies as a whole and the military organization or organizations established to protect it. More narrowly, it describes the relationship between the civil authority of a given society and its military authority_ (Huntington, 1957).

Basis of CMR

The classical theory of CMR is rooted in the primacy of the principle of civilian control over the organization of the armed forces_ (Huntington, 1957). The concept of the supremacy of civilian body is based on the idea of the neutral functioning of political institutions and organization of the armed forces to handle defence and security.

Civilian Control of Military

Civilian control is concerned with the relative power of civilian and military groups. There are two forms of civilian control:

- a. **Subjective Civilian Control.** Subjective civilian control achieves its end by civilizing the military_ (Huntington, 1957).
- b. **Objective Civilian Control.** Objective civilian control can render maximum benefit when military remains politically sterile and neutral_ (Huntington, 1957).

CMR in Bangladesh Perspective

Bangladesh is a unique example in the world in the context of CMR. Bangladesh has a people oriented military where military co-exists with civilian in a homogeneous society. The success of proactive CMR in Bangladesh first realized from our great liberation war in 1971 when trained military and civilian population fought together and earned coveted freedom. But, just after three and half years of independence, military intervention took place. During that period, armed forces carried out many development activities. But their efforts had lost their credibility as those were not fulfilled under constitutional civilian democratic government_ (Hossain, 1991). Thereafter, democracy

has been re-established in the year 1991. At present, the majority of the respondent's view is the state of CMR at present is moderate to bad. It indicates the need for improvement of CMR in Bangladesh.

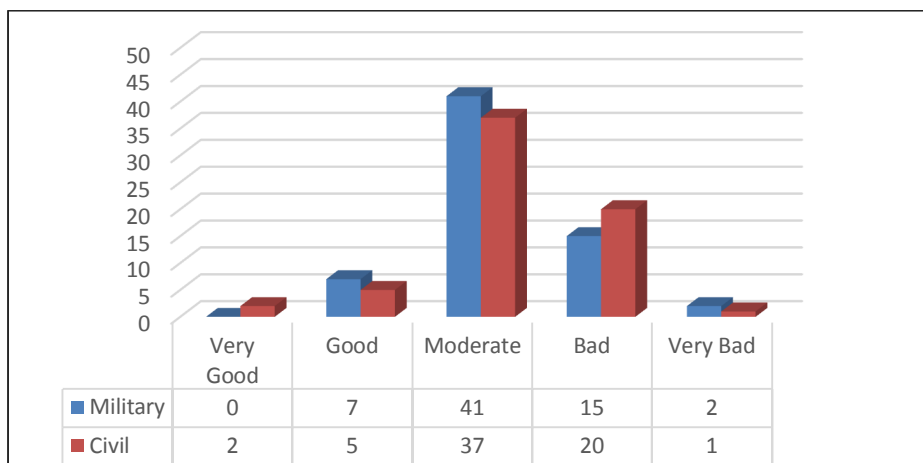


Fig 1: Present State of CMR in Bangladesh

Source: Primary

Factors Affecting the CMR in Bangladesh

Mutual Trust and Understanding. Lack of trust makes the relationship bitter and creates non-cooperative environment. Consequently, the development of the country as a whole jeopardizes. On the other hand, mutual trust and understanding in each and every level of CMR expedites the country's overall development mission.

Conceptual Difference between Civil and Military. Military rules, regulations, norms and culture are conservative and traditional in nature. On the other hand, civilian machinery is more flexible and adaptable to changes demanded by the political and social environment_ (Siddique, 2016). So it is difficult for one to comprehend other's business.

Isolation of Military. Military personnel stay in the secured periphery of cantonments or bases. Military matters are generally kept secret by the military establishment_ (Karim, 2002). This makes them isolated from civil population. This physical isolation sometimes creates gap between civilian and military.

Use of Military in Political Purpose. Sometimes political parties try to increase their influence in the military hierarchy. Thus military lose their neutrality as well as professionalism.

Visibility of Power. The arms carried or uniform worn by military itself is a source of power. If military can express their humbleness putting on uniform, civil people gets a feeling of confidence whereas arrogance put the relationship in question.

PROACTIVE CIVIL MILITARY RELATIONS AND EFFECT ON BANGLADESH ARMED FORCES

Definition of Proactive CMR

The dictionary meaning of ‘proactive’ is taking action by causing change and not only reacting to change when it happens¹. As there is no established meaning of ‘proactive CMR’, the definition found from the interview of experts in this sector is the activities or measures taken in advance to improve the CMR are considered as proactive CMR.

Areas of CMR in Bangladesh

Nation Building Activities. This encompasses all the activities carrying out by Bangladesh Army, Navy and Air Force. Some of the remarkable nation building activities carrying out by military is as follows:

- a. Construction of Roads, Bridges and Flyovers
- b. Dredging Rivers
- c. NID and MRP Project

Natural and Manmade Disaster Management. The armed forces are called upon to do rescue, relief and rehabilitation works during any natural calamity. They also play remarkable role in man-made disaster management. They provide support to the rescue operation in case of any major fire hazard, building collapse or sunken launches in Bangladesh.

Post Disaster Rehabilitation. Civil-military has the scope to work on post disaster rehabilitation projects. Bangladesh armed forces have been entrusted with the responsibility to implement a major part of ABASON Project which is planned to provide shelter to the homeless people.

Promotion of Education. Armed Forces of Bangladesh have significant contribution to promote quality education in primary, secondary, higher secondary and university level. They are running significant number of schools, colleges, medical colleges, engineering institutes and Universities in different parts of our country with the greater intention of contributing in the country’s education sector.

Enforcing Internal Law and Order Situation During Emergency. Military plays active role to restore internal law and order situation with other law enforcing agencies as and when ordered by government.

Commercial Joint Ventures. Commercial joint venture is another area of developing CMR. Bangladesh Ordnance Factory, Bangladesh Machine Tools Factory, Khulna Shipyard, Dockyard and Engineering Works, Chittagong Dry Dock and Bangabandhu Aeronautical Centre were the looming industries before few years. Now the joint civil-military effort has made these organizations profitable.

Countering Terrorism and Insurgency. Military has already been demonstrated their efficiency in peacekeeping in CHT. Consistent participation of Bangladesh military in UN peace operations had a moderating impact on their outlook on relationship with the civilian and democratic institutions and practices.

Conservation of Environment and Promoting Tourism. Military personnel take active part in forestation program to conserve and develop the environment. Good number of initiative has also been taken by them to promote tourism in Bangladesh.

Need for Proactiveness in the Area of CMR

It is very much required to eliminate the gaps and enhance mutual trust, understanding and confidence between civil and military, to work in an integrated manner. That is why proactive CMR is needed. Though it is not absolutely possible to eliminate the gaps between civil and military due to their very nature of service, but proactive endeavour can bring positive result in this aspect.

Effect of Proactive CMR on Bangladesh Armed Forces

Bangladesh armed forces would be able to take part in national development more actively if proactive CMR could be established. It would help to build better image of armed forces to the civil population. At the same time if political leaders could be more considerate regarding the effective control of military, bureaucratic complexities would also be reduced significantly. As a result, the functionality of armed forces would be easier and popular support would increase their initiative to take part in development activities.

ADAPTATION OF PROACTIVE CIVIL MILITARY RELATIONS IN BANGLADESH AND PROBABLE CHALLENGES

Adaptation of Proactive CMR

Exchanging Views between Civil and Military Leaders. The elected leaders as well as the bureaucrats must have enough understanding regarding the affairs of armed forces (Manzur, 2016). In this regard regular dialogue, conference, workshop and seminars can be arranged to achieve proactive CMR.

Increasing Civil-Military Interaction in Various Sectors. Civil-military interaction in education, cultural and ceremonial sectors can be increased to attain proactive CMR. Bangladesh armed forces are effectively contributing in the educational and ceremonial sectors to enhance CMR. It can further be increased by the active participation of public universities by arranging cultural competition, group discussion, role playing in public place, sports and games competition, conferences on any particular theme on philosophy, art and humanities, honour codes etc. Carrying out 'recruitment

camping' throughout the country instead of advertisement would produce better interaction between civil and military.

Training. Imparting training both military and civilian side can play a vital role to attain proactive CMR. From military side, endeavour can be taken to incorporate CMR in the syllabus of basic course of military training to generate a workable idea about this sector. On the contrary, Ministry of Education may incorporate CMR in the syllabus of secondary and higher secondary level which will help the students to have a workable knowledge about military affairs.

Role of Cadet Colleges and BNCC. Cadet colleges as well as BNCC can be a potential source of future military leaders and policy makers who have a fair idea about the function of both entities. Thus, these institutions can contribute in achieving proactive CMR.

Projection of Military Activities and Objectives. Correct projection of military activities and their objective can help to achieve proactive CMR. Some ways are as follows:

- a. Convincing mass people regarding the objective of armed forces by print or electronic media.
- b. Broadcasting various military exercises, real time operations and peace keeping activities in UN mission.
- c. Discloser of defence budget as long as the security permits to satisfy the curiosity of civil people.

Proactive Role of AFD. AFD can play proactive role to apprise government regarding the capabilities of armed forces to take part in national development activities but the final decision should come through ministry to avoid inter-organizational dissatisfaction. AFD can also take initiative to promulgate national security policy, defence policy, media policy and policy regarding CMR.

Involving Retired Military Officers To Enhance CMR. Retired military think tanks¹ can work in collaboration with civil experts and media personnel after retirement. A separate organization like Council on Foreign Relations (CFR) in USA, encompassing the above mentioned stake holders can be formed in Bangladesh. Government has already effectively utilized some military resource persons after retirement by appointing them as Security Advisor to the Hon'ble PM, Vice-Chairman of BTRC, Secretary in MOFA and DG Shipping respectively. They showed their professional excellence as an expert of the relevant sectors.

¹ A research institute or organization employed to solve complex problems or predict or plan future developments in military, political, or social areas.

Challenges to Attain Proactive Civil-Military Relations

Lack of Mutual Trust and Confidence. At times military lost their non-political nature by their intervention in politics (Faiz Ahmad, 2016). Again many a times civil administration failed to run the country due to inefficiency, chronic corruption and to achieve personal gain. This has given birth of mutual disrespect, mistrust and lack of confidence. So, it becomes a great challenge to achieve proactiveness.

Political Interference and Lack of Professionalism. Highly politicized society poses managerial challenges both for military and civilian authority and institutions to manage expectations. Political interference in military service is a big challenge for earning confidence of people and to achieve fruitful CMR. It reduces the professionalism blame each other for their mistakes. An incompetent group of people can't establish proactive CMR.

Lack of Military Ability to Integrate with Civil Society. The uniform, training, accommodation, transportation and overall life style of military personnel are different from the whole society. So military becomes a separate entity which is originated from society but become isolated from society after joining in military. It poses great challenge to attain proactive CMR.

Chronic Corruption and Bureaucratic Influence. Chronic Corruption and Bureaucratic Influence have become an integral part of our society. Sometimes civil bureaucrats try to over-supervise military matters. That could neither augur well nor can produce desired results as far as operational efficiency is concerned. Moreover, there is a remote possibility to corruption creeping in uniform if military involves with the national development activities with civilian. However, this risk can be accepted unless there is a better option.

Lack of Accountability and Transparency. Lack of accountability and transparency in governance results in social and political tensions, and may affect the civil and military relationship in an uncertain way.

Less Effective Organizational Structure. Civilian control has to be collective and through Higher Defence Organization (HDO). At present NCSA, MOD and AFD are working as HOD separately and in limited way. But, there should be a National Security Council (NSC) to establish proper CMR. Some of the limitations of existing organizations are as follows:

- a. **Limited Role of CMR Directorate.** The activities of CMR directorate are very limited as delineated in 'Tour of Duties (TOD)'. The CMR activities performed by this directorate are limited to arranging National parade in independence/ victory day, inviting freedom fighters in Armed Forces Day, publishing Armed Forces Day journal and coordinating with ISPR for media coverage.

- b. **Less Effective ISPR.** This directorate is not as effective as it could be to enhance CMR. The operational control of this institution lies with AFD but the administrative control is with MOD. So there is lack of accountability which hinders the effective utilization of ISPR to attain proactive CMR.

WAYS TO OVERCOME THE CHALLENGES IN BANGLADESH PERSPECTIVE

Identification and Promotion of Common Goal. The ultimate objective of civil society is to preserve the national interest and ensure national development under a democratic government. The ultimate objective of military is to serve the people in war and peace. So, both the entities should identify their interest which is same for all and should work to achieve the common goal.

Subjugation of Military to Lawful Political Control. Civilian control over military should be lawful and rational. Lawful political control will increase the professionalism of military and will help to maintain their neutral posture. This, in the long run will help to achieve proactive CMR.

Information and Thought Sharing. The ignorance regarding military can be reduced to a greater extent by arranging dialogue, conference and workshops. Military should also ensure sufficient information sharing with civiladministration by the following ways:

- a. Publishing in website through internet.
- b. Publishing in newspaper.
- c. Broadcasting in television and radio.

Effective Utilization of Media. Military can effectively utilize media to show how they maintain the sovereignty of the nation; take part in development activities and the reasons behind the failure if any. That will help to achieve sympathy from the nation both in war and peace time.

Establishing Effective HDO. Brigadier General M Sakhawat (retd) has suggested following propositions to establish effective HDO:

- a. A new HDO consisting of Cabinet Committee for Defence (a collective control headed by the PM).
- b. Defence Committee (for specific control and policy implementation headed by MOD).
- c. Joint Chiefs of Staff Committee (for technical command decision and policy implementation headed by the Joint Chief of Staff)
- d. The Joint Chief Headquarters will replace the AFD and will work for preparation of strategies for joint operation, inter-services training, logistics dumping, logistics

procurement, coordination and implementation of services, armament policies and coordination of strategic and tactical services intelligence.

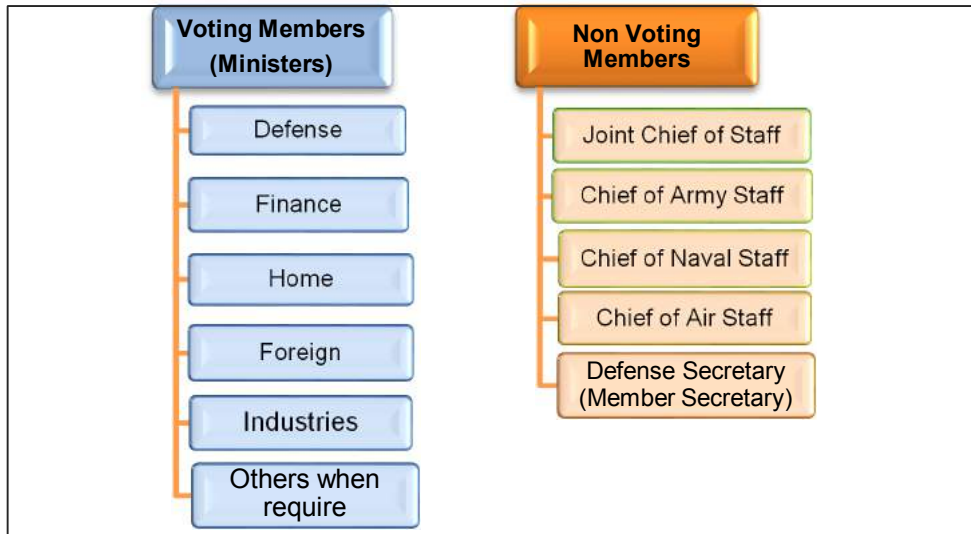


Fig 2: Cabinet Committee for Defence Headed by PM

Strengthening ISPR. ISPR need to be developed in terms of technology, effective manpower as well as resources. The representative of Army, Navy and Air Force can be appointed in ISPR to actively participate in relation building with media and own force. ISPR should enhance the interaction with the media to build a positive image of armed forces.

Establishing of National Security Council. A NSC headed by Prime Minister as Chair and ministers of defence, finance, home and external affairs as members to coordinate defence related matters could be developed to address CMR related issues. The existence of NSC ensures the strong political control over military as well as help to understand the military view point by the civilian policy makers.

CONCLUSION

CMR is an important area of study since the inception of the professional officer corps. Though the age old concept of CMR evolved from the relationship between the military leader and their political masters, in Bangladesh context CMR signifies the relation between the military and the society more during peace time. The present state of CMR is not much encouraging. But it is a matter of hope that the relationship is getting better with the stable practice of democracy in Bangladesh for last two decades. At present, CMR is significantly visible in some areas like nation building activities, natural and manmade disaster management, post disaster rehabilitation, promotion of education, internal law and order management during emergency, commercial joint venture,

countering terrorism and insurgency, international peacekeeping, conservation of environment and promoting tourism and recreation in Bangladesh. But they are mostly reactive in nature. To make the CMR healthy and trustworthy, proactive measures need to be taken.

Increasing civil-military interaction in educational, cultural and ceremonial sectors can blur the colonial picture of military and grow the sense of belongingness for military amongst mass people. This can further be expedited by incorporating CMR in the syllabus of secondary or higher secondary schools as well as basic training in military academies. The exposure of military activities in national and international arena will also help to build positive image in front of the people of Bangladesh. In this regard, retired military officers can also play a vital role. There is a dedicated directorate in AFD for CMR. So this directorate can proactively suggest various development activities which can be carried out by the military for national development. Thus military can enhance proactiveness in CMR.

A healthy CMR can contribute in national development significantly but military alone is not in a position to fully materialize proactive CMR. Both civil and military entities should work in harmony for the common goal of national development. Military should also accept the lawful political control and maintain transparency by relevant information sharing. Media can effectively be utilized for this purpose. The experts in CMR strongly suggested the formation of a viable cabinet committee for defence headed by the Prime Minister. They also opted for establishing National Security Council to address civil-military issues, which will bring radical changes in proactive CMR.

RECOMMENDATIONS

Based on the overall findings, the present study puts forward the followings recommendations:

- a. CMR directorate in AFD can be effectively utilized to deal with civil-military related issues. Alternatively, the National Security Council can be established to deal, among others, with CMR issues.
- b. Media can effectively be used to build a positive image of the military. To that end, ISPR can be reformed and reorganized to enhance the relation between armed forces and media personnel.
- c. The Ministry of Education can be persuaded to incorporate CMR in the secondary or higher secondary syllabus so that every citizen has clear idea regarding CMR.
- d. Persuasion for increasing the number of Cadet Colleges can be done.
- e. Bangladeshi retired military think-tanks can work in collaboration with civil experts and media personnel after retirement to enhance CMR.
- f. An effective policy for CMR can be prepared by civil and military experts.

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2. Cdre M Nazmul Hassan, (N), ncc, psc, DG CMR
3. Cdre Mohammad Sohail, (TAS), NUP, PPM, psc, DNI
4. Capt Arshad Kabir, (L), BN, DDP (Navy), DGD
5. Lt Col Rashidul Hassan, psc, Director ISPR
6. Prof Dr Nazmul Ahsan Kalimullah, Pro-vice Chancellor, BUP
7. Prof Dr Imtiaz Ahmed, Dept of IR, DU
8. Prof Dr Amina Mohsin, Dept of IR, DU
9. Associate Prof Dr Muhammad Mahbubur Rahman, Dept of Law, DU.



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**MAKING CHITTAGONG DRY DOCK LIMITED (CDDL) A MORE
PROFITABLE ENTERPRISE UNDER BANGLADESH NAVY MANAGEMENT:
CHALLENGES AND PROPOSED STRATEGY**

Lt Cdr M Nur Hasan, (E), BN

“Our Navy needs a stable shipbuilding program that provides the right capability and capacity for our Fleet while preserving our nation’s industrial base”

Admiral Gary Roughead, Chief of Naval Operations, US

ABSTRACT

Sea is the means of transporting 80% of global trade. Chittagong Port is the principal port of our country that handles about 92% import-export of the country. Thousands of ships touch Chittagong Port every year. Bangladesh also has her own shipping fleet. CDDL was established as a complementary facility to Chittagong Port Authority to provide regular and emergency repair support of the ship. It is to be mentioned that CDDL is the only dry docking facility of our country for ocean going vessels. Due to its advantageous location, it has huge demand of repair works. In spite of having huge opportunity and strength, the organization failed to make remarkable progress. It is also found that beside ship repairing it also has huge opportunity to become a shipbuilding organization. Bangladesh Government handed over CDDL to Bangladesh Navy recently with a view to uplift the organization. All efforts in this research will be to find out the ways to make CDDL a more profitable organization. The research will be endeavouring to analyze the present and past situation of the organization and find out the ways to make the organization more profitable. Strength, weakness and challenges will be also discussed. A viable strategy will help to make the organization more profitable and contribute the economic development of the country.

INTRODUCTION

In the shipbuilding lexicon of our country, Bangladesh Navy (BN) is the largest organization with more than 2000 working personnel and finest docking facilities of the country. History began in the year 1999 when Khulna Shipyard Limited (KSY) was handed over to BN. Later, Dockyard and Engineering Works Limited (DEW) Narayanganj was handed over to BN in the year 2006. Basing on the performance of KSY and DEW Narayanganj, CDDL was handed over to BN on 23 December 2015.

The importance of shipbuilding is worth mentioning. Seaborne trade is the economic lifeline of our country. Chittagong Port is the principal seaport of Bangladesh handling about 92% of import-export trade of the country (CPA, 2016). In the year 2014-15, the port handled 2566 vessels (CPA, 2015-2016). Considering the importance of Chittagong Port, CDDL was established as a complementary facility to Chittagong Port Authority (CPA) to cater the regular and emergency repair needs of the national flag vessels as well as the vessels that touch the Chittagong Port. Honourable Prime Minister of the Peoples Republic of Bangladesh has handed over the management responsibility of CDDL from

Bangladesh Steel and Engineering Corporation (BSEC) to Bangladesh Navy on 23 December 2015 with a view to make it a profitable organization.

STATE OF CDDL AND ANALYSIS OF DIFFERENT SHIPYARDS UNDER BN MANAGEMENT

Capability of CDDL

Infrastructure and Human Resources. CDDL is located at East Patenga, Chittagong on 36 acres of factory land and 11 acres of family accommodation space. There are two workshops for repair work namely Machine Shop and Fabrication Shop. It also has Ship Repair & Electric Works shed, Administration Office, mosque, dock, jetty, standby generator house, water treatment plant etc as supporting facilities. Authorized man power of CDDL is 421. Present total man power is 261.

Docking Capability. CDDL has only one dock capable of docking and repairing all types of vessels up to 22000 DWT. Allowable length and breadth is 175m X 24m. CDDL is providing quality and standard repairing to ocean going and coastal vessels with special emphasis to Bangladesh Navy and Chittagong Port Authority.

Income Statement of CDDL

Total Income and Profit (Recent Years). Main income of CDDL depends on dry docking repair. However, CDDL also has some other source of income like allied production, afloat repair and cargo handling. Table 1 shows the total income, net profit and percentage of profit of total income from the year 2010 to 2015.

Year	Total Sales/Income (Tk)	Net Profit (Tk)	Percentage of Profit of Total Income
2010	413,843,547	80,232,801	19.39%
2011	353,180,828	63,053,976	17.85%
2012	351,744,643	65,127,012	18.52%
2013	272,507,821	28,574,212	10.48%
2014	367,974,284	4,509,868	1.23%
2015	353,832,119	6,324,600	1.79%

Table 1: Total Income and Profit of CDDL
(Source: Yearly Audit Report of CDDL)

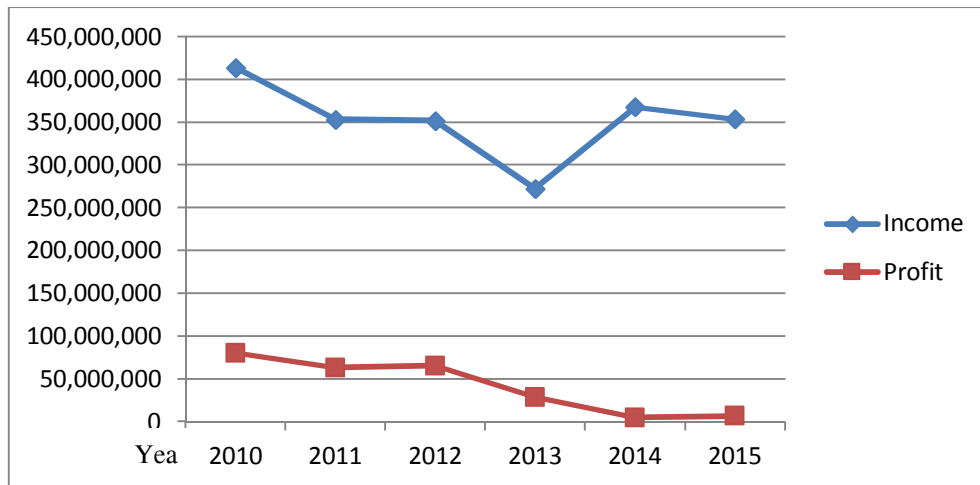


Figure 1: Declining Rate of Income and Profit of CDDL

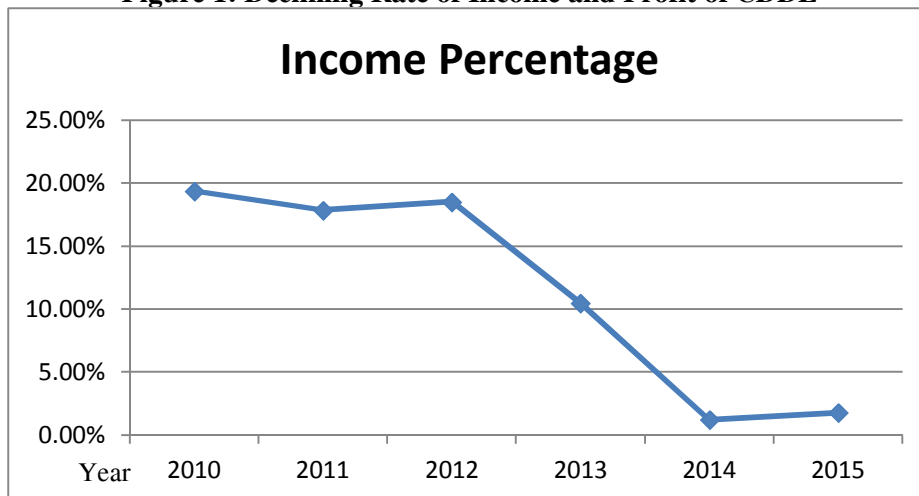


Figure 2: Declining rate of Profit Percentage of Total Income

Analysis on Income and Profit. Graphical representation of income and profit of CDDL from the year 2010 to 2015 clearly depicts the downfall of CDDL. Within five years, total income decreased by 14.5%. On the other hand the scenario of net profit is a more shocking statement. Within five years the profit decreased by 92.12% percent. Considering the importance of CDDL and BN successful experience of running shipyard, Bangladesh government decided to hand over CDDL to BN.

Factors Influencing Productivity and Profitability

External Macro Factors (Uncontrollable). External environmental factors, which cannot be controlled by the organization is known as external macro factors. External macro factors are:

- a. Force Majeure factors.
- b. Government Taxes and Duties.
- c. Global Economy.
- d. Foreign Exchange Fluctuation.

External Micro Factors (Controllable). The external micro factors are those which are outside the administrative control of the organization and `can be controlled by the organization. The external micro factors are:

- a. Ship Design.
- b. Sub-contractor.
- c. Vendor.
- d. Classification Society.

Internal Factors. Internal factors are absolutely under the control of the shipyard and can reduce the cost of ship construction. Internal factors are:

- a. Infrastructure.
- b. Production Technology.
- c. Organizational Culture.
- d. Supply Chain Management.
- e. Knowledge Management and Innovation.

Capability of KSY

The construction works of KSY started in 1954. It has the capability of building ship up to 700 DWT and 4 m draft. It can also do repair work of ships and manufacture different engineering items of mills and industries. At the beginning it was running successfully. By the passage of time it became a dying industry. On 03 October 1999, government decided to hand over KSY to Bangladesh Navy. KSY has become profitable under BN management. However, after analyzing shipbuilding project of KSY from 2009, it is found that most of the projects belong to government organizations.



Figure 3: Owner of KSY Shipbuilding Projects

Limitations. Limitations of KSY are:

- a. Most of its lands are utilized. There is no place for new construction.
- b. Due to Rupsha Bridge KSY can't build ship with a height of more than 20m.
- c. KSY can build ship with maximum 4 m draft and 3500 ton full load displacement.
- d. KSY doesn't have any Research & Development cell and separate marketing department.

Capability of DEW Narayanganj

DEW Narayanganj has the capability of building ship of 90 m length and 4.5 m draft. It can build warship of 2000 ton full load displacement or commercial ship of 4000 ton full load displacement. It can also build boat of FRP and GRP, different steel structures and parts of mills and industries. However, DEW Narayanganj also faced challenges at the beginning like KSY. Later BN Management could make DEW Narayanganj a profitable organization. It is also found in this organization that most of the projects belong to government organizations.

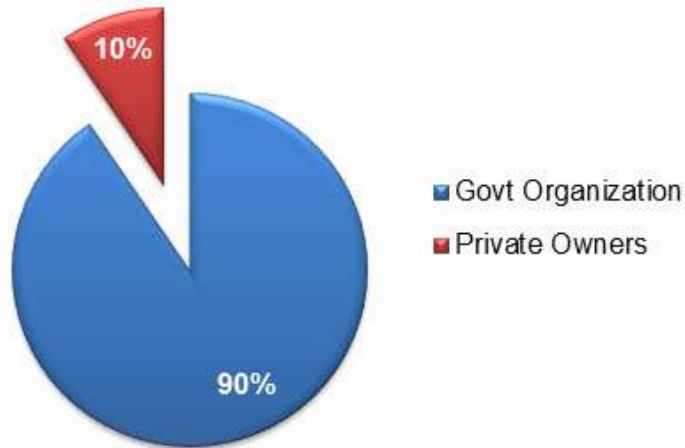


Figure 4: Owner of DEW Narayanganj Shipbuilding Projects

Limitations. Limitations of DEW Narayanganj are:

- a. Most of its lands are utilized. There is no place for new construction.
- c. DEW Narayanganj can build ship with maximum 5.18 m draft and 4000 ton full load displacement.
- c. DEW Narayanganj doesn't have any Research & Development cell and separate marketing department.

Capability of CDDL

CDDL is a repair organization. It has the capability of docking ship up to 22000 ton. It is the only dry dock in Bangladesh. Due to its unique nature it provides service to all sectors. Even the foreign companies are also docking their ships in CDDL. After analyzing the list of docking ship for the year 2015, it is found that CDDL has the capability to extend its marketing in all the sectors.

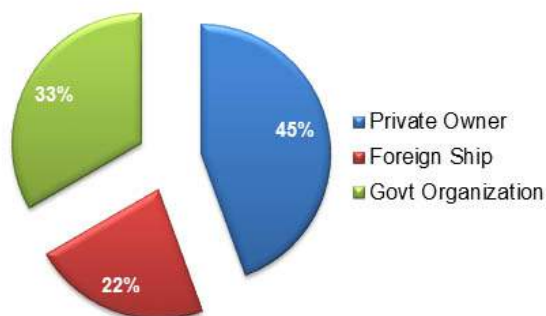


Figure 5: Owner of CDDL Repairing Ship

Analysis on Capabilities. Both KSY and DEW Narayanganj were non-profitable organizations. Under BN Management they became profitable organizations. Both organizations have experience of shipbuilding but CDDL is a ship repair organization. Both organizations have limitations of size and draft for building new ships. This problem can be solved if CDDL undertakes shipbuilding projects. Both organizations are mostly dependent on the job of different Govt organizations. But CDDL has potentiality to extend its marketing in private sectors and abroad.

TEST OF HYPOTHESIS

Relation Between Profit/Loss, Sales and Total Ship Repair

CDDL is a ship repairing organization. More repair work will help to increase the sales of the organization. Hence, the more repair work CDDL will be able to complete, the more it will become profitable. The research tried to find out relation between profit/loss, sales and total ship repair. As these are the continuous variables, Pearson Correlations has been used. In this regard, last 11 years audit report of CDDL has been collected to find out the relations. The data has been analyzed as per Pearson Correlation method using SPSS statistics software and following results were found:

Correlations

		Profit/Loss	Sales	Total Ship Repair
Profit/Loss	Pearson Correlation	1	.029	-.506
	Sig. (2-tailed)		.933	.112
	N	11	11	11
Sales	Pearson Correlation	.029	1	-.002
	Sig. (2-tailed)	.933		.995
	N	11	11	11
Total Ship Repair	Pearson Correlation	-.506	-.002	1
	Sig. (2-tailed)	.112	.995	
	N	11	11	11

Table 2: Pearson Correlations

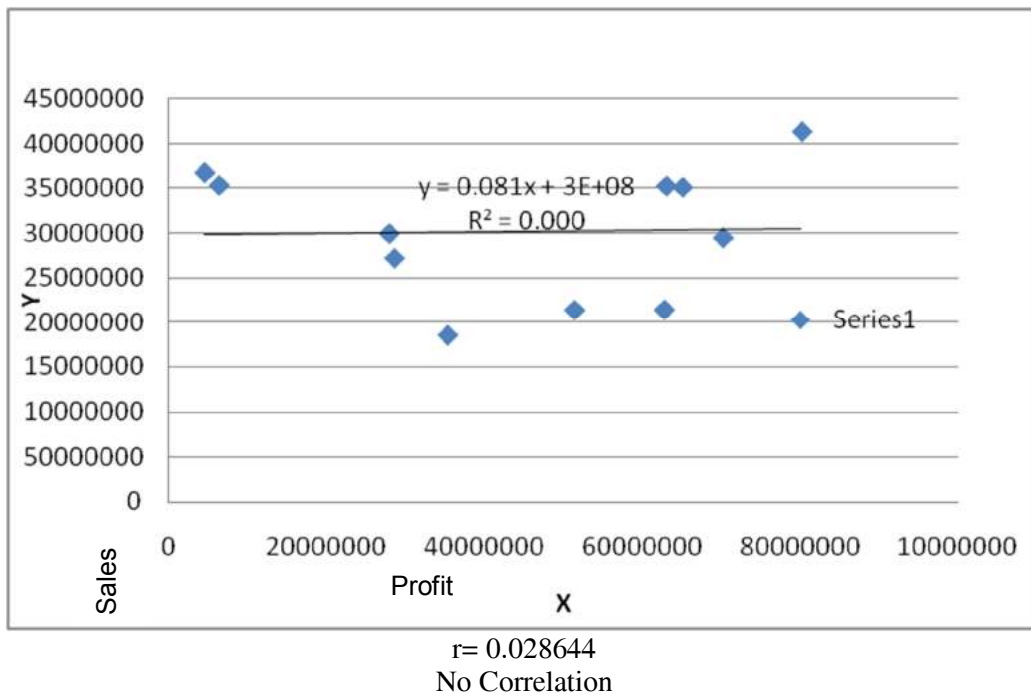


Figure 6: Pearson Correlation between Profit and Sales

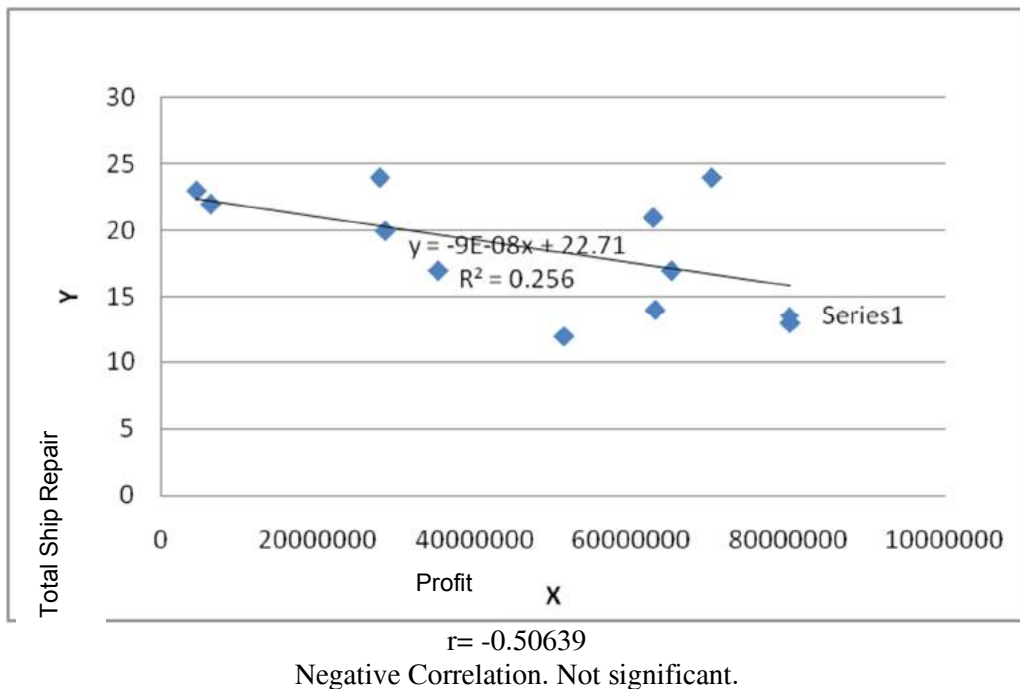


Figure 7: Pearson Correlation between Profit and Total Ship Repair

From the above Table and Figures, we can see that there is no relation between sales and profit as the value of correlation is near to zero. So the idea of making more profit by increasing sales is not pertinent. On the other hand there is no significant relation between total number of repaired ships and profit. The correlation is also a negative correlation which means if the total number of repair ship increases, profit decreases. Therefore, we can say that, the profit of CDDL is not dependent on the amount of repair work it can complete. There are some other factors which have relation with the profit of CDDL.

Analyzing Case Study

Case Study - MD KHANAK. Dredger MD KHANAK plays vital role to the port activities. Generally it's docking and repair work is done in CDDL. Last four docking duration of MD KHANAK is given below:

Ser	Year	Docking Time
1.	March 2016 (Under BN Management)	24 days
2.	February 2014	61 days
3.	May 2011	34 days
4.	December 2009	84 days

Table 3: Docking Period of MD KHANAK
(Source: Annual Docking Schedule of CDDL)

Total docking time of MD KHANAK under BN Management was only 24 days. Average docking period for the same ship for previous 3 docking was around 60 days. So the docking period for the ship was reduced significantly under BN Management.

Case Study - Size of the Ship. CDDL carry out docking and repairing of different size of ships. According to the tariff plan of CDDL, ships not exceeding 1500 GRT are small inland/coastal vessels. Data analysis of docking/repairing of different size ships and percentage of profit of total sale is shown in Figure 8. Here we can see that percentage of profit is more when the number of large vessel is more. From the year 2012, the percentage of profit of total sale started decreasing as the number of large vessel decreased. Percentage of profit of total sale increased when an organization can make more profit with less investment.

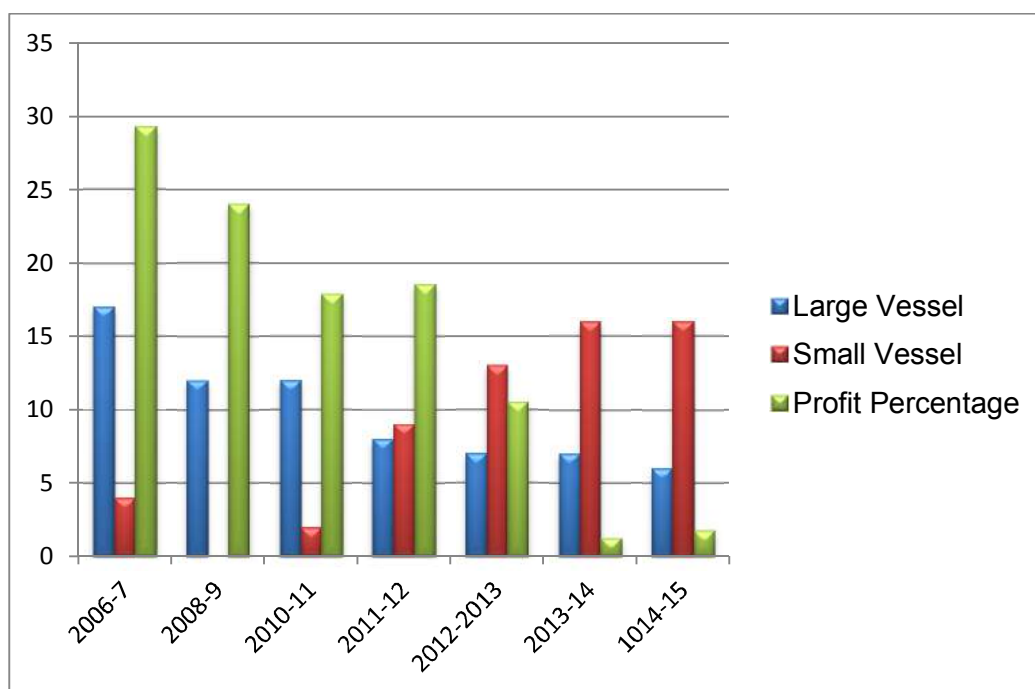


Figure 8: Size of Vessels and Profit

(Source: Annual Docking Schedule and Audit Report of CDDL)

Case Study – Dock Utilization. CDDL dock length is 183 m, width 27.4 m and capacity 22000 DWT. Therefore, it is very much possible to dock two or more ships together. Selection of quantity of vessels basing on their size can ensure maximum utilization of the dock. Under BN Management M D KHANAK was docked with other two ships whereas same ship was docked alone before BN took over CDDL. Following table shows the example of dock utilization:

Ser	Name of Ship	Docking Period	Remarks
1.	M D KHANAK JINHANG JUN-221 ANCHOR BOAT	07.03.2016 to 30.3. 2016	M D KHANAK was docked with more two ships together and docking time was 24 days.
2.	M D KHANAK	10.02.2014 to 11.04.2014	M D KHANAK was docked alone and docking time was 61 days
3.	M D KHANAK	01.05.2011 to 03.06.2011	M D KHANAK was docked alone and docking time was 34 days
4.	M D KHANAK	19.12.2009 to 02.03.2010	M D KHANAK was docked alone and docking time was 84 days

Table 4: Docking period of MD KHANAK
(Source: Annual Docking Schedule of CDDL)

PROPOSED STRATEGY

Immediate Measures to Make CDDL a More Profitable Organization

Size of the Vessels. CDDL can dock a ship of 22000 DWT. Now if CDDL dock a ship of 3000 DWT, the capability remains underutilize. Different charges of docking and undocking depend on the size of the vessels. It is also clear from data analysis that, profit increases when number of large vessels increase. Therefore, CDDL should try to select large vessels for docking and repairing.

Reducing Lead Time. Lead time of a repairing vessel should be reduced as much as possible. Reducing lead time depends on the efficiency of workers and their motivation to complete the work. Case study of MD KHANAK shows that, it is very much possible to reduce lead time. Therefore, steps should be taken to reduce lead time for completing the repair work of a ship.

Over Time. Workers have general tendency to work during over time period and remain idle during working period. In this case over time is not profitable. Over time will be profitable if the worker gives their best output during their normal working time. Over time can also reduce lead time. So BN Management should apply overtime basing on cost benefit analysis.

Utilization of Sub-contractor. Before engaging sub-contractor, a cost benefit analysis should be done to verify whether it is profitable or not. Using sub-contractor is not always profitable. Sub-contractor takes a good portion of profit and thereby reduces total profit. On the other hand, without using sub-contractor it may not be possible to finish job in time. Moreover, CDDL is not expert of all types of works. Therefore, steps should be taken to engage sub-contractors where it is required. It is also essential for the CDDL not to outsource core competency jobs, as this could question the existence of the shipyard in the future.

Maximum Utilization of Dock. The profit of CDDL is highly dependent on the proper utilization of dock. Case study of dock utilization shows that, it is possible to dock two or more ships together. However, in this case care should be taken so that all ships can finish their works together and as early as possible. Sub-contractor and overtime may be applied when work load increases.

Maintenance. Dry dock is the heart of all repair activities of CDDL. Its operational ability should be maintained by regular maintenance of pump, caisson gate, jetty, crane and dock bed. All machineries of workshops and other infrastructures also should be maintained regularly.

Upgrading Workers Life Style. CDDL workers are the main workforce of all repair activities. BN Management should take all necessary steps to maintain the morale and life style of the workers so that they have willingness to work for the organization. Moreover, job satisfaction prevents the drainage of efficient workforce.

Exploring Commercial Sector. CDDL should extend its activities to commercial sector and also abroad. One of the objectives of establishing CDDL was to give repair support to foreign vessels that touches Chittagong Port to earn foreign currency. CDDL should make suitable marketing policy to attract foreign ships. CDDL should not be dependent on the job of government organizations like KSY and DEW Narayanganj.

Future Plans

Integration of Shipbuilding and Ship Repair. CDDL was established as a repair organization. It has huge demand of repair/maintenance works. CDDL should continue its repair work as primary task or main business. Measures should be taken to make the organization more profitable by repair work. However, case study of building warship in our country shows that building warship in our country is also profitable. It will also create strategic impact on other nation and develop the capability of our nation. Therefore, CDDL can approach for integration of shipbuilding and ship repair.

Infrastructure Expansion of CDDL. The main strength of CDDL is its land and location. Approximately 10 acres of empty lands are available for new constructions. During establishment of CDDL a dedicated space was catered for a second dock for future expansion. The empty land of CDDL can be utilized for infrastructure development.

Joint Venture. To accomplish necessary infrastructure development, huge financial involvement and technical support is required. A suitable partner may solve this problem. CDDL may offer to construct a good number (8-10) of moderate size ships (Frigate) through joint venture with any reputed company.

Finding Suitable Partner. It is to be mentioned that, to do necessary infrastructure development and technological support to build a moderate size ship like frigate, no Bangladeshi company will be suitable. Therefore, world market can be explored to find out suitable partner. It will be better to allow a reputed company to handle the entire process of capacity building and ship constructions.

Transfer of Technology (TOT). CDDL doesn't have the experience of shipbuilding. Human resource development through training is important. Under joint venture policy CDDL should find out suitable partner to develop new shipbuilding facilities and technical know-how. Suitable training should be arranged with the help of collaborating foreign partner to develop effective and efficient human resource to run CDDL in future as a part of TOT.

CONCLUSION

CDDL is a unique organization with dry docking facility for ocean going vessels up to 22000 DWT. Therefore, it is considered as a national asset. However, in spite of having lot of demands, the organization failed to earn significant profit. Specially from 2013 total profit decreased drastically. Therefore, government decided to hand over the

management to BN. There are some controllable and uncontrollable factors those have influence on the profit of the organization.

KSY and DEW Narayanganj have progressed a lot under BN Management. These two organizations are making significant profit. However, analysis showed that both the organizations mostly dependent on the job of other government organizations and failed to extend its marketing policy on the private sectors. On the other hand, CDDL has potentiality to extend its marketing not only in the private sectors but also abroad. Due to draft and tonnage limitations, both KSY and DEW Narayanganj have to limit their activities with in building/repairing small size ships. CDDL has the potentiality to overcome this problem.

CDDL is a repair organization. It was established to provide complementary facility to Chittagong Port Authority by regular and emergency repair of the National flag Vessels as well as the vessels that touches the Chittagong Port Authority. The main advantage of a ship repair industry is that, it doesn't require advance technology/automation system like a new shipbuilding industry. Due to its advantageous location and unique dry docking facilities, it has a great demand of repair work. Therefore, CDDL should keep focus on its repair facilities as main business. Steps should be taken to make repair work more profitable. However, besides repair work CDDL should extend its business to the shipbuilding sector. At present CDDL neither have the infrastructure facility nor have the experience of shipbuilding. But there are empty spaces for building new infrastructure and dock. Building new dock and other infrastructures will require huge investment.

The research started with a hypothesis that, more repair work will make CDDL more profitable organization. After analyzing last 11 years data by Pearson Correlation method, it is found that profit doesn't have significant relation with the amount of total sale or the total number of repaired ships. Rather profit has significant relation with the total GRT of docked ship, which means the number of larger ships that CDDL undertake for repairing. Therefore, the more CDDL will dock/repair large ship, the more it will become profitable. However, there are some other actors also like utilization of sub-contractors, overtime, dock utilization, reducing lead time etc.

BN management also has some challenges to run the organization successfully. BN management should take necessary steps to face those challenges. Both shipbuilding and ship repairing have advantages and disadvantages. CDDL has opportunities to explore the advantage of both shipbuilding and ship repairing. Therefore, proper planning and timely implementation of those planning is very important to make CDDL a profitable organization.

RECOMMENDATIONS

Following recommendations are made to make CDDL a more profitable organization:

- a. CDDL management may take necessary steps to attract the owner of larger vessels so that they select CDDL for their repair works. CDDL should give priority to repair larger vessels instead of smaller vessels.
- b. Effort should be given for maximum utilization of the dry dock. Docking schedule may be made in such a way so that more ships can be docked together basing on their size.
- c. Utilization of sub-contractor should be reduced. Sub-contractors take a good portion of profit. Therefore, steps may be taken to complete works by utilizing own labour force.
- d. CDDL management may ensure that the overtime is given when it is required to finish the job timely. Due consideration may given before applying overtime so that it become profitable.
- e. CDDL may strengthen its marketing department to extend its activity and attract foreign flag carrier that touches Chittagong Port so that they select CDDL for repairing work.
- f. So far, the maintenance work of CDDL was ignored before BN management has taken over the organization. BN management should give emphasis on the maintenance work of dry dock, jetty crane and work shop equipments.
- g. In future CDDL may integrate shipbuilding keeping the ship repair facility intact. CDDL may find a suitable foreign partner to achieve Transfer of Technology (TOT) and capital investment for infrastructure development with long term and easy pay back condition.

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AIR REGIMENT FOR BAF: CHALLENGES AND PROSPECT

Sqn Ldr Mohammad Ashraf Uddin Chowdhury, Engg

INTRODUCTION

Aircraft are the prime important asset for any Air Force in the world and also most vulnerable when aircraft are on ground. As it is easier to destroy air power on the ground, so aircraft and its associate services are the prime targets. An adversary may choose to disrupt flight operations by attacking supporters' air assets by the use of Special Forces and unconventional attacks. Thus, the air assets need to be protected from all form of enemy attack during peace as well as war. However, the assets within an air base are likely to be scattered and some may be located at outer area. These may include fixed installations those cannot be tactically redeployed. The aircraft themselves are likely to be dispersed either in tarmac or in Hardened Aircraft Shelters (HAS), or widely and tactically over the airfield extremities. At the same time, all supporting elements or installations are likely to be around the runway. Thus, providing security to air assets is a crucial factor in today's unusual threats.

BAF is entrusted with the responsibility of defending our air space against any hostile air action. Considering the military capability of our neighboring countries, BAF Bases offer prime sets of targets to the attackers. Thus, BAF needs special measures to protect her air assets. At present, Base Security Squadrons provide perimeter defence of Bases by Ministry of Defence Constabulary (MODC) along with Provost and airmen from different squadrons for manning the security posts. But existing Security Squadron do not have ground warfare specialists and equipped with GBAD weapons to counter any low level air or ground oriented threats. However, Bangladesh Air Force has been equipped with its first low range, surface- to- air FM-90 anti-aircraft missile system in 2011 as part of government's effort to modernize the armed forces which supplements the protection of BAF Bases from low level air attack (BAF inducts FM-90 missile system, 2011, para 1).

Existing threat perspective and security arrangement of BAF shows that it would be difficult for BAF to counter probable ground and low level air threats. Since the establishment of BAF, the organization vis-à-vis capability of BAF have undergone metaphorical transformation and in present day context, could have established her profound foot print as an indispensable combat arm of Bangladesh Armed Forces in national and international arena. Yet, there remains a pressing requirement for BAF to establishment of Air Regiment equipped with GBAD system would enhance the BAF capability to protect air assets on ground. But, materialization of the structure of BAF Air Regiment might involve certain challenges which need to be addressed as early as possible to nullify or reduce the effectiveness of enemy attack to ensure smooth operation of BAF during peace as well as war time. Moreover, financial cost would also be involved during mmaterialization of different phase of BAF Air Regiment which is beyond scope of this paper.

ANALYSIS OF DATA

General

For conducting the research, three representative groups were selected. Senior officers of different directorates at Air HQ and overseas officers from Sri Lankan Air Force (SLAF) and Nigerian Air Force (NAF) were interviewed on different questionnaires. Finally a sample survey was carried out amongst 120 officers of BAF. All of the respondents were aware of Air Regiment. The implementation of Air Regiment with GBAD system and its prospects/ challenges in BAF can be best measured by the concerned key personnel who are working in this field. As such, the officers were asked to fill the questionnaire about their perception and self-attainment of prospects and challenges of implementing Air Regiment with GBAD system in BAF. They were given options of both positive and negative aspects of the effectiveness of Air Regiment.

Summary

The data analysis demonstrates that 54% of respondents believe that Bangladesh has distinct visible threat on many unresolved issues from her potential adversaries due to their strong military, EW ability and modern weapon capability. Therefore, considering the threat perspective and existing security arrangement of BAF, it specifies the requirement for BAF to focus and build up an effective potential structure under the name of “BAF Air Regiment” to defend her air base/installations from any form of ground and low level air oriented threat. The data available depicts that 75% of respondents think that synergistic effort, integration of GBAD system with Air Regiment and Ground Warfare Specialists equipped with modern equipment and vehicle are the main challenges for BAF would face during establishing Air Regiment with GBAD equipment. However, the challenges need to be addressed as early as possible to overcome the limitation of present security system to ensure better protection air assets on ground. 60% of respondents opined that BAF could mitigate her challenges when establishing an Air Regiment structure with GBAD system through emerge C2 Structure including working force, establishing Air Regiment training center, and integration of GBAD System with Air Regiment and demarcation of Air Base defence. Almost all of respondents (92%) are very hopeful about Air Regiment with GBAD system which would enhance the survivability of air assets through not only providing security air assets on ground but also expertise in explosive ordnance disposal (EOD), reinforcement capability, protection convoy, search and rescue (SAR) and ground intelligence capability.

THREAT ANALYSIS AND JUSTIFICATION FOR REQUIREMENT OF BAF AIR REGIMENT

Threat Consideration

Ground Threat. The ground threat to air assets takes many forms, ranging from a single individual’s criminal activity to an adversary’s potential to wage aerial attack.

Air Threat. Airfields are static and usually contain densely packed high-value targets and they provide attractive targets for the enemy. In 1967 of Arab-Israel war, Israeli Air Force attacked on Egyptian airfields and destroyed 300 aircraft and shattered 17 airfields (Alan Vick, 2015, p.12). All these implicit threats could be faced by BAF also.

Geo-Strategic Scenario. Bangladesh is surrounded by India from three sides with a small boundary with Myanmar. Possibility cannot be overruled about threat from neighboring countries having strong air forces and reach. Both the bordering countries have the capability to reach any Key Point Installations (KPIs) of coastal area as well as other selected KPIs of Bangladesh. (Interviewed – Rashid, Group Captain, 07 Sep 16).

Justification for Requirement of BAF Air Regiment

The necessities for establishment of an Air Regiment for BAF are appended below:

- a. **Base Security Squadron.** To counter the perceived threat and carry out assigned tasks- present strength and capability of the security squadron is inadequate to provide effective ground defence (Interviewed – Rahman, Wing Commander, 04 Sep 16).
- b. **Provost and Security (P&S) Unit.** Considering the available manpower, equipment and training status, it would be very difficult to concentrate P&S unit for base defence role in time of any eventualities (Interviewed – Rahman, Wing Commander, 04 Sep 16).
- c. **41 Squadron.** GCs are neither ground warfare specialists nor equipped with GBAD weapons to counter low level air or ground oriented threats. They also lack in terms of qualified instructors and training aids (Interviewed – Rahman, Wing Commander, 04 Sep 16).
- d. **Aerial Threat.** The ORBAT and the deployment pattern of both the neighbors of Bangladesh pose considerable amount of ground and air threats. At present BAF bases are not adequately prepared against those threats in terms of ground warfare specialists and GBAD system. (Interviewed – Huq, Wing Commander, 06 Sep 16).
- e. **GBAD of BAF.** BAF has very less no of FM-90 and life of these SHORAD missiles will be over soon. No decision has been made till date to replenishment of existing FM-90 missiles. Moreover, BAF does not have any AAA Guns (Interviewed – Hossain, Group Captain, 05 Sep 16).

PROPOSED BAF AIR REGIMENT

Proposed BAF Air Regiment

Organization. To ensure proper functioning of BAF Air Regiment, it is proposed that a separate Air Regiment Directorate may be formed under Operation and training

Branch to look after all the activities of Air Regiment with control of GBAD System of BAF. Down to the change of command of typical air base level or tactical level, it is proposed to deploy at least one squadron of Air Regiment to safe guard air assets. To work as a link between operational level or tactical level, it is proposed to establish an Air Regiment Wg HQ to supervise activities of Air Regiment Squadrons (Interviewed – Rahman, Wing Commander, 04 Sep 16).

Command and Control. The COAS would exercise the full Command over the Air Regiment. He might delegate the authority to the ACAS (O&T). ACAS (O&T) may further appoint the COMMADANT of the BAF Air Regiment Wing HQ as the operational and functional commander of all the Air Regiment Squadrons. He will be responsible to ACAS (O&T) through Director of Air Regiment for selection, training, administration, operation and combat readiness of the BAF Air Regiment Squadron. In any air base level, Base Commander will retain tactical command and control over the under command Air Regiment Squadron. All personnel of any Air Regiment Squadron will be placed under Officer Commanding, Air Regiment Squadron. OC Air Regiment Squadron will be responsible to OC Air Regiment Wing HQ for ensuring all operational, administration, continuation training and combat readiness of the respective squadron (Interviewed – Rahman, Wing Commander, 04 Sep 16).

Discipline. OC Air Regiment Wing HQ will be granted disciplinary power in commensuration with his rank, over all personnel of the Wing and will be responsible for the discipline of all personnel under his command. OC Air Regiment Squadrons placed under the Wing, shall exercise disciplinary powers of a Subordinate Commander (Interviewed – Huq, Wing Commander, 06 Sep 16).

Administration. The Orderly Room will be established at the Wing HQ and Squadron HQ and are to be utilized for all general administration and secretarial needs. All other administrative, medical, logistics, works and technical services will be provided by the respective BAF Base where Air Regiment Squadron will be located (Interviewed – Huq, Wing Commander, 06 Sep 16).

Role and Task. BAF Air Regiment will provide force protection, special operation like CSAR, Counter Insurgency Operation, guarding of VA/VP as specified by the Government, disaster/crisis preparedness etc the under mentioned role and tasks (Interviewed – Rahman, Wing Commander, 04 Sep 16):

GBAD System. SAM and AAA are the most suitable weapon of GBAD System. But BAF has one unit of short range SAM. Considering the threat analysis and providing GBAD to all air bases and selected BAF KPIs against enemy attack, the Air Regiment must plan for minimum 06 SHORAD Unit (Interviewed – Hossain, Group Captain, 05 Sep 16).

Special Armament. The air regiment should be sufficiently equipped with the required arms, ammunitions, ordnance disposal equipment, attack and utility helicopters,

general vehicles, ground-to-ground and ground-to-air communication equipment etc. (Interviewed – Rahman, Wing Commander, 04 Sep 16).

Induction Proposal

Proposed Air Regiment could be inducted in three phases within the next 10 years (2017-2026) as induction involves huge budgetary. In first phase, organization, formulation of TO&E, initial training, procurement of small arms would be materialized within three years (2017-2019). In the 2nd phase, procurement of more GBAD weapons and communication equipment would be materialized following three years (2020-2022). In the 3rd phase acquisition of special vehicle and necessary infrastructure could be established in following next four years (2023-2026).

PROBABLE CHALLENGES AND SUITABLE MEASURES FOR ESTABLISHING BAF AIR REGIMENT

Challenges and Measures

The probable challenges and suitable measures for establishing BAF Air Regiment are stated below:

Workforce

Challenges. Manpower is the main working force to run the Air Regiment to ensure the protection of air assets on ground and counter the low level air and ground threats. Proposed Air Regiment could never achieve its aim without dedicated manpower.

Probable Measures. In the initial phase of formulation and implementation of BAF Air regiment, one squadron of Air Regiment consisting of 08 officers, 161 airmen and 08 civilian may be needed in each base.

Selection Site for Training Center

Challenges. A suitable site for BAF Air Regiment Training Center is required for comprehensive training.

Probable Measures. BAF Base CXB is an operational air base which is located in Cox's Bazar. BAF Air Regiment Training Center can easily be accommodated in this location. The place has hilly and jungle features in the near vicinity for carrying out different types of training. The base can offer both fighters aircraft and radar services to carry out GBAD training. The terrain will allow establishment of an Air Drop Range. (Interviewed – Rashid, Group Captain, 07 Sep 16).

Training of Personnel

Challenges. Considering the role and task of Air Regiment, all personnel of said regiment should go through a comprehensive regimental training. Without proper training, proposed Air Regiment could never achieve its aim.

Probable Measures. In the initial phase of induction, BAF Air Regiment may start by conducting three Ground Combat and Ground Based Air Defence (GC and GBAD) course for duration of two months to train 161 personnel for initial rising of one squadron strength. (Interviewed – Rahman, Wing Commander, 04 Sep 16).

Integration of GBAD System

Challenges. Considering the threat analysis and providing GBAD to all air bases and selected BAF KPIs against enemy attack, the Air Regiment must plan for additional SHORAD system and AAA of different caliber. This GBAD system may be integrated with BAF Air Regiment Directorate to counter impending any low level air threat.

Probable Measures. The surveillance capability of deployed GBAD equipment is to be integrated with ADOC. Operational Control may be lies with Directorate of Air Regiment where one special officer would be available to coordinate with ADOC. ADOC would have tactical control in this regard. Provision of sharing the Recognized Air Picture (RAP) from ADOC to Air Regiment Squadron may be made which will help them to make them aware of the overall air situation (Interviewed – Rashid, Group Captain, 07 Sep 16).

Demarcation of Air Base Defence

Challenges. Demarcation of BAF Bases is required to create layers of defence to protect air assets on ground and counter any ground and low level aerial threats.

Probable Measures. To create layers of defence , early warning posts, outer perimeter defence and perimeter defence may be made around the BAF Bases (Interviewed – Rahman, Wing Commander, 04 Sep 16).

Administrative and Associated Facilities

Challenges. Administrative, medical, logistics, accommodation, transport and other associated facilities of Air Regiment personnel need to be addressed.

Probable Measures. Air Regiment personnel's administrative, medical, logistics, works, technical services, accommodation, transport facilities may be provided by the respective BAF base where Air Regiment Squadron will be located (Interviewed – Huq, Wing Commander, 06 Sep 16).

New Establishment

Challenges. Approval for establishment of a new BAF Air Regiment is urgently required for smooth functioning of said Air Regiment. Proposed Air Regiment will never see its existence without getting approval for establishment from government.

Probable Measures. To get started, it is proposed that an Air Regiment Cell may be formed at Air HQ. This Air Regiment Cell will be responsible for implementation of total BAF Air Regiment establishment and it will be substituted by the Air Regiment Directorate once that comes into being. However, this Air Regiment Cell will make a proposal which will contain actual TO&E including associated requirements as deemed appropriate by Air HQ for new Air Regiment establishment. After taking clarification from all concern directorates, this proposal will go to COAS for his kind approval. When COAS approved, this document will come under Directorate of Administration and Coordination (DAC). Afterwards, DAC is responsible to get approval from Armed Forces Division (AFD) and concern different ministries of government (Interviewed – Rahman, Wing Commander, 04 Sep 16).

PROSPECT OF AIR REGIMENT IN BAF

Prospect

Air Regiment for BAF would render effective force protection. Air Regiment would provide many advantages over the present difficulties/weaknesses of the BAF security system which would greatly enhance effective protection of the force.

Well Guarded of Air Assets on Ground. Air regiment personnel will take adequate defensive measures for providing protection aircraft on ground. (Interviewed – Rahman, Wing Commander, 04 Sep 16).

Mobility. Air regiment personnel can operate effectively as scouts over a large area due to their mobility in both a vehicular and on foot mode.

Alertness. Air regiment would be able to deploy within a very short time. As they are trained on their respective job. Therefore, alertness of the force would be increased.

Flexibility. BAF Air Regiment would be highly flexible in terms of exercising command, utilizing resources and conducting operation within the area of responsibility. Since resources are controlled centrally, it would have better flexibility to deploy quickly.

GBAD System. Air Regiment would provide short range air defence (SHORAD), Air Defence Artillery (AAA) in all air bases and MANPAD for all BAF Installation to counter low level air threats.. (Interviewed – Rashid, Wing Commander, 05 Sep 16).

Explosive Ordnance Disposal (EOD). Air Regiment personnel are experts to detect, disarm, detonate and dispose of explosive ordnance. Air regiment would have its own trained manpower to perform EOD special task (Interviewed – Rashid, Wing Commander, 05 Sep 16).

Reinforcement Capability. The role oriented training would increase the capability of the force in handling any untoward incidents where existing system has tremendous lacking. Therefore, these personnel would be efficient enough to handle any unwanted incidents (Interviewed – Huq, Wing Commander, 06 Sep 16).

Protection of Convoy. Protecting troops and VIP convoys from the threat of roadside bombs or radio controlled improvised explosive devices has become a very high priority and a tactical challenge for now a days. Air regiment would be able to provide bomb jammers with the help of specially customized vehicles (Interviewed – Rahman, Wing Commander, 04 Sep 16).

SAR. BAF Air Regiment would be able to deploy for search and rescue (SAR) in aid to people who are in distress or imminent danger (Interviewed – Huq, Wing Commander, 06 Sep 16).

Ground Intelligence. BAF Air Regiment would have the ability to collect ground intelligence through interrogation and conversations with person having access to information. They are also skillful to collect information by clandestine human operational techniques which will help to enhance the protection capability of the force.

CONCLUSION

Considering the military capability of our potential adversaries, BAF Bases offer prime sets of targets to the attackers. Thus, BAF needs special measures to protect her air assets. At present, Base Security Squadrons provide perimeter defence of Bases by Ministry of Defence Constabulary (MODC) along with Provost and airmen from different squadrons for manning the security posts. But existing Security Squadrons do not have ground warfare specialists equipped with GBAD weapons to counter any air or ground oriented threats. The P&S Unit is looking after discipline matter, which falls outside the base perimeter. The present capability of 41 Sqn does not match with the role of Air Regiment. However, Bangladesh Air Force has been equipped with its first low range, surface- to- air FM-90 anti-aircraft missile system in 2011 as part of government's effort to modernize the armed forces which supplements the protection of BAF Bases from low level air attack. Thus, to ensure effective force protection BAF certainly needs to induct its integral force protection element named BAF Air Regiment and keeping effective integration with the GBAD weapons.

A dedicated force of ground specialists or Air Regiment for BAF would render effective force protection. They should be primarily employed for conducting ground defence operations to protect aircraft on ground, aircraft approach path, storage dumps,

command centers, power house, VPs and VAs by proving GBAD support to all BAF bases. They could also be employed for explosive ordnance disposal (EOD), reinforcement, convoy protection, SAR, ground intelligence etc. Certainly, these operational capabilities would enhance BAF capability to protect her air assets on ground.

Finally, Air Regiment measures, both peace and war, essential to nullify or reduce the effectiveness of enemy attack to ensure that the maximum capacity of BAF facilities is available for operation. Moreover, taking into consideration the perception of threat, limitation of existing resources and capabilities of BAF and constraints of workforce, GBAD weapons; BAF needs to establish an Air Regiment with GBAD system which would make her self-sufficient to protect air assets on ground.

RECOMMENDATIONS

The following recommendations may be considered:

- a. BAF may establish Air Regiment equipped with GBAD system with a view to enhance BAF capability to protect air assets on ground.
- b. The organizational structure of proposed Air Regiment may be considered as per phase wise.
- c. Proposed manpower strength may be considered during initial phase of formulation and implementation of BAF Air regiment.
- d. BAF Base CXB may be the suitable option to establish BAF Air Regiment Training Center.
- e. Proposed demarcation plan may be considered during base perimeter defending.
- f. Ordnance disposal (EOD), reinforcement, convoy protection, SAR, ground intelligence may be looked after by proposed BAF Air Regiment with their normal activities.

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CHINA- PAKISTAN ECONOMIC CORRIDOR: A GAME CHANGER FOR ECONOMY OF PAKISTAN

Wing Commander Omer Farooq Mirzak, Pakistan Air Force

INTRODUCTION

Pakistan major deep-sea port Gwadar offers China direct access to the Indian Ocean through China Pakistan Economic Corridor (CPEC) and links China to, Southern Asian region and Middle East and beyond. China Pakistan Economic Corridor (CPEC), a part of China's one belt one road (OBOR) concept, represents a new model of Pakistan and China cooperation which will serve against the backdrop of complex and changing regional and international situations. After completion of the corridor, it will function as a primary gateway for trade between China and Africa and the Middle East. It is expected that this corridor will help cut the 12,000 kilometer route which Middle East oil supplies must now take to reach the Chinese ports.

CPEC is termed as a game changer project which will lift millions of Pakistanis out of poverty and misery. CPEC is expected not only to benefit the people of Pakistan and China but would also be a big contributor in regional connectivity and in improving regional stability. Prime minister of Pakistan has called this project as a fate changer for economy of Pakistan. Is CPEC really a fate changer for the economy of Pakistan? How infrastructure development and regional connectivity achieved through CPEC can contribute in inclusive growth in economy of Pakistan and what are the likely challenges in completion of this project? The significance of this study is to highlight the challenges in completion of CPEC, efficacy of strategic advantages of this project from prospective of China-Pakistan and strategic impact of CPEC on regional connectivity and consequently on economy of Pakistan.

SALIENTS OF CHINA PAKISTAN ECONOMIC CORRIDOR

An Overview

The name 'corridor' implies a gateway or passage that act as a bridge between two geographically separate areas like countries or regions. To understand CPEC and how it's going to bring paradigm shift in regional connectivity in real perspective, it is mandatory to comprehend the map and demography of China with relation to location of Pakistan and GWADAR seaport. China is divided into eastern, central, and western parts. Under the Grand Western Development Program, China is paying more attention to its western region, notably Tibet and Xinjiang. China intends to bring it at par with the east region, which has added significance to Pakistan's strategic geographical location. Pakistan, located at the crossroads of Central Asia, South Asia, West Asia and Persian Gulf, is ideally positioned to be the hub of transit trade. Trade through Pakistan would not only immensely cut short the time but will also reduce logistic costs, especially Chinese trade with Africa, Middle East & Europe.

Geography of the CPEC. CPEC refers to a clutch of major infrastructure works currently under way in Pakistan, intended to link Kashgar in China's Xinjiang province to Gwadar deep sea port close to Pakistan's border with Iran. Several other road, rail and power projects are associated with the corridor, and the project seeks to expand and upgrade infrastructure across the length and breadth of Pakistan,"China. Chinese firms will invest over \$ 46 billion in the project over six years which include \$ 33.8 bn in energy projects and \$ 12.8 bn in infrastructure.

Approximately 70% of CPEC funds are marked for making power plants in Pakistan for energy generation; the remaining funds are to be utilized for infrastructure projects focusing on Gwadar's port, constructed in 2007, and to be linked to Pakistan's heartland via road and rail. In CPEC project, major physical infrastructure to be built includes a 2,700-kilometre highway stretching from Kashgar to Gwadar through Khunjrab, railways links for freight trains between Gwadar and Khunjrab linking to China and having possible regional connectivity with Afghanistan, Iran and India, and the Karachi-Lahore motorway. The project also undertakes the revival and extension of the Karakorum Highway that links Xinjiang with Pakistan's northern region Gilgit-Baltistan and Khyber Pakhtunkhwa.

Besides physical links connecting Pakistan and China, the project also proposes establishing several economic zones along the corridor. Also, an Energy Planning Working Group of the CPEC has been established that will, with assistance from the Chinese, commence with the fast-track implementation of power projects.

Road and Railways Infrastructure. As per plan grand highways will be constructed on both the east and west of the River Indus all along the country. The project is planned in two phases; early harvest, consisting of the construction of the eastern and western corridor and selected energy projects is expected to be completed within 3 years, and remaining energy projects and selective economic zones are expected to be completed over the span of ten to fifteen years. CPEC will connect the northwestern Chinese province of Xinjiang with the Pakistani port of Gwadar through a network of roads and railways, for which \$ 5.9 billion and \$3.9 bn have been earmarked respectively. In addition to the rehabilitation and up gradation of the 1736 km long Karachi- Peshawar Main Railway Line 1, setting up of new high speed railway lines and urban mass transit is also part of CPEC projects.

Energy Projects. In the Early Harvest phase, \$15.5 billion have been earmarked for a number of hydropower, coal, wind and solar projects, which will contribute 6,600 megawatts of electricity to Pakistan's grid by 2020. In phase II, power plants costing \$ 18.3 billion will add an additional 10,400 megawatts to the grid. Altogether, they will double Pakistan's current electricity supply and alleviate the daily power shortages across the country.

Special Economic Zones (SEZs). Pakistan has a liberal investment policy and regional connectivity gives an opportunity to Chinese investors to take advantage of this. The Government of Pakistan has embarked on a relentless drive to attract foreign investments. For this purpose, the SEZ Act 2012 was promulgated in September 2012. SEZs can be established along the Regional Transit and Economic Corridors between Pakistan and China. The basic purpose of establishing SEZs is to create industrial clusters throughout the country.

Gwadar Port. At the heart of CPEC lies the development of Gwadar Port, which both China and Pakistan purport will bring great dividends for the entire region. Gwadar lies close to the Strait of Hormuz, a key oil shipping lane. It could open up an energy and trade corridor from the Gulf across Pakistan to western China and CPEC will give China land access to the Indian Ocean, cutting the nearly 12,000 km sea voyage from Tianjin to the Persian Gulf through the Strait of Malacca and around India, to a mere 2,000 km road journey from Kashgar to Gwadar. Land lock Central Asian republics are also keen to plug their infrastructure networks to the CPEC. This will allow them access to the Indian Ocean, while contributing to the OBOR initiative. Besides meeting China's needs in energy and developing its far west region and upgrading Pakistan's economy, CPEC is expected to benefit the people of countries in South Asia, contributing towards maintaining regional stability as well as economic integration and connectivity.

INFRASTRUCTURE INVESTMENT AND ECONOMIC DEVELOPMENT

Economic development, preceded by economic growth, is one of the major aspirations of all under-developed countries. Economic growth is primarily the improvement in a country's production (per capita income), and is a building block to economic development. Economic development, on the other hand, must be preceded and augmented by economic growth as well as structural changes". These would include capital resource development, or infrastructure development. This has an all-encompassing effect, creating value addition to the labor force and increasing the share of industry in overall G_{NP} .

Infrastructure Development. Economic development is greatly dependent upon available resources and an enabling environment", Investments, manpower and technology fall under the domain of resources, while efficiency in their utilization largely depends on the enabling environment. Infrastructure development carries important social and economic effects, as both direct and indirect benefits are accrued from it. Direct impact relates to reduced costs and timely delivery of products and services. Indirect impact includes provision of goods and services at a reduced price to the consumers, efficient utilization of economic resources. Thus, infrastructure development creates a multiplier effect, in terms of economy.

Mobility studies show that transportation is absolutely essential for economic productivity and its competitiveness. A study conducted by US FHWA (Federal Highway

Administration) (1996) indicated that the use of a reliable and efficient transportation network significantly cut costs in the production process. A World Bank Policy Research Working Paper (2004) provides empirical evaluation of the impact of infrastructure development on economic growth and income distribution using data from 100 countries and for the years 1960-2000. The findings of the study indicate that growth is positively influenced by the stock of infrastructure assets, and the quantity and quality of infrastructure reduces income inequality proportionally. This indicates that infrastructure development is an effective tool for combating poverty.

Zeng (2011) attributes China's staggering economic growth to special economic zones (SEZs) and industrial clusters.. Many developing countries like India, Bangladesh and Myanmar are trying to implement the China model to achieve rapid economic development. Zeng (2011) suggests that SEZs would be successful if they are located close to a port, or if they are located in densely populated areas, or both. Under the CPEC, several SEZs have been planned in Pakistan along the economic corridor which fulfills at least one of the requirements for success enumerated by Zeng.

Employment Opportunity. Traditionally, the employment impact of infrastructure investment has been classified as direct, indirect, and induced employment. As per a World Bank study", capital investment will generate direct impact on employment, and indirect employment through companies. The requirement of increased raw material means that the company will have to improve output thus would hire more labour. This would start a chain reaction in the overall "supply chain" to create jobs. Rana (2012) attributes infrastructure development to improving connectivity, enhancing productivity, improving the standard of living, driving and sustaining economic growth, and even promoting peace and prosperity. Furthermore, regional connectivity derives its strength from domestic connectivity. Poor domestic connectivity can jeopardize the development of national economy.

Infrastructure Development & Regional Connectivity. Bhattacharyay (2010) propagate that infrastructure connectivity has the power to integrate economies. In its study (2006), Japan International Cooperation Agency (JICA) suggested two broad guidelines while planning infrastructure development in order to reap economic benefits. Firstly, it should be supportive to economic and social activities within a country, and secondly, it should cater for balanced growth and regional connectivity. In the Pak-China context, interestingly, the huge disparity in societal demographic layout may also have an impact on the integration of people.

The Planning Commission of India report on its eleventh five-year plan (2006- 10) suggests that communication infrastructure has a strong multiplier effect as well as being critically linked to the rest of the economy. It contributes towards lowered domestic production costs and timely delivery of raw material, thus creating tremendous employment opportunities, which helps in integrating markets, strengthens competition and increases access to improved farming techniques. An improved communication

network also leads to cost reductions in fuel, capital, and labour, as travel time is reduced because shorter distances are covered with higher speeds. Such changes have a positive impact on the production processes.

CPEC –REGIONAL INTEGRATION AND A GAME CHANGER FOR PAKISTAN

Pakistan as Trade Hub and Other Regional States Response. With its strategic geographical location, Pakistan is all geared to become a hub for regional trade. To the Northeast is China, the world's fastest growing economy, which is striving to develop the land along its western border; India, with growth rate averaging 8% per annum, is to the East. The Central Asian Republics, as well as Iran, are to the Northwest and West.. Pakistan can exploit this strategic location by providing a corridor to link markets in the north, west and east.

CPEC has already started shaping the regional economic and security environment in favor of Pakistan. Russia, Turkey, Iran, Turkmenistan and Afghanistan have already requested Pakistan and China to be part of this project. All these countries believe that the economic corridor will be a 'game-changer for the region. Connecting Beijing, Russia, Afghanistan, Central Asia to Arabian Sea through shortest possible route will all drive the energy sector and economy of the region. Pakistan eastern neighbor India has openly opposed this project by calling it unacceptable. Her apparent view point is that CPEC is passing through disputed territory of Gilgit Blitistan, however deep motive behind CPEC opposition is shaping of new regional economic and security environment in favor of Pakistan.

CPEC and Pakistan's Vision for Regional Integration. Key instrument for attaining its objective is to fully exploit the benefits of regional integration. Its vision in this context is to be a regional hub with the economy fully integrated with the region to accelerate economic growth, create job opportunities, expand trade, improve competitiveness and usher in prosperity to the region.

Key Areas of Cooperation. The key focus of cooperation in CPEC would be the integration of regional economies; transport and communication would enable increased freer trade in the region. It will allow Pakistan to integrate trade between China, Russia, Central Asia, Middle East and South Asia by developing transport and communication networks. Also, it will enable the relocation of industry to employ abundant labor at lower costs and utilize the abundant savings in the region for higher return investment in a capital- scarce, developing country. The desired outcome is to provide world-class logistic support and shortest links to the neighboring countries for the speedy movement of goods and people at reduced costs, which in turn would stimulate investment and growth.

Pakistan and Regional Trade. CPEC offers Pakistan the opportunity to emerge as a strong regional player that controls trade between China and Central Asian countries on one end, and India and the Middle East on the other. Despite its strategic geographic location, Pakistan has yet to exploit its geographical location to its trade advantage. Ahmad (2014) states that Pakistan's seaports provide the shortest routes that connect China, Kazakhstan, Afghanistan, Tajikistan, Turkmenistan, Kyrgyzstan and Uzbekistan to the rest of the world, yet the volume of trade that passes through Pakistan to these countries is negligible. Thus, the dividends that can be derived from an actively functional Gwadar port are enormous.

Samad and Ahmed (2014) state that reducing transportation costs, enhancing affordability, establishing an efficient and well-integrated transport system and ensuring safety would improve Pakistan's competitiveness in the global context and increase its share of world trade by 0.2%, thereby increasing exports from \$17 billion to between \$250 and \$300 billion by 2030.

Trade Facilitation. Infrastructure is both a cause and a consequence of economic growth. In Pakistan, investment in roads will foster economic activities. Therefore, infrastructure development may be seen as a means to the end of achieving greater economic development. The increased mobility of goods and services through a network of roads will also open new avenues for development. One could be the development of new cities. It will essentially lead to heightened activity in manufacturing and construction sectors for housing and infrastructure development, which in turn will lead to large investment and extensive job creation of both skilled and unskilled labor.

CPEC – CHALLENGES, CONSTRAINTS AND WAY FORWARD FOR PAKISTAN

The implementation of the CPEC will have its challenges. Other than institutional functions, other important areas of concerns need to be mitigated for achieving ultimate benefit as described by Gen Shahid Nazir in his briefing on CPEC at Ministry of planning and development of Pakistan include:

Geostrategic Environment

First and foremost challenge to CPEC is the prevailing geopolitical environment in the region. Highlights of this environment include:

- a. India also needs energy and looks forward to developing Iran's Chabahar Port. Which many believe is central for India to open up a route to landlocked Afghanistan.
- b. If peace and stability is not achieved in Afghanistan after drawdown of international assistance forces, some security implications mainly for Pakistan that could impact development projects.

- c. Pakistan has struggled to achieve a reasonable level of security in Balochistan but it will have to be maintained for successful execution of CPEC program.
- d. The vested conflicting interests of the regional/international players for containment of China may have fallout for Pakistan. An issue to be guarded against through diplomatic means and strong national commitment and consensus.

Economic & Financial Constraints

Economic and financial challenges include:

- a. Government of Pakistan (GoP) funded projects of CPEC (Lahore-Multan and Hakla-D.I. Khan Motorways) requiring about Rs. 280 billion over next two-three financial years is a huge undertaking and commensurate resource allocation as per the financial phasing of these projects is to be ensured.
- b. Natural calamities, unforeseeable disasters and financial crisis in the near future may offset the financial capacity of the government to meet its obligation towards this program.
- c. The Chinese government's continued financial commitment to the CPEC program is vital for its successful execution.
- d. Achieving a balance between financing of CPEC and other essential development projects will remain a challenge for the government.

Indigenous Capacity Constraints

Massive road construction being undertaken under the CPEC program requires, in addition to Chinese resources; indigenous support in terms of contractors, consultants, skilled/unskilled man-power and availability of equipment as well as construction material. CPEC is an opportunity for indigenous capacity building of the technical man power as well as construction industry. The government must create a conducive environment and extend all possible support.

Security Related Threats

The environment of insecurity, militancy and terrorist activities prevalent in the recent past has been neutralized to a large extent through the concerted effort of the Army and Law Enforcement Agencies (LEAs). However, the capacity of LEAs other than army involved in the security arrangements remains an area of concern for which respective Ministry/Provincial governments will have to play a critical role. The possibility of sporadic sabotage incidents occurring in the future sponsored by the rival States cannot be ruled out which can retard the progress of these projects..

CONCLUSIONS

Pakistan's strategic importance, natural resources and youth bulge offer the best of opportunities for the mutual benefit of Pakistan and China. This paper has highlighted the

importance of transport and communication infrastructure to stimulate economic activity and achieve economic growth. Although the direct and indirect benefits of the projects under the CPEC are immense, the government needs to ensure that the development of transport and communication infrastructure is complemented by trade liberalization policies and efforts to enhance regional trade with China and Central Asian economies to which Pakistan can provide the shortest land route to sea in addition to increased bilateral trade with the regional countries to realize the full potential of the CPEC which is being dubbed as a 'Game Changer'.

A crucial aspect of CPEC, as highlighted in this paper, is that of energy security. Not only does CPEC address Pakistan's energy security, but also contributes heavily towards the energy security of China. Pakistan, therefore, is the focal point of the world, with its vast potential of heralding Asia to the very forefront of the global stage. The very dynamic of world economics is poised for a paradigm change once Pakistan's geo-strategic importance is fully realized - a prospect which has long sent shivers down the spines of the status quo.

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INCLUSION OF AUTISTIC CHILDREN IN THE MAINSTREAM OF SOCIETY: PROSPECTS AND PROBLEMS

Major K M Soulaïman Al Mamun, Infantry

ABSTRACT

Autism (sometimes called “classical autism”) is the most common condition in a group of developmental disorders known as the autism spectrum disorders (ASDs). Autism is characterized by impaired social interaction, problems with verbal and nonverbal communication, and unusual, repetitive, or severely limited activities and interests. This paper examines the major hurdles for inclusion of autistic children in the mainstream of the society. It also examines the psychological attitude of the family, society and school authorities towards an autistic child. It further looks for the facilities available in education system and job sector. The paper also tries to find out the policies available to support them and the challenges of implementation on ground. The paper provides policy recommendations for enhancing social inclusion and integration. In view of overall social condition the inclusion of autistic children will enhance the society on economic, social and humanitarian grounds.

INTRODUCTION

Autism is not a curse for the society. Autism is a lifelong developmental disability that is usually diagnosed during the first three years of life. The rate of autism is increasing in all regions of the world and it has a tremendous impact on children, their families, communities and societies. About 70 million people are affected by autism worldwide (World Autism Awareness Day). 2 April is declared as World Autism Awareness Day unanimously by the United Nations General Assembly.

Autism is the most common condition in a group of developmental disorders known as the Autism Spectrum Disorders (ASDs). Autism is characterized by impaired social interaction, problems with verbal and nonverbal communication, and unusual, repetitive, or severely limited activities and interests. These children along with their families are not getting enough scope to take part in the mainstream of the society.

The writer from his personal observation thinks that there is lack of general awareness in the society on this issue, which is causing significant loss. As in national and international forum this issue is discussed, it is now important to raise the general awareness about autism to make an easy way of inclusion of autistic children in society.

Both within country as well as in the global context, Bangladesh is playing a commendable role in undertaking appropriate policies, and social awareness and intervention programs to mitigate the emerging and increasing problem of autism (CRI, 2014). The five biggest challenges facing the autism community, are increase of the autistic children at an alarming rate, safety concerns due to wandering, accommodating adults with autism, signs of autism and early diagnosis and lack of knowledge about what causes autism (FOX5, 2016). Ignorance of parents, inadequate facilities in schools, lack

of experienced teaching staffs and non-acceptance by the co-educators are prohibiting schooling of autistic children.

Failure of integration of autism in the country will result in exclusion of a considerable human resource and turn them as burden to the society. Successfully finding out the main barriers of inclusion and utilization of the capability of the autistic children will ensure prosperity and human rights.

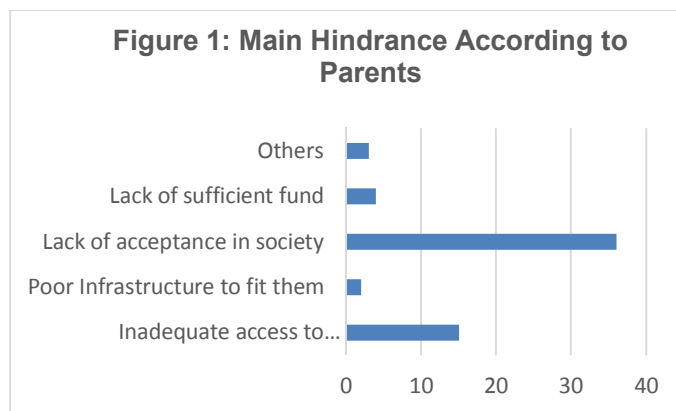
This paper will focus to identify the major problems to include autistic children in the mainstream and to find out main steps to be taken to make inclusion successful.

PREVAILLING SITUATION IN THE SOCEITY AND BARRIER TO INCLUSION

ASD is a neurological disorder. It is complex in nature which affects brain function. Normally, it appears within the first three years of life. According to latest statistics, about 0.15 millions of people of the country have ASD (Disability Day, 2016). The prevailing situation is not very promising. The prevailing situation and barriers to inclusion are considered in four segments of the society, namely, family, society/community, educational institute and job market.

Family. Families with autistic children face a lot of challenges because of the behavioural problems associated with the disorder. If there is a child with autism in the family, it may have adverse effects on various domains of family life including marital relationships, sibling relationships and adjustment, family socialization practices as well as normal family routines (Greeff & Walt, 2010). The families may face the following situations:

Parental Stress. Parents of autistic children have to face lots of problems. Autism has been considered as one of the most complex and intractable developmental disorders with which families may have to cope. Feelings of loss of personal control, absence of family support, informal and professional support put parents into stress. Lack of acceptance in the society is singled out by parents as one of the main hindrance in the survey result.

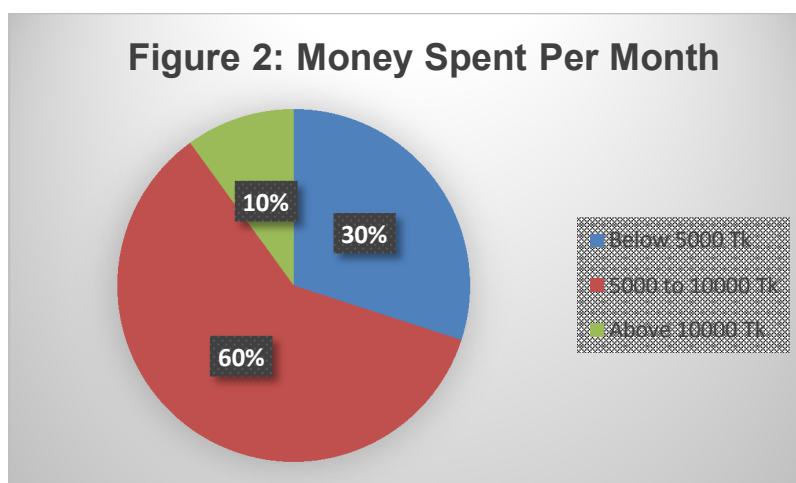


Source: Survey Report

Parenting an Autistic Child. Parenting is the hardest job of all. Parents raising a child with autism face extreme difficulties in dealing with challenging behaviours, teaching their child to communicate, teaching basic life skills, guarding their child from danger, and preparing their child for adult life (Dyches, Wilder, Sudweek, Obiokor, & Algozzine, 2004). Parents of autistic children are at high-risk of acute or chronic stress and trauma which in turn lead to dysfunctional parenting.

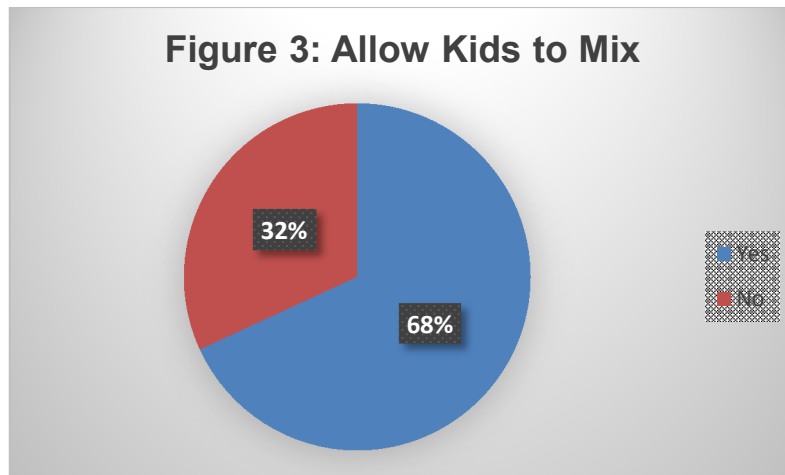
Siblings of Autistic Children. Sibling of autistic children also need to face challenges. Many siblings have felt that their parents prioritized the autistic child's needs to their needs. More time and attention are given to the child with autism which is considered primary. Few have feelings of resentment for being prioritized as secondary.

Financial Stress in Families with Autistic Children. Basing on survey it is found that, families with autistic children have to take financial stress too (Annex G). An autistic child demands additional financial support for his/her livelihood. The diagnosis of autism places profound demands on human and financial resources for lifetime. Special education services are insufficient.



Source: Survey Report

Society. The attitude of society towards the families with autistic children requires significant change. The autistic children and the family undergo a lot of discriminations in the society because of social stigma on autism. The families and their children often encounter hostile or insensitive reactions from public, mostly because of the inappropriate behaviour shown by the kids (Begum, 2014). Survey report on society captured the fact that a big portion of the society does not allow their kids to mix up with autistic children.



Source: Survey Report

Educational Institutions. Education is the basic right of a citizen. Inclusion means entitlement to education and support for children and adults with disabilities within the mainstream. Autistic children need to be included within the curriculum and the life of the classroom, regardless of their type of educational provision.

The implementation of inclusive education need training of all concerned (Nur & Azam, 2010). It is a major concern in implementing inclusive education. Half (50%) of the schools does not have more than one specialist teacher (Hossain, 2016). Most of them are Headmaster/mistress of the school.

Steps for inclusion are: reasonable accommodation in the school environment, ensuring training on inclusive education among good number of teachers, ensuring availability of education materials, root level implementation of policies and mostly changing attitude of parents, teachers and concern people (Khan & Anisuzzaman, 2011).

Job Market. People with autism do not find job though many of them have abilities. A UN estimate finds out that worldwide 80% of adult with autism are not employed. Autistic children are shy, insecure, self-conscious and often have communication problems. These made the job finding and fitting into the society hard for them. Initiatives are yet to be encouraging but the job opportunities are increasing worldwide. It is the willingness of society to accept autistic people. The Bangladesh Garment Manufacturers and Exporters Association (BGMEA) is taking initiative in employing youths in the country's ready-made garment (RMG) sector.

STEPS TAKEN BY GOVERNMENT AND OTHER ORGANIZATIONS

The Government of Bangladesh has considered ASD a major concern. Various steps are taking place to take care of ASD in international level also. Formulating policies, act,

raising awareness, providing training and implementation of policies are going on with proper attention. To protect the rights and to ensure safety of the differently able persons two important acts are promulgated by the National Parliament. These are: The Disability Rights Law 2013 and Neuro Developmental Disability Protection Trust Act 2013.

Role in Enabling National Environment. Government has integrated various groups to ensure impact on national environment. To address the issue of autism few ministries such as the Ministry of Health and Family Welfare (MoHFW), the Ministry of Social Welfare (MoSW), the Ministry of Education (MoE) and the Ministry of Primary and Mass Education (MoPME) are working together. The important three committees are: National Steering Committee on Autism and Neuro-developmental Disabilities, Advisory Committee on Autism and Neuro-developmental Disorders (NDDs) and National Autism Technical Guidance Committee.

State of Institutional Development. To ensure proper implementation, institutional development needs to take place. To establish institutional development (CRI, 2014) Bangladesh government has taken significant steps such as in medical college hospitals Shisha Bikash Kendra (Child Development Centers) has been established; in district & upozila level Disability Service Centre has a special Autism Corner.

Approaches to Educating Children with NDDs. Primary School is the first step of education. Government has initiated multiple steps to enhance education facilities. Autism has been incorporated in the primary education curriculum. In public examinations allowance of 20 minutes additional time is given for all children with autism. Two percent (2%) seats are reserved autistic children for admission in academic institutions which are not run by the public sector.

Research Skill Development Initiated. Good research can find out the overall condition in the country. In that light, two national level survey projects have been conducted to understand the overall scenario of the country. For 3676 doctors, 480 nurses, 270 physiotherapist, and 186 special educator training was arranged in Center for Neurodevelopment & Autism in Children, BSMMU and in National Institute of Mental Health.

Leading Role of Bangladesh in Autism Awareness. Bangladesh is playing leading role in autism awareness in the world. The active participation of Saima Wazed Hossain, daughter of Prime Minister of People's Republic Of Bangladesh, Sheikh Hasina supported by government is the driving force in this regard (CRI, 2014). A conference on autism and developmental disabilities in South Asia was organized in July 2012.

Public Awareness. Understanding the importance of awareness, necessary steps are taken to increase the public awareness To do so, the Ministry of Primary and Mass Education (MoPME) has developed a short episode of popular 'Meena' cartoon. An interactive popular theater was staged by the MoPME in 158 sub-district on autism.

State of Public Service. Government has already completed few tasks outlined. In 2009, Protibondhi Sheba O Sahajya Kendro (organization for the assistance and services of the disabled) is established. This organization is providing physiotherapy, occupational therapy, counseling, assistive devices and other related services.

Services on Process. Government's effort include continuation of various services, such as: to provide free therapeutic services, referral services and counseling establishment of the Autism Resource Center is in process. In Savar, a total of 12.01 acres of land is allocated in favour of (JPUF). A Protibondhi Sport Complex as a center of excellences also to be established.

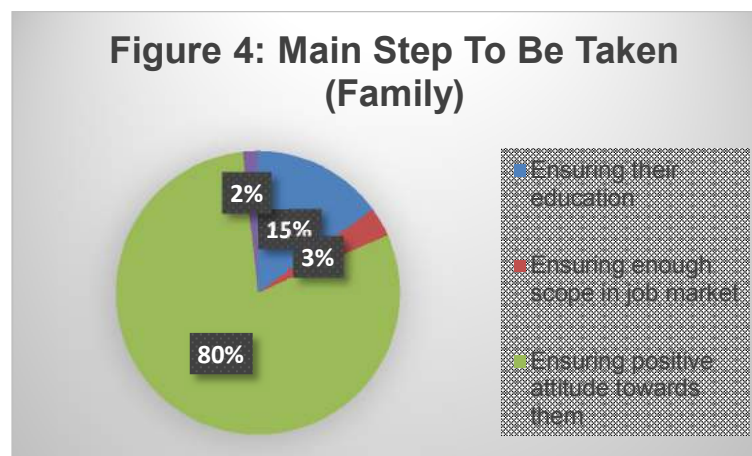
Efforts for Sustainment. Bangladesh is recognized globally as an exemplar for combating autism with measures to register child births, raising awareness at the national level on the role of family in the psychological and physical nourishment of the autistic children. With more number of specialist physician, special educator, psychologist, therapist the issue can be met comprehensively.

PROSPECTS TO THE SOCIETY

Survey results captured the prevailing situation, main hindrance to inclusion and main steps to be taken to make inclusion successful.

Psychological Attitude towards Autistic Children.

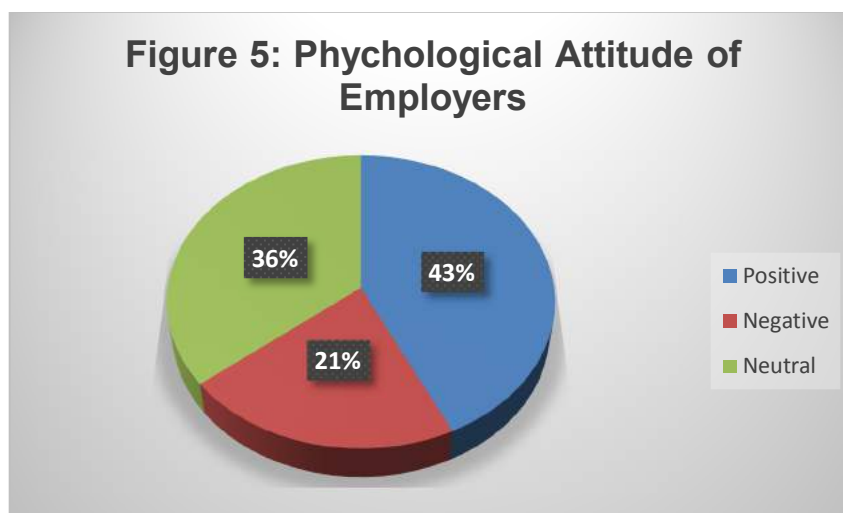
Attitude of the Family. Parents think that lack of acceptance in the society and lack of sufficient fund are major hindrance in implementing the policies. Ensuring positive attitude and proper education are the main steps considered by the parents towards the inclusion.



Source: Survey Report

Attitude of the School Authorities. Though the psychological attitude of the teachers' is positive (85%) but they lack knowledge related to special education (85%). Inadequate qualified teachers (75%) is considered to be the main hindrance for implementation of inclusive education.

Attitude of the Employers. Inclusion of autistic children in the mainstream of the society needs their establishment in the job market. 21% have negative psychological attitude and same percentage of employer does not consider hiring autistic people in job.



Source: Survey Report

Attitude of the Society. Majority of the society does not think that awareness raising steps are sufficient. A very bright side is that 85% bears positive attitude towards autistic children. However, contrary to this fact, a significant portion (32%) does not allow their kids to mix up with autistic kids. 64% singled out “ensuring positive attitude towards them” to be the main step to be taken.

Facilities Available in Mainstream and Special Schools. Survey results and interviews with KII revealed that except 56 inclusive schools, none of the mainstream schools has any facilities for autistic children (Alam, 2016), (Hossain, 2016). Lack of trained teachers and lack of fund are two major barriers to develop facilities. Some of the special schools are providing training in job skills. Lack of fund is playing a vital role as hindrance.

Prospects in Job Sector. Basing on survey, 21% employers have autistic employee but the employers are not satisfied with their job skill. For the employment of autistic people main hindrance is the poor infrastructure. Lack of knowledge of employer and lack of job skill are also barriers to their employment. Being a country of limited

resources, lack of training facilities and insufficient fund are barriers to employment of autistic children. Having identified the capability of doing the repetitive job with same standard is a strength of autistic people (Danny, 2016).

Barriers in Implementation. As a developing country, an obvious barrier to any implementation of policies is limitation of resources. But with an enthusiastic view and a strong will to make a significant difference in the lives of autistic people, government is allotting a big amount of budget. Poor infrastructure is another barrier to successful implementation of policies. It is encouraging that different government and non-government organizations are working in harmony to make it a success.

Main Steps needed to Establish Autistic Children in Mainstream Society. Majority of the society responds that ensuring positive attitude towards the autistic children is the main step to be taken. Guaranteeing sufficient fund in educating them is one of the main steps (Islam, 2016), (Mohiuddin, 2016). Developing infrastructure and increasing the number of trained caregiver are other two major steps to be considered (Arif, 2016). Awareness raising campaigning among employers and motivation from government by giving incentives to employers employing autistic persons are two main steps needed. Parents of autistic children perceives the idea that lack of acceptance in the society and lack of sufficient fund are two major issues to be addressed. Raising awareness and ensuring sufficient fund are main measures to be rendered.

Prospects of Inclusion to the Society. The inclusion of children with autism in the mainstream will ensure the human rights described in the constitution of Bangladesh. Their social interaction ability will be motivated in the respected environment with the feeling of equity. Having them included in the mainstream will be a big relief for the families with autistic children. Consequently it will contribute towards the sound mental health of the parents. If capable autistic people are absorbed in the job sectors the society will be benefitted in various aspects, namely, economically, socially and on humanitarian ground.

CONCLUSIONS

Autism is a severe developmental disorder that begins at birth or within the first two to three years of life. Autistic children have latent disability in regards to communication skill but they have special skill in some other sector. Providing them an environment where they do not feel aloof, isolated and where they enjoy all the human rights reserved by constitution and laws, is a great way to nourish the hidden talent in them. But inclusion in the mainstream society is not as simple as that.

The first hurdle to overcome is inadequate knowledge of parents of autistic children. As they are experiencing persistent feelings of distress and sorrow, a great deal of effort is needed to get them involved in positive parenting. Social isolation, insufficient support for educating the kids, lack of job opportunities etc put increased pressure on them.

Another hurdle is the perception of the society about the children with autism. A negative attitude towards the autistic children and their families is prevailing. In the current context of global awareness of autism, the government of Bangladesh has taken a good number of steps to increase social awareness and to eliminate the wrong perceptions of the society.

As the increase of autistic children is recognized globally, inclusion of them in education system is a burning need, yet to be met. Policies are there but implementation at the grass root level is not encouraging. For the vast majority of children with autism, exclusion represents a failure on the part of educational setting to provide appropriate support and training.

A big mass of employers are not considering the capability of autistic people of doing any specific job, while it is seen that the autistic people are very good at doing repetitive work. Government should take steps increase awareness and to implement the policies undertaken for the employment of them.

RECOMMENDATIONS

Basing on the research carried out, following recommendations are made to include children with autism in mainstream society:

Frequent awareness raising campaign should be planned targeting the mass people to build positive and sympathetic attitude towards autistic children with special focus given to lower class people of the society.

Programs with high TRP should be used in electronic media to increase the awareness of autism and positivity towards autistic people.

Measures to be taken to train enough teachers effectively within an acceptable time limit so that they can meet up the special needs of autistic children.

Enough fund should be allocated for the infrastructure and training development program of the autistic children in both government and NGOs' sectors.

The special capabilities of autistic children should be properly identified and acknowledged. Campaigning should take place to advertise this widely.

Employers at all level should be addressed to help inclusion procedure. Government should take measures to familiarize policies on autism among all employers. Awarding special incentives to employers who will employ autistic people can be an encouraging way to include them in job sector.

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Printed by : Army Printing Press, Dhaka Cantonment, Dhaka