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Message from the Chief Patron

I feel extremely honoured to see the publication of 'Mirpur Papers' of Issue Number 23, Volume-I of Defence Services Command & Staff College, Mirpur. 'Mirpur Papers' bears the testimony of the intellectual outfit of the student officers of Armed Forces of different countries around the globe who all undergo the staff course in this prestigious institution. Besides the student officers, faculty members also share their knowledge and experience on national and international military activities through their writings in 'Mirpur Papers'.

DSCSC, Mirpur is the premium military institution which is designed to develop the professional knowledge and understanding of selected officers of the Armed Forces in order to prepare them for the assumption of increasing responsibility both on staff and command appointment. This course allows our future leaders at the tactical level to deepen and widen their knowledge and expertise in the areas related to their future appointments. Besides military matters, the students also undertake research work as part of their Masters Programme under Bangladesh University of Professionals (BUP). Accumulating the student's research works this institution is publishing 'Mirpur Papers' since 1978. Over the year 'Mirpur Papers' could draw acclamation from learned readers due to its potential essence of the college motto - 'Knowledge is Power'. Journal with such intellectual contents reflects great deal of individual as well as collective wisdom, understanding and knowledge.

From the outset, 'Mirpur Papers' was a yearly publication. However, the number of students, both from home and abroad has increased. To encourage them, the College has decided to publish two volumes of 'Mirpur Papers' in each staff course from DSCSC Course 2014-15. This is the first publication of DSCSC Course 2016-17 containing the research work of DSCSC Course 2015-16. DSCSC has always been emphasizing on conducting research in contemporary issues on national security and defence. This enables the mid-level officers to make an original contribution to a subject of national or international interest that has a bearing on the national security of any country. I believe the readers will find the articles useful and intellectually stimulating.

Finally, I take this opportunity to congratulate and commend the editorial board, all contributors/authors, reviewers and all others involved in the process of the publication of this journal.

Major General Md Saiful Abedin, BSP, ndc, psc
Commandant
Defence Services Commandant & Staff College

EDITORIAL

Every year the Defence Services Command and Staff College, Mirpur, Bangladesh publishes a professional journal namely “Mirpur Papers”. This 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 papers that the students submit as a part of the Masters 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 writings in this journal.

The first article of this issue is on the evolution of Military Intelligence. Here the author has illustrated the topic in depth. For last 2500 years, the historians and military planners witnessed ever changing intelligence collection tools and data processing. Today’s intelligence processing and data analysis evolved through a time tested process of research and development in consonance with the ever changing battlefield scenario. The topic on ‘Evolution of Military Intelligence’ was developed through historical reference and content analysis.

In the second article, the author discussed the scope of employing Bangladesh Armed Forces to combat non-traditional security threats with particular emphasis on counter terrorism. Since direct involvement of the Armed Forces in such duties tends to reinforce the terrorist organisations, degrades military organisation’s capability to perform its primary role and squeezes out space from the civil and political society, as such the author suggested its employment in such duties should be carefully weighed against possible ramifications.

In the third article, the author envisaged economic development of South Asia through enhanced regional connectivity. He suggested that despite having political differences and growing security concerns, the countries of South Asian region should increase road, rail, maritime and air transport connectivity to allow for increased information sharing, technology transfer and people to people interactions that may facilitate economic growth.

In fourth article, the author analyzed the changing dynamics of Indian Ocean Region (IOR) and the effects of Chinese presence on the maritime security of India. The author, through a critical analysis, has predicted that China might increase its presence in the critical areas of IOR to secure its economic activities which would eventually pose a considerable maritime threat for India. Taking the realities of USA factor, complimentary and conflicting interests of the regional countries, the author proposed few policy options for India.

In the fifth article, author has discussed the nexus of security and development in sub-regional context for Bangladesh. The success of existing regional partnerships like SAARC, SASEC, BIMSTEC, etcetera is in question. Therefore, the concept of forming sub-regional partnerships with the countries like India, Bhutan, Nepal and Myanmar

appears to be a viable option for Bangladesh. There are areas available in education, tourism, security, infrastructure development, etcetera where viable partnerships can be formed for mutual benefit.

In the sixth article, the author aims to analyze the necessity of women empowerment and its direct and indirect relations with economy. She analyzed the issue basing on recent theoretical ideas, which focuses on three kinds of empowerment: primary, secondary and tertiary. Analyzing all these factors, the author provided significant policy implications on how to improve women empowerment to achieve a sustainable economic growth of Bangladesh. She asserted that higher female earnings and bargaining power can translate into greater investment in children's education, health and nutrition, which in turn can lead to economic growth in the long term.

In the seventh article, the author made an endeavour to find out the correct priority for selection of Bangladesh Army Personnel for UN Missions which would meet the requirement of UN. He revealed a number of underlying causes contributed to poor performance in robust peacekeeping. Among many, welfare-based selection procedure is one of the principle reasons for showing lack of robustness by Bangladesh peacekeepers while operating in robust peacekeeping operations under UN chapter VII. As such, he recommended that selection of men and officers well before the deployment, pre-deployment training, incentives for good performance etcetera would help to improve the situation.

In the eighth article, the author brought the critical issue of Bangladesh Air Force's sustainability during war and peace. He suggested that the existing capability and arrangement needed to be upgraded if BAF was to enhance its sustainability. Taking the cases of Iran, India and Pakistan into account, the author suggested that Bangladesh-China collaboration in the aeronautical field could be mutually benefitting for both. In the same note, this could grow capability and sustainability of BAF as well.

In ninth article, the author focused on the impact of maritime pollution on the coastal community of Bangladesh. The coastal areas of Bangladesh are continuously polluted by the toxic wastes from the ships, shipbreaking industries, textile mills, fertilizer and other industries. The author analyzed the impact of the pollution on coastal community and suggested ways to mitigate maritime pollution.

The tenth article highlights the impact of higher education of soldiers of Bangladesh Army in their unit performance. Bangladesh Army has incorporated a new higher education criterion for soldiers in the manual of qualification which is in effect since July 2016. However, the units are facing numerous challenges to implement the system while maintaining the regular tasks. To anticipate the future and get best result of education, the exploration of related challenges and proper mitigating measures of implementing the system are imperative.

In the eleventh article, the author dealt with two separate purviews. The first one is 'Mission-Oriented Command' and the second one is 'Capability of NCOs to carry out Independent Responsibilities'. He identified that due to diverse and chaotic nature of the

future battlefield, 'Mission-Oriented Command' is the most pragmatic approach in this esteem. In his discussion, he tried to evaluate the procedure and challenges of exercising 'Mission-Oriented Command' for the NCOs of Bangladesh Army. The author tried to evaluate that 'Mission-Oriented Command' is a holistic approach that allows NCOs to perform independent tasks effectively.

In the twelfth article, the author attempted to establish an association between socio-cultural changes in greater society and its effects on military way of life. He identified that due to powerful and unstoppable force of globalization and economic and technological development especially in ICT, significant changes are taking place in overall socio-cultural fabrics of Bangladesh. Through descriptive and inferential analyses, he made an endeavor to establish an association between 'adverse effects of recent socio-cultural changes' and 'military way of life'.

In the thirteenth article, the author analysed the impact of value-based approach of the professionalism of the junior leaders of Bangladesh Army. He identified a shift in approach among the officers' corps of Bangladesh Army. Through his research, he suggested that military, being essentially a value-based profession, warrants value-based approach by its members to pursue professionalism.

In the last article, the author highlighted different initiatives that have been taken for the welfare of the soldiers of Bangladesh Army. One such initiative was extension of the service for two years for all ranks. But the response for extension of service was found poor. Author tried to identify the reasons for the unwillingness of extension through his research. In the process, the author finally suggested that an implementation of a continuous attitudinal assessment can regularly reflect the motivation of soldiers in unit/formation.

EVOLUTION OF MILITARY INTELLIGENCE

Colonel Md Shahedul Islam, psc

ABSTRACT

Since time immemorial, kings and generals always sought information on belligerents. As the battlefield scenario became complex and chaotic too much of information often lost sight of important issues essential to conduct war. Thus, war planners derived mechanism for collection of information, collation, analysis and dissemination to those who need it. For last 2500 years, the historians and military planners witnessed ever changing intelligence collection tools and data processing. Today's intelligence processing and data analysis evolved through a time tested process of research and development in consonance with the ever changing battlefield scenario. The topic on 'evolution of military intelligence' was developed through historical reference and content analysis. Study on military history since Punic War (264 BC to 146 BC) offered glimpses as to how kings and generals acquired intelligence prior to commitment of kinetic forces. Study on evolution of intelligence will certainly enable readers comprehend sequential development of intelligence tools and complexity involved therein. This will further aid visualization of future battle field scenario to develop own intelligence and counter intelligence crucible and contest adversary intelligence system.

INTRODUCTION

Intelligence is the ability to comprehend issues, the ability to foresee. According to Merriam-Webster Dictionary, intelligence is the ability to learn or understand things or to deal with new or difficult situations. It is the secret information that a government collects about an enemy or possible enemy. Dual, dispute, conflict are inherent in mankind. Since the recorded history; kings and generals always looked for intelligence. Knowing about the intension of the belligerents, manpower, strength, armaments, size of the cavalry, likely place and time of contest, etcetera had been the prime focus of the kings and commanders and intelligence had always been the lone answer. Intelligence compensates numerical inferiority by enabling the weaker side to employ its forces economically, waste less time and resources, repeatedly hit the enemy at his most vulnerable points, interfere with enemy operations and concentrate relatively superior forces at the decisive point of engagement. Battles had always been fought with men, swords, guns, brains, wills and guts. Intelligence played a significant role to facilitate the above. Since time immemorial; spies, scouts, refugees, prisoner of war, deserters, and ordinary civilians were employed to gain intelligence about belligerent. Guards and sentries performed the role of counter intelligence. The friend and foe could be easily distinguishable; hence intelligence and counter intelligence activities were mostly meek. Nevertheless, nowadays the spectrum of intelligence has become very wide with never-ending progressive phenomena.

Swords, javelin, archery etcetera ruled the battlefield until 17th century. Messengers, runners, and flags were the solitary means of passing information and intelligence. It is

the wide spread use of gun powder in 17/18th century that has brought a revolution in the war fighting machinery. Rifle, machinegun, aero plane, tanks, artillery, submarine, nuclear, telegraphs, telephone, satellite, worldwide web (www) and above all use of electromagnetic spectrum is the invention of only last century. Nonetheless, it is the last few centuries; the world witnessed rapid development and technological dominance in the conduct of war. Dependence on technology is equally proportionate to the complexity of war fighting machineries. Intelligence is no exception. In the study of evolution of intelligence it is found that; it is the 20st century, the use of intelligence tools became more complex than ever before. The most recent phenomena; asymmetric warfare coupled with terrorism opened new dimensions in the domain of intelligence. Ether, cyber technology, virtual world and mass media occupied a dominant role to shape up the battlefield, so as the intelligence. Use of biometric data, voice matching technology, and thermal imagery etcetera promotes intelligence collection. In today's world, intelligence is not confined within the ambient of states; rather it trickles down to non-state actors, dissident groups, terrorist gang, religious extremist, ideological groups, and even tycoons and criminals.

In the light of the preceding, being commanders or even intelligence operatives, knowing sequential progress or evolution of intelligence is paramount importance. It will aid comprehend future scenario and help taking effective counter measures to deal with the challenges. Total spectrum of intelligence is very wide; however, in this paper discussion will be limited within military intelligence. In doing so, endeavor will be made to discuss sequential evolution of intelligence tools and techniques since recorded history to the beginning of 21st century.

Significance and Rationale of the Study

Military men frequently transact with intelligence and counter intelligence activities. A comprehensive and detail idea about tolls and technique of intelligence will certainly be conducive to task agencies and obtain critical intelligence requirement. It is the intelligence operatives who collect, collate, analyze and disseminate fine product to those who need it under the directives of the commanders. Indeed, knowledge on cradle of intelligence will facilitate future commanders' visualization on future battlefield scenario and prepare consequently.

Objective of the Study

The objectives of the study are as follows:

- a. Understanding details about Intelligence, how Intelligence differs from Information and Levels of Military Intelligence.
- b. Views of Military Scholars on Intelligence.
- c. Historical Reference to Intelligence Operations.

d. Evolution of Intelligence Tools and Techniques since Ancient Time to Present Day.

e. To ascertain “Is Intelligence Decisive in Modern War”?

What is Intelligence?

Different scholars defined intelligence in different ways. There is no universally accepted definition of intelligence. However, intelligence may be defined as ‘information received from various sources which has strategic or operational or tactical value within a specific geographic area and time and which will influence commander’s decision making process.’ According to some scholars “Intelligence deals with all the things which should be known in advance of initiating a course of action”. However, most widely accepted definition of intelligence is “The product resulting from the collection, evaluation, analysis, integration and interpretation of all available information which concerns one or more aspects of foreign nations or of areas of operations and which is immediately or potentially significant to military planning and operations”.

On the other hand, counter Intelligence is the ‘measures taken to prevent enemy acquire intelligence about own forces’. It is the effort dedicated to counter hostile intelligence activities, i.e. sabotage, espionage and subversion. Counter intelligence may be divided into offensive and defensive. Offensive counter intelligence is defined as turning the agent into double agent or feeding with misleading information to divert enemy effort into wrong direction. It deals with acquisition of hostile intelligence and manipulation of this intelligence to trap the enemy in wrong direction. Defensive counter intelligence is defined as all activities and actions taken to counter hostile intelligence activities. It deals with all actions taken to prevent enemy sabotage, subversion and espionage against attack on material, personnel and information respectively. Deception, camouflage, concealment and physical protective measures fall within the purview of defensive counter intelligence.

How Intelligence Differ from Information?

According to Wikipedia; information is that, which informs an answer to a question. Information is the communication of knowledge as described in the dictionary. A piece of information is considered valueless if, after receiving it, things remain unchanged.”

On the other hand, intelligence is the final product after collected information from a wide sources have been collated focusing commanders information requirement, evaluated to address commander’s mission requirement within a specific geographic area and period and finally disseminate to those who need it.

Levels of Intelligence

Similar to levels of military operations, intelligence operations are also conducted throughout entire spectrum of political and military activities. Strategic intelligence deals

with the activities of the uppermost tier of command, operational intelligence is the domain of campaign and operation planners and tactical level commanders deal with tactical intelligence. A detail on levels of intelligence is enumerated below:

a. **Strategic Intelligence.** Strategic intelligence deals with national level intelligence. Constitution, national will, national interest, government policies, politics, economics, military might, technological advancement, etcetera falls within the environs of strategic intelligence. In 1921 during Washington Naval conference, 'Black Chamber'¹ revealed minimum possible deal that would be accepted by the Japanese leadership beyond which Japanese would renounce the conference is an example of strategic intelligence.

b. **Operational Intelligence.** Operational intelligence is the intelligence required for the planning and conduct of campaigns and operations within a theater. Operational level is concerned with the nature of enemy forces, their structure, command, control and communication, leadership, etcetera. Identification of enemy center of gravity at operational level may be one of the examples of operational intelligence. Logically, the sphere of operational intelligence would be much broader than tactical level and more specific than strategic intelligence.

c. **Tactical Level Intelligence.** Topography, climate, ORBAT, strength, disposition, threat likely courses of actions, location of adversary radar sites, anti-aircraft missile batteries, High Value Targets (HVT), High Payoff Targets (HPT), etcetera fall within tactical intelligence. These are the products that commanders need for fighting and winning battles.

Intelligence - Scholars' Perspectives

Sun Tzu. The history of military intelligence is as old as history of warfare. The essence of intelligence was even felt 2500 years back by one of the prominent military thinkers and scholars; Sun Tzu. Throughout the Art of war, Sun Tzu underscored the need for meticulous planning and preparation through adequate information and intelligence. Sun Tzu emphasized to gather as much information as possible about the enemy in order to analyze its strengths and weaknesses and gain comparative lead. According to Sun Tzu, "Know the enemy and know yourself; in a hundred battles you will never be in peril. When you are ignorant of the enemy but know yourself, your chances of winning or losing are equal. If ignorant both of your enemy and of yourself, you are certain to be in peril in every battle". Sun Tzu writes that, if the leader has fully weighed the situation, the aftermath of war can be forecasted. There are innumerable instances of wars which could have taken a different turn, had there been a higher level of information on the other side. In modern days concept of "war gaming" perhaps is the reflection of Sun Tzu's teaching on importance of gathering information about own and intelligence on enemy. Sun Tzu further argued "The supreme art of war is to subdue the enemy without fighting." Propaganda, economic sanctions, declaration of no fly zone,

¹The Cypher Bureau of US Intelligence Service.

embargo, and extensive use of print and electronic media to subjugate adversaries are the echo of lessons propagated by Sun Tzu.

Kautilya. Kautilya², in his famous book ‘Arthashastra’ also emphasized the importance of intelligence. He writes “Skill in intrigue is better than power of money and army to win against enemy” which also support Sun Tzu’s quote to subdue the enemy without fighting.

Carl von Clausewitz. Prussian general and military theorist (1780 -1831 AD) does not think alike Sun Tzu or Kautilya. He is rather skeptical of intelligence. In his book “On War” Clausewitz writes “Many intelligence reports in war are contradictory; even more are false, and most are uncertain”. Such statement can be substantiated taking the examples of intelligence failure at Pearl Harbor, the Ardennes, the Yalu, and Yom Kippur. Having all elements of intelligence and counter intelligence, the uncertainties and disaster could not be avoided. Former USSR did not foresee the outcome of Afghan War. US did not dream consequence of Vietnam War. Neither USA nor UK imagined the possibility of twin tower attack on 9/11 or even 07 July 2005 London bombings. According to Clausewitz, unpredictability and uncertainty is something inherent in conflict and intelligence is not the solution. Leadership, witty use of combat power, ingenuity, innovativeness, guts and promptness can help deal with the uncertainties.

Jomini. On intelligence, Jomini³ adopted the middle track and maintained equilibrium between Sun Tzu and Clausewitz. He was convinced about the prevalence of uncertainties, fog and friction in war. Still, he advocated creating a crucible of intelligence to reduce the fog and friction in the battle and helping achieve victory. Jomini believed that, uncertainty results from ignorance about the strengths and disposition of enemy forces. However, Jomini was sufficiently astute to realize that despite difficulties and the almost impossible task of eliminating fog, intelligence has to be aggressively gathered so as to increase the commander's success on the battlefield by helping eliminate some of the uncertainty.

George Washington. In 1776, General George Washington wrote “As it is of great consequence to gain intelligence of the enemy’s intended operations, I cannot but recommend your attention to this subject, and that you will concert some measures for establishing a channel of information.” The desire of US first President is well admired by his successors and after almost 250 years, 18 (eighteen) intelligence agencies pumps intelligence to US decision makers. US intelligence services emerges as one of the leading, competitive, efficient and effective organization in the world. Possibly intelligence is one of the aspects for which US stands out as the supreme power of the world.

²Kautilya (371 BC to 283 BC), an Indian teacher, philosopher, economist, jurist and royal advisor who authored the ancient Indian political treatise, the Arthashastra.

³Jomini (1779 – 1869 AD) was a Swiss officer. He held both French and Russian commission with the consent of both the sovereigns. He is considered as one of the most celebrated writers on Napoleonic Art of War.

Winston Churchill. While talking about the WW II, British Primer recognized intelligence as one of the most dominant factor for achieving victory. He was reported to have said “Thanks to the secret weapon of General Menzies⁴, put into use on all the fronts, that we won the war.”

Donald Rumsfeld⁵. According to Rumsfeld “There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know.” The statement signifies the importance of military intelligence. The uncertainty, fog and friction is more in asymmetric environment than in the conventional environment, when there are information gaps and we don't know what we don't know.

Historical Reference to Intelligence Operation

Prior to 17th Century. The ancient Egyptians kingdom had a comprehensive structure for the acquisition of intelligence. Spies were predominant in the Greek and Roman domains. Almost 2300 years back, Hannibal (247–183 BC) at the outbreak of the Second Punic War, encircled and own three dramatic victories against Roman by concentrating superior forces at the most decisive points of engagement, presumably through intelligent use of spies and agents. Between 13th and 17th century, the Mughals, the Ottomans were heavily dependent on espionage in their conquests in Asia and Europe.

French and Industrial Revolution. French and Industrial Revolution has brought massive transformation in warfare as well as in the field of intelligence gathering. A key background to this development was the contest between world powers to maintain its dominance over the colonies. Surveillance, intelligence and counter intelligence activities further spurt during Great Game⁶, American Civil War, contest between Japan and USA over Pacific Region, etcetera.

19th Century Intelligence. According to military historians, intelligence contributed substantially for allied victory during WW II. Battle of Britain, Atlantic, Midway, Cape Matapan, Operation Overlord, Compass, Barbarossa, Western Desert Campaign and many more battles and engagements were won with the enormous support of intelligence. Historians argued saying intelligence shortened the war "By not less than two years and

⁴Major General Sir Stewart Graham Menzies, KCB KCMG DSO MC (1890 –1968 AD) was Chief of MI6 (SIS), British Secret Intelligence Service from 1939 to 1952, during and after the Second World War.

⁵Donald Henry Rumsfeld served as the Secretary of Defense under President George W. Bush between 2001 and 2006 and led the military planning and execution of the US invasion of Afghanistan and the subsequent 2003 invasion of Iraq. He pushed hard to send as small a force as possible to both conflicts, a concept codified as the Rumsfeld Doctrine.

⁶The “Great Game” is the strategic, economic and political rivalry and conflict between the British Empire and the Russian Empire for supremacy in Central Asia.

probably by four years; and that, in the absence of intelligence, it is uncertain how the war would have ended.”

Arab Israel War. While talking about the Six Days of War 1967, King Hussein of Jordan was reported to have said “Their (Israeli) pilots knew exactly what to expect their pilots had a complete catalogue of the most minute details of each of the thirty-two Arab air bases, what objectives to strike, where, when and how. We had nothing like that.” While briefing to Chief of Staff Yitzhak Rabin on June 4, 1967, the Air Force Commander Motti Hod was reported to have said “For the past two weeks, we have been keeping a watch on the precise movements of the Egyptian Air Force...at first light they take off on patrol, staying up for an hour. Then they return to base and go off for breakfast. Between seven and eight, everything is dead, and 0745 in the morning is the ideal time for us.” That was the exact time that the Israeli Air Force struck.

First Chechen War. During the first Chechen War, intelligence played the leading role in favor of Russian victory in unconventional warfare environment. Dzhokhar Musayevich Dudayev, the former Soviet Air Force general and Chechen leader was killed on 21 April 1996, by two laser-guided missiles when he was using a satellite phone. Reportedly, the operation was carried out entirely on signal intelligence and voice matching technique.

Operation Neptune Spear. Most recent successful intelligence operation was conducted by Central Intelligence Agency to hunt down self-proclaimed 9/11 master mind, Osama bin Laden. On May 2, 2011, shortly after 0100 hours US Navy SEALs conducted unprecedented special operation with the support from CIA operatives on the ground. The team raided Bin Laden's compound in Abbottabad, Pakistan which was launched from Afghanistan after strenuous 10 years intelligence gathering. It was the massive intelligence gathering that neutralized all possible intelligence.

Evolution of Intelligence Tools and Techniques

Scouts and Spies. As per preceding discussion, scouts and spies were the sole tools in the hands of the kings and generals until 17th century warfare. With the rapid growth of multi factors in the war and versatility of area of operation, commanders started forming headquarters with sufficient staffs to deal with collection, collation, analysis and dissemination of intelligence. By the end of 18th century, spies and scouts invented a new procedure to pass information and intelligence through a media/carrier to avoid detection. While passing intelligence, spies used to place the report in some designated place from where another spy used to collect those for generation and dissemination of intelligence. George Washington's Army used similar system during Independence War.

Coding and Decoding. While passing the intelligence, the carrier used to take two risks; firstly severe penalty if caught and secondly, the information falling into enemy hand thereby risking safety of own forces. Hence, a system to code and decode message was introduced during American Civil War. The intelligence operatives used to prepare

a code book where each letter of the alphabet, important cities, noun and pronoun had its own code name. Those books used to be prepared in a very limited scale and possessed by only few top bosses. Enemy assumed morale, intension, strength, sketch of disposition, movement, routine were usually the type of information used to be handled through coded and decoded message.

Use of Invisible Ink. During American Civil War, the system of passing encoded message written in ordinary ink replaced by the use of a secret ink. The ink used to be dried up and disappeared after writing. On the other side, the writing used to be visible by the use of a separate chemical reagent. The system was very popular and extensively used during American Civil War. This allowed spies and intelligence operatives to use blank page of books and pamphlets or in between lines of correspondence. This system protects both the intelligence report and the spy.

Emergence of Survey and Topographic Department. In 1789, a revolutionary development occurred in the field of intelligence through topographical intelligence. Military giants started collecting topographical information about the possible area of operation and interest. The first multi-sheet topographic map series of an entire country, was completed in 1789 by France and subsequently by other giants. Worth mentioning, in the subsequent decades, topographical departments provided valued topographical, climatic and cultural information to the decision makers to help prepare course of action.

Signal Intelligence. With the rapid development and mass use of telegraph communication system, headquarters and field units started using telegraphs for communication since 1840. The means quickly became susceptible to enemy interference which required coding and decoding. The means was extensively used during American Civil War by union and confederate armies and later against Japanese diplomats during Washington Peace Conference in 1921.

Balloons. The first successfully flown balloons were made in France by the Montgolfier brothers in 1782-1783 and the first decisive use of a balloon for aerial observation was performed by the French Aerostatic Corps at the Battle of Fleurus in 1794. Thereafter, belligerents started using balloons to enhance the vision and to see the enemy disposition beyond the horizon.

Mass Media. Propaganda as a tool to create a favorable situation in conflict is as old as reliable recorded evidence exists. 'Chanakya' in his book "Arthashastra" gave due importance in propaganda as a war fighting tool. One of the glaring examples of propaganda has been recorded during Sepoy Mutiny in 1857, where propaganda could motivate and unite Hindus and Muslims against East Indian Company. Propaganda newspaper, leaflets, rumors etcetera were extensively used during various wars in 19th and 20th century including WW I and II. Politicians, decision makers, military commanders knowing well about enemy propaganda, yet found themselves entangled into the trap of other's propaganda. However, newspaper was a great source of intelligence to reveal information about geography, politics, military, information and intelligence, national interest, economy, commerce, etcetera.

Strategic Intelligence. After the Crimean War⁷, military attachés became widespread in Europe for military intelligence gathering, although officially restricted to a role of transmitting openly received information. Soon they were even used to recruit spies and to operate de facto spy rings.

Invention of Encipher and Decipher Machine. Invention of multifarious cipher and decipher machines and use of electromagnetic spectrum for data transfer brought wonder in the turf of intelligence and counter intelligence domain. At the beginning of the 20th century, 'Enigma'⁸ and 'Purple'⁹ encipher machines appeared to be unbreakable. As a counter measure, invention of 'Ultra'¹⁰ and 'Magic'¹¹ intelligence stands out as unique contribution in the field of intelligence which ultimately changed the course of tide during WW II.

Air Reconnaissance. The use of visual and photographic reconnaissance commenced during WW I. The use of camera and its attachment with aircraft gave areal vision of the battlefield to those who need it. After the D Day in 1944, the contribution of aerial photograph was remarkable in gaining information on terrain and German defense line.

Imagery Intelligence. During Operation Desert Shield and Desert Storm in 1990-1991, the intelligence agencies produced templates and maps that depicted every Iraqi division accurate as close as 400 meters including weapons locations, fortifications and Iraqi obstacle system. Joint Imagery Target Attack Radar System and Airborne System were extensively used to detect moving targets on ground. Imagery intelligence played an invaluable role in defeating Iraqi Forces during Gulf War.

Unmanned Aerial Vehicles (UAV). UAVs and drones with television cameras and other sensors have been proved to be extremely successful during Iraq and Afghan wars. Even today, countries are pursuing to acquire UAV in their armory to gain an edge over the enemy.

Army Intelligence in 1990s and Subsequent. In the band of intelligence, it is now facing diversified problems in regards to sharing of information with multinational forces and partners. The friend of yesterday has become foe today and today's friend may turn into foe tomorrow. With the rapid growth of terrorism, insurgency and other forms of nonlinear engagements, intelligence agencies now concentrate on radicalization, de-radicalization, and counter radicalization. Study and research on various terrorist

⁷ The Crimean War (1853 – 1856), was a conflict in which Russia lost to an alliance of France, the United Kingdom, the Ottoman Empire, and Sardinia.

⁸ The Enigma is a German cipher machine to protect commercial, diplomatic and military communication between 1921 and WW II.

⁹ A Japanese cipher machine called "Purple" by the Americans was used for highest-level Japanese diplomatic traffic.

¹⁰ Ultra was the designation adopted by British Military intelligence in June 1941 for wartime signals intelligence obtained by breaking Enigma encoded message.

¹¹ The decoded Japanese Purple message was called as Magic by US Army Signal Intelligence Service.

organization, dissident groups, ideology based group, religious extremism, personality study, money laundering, drug trafficking, illegal arms trading and many more asymmetric activities have become the focus of most of the legendary intelligence organizations.

Army Intelligence in the 21st Century. Today's intelligence is based on individual data collection through biometric data entry of individual unique characteristics or traits. Current trend is to recognize and track individuals of security interest. A combination of imagery and biometric data has become popular in the field of intelligence surveillance. Computer based intelligence through internet, blog, social media, intranet, hacking, etcetera are some of the intelligence and counter intelligence activities which is widespread in 21st century.

Is Intelligence Decisive in Modern War?

Leadership, men, material, equipment, sound administration, precision weapons and munitions dictate the consequence of the battles and engagements. Intelligence plays a dynamic and influential role in application of the above. Intelligence influence commander's decision making and guide right direction in application of its combat power by minimizing uncertainties, fog and friction. It gives a foresighted picture about battlefield environment and helps commander to decide where, when and how much force to be concentrated at the most decisive point of engagement and where to avoid combat. In the era of asymmetric warfare, intelligence helps identify and neutralize potential adversary be it state or non-state actor. To keep the enemy at a bay and avoid fighting in own territory, countries now a day's devote substantial effort to identify the targets and destroy before it could pose formidable threat through preventive and preemption measures. With the use of cyber-espionage and the use of UAVs, intelligence has become more vital than ever before, but nothing will free the decision-maker from the burden of command. For example, the intelligence gave where about Osama bin Laden to US policy makers but, it was the American SEALs, who had to undertake the risks of severe consequence of unauthorized entry into a sovereign state and accomplish the mission through application of force leading to victory. So, it is the intelligence, decisiveness, courage, leadership, guts, sound administration that lead to mission accomplishment. Thus, conclusion may be drawn as "Intelligence has a leading role in war, but no way is decisive for victory".

CONCLUSIONS

Intelligence and counter intelligence activities can keep the enemy or potential enemy at a distance and can annihilate the adversary without being engaged in a kinetic fight. From ancient to medieval years the battles used to be fought in an unpretentious way between branded belligerents, so as the intelligence and counter intelligence activities. Since last few hundred years and more particularly when gun and gun powder became prevalent, battlefield became ever complex, chaotic and versatile. Intelligence is no exception and embraced the same complexity. With the rapid progress and technological

development of the war fighting tools, intelligence and counter intelligence activities continues to be ever changing, progressive and adaptive to the technological shifts.

As the renewed tactics, technique and tools of kinetic fight evolved so as the tools of intelligence. Nowadays, mankind is witnessing ever increasing fog, friction, uncertainty, fluidity with no front and rear in the realm of civilization and national security. Countries are facing continuous changing complex asymmetric environment with no difference between peace and war time situation. Use of individual biometric data, imagery, tracking device, constant monitoring and interference of ether, satellite based surveillance, miscellaneous electronic counter measures etcetera transformed a peaceful world into intolerant and quarreling ecosphere.

The study of intelligence and its progressive development will certainly help comprehend how various tools and technique of intelligence grew keeping pace with the technological transfer and cradle of civilization. History guides its students the precise path of preparation to deal with the future contests. Hence, education on evolution of intelligence will positively lead its operatives through the appropriate path to guarantee national security. The lessons will further prepare intelligence students to protect national interest in the face of ever changing battlefield scenario and emerging intelligence and counter intelligence challenges.

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ENGAGEMENT OF ARMED FORCES TO ADDRESS NON-TRADITIONAL SECURITY THREATS LIKE TERRORISM IN BANGLADESH

Wing Commander M Ataur Rahman, GD(P)

ABSTRACT

Bangladesh is a developing country of South Asia which earned its independence from Pakistan in 1971. Since independence, Bangladesh has faced criminal and terrorist acts by leftist cadres, separatist armed cadres and ethnic insurgents, transnational terrorists, and political cadres. Bangladesh has taken various reactionary measures to counter terrorism. Political initiatives to resolve insurgency and reactive actions to counter radical terrorism have temporarily subsided these problems. However, the core reasons behind these problems still exist and terrorism, in different forms, is likely to resurface anytime. Bangladesh has a relatively large standing defense force. The standard of their training is relatively high. The new capabilities of military can be adapted for use against Terrorism. The use of the military in counterterrorism presents a number of problems. In the past, a militarized counterterrorist response paved the way for authoritarian rule. It has certain impact on military, society and the terrorist as well. However, the changing security paradigm and the reduced likelihood of conventional inter-state wars have brought into question the relevance, purpose and utility of military force beyond its traditional security roles. This paper aims to study the possibilities of engagement of Bangladesh armed forces in countering terrorism which will have a significant impact.

INTRODUCTION

The security environment of Bangladesh is and was always peaceful in comparison to many other countries of this region. If we consider the population density and diversity of the population, the incidents are very normal and negligible (Shams, 2014). In course of time, the changing paradigm of security has changed the nature of risks and vulnerabilities posed by terrorism in Bangladesh. For the extremist political groups, terrorism is a weapon to gain political control of the polity; and for the mainstream political parties, terrorism has become a tool for political competition either to gain or to retain political power (Khan M. F., 2007). There have been growing incidents of violence among the tribal groups and settler Bangalees in CHT (The Daily Star, 2005). In Bangladesh, the use of military and security forces to counter terrorism is the norm. Bangladesh has a relatively large standing defense force with a high standard of training. The strength of the Bangladesh defense forces lies in their capability to perform even in the face of constraints. Bangladesh has used its defense forces extensively in aid to civil power, to fight terrorism in CHT, and to aid humanitarian relief work. Defense forces have their integral intelligence organizations that contribute significantly to the overall intelligence needs and analysis for the country (CHOUDHURY, January 2012). The military is not a comprehensive instrument to pit against the entire spectrum of counter terrorism. The reactionary engagement of armed forces in countering terrorism in

Bangladesh had a positive impact. But it left the opportunity to study the impact and ways of the engagement of the armed forces to counter terrorism.

DEFINING TERRORISM

The meaning of ‘Terrorism’ has changed over time to accommodate the political vernacular and discourage of each successive era. It proved increasingly elusive in the face of attempts to construct one consistent definition (Hoffman, 1998). Terrorism is, "The systematic use of terror especially as a means of coercion." It means the unlawful use or threatened use of force or violence by a person or an organized group against people or property with the intention of intimidating or coercing societies or governments, often for ideological or political reasons. Terrorism is also a form of unconventional warfare and psychological warfare (<http://www.merriam-webster.com/>). Terrorism is distinguished from other acts of violence, and from war, by always having the following four characteristics:

- a. Terrorists violate the rules of modern warfare.
- b. Its goal is to achieve political change.
- c. Its targets are symbolic of the political issue in question.
- d. Acts of terror are designed to get attention from the public and media (Salvato, 2011).

The US State Department defined terrorism that is contained in title 22 of the United States Code, Section 2656f (d:) is, "Premeditated, politically motivated violence perpetrated against noncombatant targets by sub national groups or clandestine agents, usually intended to influence an audience". The US Federal Bureau of Investigation (FBI) defines terrorism as, "the unlawful use of force or violence against persons or property to intimidate or coerce a Government, the civilian population, or any segment thereof, in furtherance of political or social objectives". And the US Department of Defense defines it as "the unlawful use of or threatened use of force or violence against individuals or property to coerce or intimidate governments or societies, often to achieve political, religious or ideological objectives" (Hoffman, 1998). In November 2004, a UN panel described "terrorism as any act Intended to cause death or serious bodily harm to civilians or noncombatants with the purpose of intimidating a population or compelling a government or an international organization to do or abstain from doing any act." (Singh M, 2008)

TRENDS OF RELIGIOUS TERRORISM IN BANGLADESH

The most compelling, proximate cause of the emergence of militant Islam in Bangladesh is the state's failure to address endemic problems of unemployment, poverty, environmental degradation, and political order. Radical Islamists direct their wrath against any individuals or groups that profess secularism and express unrelenting hostility toward sectarian and religious minorities. They intimidate members of the dwindling

Hindu community and harass the minuscule Ahmadiyya Islamic sect. They have launched periodic attacks against the vulnerable Hindu population and have threatened to destroy the mosques of the Ahmadiyya community. (Ganguly, 2006)

Crisis in Chittagong Hill Tracts. The longest running source of domestic violence in Bangladesh has been the tribal insurgency in Chittagong Hill Tracts. Construction of Kaptai Dam in CHT resulted in the destruction of the homes and livelihood of over 100,000 tribal people. The cumulative effect of this was increased discontent and resentment among the tribal people (Khan A. R., 1997). This resentment ultimately resulted in the formation of “Parbhatia Chattagram Jana Sanghati Samiti (PCJSS)” in CHT.

Causes of Terrorism in Bangladesh. Terrorism is a serious threat in the process of stability and development in Bangladesh. Political, religious and racial discrimination have given birth to the terrorism. Various causes of terrorism in Bangladesh are identified by the experts in this field (Security). They are:

- a. Economic Disparity.
- b. Frustration.
- c. Drug Abuse.
- d. Drug Trafficking.
- e. Student Politics and Campus Violence.
- f. Political Strike.
- g. Labour Unrest.
- h. Religious Intervention.
- j. Rise of Separatist Groups.

STEPS TAKEN BY THE GOVERNMENT TO COUNTER TERRORISM

The government responses to the threat of terrorism can be seen at different levels and the initiatives can be categorized into two types. They are:

- a. Operational drives by the law and security forces.
- b. Legal initiatives.

In the year 2002-2003, operation ‘CLEAN HEART’ and ‘SPIDER WEB’ were launched. A large number of extremist leaders and activists have been arrested, put on trial, and executed (Islam, 2008). In July 2009, the government formed an eight-member "National Committee for Intelligence Coordination," to co-ordinate the intelligence activities of different agencies (State, 2013). Anti-Terrorism Act 2009 has been promulgated which empowers the court to form Special Tribunals. Bangladesh worked

with the delegation of Counter-Terrorism Executive Directorate (CTED) and reciprocated to their observations and arbitration in fine-tuning the Counter Terrorism readiness of Bangladesh. Modernization of Madrassa education system is a priority task for the Government.

Regional, Bilateral and International Cooperation. In 2012, Bangladesh enacted the Mutual Legal Assistance Act 2012 which provides a legal framework for inter-country cooperation. This law empowers the government of Bangladesh to freeze properties of criminals and terrorists and their equipment used in criminal activities. On January 28, 2013, Bangladesh and India signed an extradition treaty for disrupting the regional connections and networks among terrorist outfits in South Asia (Sikder). On 22 October 2013, Bangladesh signed an agreement with the USA which aims to enhance counterterrorism cooperation.

Weaknesses and Inadequacies to Counter Terrorism. The Bangladesh Police, the Rapid Action Battalion (RAB), Border Guard Battalion (BGB), armed forces and intelligence agencies are mainly responsible for fighting terrorism and insurgency. The Bangladesh armed forces lack strategic communications, effective detection, and rapid disruption capabilities. It has been frequently argued that Bangladesh police is not well equipped to deal with the new trends of terrorism. Rapid Action Battalion (RAB) has been successful in counter terrorism but Human Rights Watch has accused RAB of numerous deaths, which have been attributed to crossfire. BGB is not adequately staffed and technologically proficient. Additionally, frequent changes of its leadership from the army often contribute to missing linkage between intelligence and situational awareness.

ARMED AND SECURITY FORCES CAPABILITY TO COUNTER TERRORISM

Armed Forces

Armed Forces of Bangladesh can boast of its high standard of training. It always performed any task assigned to it despite of number of constraints. In many occasions, the Government of Bangladesh has used its armed forces in Aid to Civil Power such as to maintain law and order, fight insurgency in CHT, to aid humanitarian relief work after any devastating floods or cyclones, etc.

Security Forces

a. **Bangladesh Police.** As of December 2012, the strength of Bangladesh Police is approximately 152,000 with a Police-Population ratio of 1:1133 which indicate the inadequacy of manpower. The organization needs up gradation in counterterrorism role. Police being overburdened with different types of activities, results in less focus on anti-terrorism activities. Besides, the reputation of this organization is widely believed to be corrupt.

b. **Rapid Action Battalion (RAB).** Rapid Action Battalion (RAB) is an elite anti-crime and anti-terrorism unit under the jurisdiction of the Bangladesh Ministry of Home Affairs. Since its inception, RAB has been quite successful in Counter-

Terrorism. The organization has been involved in the control of illegal drugs, providing immediate response for situations such as armed robbery and kidnappings.

c. **Border Guard Battalion (BGB).** Controlling its borders is vitally important for Bangladesh in order to eradicate trans-border criminal activities and prevent terrorist movement to and from neighboring states. Border Guards Bangladesh (BGB) is entrusted with this job.

d. **Ansar and Village Defense Party (VDP).** The large size paramilitary force named Ansar and Village Defense Party (VDP) have experience of service in CHT under army control. The greatest potential for them to be used in countering terrorism is their indigenous nature. They are local forces and operate in areas where they live and have a natural advantage of mingling with the local population.

e. **Intelligence Agencies.** The National Security Intelligence (NSI), the Directorate General of Forces Intelligence (DGFI), services intelligence, Special Branch of Police and the RAB intelligence wing have been working in support of the civil administration to identify the potential threat sources and conducting operational activities.

ENGAGEMENT OF ARMED FORCES IN COUNTERING TERRORISM

The changing security paradigm and the reduced likelihood of conventional inter-state wars have brought into question the relevance, purpose and utility of military force beyond its traditional security roles. Future operations by armed forces will have to be more precise which will also include both violent and non-violent applications of military power (COL Ong Yu Lin, 2011). The Armed Forces of Bangladesh have been increasingly employed for non-war military operations. The military is the most important and best developed state instrument of Bangladesh. Employing the military to counter Terrorism will seriously distract it from its main purpose of defending national sovereignty and territorial integrity. Hence the Armed Forces of Bangladesh can be engaged to counter Terrorism as the lead agency or as a supporting agency.

IMPACT OF MILITARY INVOLVEMENT IN COUNTER TERRORISM

The use of the military in counterterrorism presents a number of problems. The use of military organizations in counterterrorist missions generates unintended consequences on three different levels:

- a. Terrorist organizations
- b. Military Institutions
- c. Civil Society and Politics

The high level violence created by the military leads the terrorist to respond with the same level of violence. The consequence of military involvement in counterterrorism also increases the group cohesion and strengthens terrorist organizations. Militaries are

required to make fundamental changes in their organizational structures to counter terrorism. These changes in the military may cause a diminishing effectiveness in the conventional fighting abilities. Also the issue of resources and expenditures creates a priority problem for militaries which forces military employment either in conventional duties or in counter terrorism. Civil society usually suffers of losing their supremacy in the ruling of their country if military is employed in counter terrorism role. The classic question of civil-military relations becomes more serious. Terrorism is also a political problem which needs political solutions. But if militaries and violence take priority over political solutions for a long period of time, there may grow a tendency in society to deal with all political problems through the use of arms.

CONCLUSION

Since independence, Bangladesh has faced criminal and terrorist acts. There have been growing incidents of violence among the tribal groups and settler Bangalees in CHT. The severity of terrorism to national security cannot be understated and the role the military can possibly perform is dependent on both the state of development of the military and the capacity and competency of other state instruments. The vital and only effective weapon against such threats is knowledge and an integrated whole-of-government response. Although the ongoing structural and capability transformation in Bangladesh Armed Forces made her more useful to counter Terrorism, it should not be distracted from its primary mission of defending the state's sovereignty and territorial integrity. The government of Bangladesh, at various times, has either directly or indirectly relied on the use of military forces to counter terrorism. The use of the military in counterterrorism presents a number of problems. In the past, a militarized counterterrorist response paved the way for authoritarian rule. It has a certain impact on military, society and the terrorist as well. However, the need to operate in a complex and dynamic operational environment has forced Bangladesh Armed Forces to build new capabilities and allowed the military to execute operational concepts which can be adapted to use against Terrorism. How and in what role the Armed Forces of Bangladesh will be employed to counter Terrorism will depend on the state of development, competency and capability of the other national agencies vis-a-vis the nature of threat Bangladesh is facing. Generally, when the other national agencies are well developed; the military is likely to be employed in a supporting role. Likewise, immature national agencies will necessitate the military to be employed either in a leading or augmenting role. At the end it may be concluded that "The Armed Forces of Bangladesh can be engaged to counter Terrorism as the lead agency or as a supporting agency"

RECOMMENDATIONS

To employ the military to Counter Terrorism as lead agency or supporting agency, the following recommendations are made:

- a. The military can be employed as a supporting agency in remote border regions and territorial waters to curb illegal migration, drug and arms trafficking, for intelligence collection and early warning to help the police.

b. In the event that terrorist groups become capable of conducting large scale military operations, the military should be the lead agency. The military can also assist the Police to protect national key installations and also can be the lead agency against bio-terrorism threats.

c. The military can be a lead agency to find out the extremist groups, their hideouts, exposing groups' motives, targets, command, control and support infrastructure. They may engage in supporting role in responding effectively, efficiently and rapidly to arrest and bring the terrorist under law, profiling extremist individuals and by gathering critical information.

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PROSPECT OF REGIONAL CONNECTIVITY FOR ECONOMIC DEVELOPMENT IN SOUTH ASIA

Wing Commander M Noore Alam Siddiqui, Admin

ABSTRACT

Presently, South Asian countries economy has prospered through an outward-oriented strategy. The integrated connectivity which South Asia inherited from the British got fractured initially by the partition in 1947, and subsequently by its political aftermath. For the development of the member state, this region needs to be integrated again within the context of greater political harmony in South Asia. Such integration is especially crucial to countries such as Nepal Sri Lanka, Maldives and Bhutan and the regions such as North East India, as this could serve to end their landlocked or semi-isolated status and provide shorter transport connectivity and convenient access to outside world. Although South Asia has been one of the fastest growing economic regions in the world, analysis revealed that intra-regional trade was still around 5% of the total trade, despite the fact that tremendous potential exists to enhance such trade, which could materialize once political environment becomes supportive and transport network gets integrated. This paper examines the prospects and challenges of enhancing trade, investment, production and infrastructure cooperation and integration between these regions for catalyzing their socio-economic transformation. Finally, integration of these regions will generate increased intraregional trade and reduce transportation cost and thereby help for economic development in South Asia.

INTRODUCTION

South Asia is the home of about one and a half billion people or 23 % of the world population. South Asia's diversity provides huge opportunities for trade, investment, and economic growth. The region's remarkable success in recent decades demonstrates this. Geographically, the South Asia region is very wide and heterogeneous. South Asia is increasingly becoming an important and large market in the global economy with the region witnessing steady economic growth. The region has registered an annual growth of 6 percent along would result in an even more impressive performance of about 7.5 per cent. This remarkable economic growth has contributed to declining poverty incidence and improvements in other socio-economic indicators. Nevertheless, South Asian countries to render one of the highest poverty level in the world. A recent World Bank estimate more than 500 million people in the region are living on less than US \$ 1.25 a day.¹

There is a broad-based consensus that regional connectivity and co-operation including enhanced intra-regional trade will constitute an effective avenue for accelerating

¹.M. Rahmatullah, Transport Issues & Integration in South Asia (Journal of Bangladesh Institute of Planners, Vol. 2, December 2009), p-1

economic growth, employment generation and poverty reduction to South Asian citizens. But South Asia remains the least integrated region in the world.² South Asia's economic performance since the last decade has been commendable with an average six percent economic growth per year. This lifts millions out of poverty and improving the quality of life for hundreds of millions more. It is the second fastest growing region in the world and has the human capital, industry, and technology to catapult its citizens forward in the 21st century. Still, in terms of economic linkages, the countries of South Asia remain oceans apart.

For South Asia, intra-regional trade is anchored at around 5 percent which is the lowest in the world.³ The new era of slow growth in advanced industrial economies following the global financial crisis suggests that Asian economies will need to rely more on domestic and regional demand to secure inclusive growth.⁴ This will facilitate the deepening of foreign direct investment-driven production networks of regional integration. For that South Asia needs to be integrated for their development. This can be achieved by regional connectivity which will give easy access to the concerned countries. Moreover, regional connectivity will support regional economic integration that will foster trade flows between countries, providing important boosts for economic growth while generating employment opportunities in South Asian countries. South Asian countries face some challenges to maintain the regional competitiveness and complementarity. One of the best solutions to such challenges is to strengthen regional connectivity and trade facilitation which would further support the regional economic integration.⁵

MEANS AND REQUIREMENT OF REGIONAL CONNECTIVITY

Means of Regional Connectivity

There are various means of connectivity within the region like roads, railways, maritime shipping and aviation transportation and each sector has its own physical and operational characteristics which require different considerations. Some of the means are highlighted in the subsequent paragraphs in short.

Road/Rail Transport Connectivity

Land transport development patterns have tended to lead to major urban or trading centers in coastal areas. Thus, inter-country land transport linkages are particularly underdeveloped in Asia. In recent decades governments across the region have made considerable efforts to extend the national road and railway systems.

².Ibid, pp 3-4.

³ M. Humayun Kabir, Lecture on Regional connectivity in South Asia Prospect and problems in Mirpur Hall in 11 May 2015.

⁴.Ganeshan Wignaraja and Peter Morgan. The case for connecting South Asia and Southeast Asia, (<http://www.asiapathways-adbi.org/2015/05/>.)

⁵.Kabir, Op Cit.

Currently, movement of trucks across the international frontier is constrained by lack of cross-border agreements between South Asian countries. Benapole/Petrapole route between India and Bangladesh carries the heaviest traffic by road, accounting for about 80% in terms of value. Currently, around 300 trucks are moving daily across this border point.⁶

The situation is similar for railways. The region as a whole has yet to realize its rail potential. The inter-governmental Agreement on the Trans-Asian Railway Network, which entered into force in 2009 has raised the profile of the region's railways and is encouraging governments and financing institutions to increase investment in the sector. Other sub-regional and regional initiatives have also been catalytic in improving railway network connectivity.

Interoperability across borders remains a problem. The region suffers from railway gauge mismatch, particularly with South West and South East Asia. In South Asia, we have some successful bilateral arrangement of passenger and freight trains between countries. There are number of good examples of passenger trains operating in the region: (i) Maitree Express between Kolkata (Calcutta) and Dhaka, and (ii) Samjhauta Express between Delhi and Lahore.⁷

Maritime Transport Connectivity

Maritime shipping has historically been the main mode of transportation in international trade due to its ability to transport large volumes at a low cost per unit of freight. As a result, land transport development patterns have tended to lead to major urban or trading centers in coastal areas. Maritime transport plays a dominant mode of transport in South Asia for carrying international trade for the SAARC member states. For that reason, a number of maritime gateways have been flourished over the years and contributing a great deal to the economic development of the member states. But there has been a substantial increase in intra-Asian shipping. In fact, almost none of the coastal countries in South Asia are now linked by direct shipping services.

There are three landlocked countries and two island country in South Asia, which depend on transshipment ports in neighboring countries for their trade. One measure of shipping connectivity is the United Nations Conference on Trade and Development (UNCTAD) Liner Shipping Connectivity Index. This shows that between 2006 and 2011, shipping connectivity increased markedly in a number of the South Asian economies such as Sri Lanka, Pakistan, and India, while that for Maldives deteriorated.

⁶M. Rahmatullah, Transport Issues & Integration in South Asia (Published in the Internet), p-3.

⁷Sharoar Hossain, Enhancing Integration through Regional Connectivity: A Neo-Functionalist Approach for South Asian Integration (Published in the Internet). P-4

Air Transport Connectivity

There have been increases both in the number of air passengers and the volume of air freight in South Asia. Between 2000 and 2010, for example, international passenger traffic in South Asian countries increased by 18.24 percent per annum to 76 million. The air freight reached to 2452.99 million ton-km in 2010, increased by about 10 percent per annum since 2000. Aircraft departures in South Asia were increased by about 8 percent per annum in the last decade. However, change in air transportation performance has been uneven across South Asian countries. For example, in absolute term, Afghanistan, Maldives, and Nepal were net losers in air freight and air passengers during 2000 and 2010; rest South Asian countries were net gainers.⁸

However, the region is yet to achieve full liberalization of air freight and passengers. Capital cities in South Asia are yet to be connected by direct airlines. For example, Delhi and Islamabad or Dhaka and Islamabad are yet to have a direct flight. The landlocked and island countries in South Asia tremendously suffer from aviation infrastructure. Special attention should be given to improving the aviation infrastructure in landlocked and island countries.

Among the South Asian countries, Bangladesh is situated at the center. For that reason, any flight from Bangladesh takes almost the same time to travel the Middle East and the south-east Asian developed countries. Which means Bangladesh could serve as a hub for the international flights and could earn lots of foreign currency.⁹

Requirement of Regional Connectivity

The importance of regional connectivity is well emphasized around the world. Cooperation in transportation cannot be considered in isolation. It has to be considered in the wider context of regional cooperation. Connectivity between the countries gives greater safeguards for smaller and weaker countries. To strengthen transport, transit and communication links across the region, the SAARC Regional Multimodal Transport Study (SRMTS) was undertaken by the SAARC Secretariat in 2006. But the progress so far has not been satisfactory.

Regional connectivity may increase the exchange of information between member states. Connectivity helps to create more interaction among people. People to people interactions are important to create more scope for trade and commerce. Technology transfer may create through regional connectivity. Supply of raw material will become easier by regional connectivity. It also facilitates intra-regional trade and bestows an opportunity upon the 'land-locked' countries to eventually become 'land-linked'.

⁸. Sharoar Hossain, Enhancing Integration through Regional Connectivity: A Neo-Functionalist Approach for South Asian Integration (Published in the Internet). P-7

⁹. Group Captain Nazmul Anam, psc, Director Flight Safety & Regulation, by an interview on 8 Dec 2015.

Regional connectivity increases all the flows that associated with countries socio-economic matter like raw material, service, technology, capital, knowledge etc. Countries may initiate a fund for promoting regional connectivity. That may help to countries in future to boost up trade relations. This attempt of reframing connectivity will help the country in future and make benefit by trade relation with other countries.¹⁰

Connectivity will create new economic opportunities through the creation of new trade and services to fight poverty, particularly for lagging regions. It would help to overcome the 'silo' mentality and may connect to the regional network for exploring economy in scale. It will also generate a sense of interdependence through creating new stakeholders and constituencies in concerned countries. Connectivity will promote investment in inter-country infrastructure.

Regional connectivity is creating a condition that facilitates trade relation among and between states. For south Asian region, it is very necessary to take proper initiative for creating regional connectivity. SAARC has already been taken some steps for creating regional connectivity.

IMPACTS OF POOR REGIONAL CONNECTIVITY

Transit/Transshipment Cost Increases

Regional connectivity plays an important role in growing economy, better transit, and more investment with easier reach among them. Some of the impacts of poor regional connectivity are:

- a. Normally it takes 20-25 days and occasionally even up to 60 days to move a container from New Delhi to Dhaka. This happens due to the maritime route is via Bombay and Singapore/Colombo to Chittagong Port and then by rail to Dhaka. But the same container could have been moved to Dhaka within 3-4 days if direct rail/route connectivity were there between New Delhi and Dhaka.
- b. India allowed a transit between Nepal and Bangladesh across the "Chicken neck" and Banglabandha for bilateral trade. But this transit is not for the third country trade of Nepal. For other countries, it has to pass through congested Kolkata port. Now if there were transit agreement among other countries then Nepal could have used Mongla port in Bangladesh.
- c. The connectivity of east to west of India could give reduced expenditure and effective transportation. For example, the shipment of Assam tea to Europe is required to travel 1400 km to reach Kolkata port through the "Chicken neck", since no agreement exists for India to use the traditional route through Chittagong port which could have been shorter by more than 50%, in terms of distance and communication time.

¹⁰ Sharoar Hossain, Enhancing Integration through Regional Connectivity: A Neo-Functionalist Approach for South Asian Integration (Published in the Internet). P-4

d. Due to poor access to transport infrastructure and services leaves hundreds of millions of people in South Asian countries without access to basic social and economic services. This hampers the achievement of the Millennium Development Goals (MDGs) among the South Asian countries.

e. As there is lesser connectivity among Sri Lanka, Pakistan, and Bhutan through India and Bangladesh. As such these countries expend lot their foreign currencies for transportation of their goods. If there were proper connectivity within them than these countries could reduce their communication cost for shipment and could have productive use of time.

f. SAARC Chamber of Commerce & Industry secretary General Muhammed Iqbal Tabish state that it was only poor connectivity that the South Asian countries failed to tap 72% of the trade potential of US \$ 65 billion available in 2011 (SAARC CCI, 2011). The issue of lack of connectivity emerged as exasperated constraint for flourishing trade relation among south Asian countries.¹¹

CHALLENGES AND WAY TO ACHIEVE CONNECTIVITY

Challenges Need to be Care by Regional Countries

Transit and Transshipment have become sensitive issues in Bangladesh. Some people feel that if transit is given to India, it might create a security issue for Bangladesh and some others have different view. In the context of regional connectivity, some critics raised the question, whether “Corridor” is being provided to India in the name of “Transit.

Some people opined that Indian goods would have unhindered passage along a demarcated route and Bangladesh government would have no right to touch or inspect the cargo en-route for illegal, contraband and undesirable goods. There are economic issues and security concerns such as increased smuggling of goods and increase of Bangladesh’s vulnerability to the insurgencies in North Eastern India. “Modern tools for inspection including scanning can easily ensure that contraband items are not carried as transshipment cargo.

South Asia inherited an integrated transport system from the British, but this was fractured not only by the partition of India but by its political aftermath. Integration of the transport network of South Asia is especially crucial to countries such as Nepal and Bhutan and regions such as North East India. Such integration could serve to end their landlocked or semi-isolated status and provide shorter transport and transit links to their desired destinations including access to the sea.

¹¹ M. Rahmatullah, Transport Issues & Integration in South Asia (Journal of Bangladesh Institute of Planners, Vol. 2, December 2009), p-7.

During the second half of the twentieth century, the transport system of the mainland countries of South Asia has developed only in a national context, with little consideration given to cross-border issues of compatibility and uniformity of standards in infrastructure. As a result, their potential as engines of economic growth at the regional level remained largely unrealized. The absence of such integration and continued non-cooperation in transport sector has adverse impact on economic competitiveness of the countries, and they are losing on many fronts.

There are also some other challenges in the different mode of transport which affect the economic growth in the South Asian. Some of them are given below:

a. **Challenges in Road/Rail Transport.** Poor access to transport infrastructure and services leaves hundreds of millions of people in South Asian countries without access to basic social and economic services. Currently, movement of trucks across the international frontier is constrained by lack of cross-border agreements between Bangladesh and India, as well as India and Pakistan.

b. **Challenges in Maritime Transport.** Some the factors that may influence in the maritime are:

(1) **SLOC Protection.** The Indian Ocean is home to important SLOCs and maritime choke points. A large volume of international long-haul maritime cargo from the Persian Gulf, Africa, and Europe transits through this ocean. Some of the primary items transported are energy products – mainly oil and gas. Closure of the Strait of Hormuz practically cuts off Gulf supplies to the East altogether and also affects the West considerably. Unfortunately, the rise in traffic, the variety and intensity of threats, including piracy, maritime terrorism, drug trafficking, gun-running, human smuggling, pollution, accidents and inter-state conflicts, are also expected to show a proportional rise. Thus the best approach to SLOC security obviously lies in extensive cooperation. The security of sea lanes requires comprehensive strategies encompassing differing perceptions and national interests of concerned states.

(2) **Piracy.** Piracy is the one of the hindrances for the water-way transportations. There are numerous cases of reported and unreported piracy in the Indian Ocean. According to the International Maritime Organization Annual Report 2002, the Malacca Straits, South China Sea and the Indian Ocean are the areas that have been most affected by piracy. Recently, piracy-related incidents seem to have spilled over from these two areas into the Bay of Bengal and the Arabian Sea.

(3) **Maritime Terrorism.** With a dramatic increase in large and small container transport by sea, the problem has grown, as these sealed containers often pass through ports without undergoing thorough checking and are capable of containing anything from human terrorist cargo to arms and ammunition.

c. **Air Transportation Challenges.** Even though air transport has seen phenomenal growth over several decades, the SAARC region lags behind many other regions in terms of its usage of air travel. Connectivity between the regional centers, especially the capital cities in terms of direct flights is still very low and many capitals are not directly connected. The cost of travel is relatively high when compared to other regions. Moreover, the region has not developed strong hub operations for efficient regional transfers.

CONCLUSION

South Asia is one of the most potential regions in the world. South Asia is considered as the least integrated region in the world. It claims that the level of cooperation in south Asia is not up to mark. There are lot of political, technical and technological constraints are also present that undermines the process of regional integration in South Asia. The analysis presented in this paper clearly indicates that Bangladesh and its close neighbors, India, Nepal, and Bhutan could gain considerably if regional connectivity is fully established by all modes, and transit/transshipment of goods/containers are allowed across Bangladesh. It would clearly be a win-win situation for all.

The project of regional connectivity solely related with trade and commerce. SAARC has already been taken enhancing trade relations in between its member countries as its central goal. The project of regional connectivity will formulate by targeting the issue of increasing the trade relation between South Asian countries. Lack of connectivity is a considerable constraint for trade relation among countries. The regional connectivity will help the south Asian states to create intra-regional trade through this connectivity. Regional connectivity project will help to improve the communication between SAARC member states for people, businessmen, and government officials. This communication facility will help to reduce trade costs and barriers for the member countries. The ultimate goal of this project is to provide a trade friendly environment among member states.

RECOMMENDATIONS

In order to make further progress in the area of regional connectivity, some of the following issues need to take immediate actions:

- a. Bangladesh may agree to provide transit/transshipment facilities to India by rail and road and can earn lots foreign currency. Same things may be followed by the other regional countries for better integrated road communications.
- b. Bangladesh may agree to provide transit/transshipment facilities to Nepal and Bhutan to have access to its sea port of Mongla, for their third country trade.
- c. Bangladesh, India, and Nepal may agree to adopt bilateral/multilateral rail transport agreements for movement of containers/goods across member states. Other countries of South Asia may also similarly need to adopt bilateral/multilateral rail transport agreements.

d. Mutual agreement may be done among the South Asian countries for the improvement of road transport, infrastructure development and reducing piracy, smuggling and less cost of air transportation.

e. Concerned governments should agree to upgrade the access roads to all major land ports, to their national highway standards.

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Wing Commander M Noore Alam Siddiqui was commissioned in No 1 short GD (P) Branch of Bangladesh Air Force on 06 December 1998. In his career, he has undergone a number of courses both at home and abroad. The officer has held number of important junior level command and instructional appointments in the BAF including as instructor in BAFA and OTS BAF. Besides these, he has served in the Special Security Force in Prime Minister's Office as Assistant Director and Deputy Director. Under the umbrella of United Nations, in 2010, he participated in Peace Keeping Mission as Airport Manager in DR Congo. Before joining 36th Air Staff Course (2015-16), he had been working as Officer Commanding in 3 P&S (U) BAF.

CHANGING DYNAMICS OF INDIAN OCEAN REGION – EFFECTS OF CHINA ON MARITIME SECURITY OF INDIA

Lieutenant Commander Ashish Dutta (Indian Navy)

ABSTRACT

Today, Indo-China relationship is witnessing an all-time high with both countries cooperating with each other at numerous fronts and sharing many common interests. However, for the sustenance of this exponentially increasing growth, both countries depend largely upon the same geographical area – The Indian Ocean Region (IOR). This paper is aimed at understanding the dynamics of this relationship and analysing whether the presence of China in IOR pose a threat to India's maritime security scenario or not. Analysis of facts and figures presented in the research reveals that the rise of China in IOR may not be totally peaceful and in pursuit of economic ventures contrary to claims by many. Therefore, the booming economies of India and China although share interests in multiple dimensions and are trying to create a mutually beneficial environment, yet the existence of China in IOR would always pose serious threats to India's maritime security environment. Finally, the paper has recommended various policy and functional options to tackle the challenges posed by the current scenario.

INTRODUCTION

In the year 1609, Hugo Grotius, a Dutch jurist and a philosopher gave the concept of “Mare Liberum” which means that the sea is common to all and belongs to none. Subsequently, Alfred Thayer Mahan, interpreted the sea as a “Great Highway”, a medium through which world's trade and militaries will flow freely. As India progresses on the path to become a dominating regional power in Indian Ocean Region (IOR), it is bound to be influenced by the dynamics of the region. Accordingly, the policies of China have a direct impact on India's strategic thinking. China's huge investments with littorals and presence of its Navy in IOR have raised concerns in India. Their paths are intertwined as both the nations primarily depend on the IOR to meet their ever increasing requirements. This research aims at studying the increasing Chinese influence in IOR to establish its effect on the maritime security of India. It would also analyse whether the growing interdependence of both countries is a strong driver to generate mutual trust.

INDO - CHINA RELATIONS

Indo-China relationship has a very complex structure, which is both converging and diverging. It would be prudent to establish the positive and negative aspects with historical perspective and then viewing the same through the prism of latest developments. Although, there are a vast plethora of aspects, only few which are considered prominent are being discussed.

Contentions. Indo-China relationship, which started on a positive note, soon hit an all-time low when India gave asylum to the exiled Tibetan Government in 1957. The

escalation which continued finally gave way to 1962 war and led to the defeat of India followed by establishing of Line of Actual Control. Till date, the border issue remains unresolved. Additionally, the deep ties between China and Pakistan have always been a major area of concern for India. Although, the relationship may be an outcome of the geographic disadvantage of China to gain access to Indian Ocean Region (details elaborated later), it has withstood the test of times. China is the largest arms supplier of Pakistan, much to the dismay of India. Despite strong economic ties between India and China, Sino-Pak relation will always remain a cause of concern for India.

Indo-China Integration. The first part of the 21st century has witnessed a concurrent growth of India and China as world's leading economies. Both the countries have understood the importance of mutual cooperation and despite the existing differences, have a number of ventures which has rather forced them towards cooperation. China is now one of India's largest trade partners whereas India is China's largest trade partner in South Asia. Bilateral trade between the two countries reached \$ 66.47 billion in 2012, China's export to India was \$ 46.47 billion and China's import from India was \$ 18.8 billion (Lan Jianxue, 2013). The visit of Prime Minister Narendra Modi to China in May 15 has opened a new dimension to this mutual relation, wherein both nations signed 20 agreements which can create bedrock to set up an encouraging environment for solving more complex bilateral issues. The Bangladesh, China, India, Myanmar (BCIM) economic corridor, connecting Kolkata to Kunming is further going to enhance this cooperation and being discussed as a game-changer for the region. The corridor will open avenues for all the stakeholders and the improved connectivity is likely to play a vital role in shaping the future course of relations in South Asia. Further, Brazil Russia India China and South Africa (BRICS) cooperation has provided a common platform for its members to increase economic cooperation. China and India are two biggest stakeholders who have given increased focus to trade, wherein India has become the largest exporter to China with exports amounting to \$47,673 million, and China is India's largest exporter and importer with imports amounting to \$57,517.88 million more than the total other BRICS countries. The integration platform provided by BRICS demands mutual cooperation from both the stakeholders. Other than economic ventures, BRICS has also provided other common concerns for India and China. The top of the list is the issue to tackle climatic change. China and India have the same political position in dealing with this challenge, to solve the issue through sustainable and inclusive growth and not by capping development. India and China have also increased their security cooperation at all levels. The year 2014-15 witnessed an increased trend in bilateral defence cooperation which included visits and exercises ranging from meetings of top echelons like The Chairman, Chiefs of Staff Committee to the joint anti-terrorism training exercises. China has also accepted India's invitation to participate in IFR in Feb 16 (Embassy of India, Beijing, 2014-15).

India and China relations have witnessed a dramatic turn from fighting a war to become the biggest trading partners. The relationship is complex but is progressively improving for mutual benefit. However, issues like Sino-Pak relations and unresolved borders can be a cause of mistrust and if mishandled can lead to an unpredictable turn of events. Therefore, till these major issues are resolved, it may be difficult to generate

complete trust and cooperation and each will always figure on the others security concern list. After establishing the overall relationship the research will now deal with the aspect of the maritime environment and its impact on India's maritime security scenario.

CHANGING DYNAMICS – CHINA'S EMERGENCE IN IOR

The rapid rise of China closely followed by the growth of India set a chain of events in motion, which completely transformed the dynamics of the IOR. China has steadily increased its maritime activities, both military and economic. The economic initiatives taken by Beijing in IOR along with a rapid advancement in its naval profile have raised concern about China's long-term geopolitical strategy. It is imperative to critically analyze the situation and its impact on the geopolitical environment. But before that, it is important to establish the reasons for Chinese presence in IOR.

China's Energy Needs and Question of Security. China has become the largest net importer of petroleum and other liquids. Its dependence on imported oil is on a steady rise and rose from 55% to 55.2% in the opening five months of the year 2015. Further, most of the major oil fields in China have matured and the production is prone to decline. To sustain its fast growth, one of the biggest challenges faced by China is to secure a continuous inflow of energy (US Energy Information Administration, 2015). A major source of its imports lies in the Middle East region. The trade routes for import of oil by China are shown in figure 1 below.

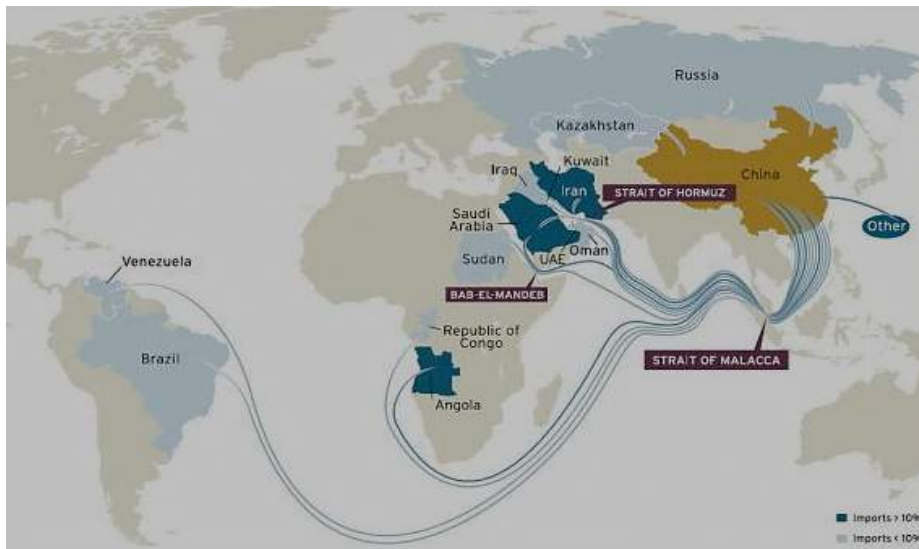


Figure 1 : Trade routes of China's crude oil import

Source : US Energy Information Agency China Report 2012 available at <http://www.eia.gov/countries/cab.cfm?fips=CH>

US Pivot to Asia and Chinese Malaccan Dilemma. The rise of China in IOR is also the outcome of competition for regional leadership in East and South-East Asia

between China and USA. The zones of the prime strategic importance of China and USA overlap in these regions. The USA maintains a significant military presence in South East Asia which includes the Japan-based Seventh Fleet. Closely intertwined with the Sino-US rivalry is security tensions between China and Japan. To an important degree, these revolve around conflicting territorial claims in the East China Sea. Given the role of the United States as Japan's ally, Sino-Japanese security relationship cannot be seen as separate from the Sino-US relationship. Moreover, on one hand, the supply lines of Japan and other US security partners are vulnerable to China's military influence in the South China Sea. On the other hand, China's own supply lines crossing the very same region are vulnerable to the military influence of USA, especially through the Straits of Malacca and Hormuz. In addition to the factor of USA, 90% of China's trade is routed through the sea. It has almost 266 shipping companies and a major chunk of this travels through the pirated waters of Gulf of Eden. As China wants to be seen as a global power, it is imperative that it provides adequate protection to the flow of trade wherever required. This automatically brings PLAN to the waters of IOR. The geographic placement of China precludes it from any kind of direct interference in IOR without actually being present in the region. Hence, it is in the basic requirement of protecting its own interests that presence of China in IOR is inescapable.

The discussion above clearly establishes the requirements and vulnerabilities of China in the IOR. China not being a littoral of IOR, has to protect its interests in the region and the present policy has been: primarily the use of soft power to secure its long-term interests. It can also be established that the major focus of China in the region would be to counter the balance of the USA, rather than India. However, India being one of the biggest regional stakeholders is automatically bound to be affected by this dynamics. Subsequent discussion will be establishing the modus operandi of China to secure its interests in the region and its impact on India's maritime security environment.

CHINESE PRESENCE IN IOR AND ITS EFFECT ON INDIA'S MARITIME SECURITY

China has been aggressively trying to mitigate its vulnerabilities in IOR by engaging with its littorals. The entire game in IOR is bound to have its impact on the India's security interests. Subsequent discussion is aimed at analyzing specifics of the investments that China has undertaken in littorals specifically in the region immediately surrounding India. Finally, the implications for Indian maritime security scenario would be drawn.

Pakistan (Gwadar). Gwadar is strategically located at the mouth of Straits of Hormuz which caters for almost 20% of total oil supply of the world. The USA has a major naval presence in Bahrain which serves to safeguard its energy flow. In the same beat, China has invested heavily in Gwadar to secure its interests and has got rights to operate Pakistan's Gwadar port for a period of 40 years in Apr 15 (Asia Maritime Transparency Initiative). This is a major concern for India. It will give China a direct access to the Straits of Hormuz, which caters for major energy flow for India. China can

exploit India's major vulnerability and India can have its own Hormuz Dilemma similar to China's Malaccan Dilemma.

Sri Lanka (Colombo). China had been deeply involved in the construction of artificial island near Colombo Port City and was bidding for berthing rights of its naval vessels. The presence of Chinese submarines at Colombo in 2014 raised major concerns in India. Contrary to Chinese official claims, the incidents revealed China's interest of power projection in the region. In addition, China also has stakes in Hambantota port, where exclusive operating rights for four berths have been granted to Chinese state-owned companies in exchange for easing loans (Wijedasa, 2014). However, the tide of China's influence changed after general elections in Jan 15, wherein the new Govt. made it amply clear that it will not give any berthing rights to Chinese submarines and announced temporary closure of Colombo project on 06 Mar 15 (Aneez, 2015). In the absence of a formal basing agreement, port visits of such kind cannot be considered as a grave threat, yet, the security implication of such incidents cannot be disregarded.

Seychelles. On 12 Dec 11, China announced that it would establish its first military base in Seychelles for provisioning and recuperation requirement of Chinese ships on escort patrols. Plans for having a maritime reconnaissance facility has also been cited in reports (Times of India, 2011). However, few details are available on China's future plans for the base. If China sets up a reconnaissance facility there, it will allow her to gain a full access to information in western IOR. This, in addition to facilities at Gwadar will provide China with a major leverage for employing its Navy in IOR.

Maldives. Maldives has signed to be a part of MSR and has also signed a treaty with China for the development of INIA in Maldives and Male-Hulhule Bridge (Masood, 2015). Further, the interest of China to develop transshipment ports at Ihavandhoo and Maarandhoo Islands will be of concern for India. At present India enjoys a favorable position in Maldives. However, some analysts predict that Maldives will not be able to repay these loans to China without coming to a common understanding with China (Kondapalli, 2014). At present, China's ventures in Maldives cannot be termed as alarming for India's maritime security scenario; however, India will have to keep a sharp watch on the developments in the region.

Bangladesh. China has large stakes on Chittagong Port, the largest seaport of Bangladesh. In addition, Bangladesh has finalized a contract with China for two Ming class submarines in April 14 (Security Risk Research, 2014). China was also bidding for Deep Sea Port at Sonadia Island. However, Bangladesh Govt. has dropped the plan and is going ahead with a port at Matabari with the aid of Japan International Cooperation Agency (Ahmed, 2012). In addition, the bilateral relations between India and Bangladesh are witnessing an all-time high. Both nations have signed 20 deals during the recent visit by PM Narendra Modi in Jun 15 (Panda, 2015). This is being seen as a very positive indication which is likely to give a major boost in trade and other maritime activities. Bangladesh is likely to maintain good relations with both India and China and would utilize opportunity for its own gains. Therefore, with this context Bangladesh can be taken out from the immediate threat equation of India's maritime challenges.

Myanmar. The international isolation of Myanmar forced it to turn towards China for its economic ventures. In addition, most of the military hardware of Myanmar is of Chinese origin. Although, India got its foothold with the start of Sittwe Port, the roots of China are still very deeply embedded in Myanmar which controls most of the economic ventures. Moreover, the strategic location of Coco Island, (which has uncorroborated reports of the presence of Chinese observatory), can be of serious concern for India. In case China and Myanmar get into defense cooperation, this can be the biggest challenge for India's maritime security.

Summary – India's Maritime Security Scenario

Till now other than a few isolated incidents, there has been no aggression shown by China in IOR in the line of China's stance of South China Sea. However, engaging various littorals in soft loans gives China flexibility of future options, a point in case being Sri Lanka. However, China is a long way from establishing itself militarily in lines of overseas bases of USA. It lacks both the capability and experience for the same. Therefore, the so-called strings can at best serve as limited OTR ports, which in the present state may not suffice for a war like scenario. But considering the aggressive pace at which China is modernizing its armed forces, the prospect of these ports to be converted in bases cannot be completely ruled out. Therefore, having so much influence of a competing power all around is definitely going to have an effect on the security strategy of India.

CONCLUSION

The main aim of the research was to study the effect of increasing Chinese influence in IOR to establish its effect on the maritime security of India and to recommend policy measures to counter the emerging challenges. In relation to the aim, certain major issues for consideration were identified. The findings are highlighted in the succeeding paragraphs.

Indo-China Relations. Past few years have seen an upward trend of improved relations between both nations with each side behaving maturely towards the long-pending contentious issues. In the present context, the major driver is the economic factor and both countries are mutually cooperating on the issue. However, there still remain major contentions which can be a source of major concern for future relations. Therefore, India cannot afford to overlook China as a threat despite strong economic ties and collaborations.

China's Focus. The steps being taken by China in IOR are more focused to protect its interests and create a balance against the increasingly aggressive US policies in Asia-Pacific than to counter India. The main method used by China is mainly by using Soft Power and Soft Loans. The possibility of utilizing the facilities created by China to meet its military interests in future cannot be ruled out.

Chinese Engagements in IOR. Despite China's increasing collaborations with practically all the littorals of IOR, it has shown little intention to establish military bases. Even in terms of capability, it is far from establishing bases in lines of USA. However, utilizations of these bases for OTRs cannot be ruled out. Further, freedom to use Mahe and Gwadar port for its activities are major areas of concern for India. This Chinese presence in the India's backyard will deeply impact its overall maritime security scenario. India will have to cater for these Chinese engagements at all levels of planning including National Policies, Maritime Doctrine and capability building.

China's Vulnerabilities. China's dependence on IOR, coupled with its geographical placement makes it vulnerable. However, China's vulnerability in the region can give be big leverage to India during a crisis. In addition, the geography placement of India in addition to its foreseeable strategic partnership with the US gives India a freedom of action in the IOR. India must adopt policy measures to exploit this vulnerability in its Maritime Security Doctrine.

RECOMMENDATIONS

To mitigate the security threats emerging from the regional dynamics stated above, some recommendations both at policy and functional level which can guide the future course of action for India are elaborate below:-

Shaping Regional Architecture. India must focus on promoting multilateral cooperation in IOR. It must engage with all stakeholders in the region and progress towards a collective regional development and develop strategic partnerships. It must make its own economic corridors. It needs to enhance its stakes in South China Sea and an economic corridor from India to Vietnam and South East Asia, in lines of BCIM corridor would provide India with a big leverage in the region.

Engagement with China. Indo-China relationship is already witnessing a new high. India must further its ties with China at all levels and create an environment of cooperation which will act as a check on any emerging conflicts. China is already embedded deep in the economics of the region. India must become a part of these economic ventures and meet its own ends whilst utilize the already established Chinese infrastructure.

Indo-US Relations. The US has already shown keenness in making India its strategic partner in its Pivot to Asia strategy. India and the US share a number of common interests and India must utilize this opportunity to leverage its common interests with the US especially in respect to China. However, India must make a calibrated approach to this and instead to trying to become a regional power should aim at becoming the regional facilitator.

Comprehensive Security Cooperation in IOR. All the stakeholders in IOR face some common maritime security threats. Piracy, maritime terrorism, and human trafficking are the some of these. Presently, there is no comprehensive security

cooperation amongst the players in the region. India must take the initiative and engage in setting up a common task force to mitigate these threats. To generate trust, India should only be an enabler and not the leader in such cooperation.

Military Hardware Support. China is one of the largest supporters of military hardware in IOR. India has also developed a decent defense hardware sector, especially post the “*Make in India initiative*”. India must aggressively enter this sector and support the regional states in improving their capability. This will have the biggest impact on India’s bilateral relations in the region.

The research has proved that despite the status of the Indo-China relationship, China will always be a factor of consideration for India’s overall security scenario. Similarly, in terms of maritime scenario, India will have to keep a sharp watch on the moves of China. There may be no immediate threat posed by China in this domain; however, possibilities of threat from these Chinese ventures in future cannot be ruled out. Therefore, India would have to do proactive than reactive planning towards this end.

Scope for Further Study

The research has established the dynamics of Indo-China relations and has also brought out the overall effect that will be felt in shaping the course of India’s future Maritime Security Strategy. However, the recommendations brought out in the research are broad-based and most of the areas would require further in-depth study to determine the exact details to shape its course. Therefore, following areas for future research are proposed to identify the specifics of way ahead for determining Indian strategy:-

Feasibility Study for Indian Economic Corridors. Off late India has increased its investments and improved its bilateral relations with various littorals of IOR. In addition, its shift from ‘Look East’ to ‘Act East’ has brought about an increased impetus on proactive approach rather than reactive approach. However, it is opined that a more comprehensive approach is required in this field for India to establish itself in the region and reduce the overall effect of China. Accordingly, a feasibility study for economic corridors for India will be required.

Indo-China Engagements. Considering the magnitude, proximity, and intertwinement of India and China’s economies, it is impossible for India to be a bystander in the China’s ventures. It has still not become a member of China’s ‘OBOR’ because of various reservations. Avenues need to be studied to utilize the available Chinese resources for the advantage of India in furthering its own interests.

Indo-US-China Matrix. The US has announced India as its strategic partner in its ‘Pivot to Asia’. However, India will have to be very careful in choosing the specifics of its engagements with the US and an in-depth study is required to understand the long-term effect of India’s engagement with the US in each sector on the stability of the region. This study can then shape the future of Indo-US-China matrix.

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Chief, Southern Naval Command for outstanding performance during one of such operations. He has also served as Submarine Rescue Officer and later The Diving Officer of the only Diving Support Vessel of India Navy. He is happily married and blessed with a son and a daughter.

SUB-REGIONAL PARTNERSHIP FOR SECURITY AND DEVELOPMENT: A BANGLADESH PERSPECTIVE

Major Md Istiaque Rashid, Infantry

ABSTRACT

Regional partnership is instrumental for maximizing peace, security and development of any nation. This concept is more pronounced in the context of small countries like Bangladesh. There are multiple platforms of cooperation for Bangladesh like SAARC, BIMSTEC, etc. However, since long the regional platforms have not become truly successful in Bangladesh perspective. There are several tangential issues to the effectiveness of regional partnerships which are beyond our control like dissonance between India and Pakistan. Due to lack of appropriate partnership, Bangladesh faces different challenges related to her security and development. Therefore, it has become a necessity for Bangladesh to explore for further opportunities to form viable partnerships. Sub-regional partnership is a localized version of regionalism with less formalized arrangements and procedure and with limited objectives to achieve. Hence, the objectives to be selected very carefully which will enhance the security and development nexus of the nation. There should be a converging interest of the member states as well for such cooperation. In this regard, the bi-lateral and multi-lateral interests of Bangladesh, Bhutan, India, Myanmar and Nepal have been studied to identify the prospect of partnership. There are areas available in education, tourism, security, infrastructure development, etcetera where viable partnerships can be formed for mutual benefit. It appears that, these partnerships will be effective if the interests of the members' states are tethered properly. Thus, this research proved that, 'Sub-regional partnership will enhance the security and development of Bangladesh'. Finally, few measures have been delineated for the sustainability of the partnership.

INTRODUCTION

The concept of regional partnership is instrumental for maximizing security and development of any nation. It is perceived as a panacea to brace the national security and development. This concept is more pronounced in the context of small countries like Bangladesh. There are multiple platforms of cooperation for Bangladesh like SAARC, SAFTA, BCIM, etc. However, from 1989 onwards, there has been a noticeable deceleration in the activities of SAARC and reduction of momentum of its output (Bhargava, 1995). In Bangladesh perspective, other platforms are also not effective as envisaged to enhance security and development of the nation. There are several tangential issues to the effectiveness of regional partnerships which are beyond control of Bangladesh like dissonance between India and Pakistan. The ineffectiveness of existing platforms causes many challenges for Bangladesh like underdevelopment, rise of violent extremism, trans-national crimes, etc. Therefore, Bangladesh should explore the opportunities of effective bi-lateral and multi-lateral platforms for sub-regional partnership to counter such challenges.

Sub-regional partnership is a localized version of regionalism with less formalized arrangements and procedure and with limited objectives to achieve (Kabir, 1998). Hence, the objectives are to be selected very prudently. There should be converging interests of the member states as well for such cooperation. The initiatives like, creation of shared power generation block, increased mutual trade and commerce, assistance during disasters, etcetera amplify the prospect of national development through regional cooperation. However, there are numerous opportunities available for partnerships which are still unexplored. Besides, effectiveness and sustainability of that partnership is equally important which depends on working with appropriate partners, mutual confidence among them and tethering of common interests. This paper attempts to identify the probable scopes of bi-lateral and multi-lateral platforms for effective sub-regional partnership to enhance security and development. Here, the boundary of sub-region will be limited within Bangladesh, Bhutan, India, Myanmar and Nepal.

EVALUATION OF MAJOR PARTNERSHIPS IN BANGLADESH PERSPECTIVE

SAARC. SAARC was established in the year 1985 with the objective of promoting regional cooperation in South Asia. SAARC charter does not permit to discuss contentious bilateral issues. At the same time security issues are totally omitted from the charter. Bilateral issues and mistrust are major concerns in this region like India-Pakistan dispute. Without resolving the contentious issues SAARC is not likely to achieve any momentum. Statistics show that, SAARC is not successful to enhance the trade within the region. A comparison intra-regional trade share is shown below:

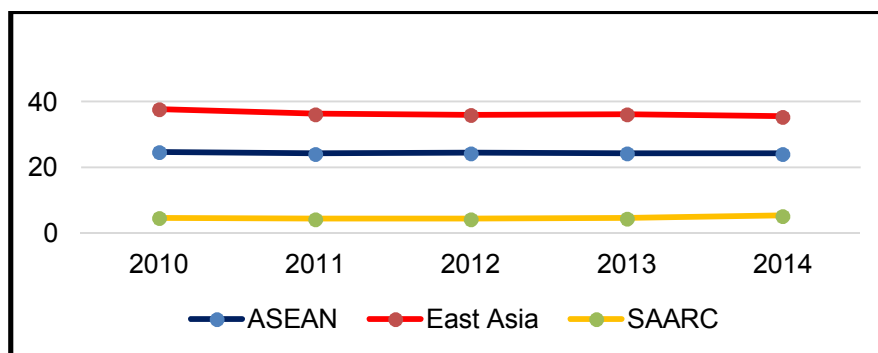


Table 1: Comparison of Intra Regional Trade Share

Source: Asian Development Bank Statistics [Online: web] Retrieved on 06 December 2015, URL: <http://aric.adb.org/indicator.php>

BCIM. The Kunming Initiative, or what has come to be known as the BCIM (Bangladesh, China, India and Myanmar) Forum, is one such sub-regional venture that explores the prospects of cooperation by clustering parts or the whole of Bangladesh, China, India and Myanmar, specifically the land-locked frontier areas. It is an economic corridor that deals with issues of transport, border trade, water management, energy and

tourism. Security environment is one major negative factor inhibiting the successful realization of the forum. Ethnic conflict and transnational crimes at the bordering areas is a serious security threat for construction of rail and road networks, industrial parks and development of science areas, etcetera. Though it is not the time to say conclusively, the success of BCIM initiative is questionable in Bangladesh perspective.

BIMSTEC. The BIMSTEC, established in 1997, deals with fourteen priority areas of cooperation which include trade and investment, transport, energy, tourism, poverty alleviation, etcetera. However, it has never been considered as a top priority by the member states and there are structural drawbacks to implement any project. The uneven economy of the members causes difference in interests. Moreover, due to political deadlock and several contentious issues, this partnership has not achieved the momentum.

SASEC. SASEC is an economic cooperation which was endorsed in SAARC summit in Male in 1997. This partnership deals with identification and implementation of sub-regional projects, energy, transport, trade, etc. There are few major outputs of this project like Bangladesh-India Electrical Interconnection Grid Project, SASEC Information Highway Project, etc. However, the hegemonic attitude of India is a major concern for this partnership. Within this partnership no visible initiative has been taken to improve the relations among the members. Therefore, the expected security and development through this partnership is questionable in Bangladesh perspective.

EVALUATION OF COMMON INTERESTS

Bangladesh-India. The transfer of enclaves, visit of Indian Prime Minister etcetera establish new ground in the sub-regional cooperation. Bangladesh's imports from India increased to US\$ 4.776 billion (0.69% increase over the previous year) and Bangladesh's export to India stood at US\$ 563.96 million (13.5% increase over the previous year) (Chakravorty, 2014). The visit of Indian Prime Minister Narendra Modi on 06 June 2015 in Bangladesh is a significant headway of bi-lateral relation. Moreover, India is interested for good relations with Bangladesh to have a gateway to the east. Both the countries want stability in the bordering areas. On the other hand, Bangladesh is largely dependent on India for her security and development.

Bangladesh- Bhutan. Bangladesh and Bhutan consider each other as one of the 'most favoured nations' for trade. Access to the sea ports of Bangladesh is the prime interest of the landlocked Bhutan. Bangladesh has a huge market and skilled labour for garments and agro based industry where Bhutan is interested to explore. There are immense potentials to develop the tourism sector jointly. On the other hand, Bhutan has a large hydropower potential assessed at around 24,000 MW. This surplus hydropower is the key interest of Bangladesh to meet her energy demand. The fertile and surplus land of Bhutan also attracts Bangladesh for joint agro based production and trade like fruits and spices production, horticulture, etcetera.

Bangladesh- Nepal. The bi-lateral interests between Bangladesh- Nepal are almost akin to the interests between Bangladesh- Bhutan. Being a land locked country; Nepal also wants access to the sea ports of Bangladesh. Meanwhile, Bangladesh is interested to get access to the hydropower of Nepal. However, Bangladesh should contemplate the recent political shift of Nepal very keenly. Bi-lateral steps should be taken prudently without agitating India.

Bangladesh-Myanmar. Bangladesh-Myanmar relation has acquired an upward trajectory, but still there are no significant official and unofficial interactions with her. The result of recent election beacons a shift to the democracy which may bring change to her foreign policy. Myanmar is interested for joint maritime exploration and access to the big market of Bangladesh. Both the countries have interest to eradicate the miscreant groups operating at the bordering areas.

CHALLENGES OF BANGLADESH

Lack of Regional Transport Connectivity. Due to poor regional connectivity between Bangladesh and the neighbouring countries namely India, Nepal and Bhutan, all of them have been losing a great deal in many fronts. A container usually takes 30-45 days to move from New Delhi to Dhaka, as the maritime route is via Mumbai and Singapore/ Colombo to Chittagong Port and then by rail to Dhaka. The same container could have been moved to Dhaka within 4-5 days, if direct rail connectivity and container movements were allowed between New Delhi and Dhaka (Rahmatullah, 2010). On the other hand, India allowed a transit between Nepal and Bangladesh across the Shiliguri and Banglabandha but for bilateral trade only, and not for third country trade of Nepal, which now has to pass through already congested Kolkata port.

Underdevelopment and Underutilized Ports. The road infrastructure of Bangladesh has not yet developed in comparison to other neighbouring countries. The highways were built based on an axle-load limit of 8.2 tons compared to 10.2 tons axle load limit in India, Nepal and Bhutan. On the other hand, Bangladesh is fortunate to have Mongla Port with about 75% to 80% spare capacity at the present level of efficiency (Rahmatullah, 2010). This spare capacity is not utilized by Nepal and Bhutan due to political deadlock. Bangladesh has also the potential of developing a deep sea port. However, proper sub-regional patronage and connectivity are the pre-requisite to materialize the project.

Illegal Arms, Drug and Human Trafficking. Illegal firearms, drug and human trafficking are serious transnational problems for Bangladesh. Bangladesh is now increasingly being used as a transit route by trans-national militant and insurgent outfits for smuggling weapons. Meanwhile, Bangladesh has become an attractive transit point for narcotics destined for international markets. Easy access to international air and sea links, and modest detection and interdiction capability are responsible for large-scale drug trafficking activities in the country (Nath, 2006). Further, Bangladesh is one of the worst victims of human trafficking.

Terrorist Activities in the Bordering Areas. Terrorist activities include the Northeast Indian insurgents, outlaws like Rohingya refugees who reportedly undergo arms training in the jungles of Cox's Bazar, Ramu, Ukhiya. The borders are very porous and resource crunch does not allow Bangladesh to patrol the borders rigorously.

Energy Security. Bangladesh is facing severe challenges to secure her energy sector. Increase in population, expansion of production in agriculture and industry, fast urbanisation, and development in road and transportation have increased the demand for energy but the supply is not sufficient to satisfy the demand (Nasrin, 2014). Shortage of power supply, depletion of gas reserve, and frequent price hikes in energy are not only exerting immense pressure on current production, but also posing a serious threat to energy security.

Underdeveloped ICT Sector. Bangladesh is striving hard to become 'Digital Bangladesh'. Despite promise and prospects of ICT development, it is still in infant stage. The ICT infrastructure is quite inadequate for a country to enter into a knowledge economy. The software expertise and software industry is far below the benchmark.

THE PROSPECTS OF PARTNERSHIP

Bangladesh- Bhutan Energy Cooperation. Bhutan offers considerable potential for hydro power generation, which is one of the best available options for Bangladesh to meet her energy requirement. However, a tri-nation agreement has to be signed among Bangladesh, Bhutan and India since the power will be transmitted through India. The power grid system should also be upgraded to facilitate the power transmission. Indian investment may be considered as she is one of the stakeholders in this system. Such cooperation may be further expanded with Nepal and Myanmar in future with other regional countries to form a 'Regional Energy Ring'.

Bangladesh- India ICT Cooperation. India is rapidly emerging as an 'Info-Tech' superpower, and could well assist in catering to the IT and software requirements of its neighbouring countries. Bangladesh should develop indigenous production capability of hardware and software to become a 'Digital Bangladesh'. These two countries can set up capital funds in joint venture with the objectives of network development, establishing IT parks, development of human resources, exchange of expertise between educational/research institutes, etcetera. NIIT, TCS, TATA InfoTech, Infosys, Aptech from the Indian IT sector may be approached for possible joint ventures.

Bangladesh- Myanmar Joint Maritime Exploration. The off shore blocks of Bangladesh and Myanmar have potentially large oil and gas reserves. The delineation of the maritime boundary has been resolved. Now Bangladesh needs to go ahead with an intensive exploration program. In this connection, Myanmar is getting the focus of attention to the international oil and gas industry. Conversely, Bangladesh state-owned oil and gas exploration and production company, BAPEX, has deep constraint on technical and financial capabilities to carry out exploration activity alone in the offshore

areas. Therefore, Bangladesh and Myanmar can go for joint exploration of hydro carbons in Bay of Bengal. Cooperation may be expanded to joint maritime scientific researches.

Tri-lateral Security Partnership. Bangladesh, India and Myanmar may work in joint venture for arresting the trans-national security issues. Initially it may start working against arms, drug and human trafficking. Gradually it may start working on other complex issues like flushing out of the separatist groups, Rohingya issue etcetera. Building a strong network and rapid information sharing will be the cornerstone for managing transnational security issues. A regional database may also be created where related law enforcing agencies may have quick access. A joint policing body may be formed for quick reaction.

Integrated Regional Transport Connectivity. For the development of the entire sub-region, a partnership may be formed by Bangladesh, Bhutan, India, Nepal and Myanmar for transport connectivity. An integrated approach combining road, railway, sea, air and inland water transport has to be adopted in the partnership. Besides, efforts should be taken immediately to implement the World Bank's road linkage project of US\$ 107 million among India, Bangladesh and Myanmar (Chakravorty, 2014). The Kunming to Kolkata Highway (K2K) under BCIM should also be materialized immediately. For the access of Nepal and Bhutan's third country trade to Bangladesh ports, there would be a need for Indian Government's agreement, as this traffic will transit through India.

Infrastructure Development Partnership. A partnership for infrastructure development may be formed under the umbrella of connectivity partnership. Since the geographic location of Bangladesh enables herself to become a regional hub, transport connectivity is likely to attract all the beneficiary countries for joint infrastructure development. Emphasis should be given on rail network development since it is environment friendly, safer and cost-effective for long distance movement. The partnership should also work to upgrade the main roads to Expressway standard with higher axle-load limits. At the same time, interest of China may also be explored to construct a deep sea port and develop the road infrastructures at the eastern part. Development of major roads and ports will facilitate rapid peripheral development and urbanization. Furthermore, mineral based industries may be constructed in collaboration with other sub-regional countries.

Partnership for Educational Integration. Bangladesh, Bhutan, Nepal and India have huge population who are ethnically and culturally akin. These countries may introduce an integrated higher level education beside the existing system. This integrated approach may have different forms like, student and faculty exchanges, dual and joint degree programs, twinning between pairs of universities, and the formation of university networks. Partnership may also facilitate opening of university branches in other countries. It may play an important role for human resource development in this sub-region. Increased people to people contact will foster mutual trust and build the relation in the long run.

Partnership for Tourism Development. Despite having picturesque tourist destinations, the tourist potentials of the region have not been marketed well. Tourism could emerge as a prime revenue earner if a coordinated strategy is adopted to exploit the potential of this sector fully. A sub regional tourism body for marketing, product development and programming should be set up. Unified package programmes may be offered which touch the main tourist sites across the region. Regional tourism centres may be established within and outside the region to promote and market the destinations. Further, establishment of appropriate air transport networks within the sub-region is also a prerequisite. Airlines may be given liberty to determine their routes cost effectively.

ENHANCING SUSTAINABILITY OF THE PARTNERSHIP

Integration of Common Interests. Relation building and integration of common interests of the partners is vital for the sustainability of a partnership. Bhutan, India and Nepal will have their common interest of transport connectivity and transit. It is likely to create a resilient partnership among the beneficiary countries. However, Bangladesh needs continuous diplomacy to gradually shape up the relation with Myanmar. Initially, it may start with joint maritime exploration and preventing drug trafficking. At the same time, China's influence will have to be utilized to shape up the relation with Myanmar.

Incorporation of a Security Forum. A security forum may be incorporated within SAARC or any other partnership as a conflict resolution mechanism. In this forum all the sub-regional partners should be able to deliberate upon the issues that impinge on their individual security and security of the sub-region. ASEAN Regional Forum (ARF) bears the testimony of success in this regard. In July 1994, the formation of ARF gradually evolved into a platform for the promotion of regional security, stability and tranquility. It enabled member states to have exchanges in an open and frank manner thus contributing to a better 'comfort level' among them.

Enhancing Defence Diplomacy. Defence diplomacy is an effective tool to shape up the relation between the countries. Increased defence diplomacy will instill a sense of mutual trust among the countries. Since relation with Myanmar cannot be changed suddenly, it has to be gradually shaped up by other means. In this regard, defence diplomacy can be conducted in the form of cultural and sports interaction, joint training, command and staff level talks, informal visits, etcetera. Similar interaction can be enhanced with India, Nepal and Bhutan also.

Cooperation between MOFA and AFD. Since military is the first line of defence, cooperation is essential between MOFA and AFD. Such cooperation will facilitate the policy formulation for gradual relation building process with other countries. In this connection, a 'Defence Cell' may be introduced at MOFA. It will continually analyse the external relation from defence perspective and act as an advisory body to the government. Similarly, representation of MOFA is also necessary in the AFD to assist the foreign engagement of Armed Forces. It will assist the Armed Forces to develop the modalities of defence diplomacy with other countries. This closer bilateral cooperation will enable Bangladesh to formulate effective policy building for enhancing sub-regional cooperation.

CONCLUSION

Regionalism, sub-regionalism and inter-regional cooperation have evolved as new, innovative phenomena in the post-cold war international system. They are perceived as panacea for avoiding traumatic course of conflict and maximizing efforts for development. There are many existing regional and sub-regional partnerships like SAARC, BIMSTEC, BCIM, SASEC etcetera. Despite multiple platforms of cooperation, Bangladesh has failed to harness the benefit from those. The deep rooted mistrust among the member states, structural problems, economic disparity, etc. appeared to be the key predicaments to the efficacy of these partnerships.

Bangladesh faces severe challenges related to security and development due to lack of regional cooperation. Lack of transport connectivity, trade deficit, transnational security issues, energy security, etcetera are few significant challenges. It is worth mentioning that, partnership is required with the neighbouring countries to overcome these challenges. Hence, Bangladesh should explore the opportunities of partnerships for her security and development.

The countries at the eastern part of South Asia like Bangladesh, Bhutan, India, Nepal and extending up to Myanmar can make effective partnerships to work for mutual benefits. There are platforms available for bi-lateral and multi-lateral partnerships. Bangladesh-Bhutan energy cooperation, Bangladesh-India ICT cooperation and Bangladesh-Myanmar maritime exploration cooperation are few important bi-lateral partnerships. Gradually, these bi-lateral partnerships may be expanded to sub-regional level. Moreover, integrated transport connectivity, sub-regional education cooperation, security cooperation, etcetera are the multi-lateral partnerships those enhance security and development of the entire sub-region. Initially, these partnerships should start working on simple issues and gradually move to resolve complex issues. Besides, appropriate steps should be taken to tether the common interests for the sustainability of the partnerships. A successful small partnership can set the tone of subsequent greater partnerships.

RECOMMENDATIONS

Following recommendations are made to form sustainable sub-regional partnership:

- a. MOFA may initiate the diplomatic process to form a partnership among Bangladesh, Bhutan, India, Myanmar and Nepal who will work jointly on integrated transport connectivity and transnational security issues.
- b. In the SAARC summit, Bangladesh Government may propose to incorporate a Security Forum in the SAARC which will act as a conflict resolution mechanism among the member states.
- c. AFD may propose government to incorporate a 'Defence Cell' at MOFA and vice versa to facilitate the shaping of external relations in a concerted manner.

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NECESSITY OF WOMEN EMPOWERMENT TO ACHIEVE A VIBRANT ECONOMY: BANGLADESH PERSPECTIVE

Major Shammee Akter, Artillery

ABSTRACT

Bangladesh is stuck in secondary level of empowerment. This level can play as buffer zone to increase both primary and tertiary level. Regulative factors refer to different rules and regulations of the Government that facilitate women empowerment in Bangladesh. Normative and cognitive factors include norms, rules, regulation, and values of society. Based on the analysis of these factors, the paper provides many significant policy implications on how to improve women empowerment to achieve a sustainable economic growth of Bangladesh. Higher female earnings and bargaining power translate into greater investment in children's education, health and nutrition, which leads to economic growth in the long term.

INTRODUCTION

Women constitute 66 percent of the world's work, and 50 percent of food production, but earn only 10% of income and own 1% of world's assets.¹ Whether the issue of improving education in developing countries or fight for the worlds any other challenge or addressing global climate change empowering women is as also as critical as any of them. From the ancient period women were engaged in household chores preparing field sowing seeds, weddings, harvesting and many other activities. The state of invisible contribution of women was described in the moderate national income in 1993. According to this statistics, the production which is produced and used in house it is worth of 16 trillion dollar.² Of them 10% – 35% production is produced in houses by women which does not need to pay.³

From the time immemorial, women are made to depend on men for their livelihood and security. With the development of human race, the phenomenon is gradually fading in the developed countries; but women are leading undignified and inferior life in the underdeveloped counties, where the social rights and values are regulated by male dominated customs and traditions. Bangladesh, as a developing third world country majority of the women made a belief of undignified social value and superstition.

¹Corporations, NGOs, and Foundations Announce 13 New Commitments to Empower Girls and Women at the Fifth Annual Meeting of the Clinton Global Initiative, 2009, [Online], Available from: <http://press.clintonglobalinitiative.org/>, 18 October,2015.

²(2007) The Women Empowerment In Bangladesh [Online].term Research Paper. Available from: <http://www.assignmentpoint.com/arts/social-science/.html>. [Accessed 15 June 2015].

³*ibid*, page 4.

Definition of Empowerment

Women empowerment, as a basic parameter in measuring social development index, is gaining wider interests all over the world today. Most current definitions of empowerment in the development literature draw upon Amartya Sen's articulation of "Development as Freedom" (1999) where development is about expanding people's choices.⁴ Sandole, defines empowerment as "altering relations of power...which constrain women's options and autonomy and adversely affect health and well-being."⁵ The base of empowerment is women's economic empowerment. Though this word is vast in nature and since last four decades many social workers and economist has defined women empowerment in many forms. The basic definitions can be, "Access to resources, capacity to make domestic choices and have control over one's life."

Background of the Problem

In the third World countries gender discrimination is an imbalance between men and women workers. Comparing with men in the field of human value and prejudicial attitudes, women are neglected. It is worth mentioning that the number of male workers is greater than female, on all spheres with some exceptions like household activities. Its main cause is that remuneration in household activities is less and these places have not yet been identified as work places.

Education is one of the basic elements of human being to develop personality, sense of responsibility, sustaining rights, civic sense and especially national progress. But in the field of higher education women of Bangladesh lag behind men. This disparity is reduced in the primary level but it increases gradually in the field of higher education. The admission ratio in seven different Universities was 77.20:22.80 in between male and female students in 2000.⁶

From the literature review it is observed that all research paper discussed women empowerment in general. To enhance empowerment we may divide it in to three tiers:

a. **Primary.** Education can be defines as primary tier of empowerment. This tier should be measured within villages and Up's. This tier shall also include:

- (1) Increase capacity of women to manage economic resources within local.
- (2) Increased capacity of women to manage income generating initiative within local.

⁴ Desai, Manisha (2014) *Hope in Hard Times: Women's Empowerment and Human Development*. [Online]. United Nations Development Programme Human Development Reports Research Paper. Available from: hdr.undp.org/sites/default/files/hdrp_2010_14.pdf [Accessed 15 July 2015].

⁵ Sandole, J, D, B., et al. (2009), *Handbook Of Conflict Analysis And Resolution*. Routledge: London & New York

⁶ Bangladesh Education Statistics (2011), annual report 2011. [Online]. Available from: <http://www.mof.gov.bd/en/> [Accessed 23 October 2015].

(3) Increased capacity of women to manage household resources.

(4) Increased capacity of women to make domestic choices.

b. **Secondary.** This tier may include a certain percent of women who are highly educated and have graded government service or small and middle entrepreneurship. This tier will be measured within district level and shall also include

(1) Expansion of women's capacity for independent movement.

(2) Increased awareness for opportunities beyond the villages.

c. **Tertiary.** This tier may include increased participation of women in community level organization and a certain number to gain confidence to speak in public, participation in politics and independent business. This tier shall be within division or national level.

WOMEN EMPOWERMENT: A PRESENT SCENARIO IN BANGLADESH

Women in Family and Society

Human history gives a very confusing picture about women's role in the family and in the society a woman is empowered when she has both; access to resources and the power to make and act on economic decisions.⁷ Empowerment is journey not a destination there is no end of empowerment. In Bangladeshi context women empowerment is largely connected with women's economic empowerment. When a woman's financial ability is increased, her self-efficacy and ability to make decisions also increased. In a nutshell empowerment means control over one's life, ability to take decisions and act upon those decisions. Empowerment suggests a degree of independence also. Bangladesh has always had a history of women's emancipation since the days of Begum Rokeya. Social dishonour and digress of women specially in rural areas are common societal norm in our society.

Bangladesh Member of CEDAW

This country is also one of the earlier signatories of Convention of Elimination of All Form Discrimination against Women (CEDAW).⁸ Bangladesh is a developing country half of the total population is women whose socio-economic condition is very low. Struggle for modernity, tradition, men-women equality, social dignity, security and for

⁷Kabeer, Naila, (2011) Contextualising the Economic Pathways of Women's Empowerment Findings from a Multi-Country Research Programme. pathways policies paper. [Online] Available from: <https://scholar.google.com> [Accessed 15 July 2015].

⁸CEDAW. UNWOMEN 1979.

multilateral pressure the position of women in the family is very complex. Here men and women do not participate in social development equally.

Women and Education

Why Education is Necessary for Women. To become agent for change women must have equal access to opportunities. Female education contributes to poverty elevation, improved nutrition and reduced fertility, education also improve women own health outcomes and life expectancy. Better educated women's are more productive and have higher incomes, they marry late and have fewer healthier and better educated children. Contribution of educated women is measured by a study, which revealed that an increase in female educational attainment raises the subsequent growth rate of real GDP per capita. The estimate reveals that a year of extra female schooling raises the growth rate between 2-4% per year.⁹ Bangladesh is developing country and behind her less and slow development lack of poor female education is one of the causes.

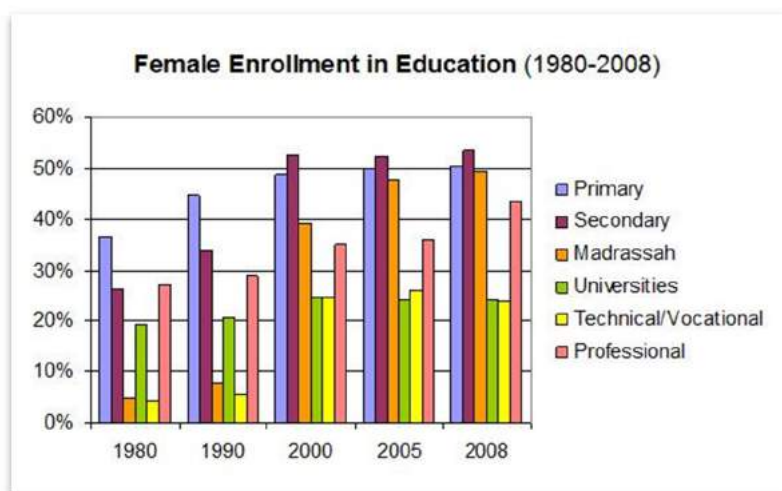


Figure:1 Female enrollment in Education ¹⁰

The net primary enrollment increased from 82% in 1996 to 89% in 2005.¹¹ Over these years the rate of boys increased from 81 to 86% and girls from 81 to 96% in 2011.¹² (CAMPE Bangladesh)

Female Education in Bangladesh. There has long been official acknowledgement that education is beneficial for girls in order to make them better wives and mother. Girls

⁹(2007) The Female Education In Bangladesh [Online].term Research Paper. Available from: <http://www.assignmentpoint.com/arts/social-science/.html>. [Accessed 15 June 2015].

¹⁰ Campaign for popular education (CAMPE)

¹¹Op cit:

¹²The Primary Education Agenda. Dhaka: Campaign for Popular Education (CAMPE).(2005)

education policies have recognized that some parents are reluctant to invest in daughter's education. Daughters are married to another family. Parents may decide that investment in daughters' education may not be wise in limited resources and this tendency intensified with poverty.¹³

In general the enrolment of girls has surpassed the number of boys at secondary level. In 1995 girl's enrolment rate was 46.91%, it significantly increased to 53.61% in 2011.¹⁴ At higher secondary level gender parity has been achieved a bit. At this level, girl's enrolment rate is 47.47%.¹⁵ It has been observed that girl's enrolment rate is higher than that of boys at Madrasa level which is 53%.¹⁶ On the other hand, the opposite picture is observed at technical education where the enrolment of girls is only 27%. Due to less enrolment at technical education women are not able to acquire life-oriented skills. For that reason, they do not get access to both domestic and international job markets.

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Women in Job Sector

Garments Sector. One of the major areas where women's employment has been found better is the garments sector. This industry employed more than 10 million employee directly or indirectly, 90% of them are female.¹⁸ In 1994 BDHS reported only 14.4% women were cash earning.¹⁹ After the garments industries were set up in Bangladesh in 1996-97 a major increase in women employee in cash is documented. Till today this is the largest employer for women in Bangladesh.

Women in Teaching. A well-recognized profession for female is the teaching. Teaching is regarded as a safe profession for women. At higher level male female teacher ratio is 1:3.

¹³Raynor, J. (2005). "Educating girls in Bangladesh: watering a neighbour's tree?" Oxfam:UK[Online]. Available from: <http://www.eldis.org/go/home&id>. [Accessed 15 sep 2015].

¹⁴Bangladesh Education Statistics (2011), op cit.

¹⁵Loc cit.

¹⁶Loc. cit.

¹⁷Loc. Cit.

¹⁸ Bangladesh demographic health survey 1993-94

¹⁹Contribution of RMG Industry in Bangladesh Economy and MFA Phase Out Effect. <http://www.eldis.org/go/home&id>. [Accessed 10 sep 2015].

Women in Politics. ‘In future partnership conference, Bangladesh has been praised for enhancing its women labor force from 24% (2010) to 36% (2013) and significant representation of women in her highest political form.²⁰ Bangladesh according to global gender gap report 2012, has been ranked 8th in the world in terms of political empowerment of women owing to women centric policies of the present government. Former foreign minister Dr. Dipu Moni commented in the ‘Equal Future Partnership Conference’ 2013 hosted by US secretary of state Jhon Kerry.

Women in Uniform: The Very Symbol of Empowerment.

Female Officers of Bangladesh Army. Bangladesh Army has inducted female officers in the 2000 with 47 BMA l/c. Bangladesh was pioneer amongst armed forces in inducting female officers (in long course). Induction of female soldiers started in 2014.

Female Police. Within the South Asian region Maldives ranks higher than other 6 countries with women comprising of 7.4% of their police force. Countries like Bangladesh and Pakistan has 4.6% and 0.9% respectively.²¹ Bangladesh police has achieved remarkable success in performing as UN peace keeper. Presently 190 female officers from Bangladesh are working in different peace keeping mission. Bangladesh female Police Officers are working in 3 (three) UN Peace Keeping Operations including Darfur, Haiti and Congo²². Responding to the challenges in implementing the UN Mandate in the field of gender issues, women and children affairs, Bangladesh Police has sent 2 (two) Women FPU in Haiti (MINUSTAH) and Congo (MONUSCO). However, within the country out of 64 districts only two female is posted as SP. Again, female inspectors are not frequently posted as officer in charge of a police station.

Women in Entrepreneurship

An entrepreneur can be defined as one who initiates and establishes an economic activity or enterprise. Entrepreneurship thus refers to the general trend to setting up new enterprises in a society. The international labor organization ILO defines an entrepreneur as person with a set of characteristic that typically include self-confidence, result oriented, risk taking, leadership, originality and future oriented. women entrepreneur to those who innovate, imitate or adopt a business activity.

CAUSES OF UNEQUAL PARTICIPATION OF WOMEN IN MAINTSTREM EMPOERMENT OF BANGLADESH

Poverty

Women are increasingly seen as an important part of the international development agenda. Empowering women and promoting gender equality are enshrined as global development objectives. Promoting gender equality and empowering women is part of

²⁰ The Global Gender Gap Report, 2012

²¹[Online].Available from:<http://www.dwatch-bd.org/uno.pdf> [Accessed 15 June 2015].

²²Online].Available from <http://www.police.gov.bd/content.php?> Accessed 15 June 2015].i

Bangladesh governments MDG. Poverty and disempowerment go hand-in-hand. As income increases poverty goes down, so do women become more empowered.

Gender Discrimination

Millennium Development Goal 3 is to promote gender equality and empower women.²³ This MDG is critical for tackling poverty and improving prospects for women. But how can women break gender based stereotypes discrimination and reduce gender based violence when they are trapped in societies with socio-cultural practices which routinely discriminate them from having equal opportunities in education, health and livelihood? The outlook is bleak. More than 1.2 billion people live in extreme poverty around the world. For many women and children, that means living on less than \$2 a day.²⁴

Lack of Higher Education

Millions of people around the world are being denied access to education and the vast majority is women. Lack of education has an impact throughout a woman's life cycle. Even before birth, female fetuses are killed in countries like India and China where the birth of a baby girl is not preferred. This is because a girl would lead to a greater financial burden on the family to get her married and virtually no income.

Lack of Female Teacher at Higher Level

Education is the only tool that can break this intergenerational cycle of oppression, abuse, and poverty of women. Education has the power to transform societies. Educated women are more aware of their rights. They are likely to have fewer and healthier children. They are more likely to send their children to school. A greater participation of educated women in the economy and political process would lead to a better world today as well as future generations. Higher education ratio of male and female is 1:3.

Inadequate Female in Admin Service

This service has huge impact on social culture. Experience of an Upozilla Nirbahi Officer (UNO) expresses that, the guardian of girls feel secured if UNO or District Commissioner (DC) is a female. School girls or other female of that area take them as their idol.²⁵ Matter of depression is that out of 64 districts only three are female DC, those are in Manikgonj, Chuadanga and Habiganj. Out of 489 Union Parishod (UP) only 42 UNO are female.

Inadequate Female Police as SP and OC

When an officer in charge of police station is female the violence rate against women is very likely to reduce. SP of district shall have effect on women empowerment of that particular area. Out of 64 districts only two female is posted as SP.

²³Millennium development goal. World bank.

²⁴<http://blog.decipherdata.org/>

²⁵www.bangladeshcivilservices.org.bd

Recognition by Male Counter Part

When an inferior group will be privileged a certain percentage will be deprived also. For the sake of larger interest male counter parts should take it positively.

WOMEN EMPOWERMENT AND ECONOMIC DEVELOPMENT

Increase Efficient Workforce

World Bank President Jim Yong Kim has hailed Bangladesh's efforts to integrate more women in the workforce and singled it out as an example to emphasize the need for investing more in women to spur growth. "Countries such as Bangladesh are encouraging female participation in the workforce. If they [Bangladesh] stay on track, their female workforce will grow from 34 to 82% over the next decade, adding 1.8% points to their GDP.²⁶ Kim said closing the gender gap could raise incomes by 27% in the Middle East and North Africa, 19% in South Asia and 14 percent in Latin America and the Caribbean.

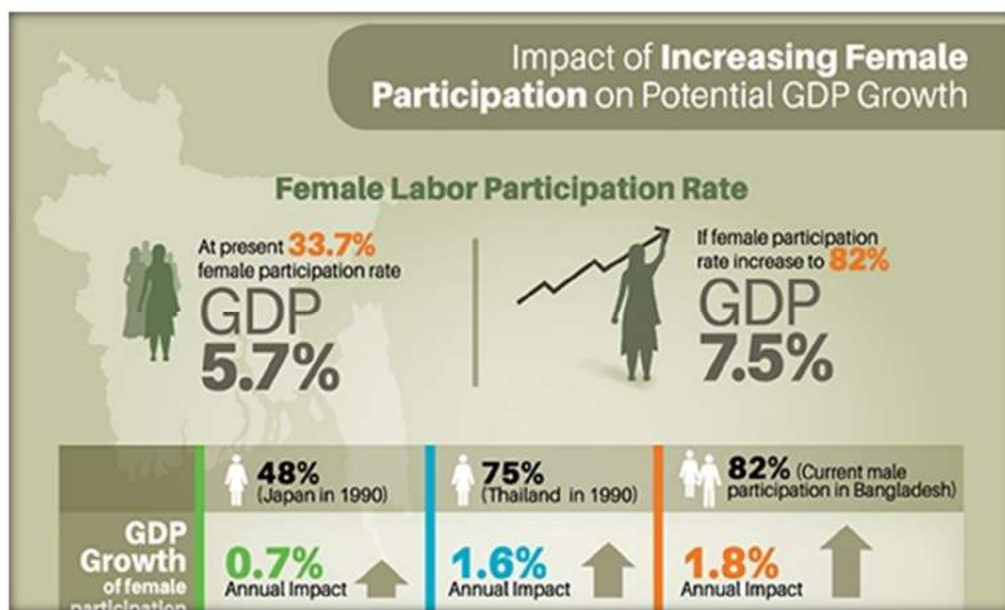


Figure: 14 Impact of female participation on potential GDP.²⁷

State of Women Workforce in Bangladesh

Research confirms something that we all know - when women earn more money; they invest in their families' education and health." According to, labour force participation for women is 36%, compared to 82.5% for men.²⁸ Still, the rate is higher

²⁶The World Bank Group/IMF Annual Meetings At Lima,peru.

²⁷ Bangladesh Labour Force Survey 2010

²⁸ Ibid.

than the South Asian average of 35%. Bangladesh is ahead of India, where women account for 27% of the total labour force and Pakistan whose female labour participation rate is 25%. Nepal has the highest female labour participation rate of 80%.²⁹ Each year, taking it to 7.5% the minimum threshold needed to be in a comfortable middle income zone by 2021.³⁰ Increasing female labour force participation will certainly help the country to break the decade-long 6% growth barrier, as higher female labour force participation can boost growth by mitigating the impact of a shrinking workforce, according to the US-based global lender. If the female labour participation rate rises by 2.5 million a year, the participation rate will equal the current rate of male participation in Bangladesh in a decade. This will add 1.8% points to potential GDP growth.

Greater Involve in Job Sector

The World Bank said in its Bangladesh Development Update in April this year that Women make up a little over half the country's total population, but their contribution to measured economic activity, growth and well-being is far below its potential. Despite significant progress in recent decades, the labour market remains divided along gender lines and progress towards gender equality seems to have stalled.

Women as Human Resources

In Bangladesh, women account for most unpaid work, and when women are employed in paid work, they are overrepresented in the informal sector and among the poor. Human resource is the most important asset for any country. A country may become able to develop in every sector only by developing its human resources.

Women as Human Resources Bangladesh Perspective

Bangladesh will need to break the barriers that prevent women from participating in the labour market or entering the organized business sectors as entrepreneurs. The barriers are both formal such as discriminatory inheritance laws, and informal such unwritten social norms restricting female participation in activities traditionally considered to be the exclusive domain of men.

RECOMMENDATIONS

Promoting women empowerment and gender equality is our MDG goal-3. No nation has developed their economy leaving half of their population idle. So there is no alternative to convert her more than half of this population as human resources. The recommendations are given below:

- a. Women development policy 2011 of Bangladesh can be revised. Separate development policies can be plan for each division according to the empowerment tier of that area.

²⁹Decade of poverty elevation. Bangladesh development series, the World Bank.

³⁰Ibid.xxi

- b. Introduction of vocational/agricultural training from secondary level. (already included in education policy of 2010)
- c. Appoint females as UNO, DC, OC and SP of those districts where women empowerment is in primary tier.
- d. In garments sector female employee as supervisor and/manager should be appointed.
- e. Parental care (baby care center) must be available in every work place.
- f. Conduct campaign for accepting women as coworker for the betterment of our national goal. Promote Male for Female campaign.
- g. More Opportunities of higher education for female in remote places.

CONCLUSIONS

Achieving women empowerment or economic empowerment is not a quick fix. It demands sound public policies, a holistic approach and long term commitment from all development actors. Women's economic empowerment is both a right and smart economics. To break the decade long stagnant GDP rate 6.5, this nation needs to increase their workforce/labor force. Women of Bangladesh being half of the population can be targeted to increase Bangladesh total workforce. Bangladesh has established women primary tier (education) of empowerment in almost all over the country. But little lagging behind in secondary level of empowerment that is women are in decision making positions such as UNO, DC, OC of police stations, bank managers, supervisor in garments sectors. The definition and necessity of women empowerment need to be realized and felt by all spheres of our society. If we can take initiative to eradicate all barriers of empowering women, a sustainable development will be achieved.

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Corporations, NGOs, and Foundations Announce 13 New Commitments to Empower Girls and Women at the Fifth Annual Meeting of the Clinton Global Initiative, (2009)



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ROBUST PEACEKEEPING AND CHALLENGES FOR BANGLADESH ARMY: SETTING THE CORRECT PRIORITY FOR SELECTION OF FORCES TO MEET THE CHALLENGES

Major Mohammad Abu Bakar Moin, G+, Artillery

ABSTRACT

Bangladesh Army has been participating in United Nations Peace Keeping Operations (UNPKO) for more than two decades. Being one of the largest troops contributing countries, Bangladesh has earned good reputation in the international arena. However, the performance of Bangladeshi peacekeepers on chapter VII operation is mixed with success and failures. Few incidents under chapter VII operation drew wide spread criticism in international arena and also questioned the ability of Bangladeshi Peacekeepers to operate under this type of challenging situation. These incidents also indicated that Bangladeshi peacekeepers are not physically and organizationally robust enough to operate effectively under Chapter VII operation. A study on the basis on available publications, reports and views of experienced officers and contingent commanders revealed a number of underlying causes that contributed to failure in robust peacekeeping. The survey and interviews included both present and previous contingent commanders and experienced officers. Far-reaching views of policy makers were also taken while conducting this research. The findings and recommendations are expected to benefit the future peacekeepers in accomplishing their duties under a more challenging and professional environment.

INTRODUCTION

The traditional model of United Nation (UN) peacekeeping developed during the Cold War era as a means of resolving conflicts between States. Peacekeeping at that time involved the deployment of unarmed or lightly armed military personnel between belligerent parties. After the end of cold war era, number of intra-state conflicts rose to a great extent. The difficult experiences of the mid-1990's in countries such as Bosnia-Herzegovina and Rwanda prompted the UN to reassess its approach to peacekeeping. In March 2000, a Panel on United Nations Peace Operations issued a report known as the "Brahimi Report" (A/55/305-S/2000/809), named after the Panel's chairperson, Under-Secretary-General Lakhdar Brahimi. On his recommendation, the concept of 'Robust Peacekeeping' emerged in the late 1990s as a response to the tragedies of Rwanda and Srebrenica, where UN peacekeepers failed to intervene to stop massive violations of human rights, on the alleged grounds that they were not 'robust' enough.

Performance of Bangladesh (BD) peacekeepers under Chapter VI so far had been lauded by all quarters, but the same at operational and tactical level under Chapter VII has drawn some criticism. Besides our success stories in United Nation Peacekeeping Operation (UNPKO), there were also occasions where we faced debacles, suffered casualties, identified own weaknesses and took resolve for future improvement. To respond to the changed dynamics of violent conflicts UN peacekeeping operations

require absolute competence both in strategy and on the ground. Once deployed, UN peacekeepers must be able to carry out their mandates professionally and successfully and be capable of defending themselves, other mission components and the mission's mandate, with robust rules of engagement, against those who renege on their commitments to a peace accord or otherwise seek to undermine it by violence. For that matter selection of competent personnel's are paramount important.

Future Trend and Challenges of UN PKO

Future Trends. Over the last two decades the world has been experiencing security landslides in almost all the continents in the form of complex conflicts. The classic intrastate rivalry ended and more cruel intra state conflict was emerged involving competition for control of population as well as territory, and deliberate targeting of the most vulnerable, minorities, women and children who are utterly civilians (*Adebajo and Sriram, 2001*),. Following the Brahimi report, many complex and multi-dimensional peace support operations were launched, and most experts opine that future missions may require even more robust mandates. *Mulet (2014)* in his online interview made it more clear that, the world is changing. The threats are changing. The levels of conflict are changing in many places in the world, so we have to adapt and we have to evolve and we have to learn how to deal with these new challenges.

Changing Nature of Peacekeeping Operation. According to Centre on International Cooperation (2009), UN peace operations face an extended and dangerous period of strategic uncertainty. A series of setbacks have coincided with military overstretch and the financial crisis, raising the risk that UN peacekeeping may contract, despite high continuing needs. An excessive contraction in peacekeeping would have serious consequences for international peace and stability. According to Schetter and Galtieri (2015), Peacekeeping missions have changed dramatically in terms of goals, budgets and numbers throughout the last decades. Peacekeeping shifted from 'securing states' to 'securing people' carried out by a multidimensional approach.

Challenges of PKO. Guéhenno (2015) in his speech mentioned that, today's peacekeeping is a political enterprise whose success rests on the support of major powers, a viable political process between the parties to a conflict, and a wise and limited use of force. Today, many contemporary UN missions are struggling in more complex political contexts and difficult operating environments. Many of today's armed conflicts are result from entrenched long-term conflict punctuated by episodic relapse into large-scale violence. The other challenges as identified are as follows:

- a. According to UN General Assembly (A/70/95, 2015) report, operationally peace missions are increasingly deployed in volatile and dangerous settings, creating dangers for personnel and limiting their range of action, especially in light of violent extremist acts and attacks against Blue Helmets. In some cases long standing ceasefire monitoring missions are finding themselves increasingly within 'hot zones' of conflict. Recently, a majority of peacekeepers have been operating in places where there is little peace to keep and where robust action is often required to implement mandates on the protection of civilians.

b. Today, a growing number of missions operate in remote and austere environments where no political agreement exists, or where efforts to establish or re-establish one have faltered. Every single mission works in a completely different environment, in terms of politics, history, and security. Where peacekeeping operations have been deployed without strong consent of the state, their ability to make a positive impact on the ground has been sharply constrained.

c. The current momentum for change and development and the imperative for reconsidering and strengthening concepts and methods of peacekeeping are now greater than they have been for many years. According to International Forum for the Challenges of Peace Operations (2014), there are seven clusters of threats with which the world must be concerned now and in the decades ahead. These are:

- (1). Economic and social threats, including poverty, infectious diseases and environmental degradation.
- (2) Internal conflict, including civil war, genocide and other large-scale atrocities.
- (3) Terrorism and violent extremist, and attack against blue helmets.
- (4) Nuclear, radiological, chemical and biological weapons.
- (5) Intra state to Inter-State conflict.
- (6) Complex political contexts and difficult operating environments.
- (7) Shifting conflict dynamic-a majority of peacekeepers have been operating in places where there is little peace to keep.

Pre-requisites for Robust Peacekeeping. Peacekeeping has a number of basic pre-requisites to be effective. These requirements become more critical in a robust peacekeeping setting. It is increasingly recognized that to respond to the challenges posed by contemporary conflicts, forces must be mobile, flexible, effective and sustainable. The requirements are:

a. **Military Requirements.** According to Department of Peacekeeping Operations (2009), troops must be prepared to operate within the contexts of an ongoing low-level conflict where actors may target mission personnel and civilians. Robust peacekeeping demands a high degree of mobility of military and police personnel and the willingness and capacity to operate at a high tempo for sustained periods, night and day.

b. **Strong Leadership.** According to the Report on Wilton Park Conference (2009), the best candidates should be appointed for such posts, without bending to political pressures. Region and sector commanders, who could be selected by the UN, should

be inspiring leaders. Appointments need to be timely, and an ad hoc or standing selection board could be envisaged for senior appointments.

c. **Intelligence and Analysis Capabilities.** Military components should be capable of gathering human, signal, and imagery intelligence from the field to inform superior commanders.

d. **Mobility Requirements.** Rapid reaction, air assets, and tactical mobility are critical if military components are to prevent and respond to violence. Units should be capable of long-range patrols and short-term deployments as well.

e. **Flexibility and Reconfiguration** Military contingents should be able to operate in small highly mobile units (company) for long periods of time with sufficient logistical, medical, and other assets. This must be communicated within the Memorandum of Understanding with each Troops Contributing Countries (TCC).

The nature of conflict is changing and so does the international craft of peacekeeping. The theory and practice of peacekeeping are being severely tested in some of the most violent environments; from Syria to Mali and the Central African Republic to the Democratic Republic of the Congo. In Africa, where many of our missions are located, we see an arc of crisis that includes the Ebola epidemic, transnational organized crime and terrorism, which threaten the lives and livelihoods of millions of people. The future PKO's mandates are more likely to be based on Chapter VII of the UN charter, which speaks of 'use of necessary means for self defence and defence of the mandate'. To deal with these situation robust organizational set up and competent leadership with competent personnel are paramount important.

Bangladesh Army in Robust PKO and Weaknesses Observed

Out of 18 current UN sponsored mission, BD peacekeepers are deployed in 10 peace mission in 10 different countries. The accomplishments of Bangladeshi Peace Keepers which made it distinct among 119 other peacekeeping nations are clearly mentioned in the presentation published by Armed Forces Division (2015) as, Successful surrender and disarmament of rebels and armed factions, and Conduct of electoral process in Cambodia, Mozambique, Sierra Leone, Haiti, Liberia and Congo; Diversified welfare activities in Liberia like vocational training and helping them to grow agricultural project; Provided protection and escort to other UN forces when situation worsened in Somalia; Carrying out extensive reconstruction, development works and welfare activities like construction of roads and bridges for winning hearts and minds of host population; Re-building in Sierra Leone, etcetera.

Reasons for Success of the BD Peacekeepers. BD soldiers are in demand because they have proved themselves to be highly disciplined. Some of the apparent reasons for the success are summarised in the presentation circulated by Armed Forces Division (2015) as:

a. Experiences and involvement of counter insurgency operations in Chittagong Hill tract (CHT).

- b. Conduct and discipline of Bangladeshi peacekeepers.
- c. Success in the Anglophone countries.
- d. Expertise in pacification programme.
- e. Strength of culture and religious values.

Setbacks of BD Peacekeepers in the Past

a. **Setbacks in Rwanda.** Intekhab (2010) in his research identified under mentioned dilemma and reasons for such dilemma as faced by the contingent commander during real trouble.

(1) Dilemma.

- (a) Whether to open fire to save the Belgians or not?
- (b) Whether to allow the Belgians inside stadium, going against the demand of the mob, or not?

(2) Reasons for Such Dilemma.

- (a) Fear of future consequences.
- (b) Safe Play Mind Set of Officers - senior officers made Over Reliance on negotiation.

b. **Abandonment of Guiglo Camp in Cote D'ivoire (UNOCI).** Intekhab (2010) in his research identified under mentioned dilemma faced by the contingent commander during real trouble and the reasons for such decision dilemma.

(1) Dilemma.

- (a) Whether to use force to stop the mob from entering camp or not?
- (b) Who to negotiate with the militia leaders?
- (c) Whether to hold the camp or withdraw?

(2) Reasons for Such Dilemma.

- (a) Lack of security awareness and over intimacy with locals, fear of consequence and over-dependence on negotiations.

(b) Attitude of Officers- lack of harmony amongst the officers within the camp and also with other camps that withdrew was felt.

(c) Absence of contingency plan and absence of mission oriented orders.

Challenges Faced by our Contingent while Operating under Chapter VII

Challenges Faced by Commanders. According to the result found out of the survey and taking the interview from various expert basing on their experience of participating in UNPKO, 70% respondent agreed that BD Contingent Commanders often face challenges in operating under UN chapter VII, in robust peacekeeping environment. Again 80% respondent thinks that in operational area(s) are more challenging in UNPKO under UN chapter VII operation.

a. **Improvise Explosive Device (IED) Attack/ Suicidal Bomb.** Raqibul (2015) in his interview stated that, threat of IED and terrorist attack including suicidal attack in the Area of responsibility (AOR) of MINUSMA contingent in MALI imposes challenge in operational activities. Masroor (2015) stated that, our peacekeeper is operating in a complex situation where unidentified risk remains and exposure to terrorism and lack of appropriate protection also increasing the threat in many folds.

b. **Rough Weather in Mission Area.** Bari (2015) stated that, Weather condition in the mission area poses the biggest challenge. He also mentioned that, Desert Storm (Haboob) destroys tents and accommodation causing sufferings of troops. Terrain in the AOR of MINUSMA and UNAMID are very challenging. Our peacekeepers need to operate under extreme weather situation.

c. **Language Problem.** Language problem is one of the major challenges in ongoing mission due to which our peacekeepers are often failing to communicate effectively with the locals. In fluid situations, inefficiency of local language seriously hinders exchange of information.

d. **Absence of Important Appointment Holder in the Top Brass.** Though, Bangladesh is one of the major TCCs of UN, they are yet to hold most of the important appointments in the UN Headquarters (UNHQ) and Force Headquarters (FHQ). Non availability of influential permanent staffs either in the UN headquarters or in the Department of Peace Keeping Operation (DPKO) is a big shortcoming for pursuing the peacekeeping related affairs.

e. **Wider Dispersion of Troops.** In most cases, BD contingents are deployed in an over stretched AOR. It causes wider dispersion of troops, hampers logistics and compels commanders to disseminate their command. This also entails the sub units operate independently.

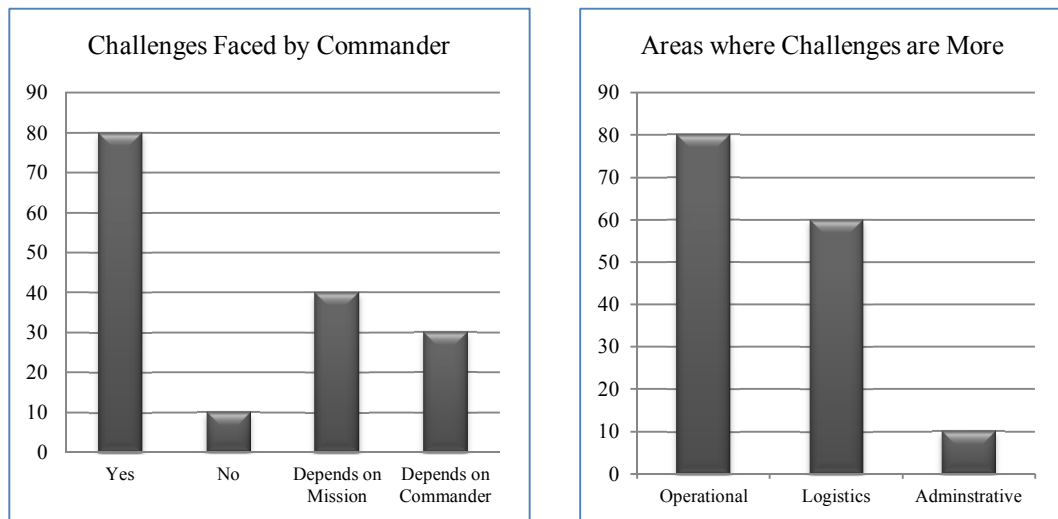


Figure 1: Opinions on challenges faced by the commanders and the areas where the challenges are more

Weaknesses Observed in BD Contingents in Present Deployment

Analyzing the various mission area environments and taking interview of various important appointment holders presently deployed in various missions, the weaknesses as identified in our contingents are summarized in the subsequent paragraphs.

- a. **Trigger Shyness.** All the peacekeepers suffer from the 'trigger shyness' and 'trigger happiness' dilemma. But in case of BD peacekeepers 'trigger shyness' is a major problem. Soldiers are unnecessarily cautious while carrying weapon with ammunition. Moreover, at the command level, too much emphasis is placed on the safety and security of the weapon. Though in the recent past these weaknesses has been reduced a lot, but we have to give more emphasize on this aspect.
- b. **Lack of Mental Robustness.** Ahmed (2015) in his interview stated that, troops are indecisive and they lacks in mental robustness. Troops tend to avoid confrontation with rebels. Due to their lack of mental robustness, fear of uncertainty for his family in case he becomes casualty all are influencing to remain sometime inactive during crisis situation.
- c. **Lack of Operational Mindset.** Haq (2015) in his interview stated that, troops deployed in the mission areas lacks in mental robustness. He also stated that, overall mind setup regarding the mission assignment need to be changed to achieve more robustness to deal with the changing volatile situation.
- d. **Lack of Robust Posture.** Outfit of the peacekeepers sometimes failed to show aggressive posture in such environment where robust actions were a predominant

factor. Again, shyness and weaknesses is observed in handling personnel weapon and equipment among the soldiers. They have lack of physical fitness to operate under extreme weather.

e. **Too much Officers Dependency by Troops.** Junior leaders are sometimes found not confident to take independent decisions in crisis situation; rather they look for precise guidance from their commander". Troops are officers dependent and also suffer shyness of thinking or planning independently.

f. **Lack of Knowledge on Rules of Engagement (ROE).** During the analysis of various missions, it is found that, peacekeepers are often failed to implement Rules of Engagement (ROE) properly. It is also found that, soldiers are not well aware of the ROE and mission mandates.

The apparent reasons for weaknesses as found out are failure to implement ROE, trigger shyness, inadequate logistic backup, Indecisiveness by the commanders, lack of cohesion within contingents, lack of basic soldiering, professionalism and even operational orientation were found as the main reasons for those setbacks. It is also found that, BD Army contingents face quite a number of challenges while operating in robust peacekeeping environment. Some of these challenges are due to geo strategic realities; some are due to improper equipment, and training system of BD contingents; some may be for improper selection procedure; again some may be due to the mind set and indecisiveness by the commander and individual when it is needed. BD contingents need careful preparation to overcome these challenges.

Causes of Weaknesses and its Relation with the Selection Procedure

Causes behind the Weaknesses. The causes behind the weaknesses as identified are as follows:

a. **Failure to Implement Rules of Engagement (ROE) Properly.** Camp abandonment incident in Cote d'Ivoire clearly revealed that, BD peacekeepers failed to apply ROE appropriately. Thinking the future consequences, most of them suffered in dilemma. In a survey conducted, most of the officers opined that, during a crisis situation, soldiers do only what is ordered by their superior.

b. **Reasons behind Lack of Robustness of BD Contingents.** In regards to this issue four core causes has been identified for showing lack of robustness of BD contingents, these are:

- (1) Policies of selection of personnel are more of welfare oriented than that of task oriented.
- (2) Contingents are not organized robust enough to perform duties.

(3) Taking missions more of welfare than operational assignment.

(4) Lack of combat exposure.

c. **Causes of Trigger Shyness.** The core causes as identified are:

(1) Lack of operational mind setup.

(2) Fear of future consequences.

(3) Lack of exposure to the real operational environment.

d. **Leadership Failure and Lack in Decision Making Capability.** Leadership failure was there behind many setbacks. Intekhab (2015) in his paper mentioned that, the Board of Inquiry conducted after the DR Congo and Cote d'Ivoire incidents identify some failures on the leadership part. These are:

(1) Failing on commander's part to assess the situation correctly and failing to give timely decision, and

(2) When decision was given, it was not a correct decision.

e. **Safe Play Mindset.** Officers and troops tend to grow a safe play mindset. They prefer the safe course of being identified as industrious, intelligent, loyal and compliant, but rarely dare to make a critical decision on their own fearing a bitter consequence by being nailed by his superior.

f. **Absence of Mission Specific Training.** The overall operational requirement and operational environment of most of the mission areas are quite different than one another. Every individual mission demands different type of troops and armament. But in every places same category of troops are operating. Due the lack of mission specific training it was found that first contingent of any Troops Contributing Country always has to suffer tremendous hardship and pain, and sometime they also had to pay by blood.

g. **Inappropriate Mission Mandates.** According to International Forum for the Challenges of Peace Operations (2014), in spite of a growing recognition of the threat transnational organized crime poses to peacekeeping intervention settings, the nature and scope of its impact, as well as how peace operations can best work to counter this threat, is poorly understood. A shortage of discussion and analysis on the impact of transnational criminal activities on peacekeeping activities has prevented sufficient conceptual and doctrinal development, and the management of transnational organized crime in the context of a peace operation is poorly addressed in terms of policies, principles and guidelines. The lack of a body of doctrine linking transnational organized crime to peace operations, in turn, has resulted in a lack of guidance for how to manage these problems at the operational or tactical level. For instance, there is a lack of established criteria for determining when crime is in fact transnational in character, and whether and to what extent criminal activities are having an effect on a mission.

Causes Related to Selection Procedure/ Problems in the Selection Procedure.

a. **Welfare based Selection Procedure as a Prime Cause for Showing Poor Performances.** According to Shefaul (2015), selection procedure of officers and soldiers in various missions is more of welfare oriented. Professional competency and previous records are considered little before selecting the members of the contingents. In most cases the contingent commander is selected basing on competency, but in case of rank and file it is mostly basing on seniority.

b. **Seniority based Selection Procedure.** According to Shariful (2015), troops are selected on senior basis, NOT on a competitive environment. Even, sometime they are selected before their retirement as an incentive/welfare.

c. **Less importance is given while Selecting Maximum Contingent Officers.** When a unit is sent, many of its parent officers are also sent. According to the selection procedure of officers, the better officers are selected for staff jobs or UN Military Observer. Troop's commander who is leading under chapter VII needs better proficiency. But we are not selecting good profiled officers as normal contingent members.

d. **Joining the Contingent Late during Pre-deployment Phase.** Individuals are selected in time but there are cases of joining late. As such the Pre-deployment Training is seriously hampered. Troops join the contingent at the fag-end to avoid the load/responsibility during the pre-deployment, thereby proper training cannot be given to the troops.

From the analysis, the common core causes are identified to be lack of exposure to combat situations; welfare is getting more preference than competence during selection; indecisiveness by individual commander; and mind setup of our members in mission area. Most of the cases it is found that present selection policy of officers, Junior Commissioned Officers (JCOs) and Other Ranks (OR) are mostly welfare oriented. As a result, it has direct effect on the unit cohesion and on the operational capability. Thereby, present selection procedure need to be revisited to ensure the selection of competent personals to deal with the present situation in the mission areas.

Suggestive Measures to Be Undertaken for Adopting the Correct Line of Priority for Selection of Force

The needs of multidimensional mission are multi-faceted. It requires trained personnel for addressing issues relating to military and police affairs as well as issues of civilian engagement. It was found that present selection procedure is playing a vital role in these aspects. In the subsequent discussion some of the suggestive measures will be highlighted for adopting the correct line of priority for selection of forces for BD army.

Competitive Selection Procedure. The selection procedure should be reviewed and must be based on professional competence and as per the need/requirement of a

particular mission. Extraordinary performers in the contingent may be retained in the incoming contingent as an incentive like some demanding service from 'Commando'. We need to think advance and Prepare troops well before their deployment.

Selection of Contingent Member. Contingent members to be selected as per mission task /and contingent task. A selection procedure to be developed so that only competent personnel are selected not the personnel selected on the seniority/welfare ground.

Proposed Criterion for Selecting of Contingent Members. Mission particularly under chapter VII is an op deployment in the most trouble spot of the globe under multi-dimensional complex situation. It is NOT welfare. Therefore, people should be selected through a competition basing on their merit.

a. **Selection criteria for Officers should be.**

- (1) Officers should be selected basing on competence not by seniority.
- (2) Competent personnel may be retained in the same mission for more than one year.
- (3) There must be continuity during rotation (overlapping by 4 to 8 weeks).
- (4) Only physically fit personnel are to be considered.
- (5) While selecting command echelon appropriate seniority to be maintained. A Senior Officer should not be put under the command of a contingent commander who is junior but senior by rank.
- (6) The superseded officers may be selected only for staff/MILOBS appointments but not as contingent members.
- (7) Keeping in view the present day challenges and requirement officers who is likely to be promoted to the next rank can be selected in the command echelon.

b. **Selection Criteria for Other Ranks should be.**

- (1) Should not be selected considering the welfare only. Self-motivated and proven dedicated soldiers in action may be given priority.
- (2) Must not be selected at the verge of retirement. Personnel going for mission must have 24 moths service left from the date of his selection for the mission.

- (3) Personnel who are serving in Extra Regimental Employment must serve in his parent or any other unit for at least one year before being selected for UN Mission.
- (4) Contingent commander should be given option to choose one from many as per mission requirement.
- (5) Training and physical/mental robustness must get priority. There should be a tough training package before coming to mission area. If someone fails in training he should not be selected.

There are many lacunas in the process of preparing a BD contingent for UN assignment. Selection policy of officers, JCOs and ORs are mostly welfare oriented. As a result, it has direct effect on the unit cohesion and on the operational capability. Selection may be done by a board of officers with members from each stake holders and three persons to be called against one vacancy to select the 'Best of the best'. This will help to select only competent personnel and will increase the competitiveness.

CONCLUSION

Though a deliberate re-modeling of the training and administrative system has been done, yet we need to rethink on finding out the correct line of priority for selection of force in the context of Robust Peacekeeping Operation to attain added robustness and high operational readiness to meet the challenges of present day PKO. Hence, this paper has an endeavor to find out the weaknesses and challenges BD Army is currently facing in the Robust PKO context. On identification of challenges an attempt was taken to find out the correct line of priority for selection of force, and recommend measures to make the peacekeepers of BD Army more robust to face the challenges of 21st century PKO under UN chapter VII.

Many efforts were taken to take into account as many missions as possible and to collect views from a variety of persons, yet this paper bears some limitations. All the members of BD army are participating in the UN mission irrespective of their arms/ services. Given the scope of the paper, only the present context and challenges are considered within a time frame of 2005-2015. This research basically focuses on to find out the correct line of priority for selection of force for BD Army in the context of Robust Peacekeeping Operations. Problems related to administration or logistics are not covered in details, which may be researched in future.

Although the researcher tried to gather views and information from experts of different levels and missions, yet it is not all inclusive. The research was based on both quantitative and qualitative data. The source of data was related books and publications, reference materials from website, existing selection policy and Standing Operating Procedure (SOP), interview of Deputy Force Commander, Sector Commander, Brigade Commander, Contingent Commanders and officers served in important appointments in UN Headquarters and Overseas Operations Directorate. Quantitative data was collected

through survey and qualitative data was collected through interview, focus group discussion, and document study. The data was analysed following the bivariate analysis.

Researcher endeavors to prove the hypothesis by finding out the association between the weaknesses in the present selection procedure and lack of robustness by BD army while operating under UN charter VII. This study followed Mixed-Method Study design and the hypothesis is validated by statistically proving that there are weaknesses in BD army contingent while operating under UN chapter VII and analytically finding out the causes of such weaknesses and statistically validating the association between present selection procedure and lack of robustness by BD army personnel in UN mission.

RECOMMENDATIONS

Basing on the findings of the research following are recommended:

- a. The selection of men and officers to be well ahead at least eight months before deployment in mission to develop cohesion and to train together.
- b. On deployment of one contingent in the mission area, its replacement to be selected at the same time. Contingent commander with his command echelon to be selected at the same time, so that, they can have effective command and control over their contingent.
- c. There is a tendency amongst officers and men to join late during PDT to avoid hardship. This must be curtailed. Anyone who has not stayed for at least 12 weeks with the mission unit during PDT must not come to the mission area. PDT should give them a plane of challenges ahead.
- d. It would be better if the mission company commanders are selected and posted a year before to the mother unit. To develop the cohesion among the troops and commander echelon the officers can be posted to the unit well ahead before the deployment in the mission area.
- e. Extraordinary performers in the contingent may be retained in the incoming contingent as an incentive.
- f. Contingent commander should be given option to choose one from many as per mission requirement.
- g. Keeping in view the present day challenges and requirement officers who is likely to be promoted to the next rank can be selected in the command echelon.
- h. A selection procedure to be developed where a board of officers to be formed who will select one candidate from three short listed candidates; so that only competent personnel can be selected keeping aside welfare consideration.

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BANGLADESH-CHINA COLLABORATION IN AERONAUTICAL FIELD : A STEP FORWARD TO BAF SUSTAINABILITY

Wing Commander Muhammed Kamrul Islam, Engineering

ABSTRACT

It has been 44 years since the inception of BAF. The role of BAF in national and international arena has earned good fame. Being a tactical air force, BAF has expanded the reinforcement in many parts of the world. But maintaining the sustainability of an air force of the third world country, like BAF, is a challenging issue. Setting up aviation industry and manufacturing military aircrafts require skilled manpower with advanced industrial backbone of the nation. BAF has already made remarkable success in overhauling different types of aircrafts. But all the spares used for the overhauling or routine maintenance are procured from abroad. From operational perspective to retain sustainability of BAF in peace time and in times of crisis, it is hampered due the dependency and delay of spare acquisition and major maintenance support from abroad. Based on different types of Chinese aircrafts in BAF inventory and experience in maintenance and overhauling, this research carried out an analysis on how Bangladesh-China collaboration in aeronautical field would facilitate BAF to enhance sustainability. In doing so, the case studies of sustainability endeavour of few air forces were taken into consideration. The research design and framework was based on a Strength-Weakness-Opportunity-Threat (SWOT) analysis for a potential Bangladesh- China collaboration in aeronautical field. Both subjective analyses based on the deep interview with the decision makers of BAF and objective analyses based on the survey from the professionals of BAF were carried out in a holistic approach. The interpretation and findings of the data reveals the suitability of the proposition while addressing some mitigation of the weaknesses and threats. Finally, comprehensive short-term, mid-term and long-term recommendations were made in line with the findings of the research towards a roadmap of BAF sustainability.

INTRODUCTION

Bangladesh Air Force (BAF) was established in 1971. It has been 44 years since the inception. By this time, BAF has gone through different stages of development and expansion in terms of operations, training, maintenance, and administration. The role of BAF in the national and international arena has earned good fame. Being a tactical air force, BAF has expanded the reinforcement in many parts of the world. The roles have encompassed from peace-time training and operations up to Military Operations Other Than War (MOOTW) including Counter Insurgency Operations (CIO), Humanitarian Assistance or projecting deterrence to potential threats.

But maintaining the sustainability of the air forces of the third world countries is a challenging issue. Same is the case for BAF. In most of the cases, the smaller air forces do not have the capability to produce the aircraft spares or carry out the major repair works. Setting up aviation industry and manufacturing military aircrafts require skilled

manpower with advanced the industrial backbone of the nation. The majority of BAF aircrafts or helicopters are from three origins; namely Chinese, Russian and US made. After the journey of long 44 years, with the national growth and improvement indexes, it would be prudent to step towards the capacity building and self-reliance in the aeronautical field. The primary focus for such an endeavor may be to achieve sustainability first and in the long run to be financially viable.

Despite the advancement of BAF, dependency of military hardware on foreign countries remains a major concern. This dependency has two facets; from the operational perspective the ‘Sustainability Issue’ and from the economic perspective ‘Financial Issue’. For the sovereignty of the nation, the ‘sustainability issue’ for making BAF able to achieve the mission by proper training and being equipped is of prime importance. The procurement and maintenance of aircraft and helicopters need a long supply process which is very expensive. For BAF, it is even more delayed and expensive for dependency on the countries of origin of different aircrafts or helicopters. BAF has already made remarkable success in overhauling different types of aircrafts. But all the spares used for the overhauling or routine maintenance are procured from abroad. This procurement has a long delay of supply procedure which is also exorbitantly expensive. The delay in the process of procurement hampers the training and operation of BAF. As such, a means to solve the problem of such spares or maintenance support is likely to improve the sustainability of BAF both in peace-time and in crisis.

AIM

The aim of this paper is to carry out a feasibility study to analyze the Bangladesh-China collaboration in Aeronautical field that will facilitate BAF to enhance sustainability.

Scope of the Paper

This paper will highlight the case studies of sustainability of Iran Air Force, Indian Air Force and Pakistan Air Force. A Strength-Weakness-Opportunity-Threat (SWOT) analysis will be carried out from subjective as well as objective perspective based on the interview and survey from the decision makers in BAF and professionals of the field. Finally, short-term, mid-term, and long-term recommendations in line with the findings of the research will be given.

SUSTAINABILITY APPROACHES IN AIR FORCES

Case Study of Islamic Republic of Iran Air Force

After the Islamic revolution, the Imperial Iranian Air Force (IIAF) turned into Islamic Republic of Iran Air Force (IRIAF). Prior to the revolution in 1979, the United States supplied the Shah of Iran with about 500 of its latest-generation combat which made the then Imperial Iranian Air Force one of the most capable in the region. (<http://www.janes.com>, n.d.). On 28 February 1979, the US government placed an embargo on further arms deliveries to Iran. Because of the lack of spare parts caused by the arms embargo, the Iranians found it extremely difficult to keep their fleet operational

throughout the Iran-Iraq war. Under the circumstances, Iran's aircraft and other military industries showed a level of skill and creativity. They had carried out reverse engineering process to operate the fleets in subsequent combats and also made collaborations with the allies. Necessity had driven the development.

Case Study of Pakistan Air Force

China and Pakistan have strong diplomatic ties and collaboration in the aviation industry for a long time. In 1971 Pakistan Aeronautical Complex (PAC) in Kamra (Punjab) was established which services, assembles and manufactures fighter and trainer aircraft. The PAC is the world's third largest assembly plant. Initially, it was founded with Chinese assistance to rebuild Chinese aircraft in the PAF fleet, which included Shenyang F-6 (now retired), Nanchang A-5, F-7 combat aircraft, Shenyang FT-5 and FT-6 Jet trainer aircraft. The PAC also has the Kamra Radar and Avionics Factory (KARF), to assemble and overhaul airborne as well as ground-based radar systems, electronics, and avionics. The KARF has also upgraded the PAF Chengdu F-7P interceptor. PAC has expanded a specialized manufacturing unit in the 1980s namely Aircraft Manufacturing Factory (AMF). AMF had a joint venture with Hongdu Aviation Industry to coproduce the K-8 Karakoram (Hongdu JL-8), which is an advanced jet trainer. The biggest achievement of AMF is the China-Pakistan joint production and manufacture of the JF-17 Thunder aircraft with the Chengdu Aircraft Industry (CAI) (Niazi, 2009).

The example of PAF may be taken as a ready reference for BAF for a potential collaboration with China. Despite the technological shortfalls and economic constraints, PAF could excel and achieve capacity building and self-reliance endeavour based on the effective collaboration.

Case Study of Indian Air Force

India has been in the journey of research and development and collaborations for a long time. The Hindustan Aeronautics Limited (HAL) was established in 1940 and the Defence Research and Development Organization (DRDO) was established in 1958. HAL is currently involved in the design, fabrication, and assembly of aircraft, jet engines, helicopters and their spare parts. HAL has a long history of collaboration with several agencies like Airbus, Boeing, Lockheed Martin, Sukhoi Aviation Corporation, Israel Aircraft Industries, RSK MiG, Dassault Aviation and many more. They have developed Light Combat Aircraft Tejas, a derivative of SU-27 as SU-30MKI etc. The DRDO is also engaged in various projects in aviation, UAVs etc (HAL looks at foreign partners for chopper project, 2008) (<http://www.indiastrategic.in>).

China as a Potential Candidate for Collaboration

It would be difficult to start and cope up collaboration with US or Russia in the aeronautical field based on the fleets available in BAF and the present inadequate infrastructure. The neighbours like India and Pakistan are yet to achieve the self-sustainability and remarkable technological advancement to facilitate Bangladesh. After analyzing different approaches of various air forces towards the sustainability and BAF fleet of Chinese origin, it is apparent that China is a potential candidate for Bangladesh

for collaboration in the aeronautical field. The geo-political scenario and the interest of China in the Indian Ocean region will also play a role in favour of BAF (Shen, 2010).

A SWOT ANALYSIS ON BAF-CHINA COLLABORATION

SWOT Model for BAF-China Collaboration

The widely used structured planning method i.e. SWOT analysis was carried out to evaluate the strengths, weaknesses, opportunities and threats for the proposed collaboration. The SWOT model is shown in Figure 1.

Internal (BAF)	<p align="center">STRENGTHS OF BAF</p> <ul style="list-style-type: none"> a. BAF-China Relationship b. BAF inventory of Chinese origin aircrafts/ military hardware c. Skilled manpower d. Overhauling units and infrastructure e. Design and R&D capabilities of Engineers f. Aspirations for self-reliance g. Vision-2030 to make the prototype aircraft in Bangabandhu Aeronautical Complex 	<p align="center">WEAKNESSES OF BAF</p> <ul style="list-style-type: none"> a. Delay of supply procedure b. Non-availability of spares c. Lack of sustainability d. Exorbitant price of spares e. Smaller fleet and consumption f. Shortage of manpower
External (outside BAF)	<p align="center">OPPORTUNITIES</p> <ul style="list-style-type: none"> a. Cheap manpower (compared to China) b. Cheap raw materials c. Industrial infrastructures d. Advancement in heavy metal, electronics, software fields e. Skilled Engineers and researchers f. China's potential geo-political interest in Bangladesh and in the region 	<p align="center">THREATS</p> <ul style="list-style-type: none"> a. Financial constraint b. Import requirement of raw materials c. Probable shortage of potential customers in the international market

Figure 1: SWOT model of BAF-CHINA collaboration

ANALYSIS & FINDINGS

Probable Starting Option of Collaboration. BAF may start to produce the small scale products those may be used as spares in BAF and also be utilized by China in the international market. Chinese authority may be approached to utilize BAF as an outsourced organization for the production of some spares (Air Vice Marshal M Mazharul Islam, 2015). BAF may continue to operate the same type of aircraft from the same origin in future and then by establishing Maintenance Repair Overhaul (MRO) of all types of Chinese origin aircraft operated by BAF (Air Cdre Anwarul Haque Sarder, 2015). In the initial step, BAF may start with the production of some simple spares like rubberized items of PT-6 and F-7 aircraft (Air Cdre Hasan Mahmood Khan, 2015), (Group Captain Abdus Salam, 2015). Phase wise manufacturing of spares may be carried out like initially BAF may go for rubberized items e.g. packing, rubber ring, gasket, rubber hose, insulated wires, cable connector, etc. then some metal parts like rivets, screws, nut-bolts, springs etc, thereafter some small component like different circuit breakers, switch, solenoid valve, panel, etc. and finally critical components like pump,

booster, landing gear etc. Thereafter, designing and developing a prototype aircraft and at the end fabrication of Primary Trainer aircraft may be considered (Group Captain Sade Uddin Ahmed, 2015). One of the major options while purchasing new Chinese aircrafts in future is to acquire them in segregated module and assemble them in Bangladesh under the supervision of Chinese experts (Air Vice Marshal M Mazharul Islam, 2015). As China is likely to stop the production of PT-6 aircraft in near future, a suitable option of the collaboration may be to rebuild or start manufacturing PT-6 aircrafts of the same design in use in 210 Maintenance Unit (after necessary strengthening) with future options of required modifications (Air Cdre Anwarul Haque Sarder, 2015).

Present Sustainability Issue of BAF. Due to the non-availability of spares from abroad caused by supply procedures and dependency on foreign countries for major repair, the present training and operation of BAF is hampered at times (Air Cdre Hasan Mahmood Khan, 2015). Starting with the production of less infrastructure extensive items of aircrafts like PAC, KAMRA of PAF, BAF may start towards self-sustenance (Group Captain Sade Uddin Ahmed, 2015). After necessary MOU and air-worthiness certification, production of spares in BAF would solve such problems and give confidence to BAF with self-reliance (Gp Capt Md Maksudun Nabi, 2015).

Advantage of Collaboration During Crisis. In times of crisis, if BAF could produce some of her own spares, this could help to achieve the sustainability to a greater extent to retain the combat power. As a military organization, there is no better option than this, irrespective of the financial issues. This is also treated as the first step of the self-sufficiency and in-turn will provide sustainability (Air Cdre Hasan Mahmood Khan, 2015). The present procurement system is very complicated, lengthy and takes approximately two years' time for receiving the spare parts, which will jeopardize the times of crisis (Air Cdre M Quamrul Ehsan, 2015).

Probable Impact on Morale Due to Self-Reliance. It is time to think of Chinese collaboration for manufacturing spares and aircraft in future for better self-reliance (Air Cdre Anwarul Haque Sarder, 2015). It will give a very high morale to the BAF personnel and also will be a pride for the nation. This capacity building will enable BAF to lead the aviation sector in the nation. The high morale of BAF personnel will further help to demonstrate professionalism (Air Cdre Hasan Mahmood Khan, 2015).

Probable Difficulties in BAF for Collaboration. If the Govt. is convinced and agrees in principle, provides a special budget for materializing the collaboration for infrastructural development and Transfer of Technology (TOT), then there is no difficulty likely to be faced by BAF. However, civilian personnel would be required to be employed in addition to the BAF personnel. In all the aspects, BAF will be in advantage in terms of self-reliance, capacity building, smooth flow of products or spares, etc. (Air Cdre M Quamrul Ehsan, 2015), (Gp Capt Md Maksudun Nabi, 2015).

Availability of Raw Materials and Labour in Bangladesh. At present, there is no comprehensive list of the potential spares those could be produced in BAF after collaboration with China. As such, the availability of raw material issue is yet to be

known (Gp Capt Md Maksudun Nabi, 2015). However, it is learnt that in the majority of cases the raw materials would be required to be imported from abroad (Air Cdre M Quamrul Ehsan, 2015).

Probable Industrial Support in Bangladesh. Some of the industries in Bangladesh like Bangladesh Machine Tools Factory (BMTF), Khulna Ship Yard (KSY) and other industries may also provide support to BAF in case of production of metallic spares or other items (Air Vice Marshal M Mazharul Islam, 2015). However, certain dedicated industrial infrastructures would also be required for a sustainable development (Air Cdre M Quamrul Ehsan, 2015).

Financial Viability of Collaboration. Although the scope of the research is focused on the sustainability and not in the financial viability of a potential collaboration, yet few aspects were revealed which were in favour of the proposition financially also. After completion of 20 X F-7 aircraft overhauling in 214 MRO, the organization will cross the breakeven point (fixed cost for setting up) and start making financial profit in favour of BAF budget. The overhauling of Bell-212 and PT-6 aircrafts has also proven to be cost-effective (Air Cdre M Quamrul Ehsan, 2015). Majority of BAF budget is being spent for the procurement of military hardware and for the maintenance and purchase of spares. Unless BAF achieves self-sustenance to reduce the expense on ‘maintenance and spare-purchase’ (variable cost), this imbalance would remain. Rather, a high investment as a fixed cost initially for the collaboration in the aeronautical field would require few years to reach the breakeven point and then would reduce the variable cost drastically in the long run (Air Cdre Anwarul Haque Sarder, 2015). After a successful collaboration and co-production, in addition to BAF sustainability, the ventures are likely to be financially viable in the international market also for the smaller air forces of the world (Group Captain Abdus Salam, 2015).

Objective Analysis : Survey Based

In addition to the deep interview, a survey was carried out among 20 professionals of BAF regarding the potential collaboration. In line with Likert scale, the survey results are analyzed based on 20 statements. With 20 statements having marks from 1 to 5, the maximum total score was 100. The total score for each participant is shown in Figure 2.

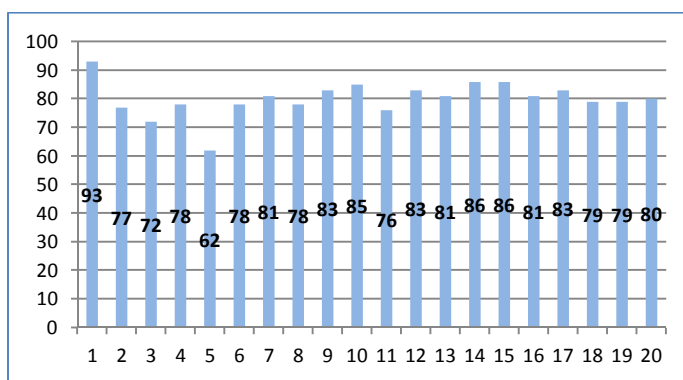


Figure 2: Total score for each participant of survey

From Figure 2, the attitude of the participants is evident which is in general optimistic and positive for the proposed collaboration. The maximum score as 93, minimum score as 61, mean score as 79.75 with a standard deviation of only 6.54 which shows consistency in the opinion.

It is observed that, out of the 20 statement (items), 17 of the mean responses are satisfactory (above 3) and the mean of means is 4.01 which is also satisfactory. It shows that the internal and external strength and opportunities are strong and it can overcome the internal and external weaknesses and threats. However, following three items with score 3 or below may be addressed:

- a. **Item 7 (Some local market items may be utilized to produce few spares).** It seems that, for the production of spares, a major amount of raw materials would be required to be imported from abroad. However, a detailed study may be carried out on the available raw materials in the country and their processing facilities available to utilize for the production of spares.
- b. **Item 10 (The level of knowledge and training to BAF technical personnel need improvement).** The BAF technical personnel are employed for the maintenance and overhauling purposes. For any collaboration and production of spares, they would require adequate knowledge and training under the supervision of Chinese experts.
- c. **Item 15 (BAF would face manpower problem due to employing personnel for the collaboration).** With the existing manpower, it would be very difficult to continue with collaboration. It would require additional manpower, especially permanent civilian employees and retired BAF personnel.

A ROADMAP TO BAF SUSTAINABILITY

Sustainability represents a large concept encompassing materials, personnel, organization and the equipment. These four components would be applicable to BAF for all types of aircrafts, military hardware and so on. As such, particular sustainability of Chinese origin aircrafts is a sub-set of BAF sustainability. But nevertheless, considering the high number of fighters, jet trainers and training aircrafts; the sustainability of Chinese origin aircraft alone can significantly improve BAF sustainability in training and operations.

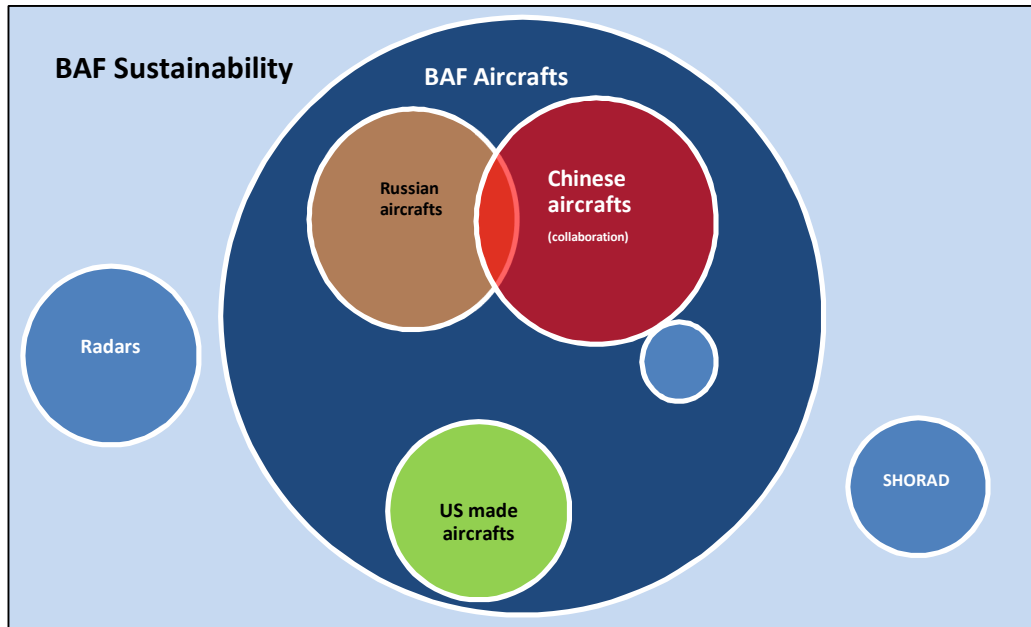


Figure 3: Sustainability of Chinese aircrafts as a sub-set of BAF sustainability

CONCLUSION

Achieving sustainability for BAF needs a holistic approach for maintaining her combat power in times of crisis for all types of aircrafts and materials. The modular organizational support, skilled manpower, equipment setup and the consumable materials for each system will sum-up to the overall BAF sustainability. BAF have already proven the credibility in overhauling different types of aircrafts. But, one of the major concerns for BAF is the dependency on foreign countries for aircraft spares and major maintenance works. The delayed process of spare acquisition and administrative process hampers the sustainability of BAF to a great extent. As such, collaboration with China in the aeronautical field, due to a large Chinese fleet in BAF inventory, would enhance the sustainability of BAF.

RECOMMENDATION

Based on the findings of the research, recommendations for a roadmap towards BAF sustainability is given in short-term, mid-term and long-term plans.

Short Term Plan

- a. By diplomatic means, BAF may approach for an MOU with China for collaboration in the aeronautical field. In the initial stage, BAF personnel may undergo training in Chinese aeronautical industries for subsequent productions in Bangladesh.

- b. PT-6 aircraft may be rebuilt or manufactured in 210 Maintenance Unit after necessary collaboration and infrastructure strengthening.
- c. Through a joint collaboration, BAF may enhance the capability by assembling the newly procured Chinese aircraft in Bangladesh under the supervision of Chinese experts.
- d. Dedicated and skilled civilian personnel may be employed and retired personnel may be rehabilitated.
- e. A separate study may be carried out for the availability of the raw materials in Bangladesh for the production of aircraft spares.

Mid-Term Plan

- a. BAF may take necessary steps for phase wise manufacturing of Chinese aircrafts' spares in Bangladesh. i.e. initially for rubberized items, then metal parts and thereafter some small components and finally some critical components. Spares which are consumed more may be prioritized initially.
- b. BAF may continue to operate same types of Chinese aircraft and establish Maintenance Repair Overhaul (MRO) for all such types.
- c. Subsequent procurement contracts of Chinese aircrafts or military hardware may include options for Transfer of Technology (TOT).

Long Term Plan

- a. BAF may take necessary steps for establishing an aeronautical research foundation with the advanced technological setup.
- b. BAF may approach the Govt. for a defence industry concept like PAF Kamra Model and necessary budgetary allocation may be made for the proposed establishment.
- c. BAF may start a joint venture or co-production with China to modify or upgrade the PT-6 aircraft.
- d. Chinese authority may be approached to utilize BAF as an outsourced organization for the production of spares or parts of aircrafts for the international market.
- e. Collaborations for other origins of BAF aircrafts may be done eg. Russian and US made aircrafts.

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IMPACT OF MARITIME POLLUTION ON COASTAL COMMUNITY: BANGLADESH PERSPECTIVE

Lieutenant Commander M Nurunnabi Khandaker, (G), BN

ABSTRACT

About 25% of total populations of Bangladesh live along the coast line and many of them are directly dependent on the sea for their livelihood. Unfortunately, the coast of Bangladesh is identified as a zone of multiple vulnerabilities, prone to various forms of pollution. These pollutions have made coastal dwellers very vulnerable. Therefore, it is important to identify the reasons of the marine pollution along the coast and the effect of this pollution on the livelihood of coastal community. All efforts in this paper were made to conduct an analytical research to identify the impact of marine pollution on the coastal community of Bangladesh and find ways to address the reasons of such pollution. In doing so, both qualitative and quantitative methods of data collection were adopted from primary and secondary sources. It was found that, maritime pollution is frequently taking place from land and sea-based sources in Bangladesh. Marine pollution directly affects the coastal community by causing various diseases, degrading the soil fertility, reducing fish growth, increasing poverty rate, etc. It also indirectly affects the economy of the coastal community as a whole. Existing laws and regulations regarding marine pollution require revision in few cases and need wide circulation to grow general awareness. There are many agencies involved in mitigating maritime pollution. Lack of coordination amongst the maritime agencies is one of the main difficulties in mitigating marine pollution. Control and prevention of the marine pollution would improve the overall living standard of the coastal community. It is evident that, besides government initiative, NGOs also have important role to play in this regard.

INTRODUCTION

Bangladesh is one of the largest deltas in the world with a network of 230 rivers and a coastline of 710 kilometers, hosting a unique diversity of ecosystems (Bangladesh: National Programme of Action for Protection of the Coastal and Marine Environment from Land-Based Activities, 2006). Total 19 districts or 147 upazilas are defined as coastal districts, out of which, 48 upazilas are exposed to the coast and 99 upazilas lie in the interior coast (Integrated Coastal Zone Management Plan (ICZMP) of Bangladesh, 2005). In Bangladesh, about 30 million people are coastal inhabitants, relying on agriculture, fisheries, forestry, salt panning, etc. for their livelihood. Unfortunately, the coast of Bangladesh is identified as a zone of multiple vulnerabilities, prone to various forms of pollution. These pollutions have made coastal dwellers very vulnerable and made the whole coastal and marine environment threatened.

Due to the negligent enforcement of laws and resource deficiencies of the concerned government departments, pollution from vessels at the ports and at other marine areas has become a very common incident. Oil pollution is the major vessel-source pollution in Bangladesh. Incidents of heavy spillage from the oil tankers have occurred several times

in the marine area of Bangladesh. Industrial wastes are directly thrown in the rivers without proper treatment which in turn comes to the coastal area and pollutes the maritime environment. This paper will discuss the sources of maritime pollution, effects on the coastal community, general scenario of marine pollution, means and ways to mitigate marine pollution for the improvement of the coastal community, and finally, an endeavor will be made to make recommendations on the issue of coastal maritime pollution.

Various Sources of Pollution

Pollution from Ships. The pollution that can happen by shipping can harm the marine environment. The types of pollution that may originate from ships include oil, chemicals, garbage, sewage, the emissions and the anti-fouling paint on a ship's hull. Marine pests in ship's ballast water or clinging to the ship's hull can also harm the new environments. In the breaking yards during breaking and scrapping the old ships on beaches in Bangladesh can cause pollution unless great care is taken ((ICEAB10), 2010). Incidents of heavy spillage from the oil tankers have occurred several times in the marine area of Bangladesh with the recent one in 2014 in Sundarban area.



Figure 1: Oil Spillage in Sundarban area by an Oil Tanker on 09 December 2014. (The Guardian, 11 December 2014)

Pollution from Industries, Fertilizer Factories and Textile Mills. With increasing industrialization in the country, the volume of industrial waste released into the marine environment either directly or through the rivers is steadily on the increase. These industrial wastes contribute to enormous quantities of pollutants reaching the sea. Fertilizer plants located on the Karnfuli River close to the Bay of Bengal are dangerous as far as maritime pollution is concerned as identified by the environmental division of the Bangladesh government as a major problem. Textile mill effluents (TME) are complex mixtures of chemicals, varying in composition over time and from mill to mill. Given the many mills across the country, exposure is widespread. Untreated TME causes serious marine pollution.

Agriculture and Forestry Pollutants. Agricultural pollutants include commercial fertilizers, animal wastes, pesticides, insecticides and sediments. In many cases, the agricultural component of these pollutants has been far greater than any other single source. Croplands are the major source of coastal sediments; sediments resulting from soil erosion are already regarded as the main source of water pollution ((ICEAB10), 2010). Historically, the chemicals that have provoked the greatest concern in terms of their effects on the marine environment are the chlorinated hydrocarbons. Dieldrin is about 40 to 50 times more toxic than DDT. A few drops of Aldrin or Endrin can kill all the fish in pond and these compounds persist in the soils for a long period ((ICEAB10), 2010).

Pollution from Shipbreaking Industry. Oceangoing vessel is a mini version of a city and during scrapping discharges every kind of pollutants a metropolis can generate like liquid, metal, gaseous and solid pollutants. So, ship-breaking activities became hazardous in respect of the environment, human health and biodiversity (Hossain, Ship Breaking Activities and its Impact on the Coastal Zone of Chittagong, Bangladesh: Towards Sustainable Management, 2006). As a result of the breaking of the ship, oil residues and the other wastes are being spilled and mixed with soil and water in the beach. Discharged oil in coastal water can cause various problems in the coastal community (Hossain, Ship Breaking Activities and its Impact on the Coastal Zone of Chittagong, Bangladesh: Towards Sustainable Management, 2006).

Relation of Maritime Pollution Sources and Coastal Community

Bangladesh is one of the over populated and underprivileged countries. Due to its geographical location in the Bay of Bengal, most of the pollutants are deposited by means of coastal flood, storm surges, and high astronomical tides. Moreover, it is the most densely populated coastal zone (544 persons per sq km living within 100 km of the coast) (Juma Rahman, Nitaya Vajanapoom, Marc Van Der Putten, and Nafeesur Rahman, 2011). Therefore, a huge quantity of the population is exposed to coastal pollution each day. In the Bay of Bengal major sea-based pollutions are related to ship breaking, oil spill, and oil exploration. In India, 75% and in Bangladesh, 60% of ships are dismantled without any environmental precautions. The entire scrapping process is done manually by unskilled laborers which intensify the risk of marine pollution. These pollutants are dumped into the sea water openly (Juma Rahman, Nitaya Vajanapoom, Marc Van Der Putten, and Nafeesur Rahman, 2011).

Effects of Maritime Pollution

Effect on Public Health. The Coastal inhabitants/fisher society leads not only their livelihoods but also solely depend on the coastal resources for their protein source (Barua, 2000). The heavy concentration of activity in coastal areas, combined with pollutants flowing from streams far inland and others carried through the air at great distances from their source are the primary causes of nutrient enrichment, hypoxia, harmful algal blooms, toxic contaminations, sedimentation and other problems that plague coastal waters.

Effect on Fish Growth. More than 900 polluting industries, directly or indirectly, discharge their untreated liquid and solid wastes into the coastal rivers and other water areas (Islam, 2010). Reports are available of direct fish kills and the toxic effect on the mortality of post-larvae and juveniles in the nursery grounds. A huge amount of fertilizers finds ways into different receiving waters through surface runoff resulting in eutrophication.

Effect on Fish Catch. The biodiversity impacts of mangrove utilization are profound on the wild fish stock. It has been reported that about 12 species of fish are considered as endangered or threatened due to their gradual disappearance as a result of change or conversion of habitats (H. Segers, 2005). The fish catch has declined in the tune of at least 50 to 60% of what was two decades ago (Barua, 2000). This incident has got a serious implication in the context of survival of such a disgraced community.

Effect on Vegetation. Water pollution in the coastal area degrades the overall fertility of the soil in those areas. Due to over spilling of pollutants during the rainy season, the agricultural lands are contaminated that they have lost their crop growing capacity and hence remain unused all the year round. Productions of other green crops along with paddy have been reduced to a great extent in the coastal region.

Effect on Coastal Economy. In the coastal areas, the poor are becoming economically more and more vulnerable due to shrimp culture. Livestock and trees are important private resources, which save the poor in overcoming vulnerabilities. The fishery resources of the Chittagong coast seems to be affected by the ship breaking activities as revealed by increased fishing efforts, reduced species diversity, increased the amount of trash fish (Barua, 2000). Horizontal expansion of the ship breaking yards has posed a threat not only to the diversified coastal resources but also on the adjacent coastal inhabitants especially the fisher folks (Barua, 2000).

General Scenario of Marine Pollution Affairs

A research on the regulatory regime shows that there are around 200 laws that have a bearing on environment directly and causally (Farooque, M, Hasan, S. Rizwana, 1996). These laws provide for measures relevant for environment conservation, offer protection against various environmental offences and by prescribing or prohibiting certain activities, lay down rights and duties. Lack of consciousness amongst the implementers and the general public as to the very existence and scope of these laws made those functionally ineffective. Most of the cities and towns in Bangladesh lack domestic waste treatment facilities. As a result, huge quantities of untreated municipal wastes find ways directly or indirectly into the rivers and eventually to the coastal and marine waters of the Bay of Bengal (Islam, Perspectives of the coastal **and marine** fisheries of the Bay of Bengal, Bangladesh, 2003). Institutional capacity for implementing the various action measures identified by the environment policy is still weak. Coordination between the DOE, MOEF and line ministries is fragile. Most of the concerned ministries and departments including the MOEF lack institutional capacities in terms of human, technological and financial resources needed for proper implementation of the policies.

Barriers Towards Preventing Marine Pollution

Bangladesh has been able to create an enabling policy regime for better management of its environment and natural resources. The policies have adopted in principle the concept of sustainable development and it has also recognized the importance of economic development that goes hand in hand with the control of environmental pollution and maintaining ecological balance. The formulated Environment Policy although fairly rich in content is not supported by necessary actions of implementation. The awareness of the crew is the most important factor in order to reduce the pollutions that could be happened by throwing the pollutants from ships. This awareness can be increased by the proper training of the crews. Besides the marine laws must apply very strictly that can promote to increase awareness of the crews; and as a result, the pollution can be reduced.

Ways to Mitigate Maritime Pollution

Control of Maritime Pollution. Once the nature of pollution and the sources of pollution have been identified, there need to be some paths through which the control and prevention of marine pollution can be implemented. The most obvious control strategy is to completely prevent the introduction of the pollutant in the environment. The methods of control vary from depending on the nature and the source of the pollutant. The control methods for a few of major sources of pollutants are discussed in the succeeding paragraphs:

- a. **Combating Oil Pollution.** Once an oil spill has taken place, the events that follow are spreading, evaporation, dissolution, emulsification, oxidation and finally bio-degradation (Rahman, 2006). In order to effectively contain and recover the spilled oil, various countries have response teams, which are provided with a variety of equipment both surface and airborne.
- b. **Combating Industrial Pollutants.** Most industries use large quantities of water either for cooling or as an integral part of manufacturing process. Therefore, it is important that all industrial effluents are treated before they are discharged.
- c. **Waste Water Treatment.** Raw sewage includes waste from sinks, toilets, and industrial processes. Treatment of the sewage is required before it can be safely buried, used or released back into local water systems. The three general phases of treatment are primary, secondary and tertiary (Rahman, 2006). During primary treatment, a large percentage of the suspended solids and inorganic material is removed from the sewage. The focus of secondary treatment is reducing organic material by accelerating natural biological processes.
- d. **Agricultural Source Treatment.** Agriculture, including commercial livestock and poultry farming, is the source of many organic and inorganic pollutants in surface waters and groundwater. Control may involve settling basins for liquids, limited biological treatment in aerobic or anaerobic lagoons and a variety of other methods (Rahman, 2006).

e. **Education and Training for Pollution Control.** Pollution education campaigns have generally focused on the impacts of pollution on marine animals. Dr Enamul Bari, Chief Scientist Officer of Bangladesh Fishery Research Institute opined that, education campaigns should also continue to inform people of the potential risks some fish and shellfish pose to their health because of the bacteria, viruses or chemicals they carry.

Prevention of Maritime Pollution

Pollution prevention primarily aims at achieving reduction of pollution at the source. This leads to 'Up front' reduction or doing away with waste from a process. The term 'Pollution Prevention' has been in use since 1990 with the perception of 'Waste Minimization' in the context of pollution prevention (Rahman, 2006). The integrated waste management and pollution prevention hierarchy may be broken down into four components:

- a. **Source Reduction.** Changes in the procedure, raw materials, technology and product.
- b. **Re-cycling.** Recovering a usable material from the waste within a closed loop or at the end of pipeline.
- c. **Treatment.** Separation, concentration and waste treatment by the physical, chemical, biological or thermal process.
- d. **Ultimate Disposal.** Land farming, land filling, deep well, injection, ocean dumping or atmosphere dispersion.

Ways to Improve the Marine Pollution Scenario in Bangladesh

Public awareness building is one of the prime requirements for mitigating the marine pollution problem (Hossain P. D., 2015). He also thinks that existing rules and regulations for preventing marine pollution should be implemented properly. Professor Maruf also suggested for regional initiative for capacity building program amongst the regional countries, which could improve the existing capacity Bangladesh in combating marine pollution. Dr. Maruf has also mentioned that BCG should be the key organization and the leading organization to coordinate all the activities for preventing/ controlling marine pollution in the coastal areas of Bangladesh. At present, there is no award for the compliance of the environmental regulations in Bangladesh. Incentives for environmental compliance may be introduced which will encourage the people to follow the regulations which will ultimately improve the overall scenario of the marine pollution and improve the livelihood of the coastal community.

A survey was conducted during the research to find out possible means and ways to mitigate the issue of coastal marine pollution. Responses of the two of questions are presented below:

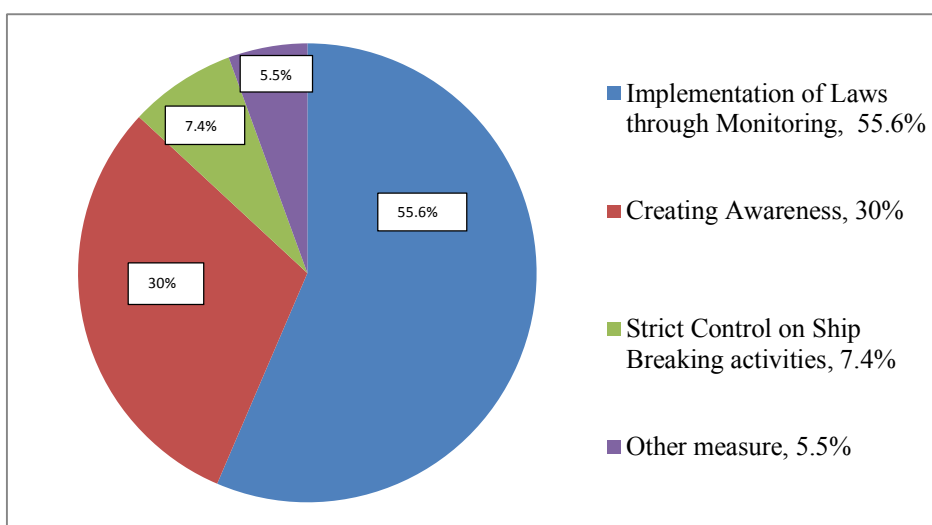


Figure 2: Ways to improve the marine pollution scenario in Bangladesh

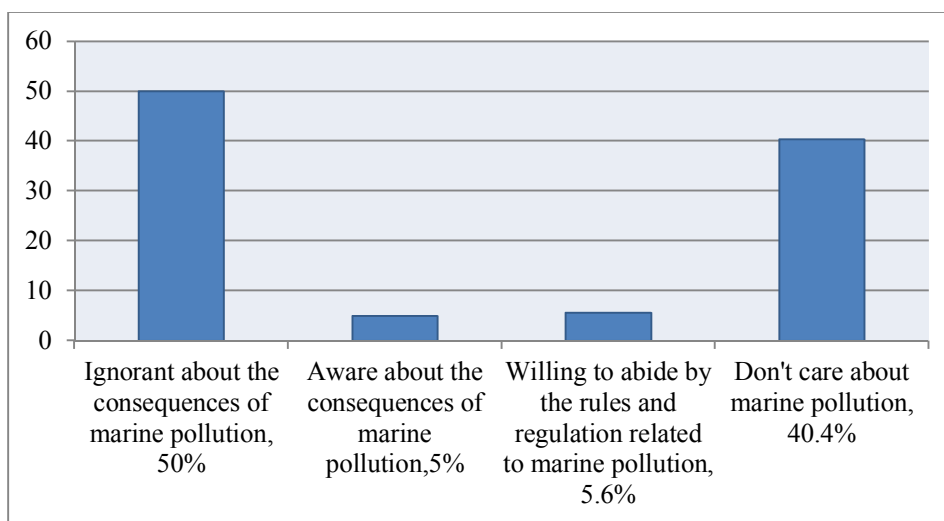


Figure 3: Attitude of the population of Bangladesh towards marine pollution

The responses of the respondent indicate that implementation of the existing laws in relation to the marine pollution can improve the scenario in Bangladesh. Fifty percent of the respondents think that the population of Bangladesh is ignorant about the marine pollution and its consequences. While 40% of them expressed that the populations of Bangladesh don't care about the marine pollution. Therefore, the survey suggests that, awareness building measures and implementation of existing laws can improve the marine pollution scenario of Bangladesh.

National Marine Anti-Pollution Committee

National Marine Anti-Pollution Committee may be formed consisting members from all the concerned authorities in Bangladesh. The Coast Guard may be declared as the Central coordinating Authority for dealing with any oil spill in and around our coast. Depending on the above committee, Zonal Marine Pollution Committee may be for Chittagong and Mongla may also be formed. This body needs to be provided with necessary authority and resources for which the oil industry and carriers should pay. Emergency response teams may be formulated in Chittagong and Mongla for handling oil spillage from marine accidents in the coastal areas. These teams may be formed taking experts from relevant maritime organizations like BCG, BN, Port authorities, DoS, DoE.

Suggested Organogram for Combating Marine Pollution

For the effective control and prevention of marine pollution, various maritime organizations are working in isolation. To make all these efforts effective, coordination between the maritime organizations is of vital importance. Accordingly following relationship between various organizations keeping BCG as the main coordinating organization is suggested:



Figure 4: Suggested relationship between various maritime organizations for combating marine pollution

Improving Living Standard of Coastal Community

Control and prevention of maritime pollution would play the major role in improving the overall living standard of the coastal community. However, coastal populations are ignorant about the marine pollution. They use the polluted water without knowing the danger involved in it (Sumon, 2015). Therefore, steps may be taken by government and NGOs to build awareness amongst the coastal population using print, electronic, cell phone, leaflet and all possible measures (Sumon, 2015). Local administration along with various NGOs may provide medical facilities to the pollution affected population so that,

they do not become environmental refugees. Various industries may be installed in the coastal areas to generate employment for the coastal community to reduce their dependency on the natural resources.

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INTRODUCTION OF HIGHER EDUCATION SYSTEM FOR SOLDIERS IN BANGLADESH ARMY - IMPACT ON UNIT PERFORMANCE

Major Md. Tanvir Haque, Engineers

ABSTRACT

Bangladesh Army is experiencing a great transformation. Modernization of equipment, inclusion of new technology and weaponry, status up gradation of Junior Commissioned and Non Commissioned Officers and overall socio-cultural changes necessitate more educated soldiers to cope with the time. With the noble aim of creating an educated and professional army, Bangladesh Army has decided to up lift the education qualification of her soldiers. As such, to meet future need and to comply with the new status, a new higher education criterion has been incorporated in the manual of qualification which is in effect from 15 July 2016. At this context, units are facing numerous challenges to implement the system maintaining the usual commitments of units. At this backdrop, this research seeks to identify the challenges of higher education system of soldiers and addressing those in a right manner will enhance the unit performance. Hence the hypothesis was set as Mitigating challenges to implement the higher education system for soldiers will enhance the unit performance. A mixed method of qualitative and quantitative analysis coupled with expert interviews were used to prove the hypothesis. Initially, the impact of higher education on unit performance was identified. In doing so few indicators of unit performance were also identified which are directly influenced by education. Then, challenges and negative influences were identified while implementing the system. Finally, few suggestions were put forward to set the sail of higher education smoothly maintaining the regular and unprecedented commitments of the units. A holistic approach from top to bottom is required to make an educated and professional army of the future. Addressing the issues and challenges in a right way will pave the way forward for smooth implementation of higher education system.

INTRODUCTION

Bangladesh Army is undergoing radical transformation. New technology has been incorporated and modern weapons are added to the inventory. Our Army has also credible exposure to international environments like United Nations Peacekeeping Missions and diversified national duties in addition to primary role. These multidimensional work environments demand better quality soldiers. Off late, the status of Junior Commissioned Officers (JCOs) and Non-Commissioned Officers (NCOs) has been up graded. As such, to meet future need and to comply with the new status, a new higher education criterion has been incorporated in the manual of qualification which is in effect from 15 July 2016.

Units of Bangladesh Army remain widely committed with training, non-training, administrative and various impromptu activities round the year. With the introduction of higher education system, soldiers have to undergo civil educational programme beside his military training and unit activities. Units are facing acute shortage of manpower and

other related difficulties to implement the system. Soldiers perform the pivotal role of unit commitment. So their actions and efficiency influence the unit performance. Education is the prime catalyst to uplift the qualification level of soldiers. So if the challenges are addressed properly, the higher education system of soldiers would surely enhance the unit performance in future.

OBJECTIVE AND METHODOLOGY

The major objective of the paper is to explore the impact of newly introduced higher education system for soldiers in Bangladesh Army. The detailed objectives are to identify the influence of higher education in shaping the unit performance, investigate the major challenges of implementation of the system at unit level, and finally providing some suggestions for smooth implementation of the system maintaining the usual commitments of the units.

The research was based on both primary and secondary data. Various documents, research reports, project papers, journals and policies relevant to higher education were studied to have a thorough understanding on likely impact of education in Army. To collect primary data, two sets of questionnaire were prepared for interviewing the soldiers and officers who were undergoing the higher education programme and implementing the system at unit level respectively. Two focus group discussions (FGD) were also conducted among officers and soldiers to explore their experiences and perceptions about the newly introduced higher education system for soldiers. Besides, few senior officers were interviewed who were directly involved in the policy, planning and implementation level of the system.

PERSPECTIVE OF INTRODUCTION OF THE SYSTEM

Requirement of Higher Education

Leadership Challenges in Future. The educational qualification of newly inducted soldiers has already been up graded. Therefore, junior leaders need to know the psychology of under commands and methods to motivate them. This can only be possible when the junior leaders will keep their pace with the ongoing higher education programme, and educate them as their under commands.

Modern Battlefield Challenges. The modern and future battlefield is more lethal, high-tech, complex and fluid and will continue to demand high mobility, long-range precision weapons and advanced electronic equipment (Asgar,2008). These will demand tactically and technically sound members to meet the ever-growing challenges of the modern battlefield. It will be possible only when the soldiers are educated and possess wisdom to grasp the modern war fighting skills.

Individual Development. Education helps people to earn respect and recognition. Higher education will have positive bearing on the soldiers mind and behavior. It will develop their confidence and skills to perform better in their professions.

Peace Keeping Missions. The continuous changing scenario of UN peace keeping mission clearly demands the better educative soldiers. A proper understanding on the UN doctrine would necessarily benefit our members to strengthen the UN functions.

Diversified Peacetime Role. Our army is assigned with many diversified national duties in addition to primary role very frequently. The persuasion of higher education will assist soldiers to perform better in the civil environment. The interaction and tactful handling of civil counterpart will be smooth and easier. Higher education of soldiers can instill ability, increases mental horizon and confidence to perform the task better (Shafiquzzaman, 2006).

Up Gradation of Status. Presently, the status of our JCOs and NCOs has been up graded. Therefore, the manual of qualification has also been modified. So to comply with these, soldiers need to adopt higher education without delay.

Existing Policy of Higher Education for JCOs/Soldiers

Recently Bangladesh Army has formulated a new policy for the manual of qualification. As per the policy, after 15 July 2016 none will be promoted to next rank unless he fulfills higher education criteria. To fulfill the educational requirement, recruits have to undergo Higher Secondary Certificate (HSC) programme besides their elementary military training, right from the beginning. Therefore, the recruit training has been extended to two years from 2015¹. On the other hand, various measures have also been taken to qualify the trained soldiers in Secondary School Certificate (SSC), HSC and degree exams. To pass SSC, Special Madhamik Senashikha class is being organized in all Station Center Schools. The duration of this programme is 16 weeks. Moreover, study center under Bangladesh Open University (BOU) have been opened in different cantonments based colleges to facilitate the education of soldier to obtain HSC/equivalent. Soldiers can also take part as a private student in almost all government colleges / universities of Bangladesh.

Degree Programme Under Bangladesh University of Professionals (BUP)

BUP has set up 03 years graduation programme named as Bachelor of Defence Studies (BoDS) for the trained soldiers. This programme consists of 5 x compulsory subjects and 10 x optional subjects. Students can select 10 x optional subjects in accordance with their own arms/services.

¹ As per letter of AHQ, AGs Br, PA directorate, date 16 Jun 2014.

Table 1: Distribution of Marks of BoDS

Serial	Subjects	Grading %		Remarks
		Written	Others Activities	
Compulsory				
1.	Bangla	100	-	
2.	English	100	-	
3.	Command and Leadership	70	30	
4.	Liberation War-Bangladesh	70	30	
5.	Admin and Management	70	30	
Optional				
1.	10 x Subjects	70 x 10= 700	30 x 10 = 300	
Total		1110	390	1500
Minimum marks require to pass		444	156	600

Source: Letter of Army Headquarters (AHQ), General Secretariat Branch,
Education Directorate, date 25 March 2014

IMPACTS OF HIGHER EDUCATION ON UNIT PERFORMANCE

Introduction of higher education of soldiers has greater impact on individuals, organization and unit performance. Higher education will enlighten every soldiers of the unit which would contribute in training, administration and every sphere of military life. From empirical study and survey, following impacts were found which would contribute to individual and organizational development:

Impact on Individuals

- Intellectual development
- Status and social Image
- Ease in assimilation
- Post retirement employment
- Technical and tactical proficiency
- Widen personal approach

Impact on Organization

- Needs less mentoring in accomplishing task
- Prospective ambassador at home and abroad
- Complementary to military training

- d. Increased job satisfaction
- e. Increased interpersonal relationship
- f. Inspire creative thinking
- g. Loyalty to superiors
- h. Initiative and promptness to perform job

Impacts on Unit Performance

Units or battalions are most important elements in the organizational structure of Army. Army's reputation largely depends on the performance of units. A unit environment in peace time is greatly influenced with soldiers' activities, their perceptions and as a whole, the spirit prevailing in the unit. If the soldiers are better educated, their efficiency will increase which will ultimately have positive impact on the unit performance (General Iqbal Karim Bhuyian, former Chief of Staff, personal communication, September 15, 2015). From survey and interview following indicators in relation to higher education of soldiers were derived which would clearly dictate the performance of the unit in the future:

- a. Smooth administration.
- b. Team building and team spirit.
- c. Responsiveness.
- d. Better cohesion.
- e. Initiative and spontaneity.
- f. Job satisfaction.
- g. Esprit de corps.
- h. Discipline.

CHALLENGES OF IMPLEMENTATION OF HIGHER EDUCATION SYSTEM

Short Time Line. The new policy was circulated on January 2014, providing a time line of 2 years and 6 months (approximately) to qualify in HSC and Bachelor degree. This time line was very short to attain the required qualification.

Table 2: Minimum Required Time Frame to Qualify up to Degree

Qualification	Year						
	2013	2014	2015	2016	2017	2018	2019
Below SSC	Registration for SSC	<ul style="list-style-type: none"> • Appear and Qualify SSC • Registration for HSC 		<ul style="list-style-type: none"> • Appear and qualify HSC • Registration for Degree 			Complete Degree
SMSS/ SSC	Registration for HSC	<ul style="list-style-type: none"> • Appear and Qualify HSC • Registration for Degree 			Complete Degree		
HSC	Registration for Degree			Complete Degree			

Source: Researcher's Construct, 2015

Difficulties of BoDS Programme. In BoDS programme, the mark allotted for courses/cadres varies with arms/services. In general, the duration of the course/cadres specific to various trades of other arms/services are more in comparison to infantry (Table 3). Such increased duration facilitates other arms/services individual in achieving more mark than infantry. Such disparity of mark may create unwillingness among the soldiers of affected arms/services in accepting the BoDS programme.

Table 3: Distribution of Marks (Promotion Related Course/Cadre)

Rank	Training / Cadre / Course	Marks (weeks)	
		Infantry	Other Arms/Services
Sgt to WO	BTT	1 (6)	2 (10-12)
	BMR	2 (8)	2 (8)
	Cdo	1 (6)	1 (6)
	ATT	1 (6)	2 (10-12)
	NCO Course	4 (18)	4 (18)
	Sgt Course	4 (10)	4 (10)
	WO Course	4 (10)	4 (10)
	10 x (UT/Trg Cycle / OJT / Fd Trg)	10 x 13 = 130	10 x 13 = 130
Marks Obtained		147	149
Minimum marks require to pass 156		9 mark short	7 mark short

Source: Study period presentation of 21 Infantry Brigade, Jessore

Avoiding Tendency of BoDS Programme. From the survey it was evident that most of the soldiers are not clear of the overall process of BoDS and prefers to avoid complicated calculation of credits/marks (Major Aktaruzzaman, Grade II Staff Officer, Education Directorate, personal communication, September 15, 2015). The state of the soldiers attending various civil education programme of 66 Division confirms the avoiding tendency of BoDS which is visible from the statistics of Table-4.

Table 4: State of Military Personnel Attending BoDs Programme (66 Infantry Division)

HSC pass but under Graduate (Sgt and below)	Students admitted at BoDs-2014	Private students under BOU/NU	Total	HSC pass but not admitted in Graduation Programme
1973	91	760	2824	1122

Source: Grade II Staff Officer, Education Directorate, AHQ, Dhaka

Interest Inclined to Civil Colleges. Various study centers under BOU were established in different center and schools of Bangladesh Army. But it was found from the study that most of the soldiers prefer to study in the private colleges/study centers. A state of 66 Division is shown in Table 5.

Table 5: State of Military Personnel Attending HSC Program (66 Infantry Division)

SSC pass but under HSC (Sgt and below)	Students admitted at CPSC (3XStudy Centers)	Other Colleges	Private Examinee (Board)	Total	Yet to Complete HSC
7581	566	2458	235	3260	4321

Source: Grade II Staff Officer, Education Directorate, AHQ, Dhaka

Lack of Interest in Military Training. Continuous persuasion for higher education has shifted the focus of the soldiers from military training to civil education. Soldiers remain preoccupied mostly with civil education programmes (Brigadier A.S.M Mahmood Hasan, Commander 14 Independent Engineer Brigade, personal communication, December 8, 2015). With the intense pressure of higher education to qualify themselves within the year 2016, they are losing interest in individual training.

Difficulties to Adjust Training Curriculum with Civil Exams. Exam schedule is prepared by the Education Board which often does not match with the commitments of army calendar. This severely hampers the training and privilege plan of soldiers which ultimately affects the unit administration.

Shortage of Manpower. The shortage of manpower in the unit remains a challenge in implementation of higher education programme. To fulfil the criteria of new manual of qualification, units need to spare bulk of soldiers at a time. It creates an extra burden for the unit to run the day to day commitments.

Lack of Enabling Environment in the Units. Most of the time units cannot spare examinee for their preparation due to various commitments. Units do not possess any training or laboratory facilities to facilitate higher education program. Units cannot

provide minimum possible supervision to the examinees for having intensified commitments.

Leave During Examination. Most of the soldiers obtaining civil education programme prefer their hometown as examination center and goes on privilege leave for appearing examinations. In many cases, it was found that individuals avail the full duration of leave even after the examination is delayed or postponed. Thereafter again demands leave during his rescheduled examination. It is a clear sign of moral degradation.

Promotion Hazard. Sergeants (Sgts) and Corporals (Cpls) with eight grade pass cannot qualify himself for JCO by the year 2016 unless his seniority for promotion does not come within this time limit. If the senior most Sgts fail to achieve a degree within the time line then he will not be promoted to next rank despite doing well in other military courses. This may create problem in promotion criteria of records and may create dissatisfaction among senior soldiers.

Less Cooperation of Senior Soldiers. The acceptance and cooperating attitude of immediate junior commanders in promoting civil education endeavors are often clogged due to busy work schedule, increased attention on field training and administrative employment, shortage of manpower etcetera.

Unwillingness to Study. In the units, it was found that JCOs and senior sgts are not willing to carry on with the studies due to their old age. They suffer from inferiority complex and leave aside the study part.

Adopting Unfair Means. Tendency to adopt unfair means in exam is observed among the soldiers. In many instances soldiers are being caught by the invigilators and thereby defaming Army image.

Less Preparation Time. Soldiers do not get adequate preparation time due to various commitments in the unit specially those who do not adjust the privilege leave with the exam schedule. Moreover, the senior soldiers in the units are the key appointment holders. Therefore, they suffer most in this regard.

SUGGESTIVE MEASURES FOR SMOOTH IMPLEMENTATION

Extension of Time Line. The time bar imposed by the new civil education policy may be revised in order to qualify maximum number of soldiers. Target time to qualify Degree may be increased up to 2019.

Comprehensive Plan. A detail comprehensive plan should be prepared at unit level so that higher education criteria can be fulfilled progressively. Senior soldiers may be given priority to appear HSC exam and so on. Soldiers who are SSC passed and below ten years of service can be planned later on. This will solve the administration problem of the unit, and bulk of soldiers need not to be spared at a time.

Motivation/Awareness. It is a cultural shift, more than a promotion or training requirement. Therefore a holistic approach is required. Awareness should be grown at every level. Soldiers should be motivated in achieving higher education criteria. Positive impacts of higher education should be highlighted at regular basis during Darbar, motivation class etcetera.

Amendment in BoDS Programme. The modus-operandi, syllabus and faculty of BoDS should be more precise. Necessary steps to promote the BoDS programme should be undertaken at all levels through regular appraisal sessions, visual and electronic branding etcetera. The disparity in allotted marks of course/cadre between arms/services may be streamlined by providing equal marks for mandatory course/cadres irrespective of duration. A proposed marks distribution for mandatory cadres is at Table 6.

Table 6: Proposed Allotment of Marks for Mandatory Cadres of Soldiers

Serial	Training / Cadre / Course	Present Allotted Marks	Proposed Allotted Marks	Remarks
1	BTT	1 to 2	2	
2.	BMR	1 to 2	2	
3.	Cdo	1	2	

BoDS as A Compulsory Programme. BoDS programme is basically a military oriented Degree programme. Such programme shall not only enable the soldiers in achieving Bachelor Degree but shall also enhance his professional ability. It will also substantially assist in retaining maximum manpower in the unit as the programme is designed to be conducted within the formation. With such advantages, BoDS is likely to be a promising programme in future. Therefore, considering the long term objective of education programme, BoDS may be made compulsory for all ranks.

Addressing the Shortage of Manpower. Implementation of higher education system of soldiers is being hampered seriously due to shortage of manpower. The crisis of manpower is temporary in nature and is likely to prevail for next 5 years until the new recruits (HSC qualified) joins the unit. This acute shortage of manpower can only be minimized through coordinating effort of all tiers of command. Non-operational activities specially various games and sports competition excluding the training ones may be conducted in alternate years for next 5 years. Army should reduce unit/divisional commitments for next couple of years and focus on creating an environment conducive for study and passing exam with true merits. Reduction of various formation level cadres will spare a good amount of manpower. Again, as BoDS programme entails the military subjects, so courses for Cpls and Sgts may be reduced.

Independent Armed Forces Education Board. If an Independent Armed Forces Board is created in future, it will solve various budgetary problems related to higher education. Moreover, a separate syllabus with combination of civil and military subjects may be prepared to suit professional need of Army. However, it needs a thorough

feasibility and credibility study. Education is one of the prime focuses of Bangladesh Army now. So to implement the system smoothly, a separate Armed Forces Board may create conducive environment for education in future.

Ensuring Enabling Environment. The total education package making a soldier qualified up to degree is a long term affair and a matter of time investing episode for a unit. Existing training facilities both in training centre and unit should be taken into account. Providing dedicated preparation time is difficult but expected. To mitigate this, preparatory classes along with tutors and compulsory study hours at night and during weekends may assist in preparing the individuals. The initiative to carry on with the study should shift from authority to individual. Units may organize monitoring teams to look after the higher education programme. Effective tutoring will develop individual's intellectual ability and confidence specially in English and science subjects. Such development is expected to restrict the tendency of adopting unfair means in exam. Soldiers have to be patronized by their Commanders to acquire higher qualifications. Commanders of all level have to believe that, a better educated soldier will serve the Army better and new higher education system will contribute for Army.

CONCLUSION

Bangladesh Army is undergoing radical change in terms of physical, cultural and ethical transformation. To effect the change, the education qualification of soldiers has been upgraded. The impact of higher education on individual soldiers and on the organization is manifold. The higher education will develop the intellectual ability of the soldiers. They will have better assimilation and creative thinking, thus will require less monitoring to accomplish tasks. Unit performance is reflected through sound administration, team building and team spirit, responsiveness, cohesion, esprit de corps, discipline etcetera. These indicators imply that if soldiers are better educated, unit performance would be better. However, the newly introduced higher education system is facing various challenges to adjust with the usual commitments of the units. The most important challenges those could be found out are: short time line, shortage of manpower, lack of enabling environment in the unit etcetera. Survey and interview shows that the challenges are not perpetual in nature. Therefore, those can be solved with proper care and attention by all level. Most importantly, the overriding contributions of higher education do not get marred for these challenges.

As such, some suggestive measures were put forward to eradicate the bottlenecks. Among these, extension of time line, detail comprehensive planning at unit level, reduction of commitments/cadres at formation and unit level, enabling educational environment, amendment in BoDS programme and making it compulsory can be adopted for smooth implementation of the system. Awareness and motivation at levels focusing the higher education is prerequisite of the system. It is more of a cultural shift than mere passing in exams. The purpose of this paradigm shift has to be grasped by all. Every Commanders and individual soldiers should come forward to make this system a success.

RECOMMENDATIONS

Basing on the findings of the research, following steps are recommended for smooth implementation of higher education system besides usual commitments of the units:

- a. A detail and comprehensive educational plan of all soldiers has to be made at unit level. This will ensure progressive qualification of soldiers basing on their seniority. This will also ensure segmented group of examinees in each year which will not affect unit administration randomly.
- b. The initial time line to fulfil the education criteria in the new manual of qualification should be extended more 5 years.
- c. Disparity regarding marks among arms and services in the BoDs programme must be streamlined
- d. Formation and units should reduce non-operational and non-training activities for next five years. Different games and sports competitions may be organized in alternate year for next five years.
- e. Admission in garrison study centres, and BoDs programme must be made compulsory for all the soldiers.
- f. Enabling environment for education at unit level must be ensured. Examinees should be given enough preparation time with establishment of separate class/ study rooms. Professional tutors must be hired for English and Science subjects. Special supervision should be provided by organizing a monitoring team headed by an officer or an education JCO.

AREAS FOR FURTHER RESEARCH

This research opens up room for further research on following issues:

- a. The opportunities and feasibility study of establishment of Independent Armed Forces Education Board in future.
- b. Identifying the commitments of units and suggesting reduction of various games and sports competition, cadres and non-training activities for a sustainable period to implement the higher education system.

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MISSION ORIENTED COMMAND - AN EFFECTIVE APPROACH FOR THE NON COMMISSIONED OFFICERS (NCOS) TO PERFORM INDEPENDENT RESPONSIBILITIES

Major Md Rifath Sayeed Chowdhury, Infantry

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

General George S. Patton

ABSTRACT

'Mission Oriented Command' and 'capability of NCOs to carry out independent responsibilities' are the two separate purviews of this research. Due to diverse and chaotic nature of the future battlefield, Mission Command is the most pragmatic approach in these esteems. The Germans were the first to practice such command philosophy and its success was evident during the Second World War. Many modern armies of the world have adopted this methodology by modifying it according to their own requirements. The NCOs are considered to be the backbone of the Army. But it is a matter of great concern that, the NCOs of Bangladesh (BD) Army are not capable enough to carry out independent responsibilities. This research was undertaken to evaluate the procedure and challenges of exercising Mission Oriented Command for the NCOs' of BD Army. The BD Army is undergoing rapid transformation under the 'Forces Goal 2030'. Incorporating new weapons and gadgets, emphasizing on soldier's education, upgrading the socio-economic-cultural lifestyle of the soldiers, and influence of modern technology will surely impose great challenges to present command style of BD Army. 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 NCOs in regards to performing independent responsibilities was evaluated. Thereafter, the impediments that hinder NCOs to perform independent responsibilities were weighed. Then, the approaches that can be adopted to make NCOs more proficient in performing independent responsibilities were assessed. Finally, in search for an integrated approach, Mission Oriented Command was tested thoroughly to substantiate as an effective and integrated approach, allowing NCOs to perform independent responsibilities.

INTRODUCTION

Non Commissioned Officers (NCOs) are considered to be the backbone of the Army and they act at the lowest tier of chain of command. As such, the status of Bangladesh Army NCOs has been upgraded to 2nd class (non-cadre) officers (AHQ Letter, April 2014). But the majority of the NCOs are found still not proficient enough to carry out assignments individually without much guidance by the officers. Chief of Army Staff (CAS)'s Directive 1/2013 had also highlighted the importance of entrusting NCOs with major responsibilities. Presently, units are facing acute shortage of officers due to increased commitments, extra regimental employments, and United Nations (UN) mission assignments. As such, if NCOs can be shaped up for performing independent responsibilities, they will definitely supplement many minor tasks of the officers.

Mission Oriented Command is a command approach that is based upon the exercise of local initiative within the framework of command intent (US FM-6-0, 2003). The appropriate delegation of authority is the prime factor that allows junior leaders to plan and conduct various tasks by conceiving the local environment (Watters, November 2015). The concept of Mission Oriented Command in Bangladesh Army first formally appeared in the General Services Training Pamphlet (GSTP)-0032, *The Operations of War*. The German Army from 1800 to 1945 is widely believed to be the most consistently successful modern army at using Mission Oriented Command-‘*Auftragstaktik*’.

At this milieu, the paper will initially evaluate the present standard of the NCOs in performing independent responsibilities and derive potential hindrances and possible approaches in regards to NCOs’ performing independent responsibilities. Subsequently, it will validate Mission Oriented Command to be an effective and integrated approach that allows NCOs to perform independent responsibilities followed by some recommendations.

AIM

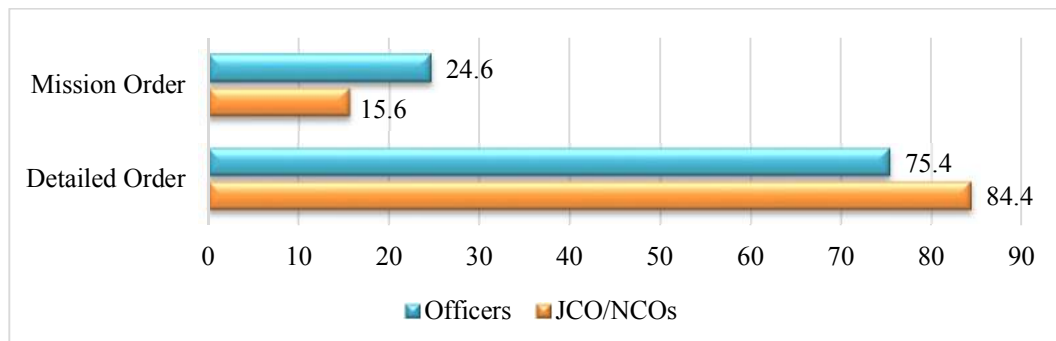
The aim of this paper is to examine the Mission Oriented Command as an effective and integrated approach for the NCOs to perform independent responsibilities with a view to suggesting few steps for exercising it for the NCOs of Bangladesh Army.

EVALUATING THE PRESENT STANDARD OF NCOS IN PERFORMING INDEPENDENT RESPONSIBILITIES

Present Command System of BD Army

In the military, Commanders have employed variations of two basic command concepts- Mission Oriented Command and detailed command. In most of the armies of the world the commanders still practice detail command system. But war scenario is changing, which demands Mission Oriented Command and it is a dire need of current and anticipated future operational environment (Brig Siddiki, September 2015).

Figure-1: Response Showing Type of Command System Prevailing



Source: Author’s Construct Based on Survey Results

In present command system, orders are usually very detail and executions are centrally controlled (Mehedi, December 2013). The subordinates have got less flexibility to take any independent decisions. In this process, the potentials of NCOs are not being utilized to the utmost (Maj Gen Mahfuz, September 2015). Again inactivity on the part of NCOs add additional challenges to a small number of officers in the units. It is sometimes found that the NCOs are not even aware of their mere duties and are very much spoon-fed.

Evaluating NCOs' Traits

In a survey, a question was asked to a group of officers about the present overall standard of the NCOs in regards to performing independent responsibilities and maximum opted to be as moderate. A detail study basing on some basic traits of the NCOs were carried out and are furnished below:

- a. **Uprightness.** Uprightness means adhering strictly to moral belief. In answer to a survey question, 56.7% officers opined NCOs standard as moderate while 3.7% as poor.
- b. **Sense of Responsibility.** A NCO must be very much responsible in his deed and conduct. The survey result states that 60.4% officers opined NCOs sense of responsibilities as moderate while 14.2% as poor.
- c. **Initiative Taking.** NCOs reside at the execution level. Initiative taking by the NCOs certainly aids to increase the efficiency of task. The survey result states that 50.7% officers opined NCOs standard as moderate while 17.2% as poor.
- d. **Confidence.** NCOs must be confident enough to take independent responsibilities. The survey result states that 54.5% officers opined NCOs standard as moderate while 20.1% as poor.
- e. **Judgment.** Bangladesh Army NCOs are not trained to take any independent decisions. As a result they lack in capability of judging. In answer to a survey question, 54.5% officers opined NCOs standard as moderate while 26.9% as poor.
- f. **Knowledge.** The level of knowledge of the NCOs is not satisfactory. In answer to a survey question, 54.5% officers opined NCOs standard as moderate while 21.6% as poor
- g. **Loyalty.** In case of loyalty, the NCOs of Bangladesh Army have got good repute. In answer to a survey question, 61.2% officers opined NCOs standard as Good while 6% as poor.
- h. **Sincerity.** The survey result shows that the NCOs definitely lack sincerity. Since they are not assigned with independent tasks, they lack in dedication to any task.

j. **Ability to Get the Job Done.** Only few NCOs in the unit have got the ability to get a job done as per the desire of the higher Commander. The survey result states that 66.4% officers opined NCOs standard in this regards as moderate.

k. **Reflex to Changing Situation.** Since NCOs are not assigned with independent responsibilities, they are not adapted to any changing situation. It seems that their reflex system do not function when they face any odd or non-routine activities.

When JCO/NCOs were inquired about their capability of undertaking and accomplishing independent responsibilities, 80% NCOs agreed that they are capable in this regards. The NCOs also opined that present acquired knowledge through military training definitely helps in carrying out independent responsibilities. Regarding facing over guidance, 73% NCOs agreed that they do face such situation. About the approach followed by the seniors in assigning responsibilities, 60.2% opined that only few selected NCOs are given with responsibilities, 19% opined only appointment holder NCOs are given responsibilities, and 20.1% opined in general all NCOs are given responsibilities. The survey shows a mixed reaction between the NCOs perception on carrying out independent responsibilities. It entails that they are eager and confident enough to undertake responsibilities independently, but they are not assigned with such type of tasks.

HINDRANCES TO NCOS IN PERFORMING INDEPENDENT RESPONSIBILITIES AND PLAUSIBLE APPROACHESTO MAKE THEM PROFICIENT

Causes that Hinder NCOs to Perform Independent Responsibilities

Impediments to Professional Competency

a. **NCOs' Lack of Interest.** It has been observed that, after completion of the UN mission and getting the maximum benefit out of the army, some NCOs are not interested to take further promotion. This acts as one of the potential impediments to NCOs professional competency.

b. **Weakness of Training Institutions.** According to many JCO/NCOs, the training imparted by various military training institutes are not much worthy that contribute to make them truly professional. It has been observed that traditional training packages are being imparted to the NCOs which are not much effective to make them confident in performing independent responsibilities.

c. **Lack of Realism in Training.** Although modified a lot, the present training system lacks reality in many aspects. For example, carrying out raid in a POL dump with two sentries at two ends talking carelessly is a common scenario still practiced in many exercises.

d. **Non Availability of Field to Apply Knowledge.** According to author, after coming back from various courses and cadres, the NCOs have hardly any opportunities where they can apply their learnings. In reply to survey question asked only to the officers, maximum disagreed on this issue.

e. **Educational Uptake of NCOs.** Educational uptake of NCOs does not act as a barrier to make them proficient in performing independent responsibilities. Steps taken for imparting higher education to the NCOs will aid to make them more proficient in this aspect.

f. **Lack of Self Confidence.** Lack of self-confidence does not allow NCOs to perform any task independently and to undertake any challenge. In answer to a similar question during survey, both the groups have shown agreement on the matter with percentage variation.

Hindrance to Take Initiative by the NCOs

There are certain factors that hinder NCOs to take initiative in the units. Firstly, over guidance which arises due to over cautiousness. It curbs the initiative of the NCOs. It has been observed that, in some cases NCOs' good works are not being recognized and given due credit. Also it has been a common trend in Bangladesh Army that in each and every task the officers are being involved. This limits the initiative of the NCOs. Perfection is desirable, but when it leads to zero error syndrome, then it becomes terrible. Loyalty is important, but yes bossing is harmful. Present days, apart from training and operational activities of the army, there are humanitarian activities, in aid to the civil power duties, disaster management duties, nation building activities, and internal security duties. According to JCO/NCOs, over commitment act as a barrier to take initiative but officers do not think in the same line. Officers hesitate to delegate authority to NCOs. This occurs due to many factors, prime of those are non-reliability on NCOs, lack of professional competency of the NCOs, and fear of error and mistake (Brig Shamim, September 2015). Again, if NCOs are given with responsibilities, they are not given with enough authority to take a decision even on minor issues. No plan can be guaranteed to be successful at the first instance and without flexibility it is not possible to alter the plan. It has been observed that NCOs faces lack of flexibility in executing any task assigned to them.

Approaches that can be Adopted to Make NCOs Proficient to Carry out Independent Responsibilities

There are several approaches that can be adopted to make NCOs proficient to carry our independent responsibilities. During the research survey total 12 approaches were deliberately surveyed. To start with trust and faith between the superior and the subordinate commanders, this is the prerequisite for any kind of mission accomplishment (Maj Gen Waker, September 2015). There exists always a fear of unknown among the NCOs regarding the consequences of making any mistake while performing any

responsibilities. So environment must be fearless while carrying out any independent responsibilities. NCOs must know their charter of duties correctly. This can be earned through professional knowledge. Confidence can be gained through practice of realistic situations. Sometimes few NCOs who seek responsibilities, do not get enough flexibility to perform their task. Flexibility is a must for carrying out any independent assignments. Presently, the NCOs have got enough authority to exercise their command. A common observation found, when an NCO is working in UN environment; he is performing well in contrast to his dealing in the country (Brig Farooque, September 2015). This is due to proper delegation of authority to work. Survey results shows that 90% Officers and 88% JCO/NCOs mentioned that recognition for good work will enhance NCOs performance. Participatory leadership is a kind of leadership style where all tiers participate. Here the subordinates have the opportunity to express their own views. Participatory leadership is also important in this regards. A group of NCOs are much concerned about their salary, welfare, and UN mission remunerations. Such materialistic attitude acts as a barrier to perform whole heartedly for the country. Zero error syndrome curbs the initiative of the under commands and does not allow them to perform independently. Micromanagement is closely related to zero error syndrome. Yes bossing is not conducive to good command environment (Ashraful, December 2015). To be independent, an NCO must have his own views and opinions. Survey result showed that 78% officers opined that Yes Bossing should be avoided. Proper training and availability of resources are the two important factors to allow NCOs to perform independent responsibilities.

MISSION ORIENTED COMMAND' - AN INTEGRATED APPROACH FOR THE NCOs TO PERFORM INDEPENDENT RESPONSIBILITIES

Mission Oriented Command - An Overview

Mission Oriented Command allows execution of military actions in a decentralized way through mission orders. The success of Mission Oriented Command lies in apprehending higher commander's intent and exercising initiative within the range to accomplish the mission or task. Mutual trust and understanding are the two important requirements of Mission Oriented Command. Its success rests on four elements such as Commander's intent, subordinates' initiative, mission orders, and resource allocation (US FM-6-0, 2003). US Army Doctrinal Publication-6 elaborates Mission Oriented Command in details. Commanders provide subordinates with their intent, the purpose of the operation, the key tasks, the desired end state, and resources. Subordinates then exercise disciplined initiative to respond to unanticipated problems (US ADP-6-0, 2012). The principles of Mission Oriented Command as followed in US and British Army are shown in the following Table.

Table 1: Mission Oriented Command Principles

British Army-Mission Oriented Command Principles	US Army-Mission Oriented Command Principles
<ul style="list-style-type: none"> ▪ <i>Unity of Effort (across the organisation).</i> ▪ <i>Decentralisation.</i> ▪ <i>Trust (mutual, deep and enduring).</i> ▪ <i>Mutual Understanding.</i> ▪ <i>Timely and Effective Decision-Making</i> 	<ul style="list-style-type: none"> ▪ <i>Build cohesive teams through mutual trust.</i> ▪ <i>Create shared understanding.</i> ▪ <i>Provide a clear commander's intent.</i> ▪ <i>Exercise disciplined initiative.</i> ▪ <i>Use mission orders.</i> ▪ <i>Accept prudent risk</i>

Source: Mission Command, Headquarters, Department of Army, USA, Army Doctrinal Publication, ADP-6-0, 2012, p.2. and Dr Bryan Watters, 'Mission Command – Mission Leadership (Creating the Climate for Maximizing Performance) – A Corporate Philosophy', Individual Paper, 2012, p.1.

Key Attributes of Mission Oriented Command - How it can Help

The key attributes of Mission Oriented Command are mutual understanding, commander's intent, mutual trust, organizational training and practice, independent and creative thinking, and flexibility. Mutual understanding comprises conceiving the overall gamut by the decision makers at various level to take effective decisions. Intent refers to higher commander's desire or intention that leads to solution of a problem. The superior commander's objective or intention must always be kept in mind. To execute Mission Oriented Command, a superior commander must have trust on his subordinate commanders. On the contrary, the subordinate commanders must have the feeling that, if they commit any unintentional mistake, their superior commander is going to stand beside them. Exercising Mission Oriented Command cannot be bounded by any prescribed training module. Rather adopting Mission Oriented Command culture is the most appropriate training in this regards. Initial errors must be positively analysed to bring out a refinement and applying it at the next session. By creative thinking, a subordinate may bring out amicable solution to a problem. So instilling the practice of creative thinking among the subordinates is an effective approach to Mission Oriented Command. Flexibility plays the pivotal role in exercising Mission Oriented Command. While executing a plan, there might be a need for modifications since no plan is guaranteed to be successful at the first instance.

Influence of Mission Oriented Command

A study was carried out among officers and JCO/NCOs whether NCOs performing independent responsibilities can supplement the workload of insufficient number of Officers in the units. 86% Officers and 89% JCO/NCOs agreed on the issue. Also from senior officers interview it was evident that incorporation of Mission Oriented Command for the NCOs and thereby allowing to perform independent responsibilities will surely reduce workload on meager officers of BD Army (Brig Tariq, September 2015; Brig

Mesbah, October 2015). Finally, in response to a question asked whether Mission Oriented Command can contribute NCOs to carry out independent responsibilities, 87% Officers and 73% JCO/NCOs agreed on the issue. Also from various interviews and focused group discussions similar opinions were revealed.

Contribution of Mission Oriented Command. Mission Oriented Command can bring notable changes among the NCOs. From a study by the author it was revealed that, it will make NCOs more proficient on reacting to reflex situation, reducing the zero error syndrome of the superiors, and will also allow initiative taking by the NCOs since he will be responsible for completion of his assignment. Again the NCOs will get the feelings that they are the part of decision making cycle of the unit or the installation they are serving. By exercising mission oriented tasks, the NCOs will be more concern about the mission accomplishment and thereby it will accelerate the execution process in the military. Through mission oriented command/tasks, distributive leadership will be exercised and this will certainly add a new dimension in leadership climate. Mission oriented command will also allow decentralized execution of various tasks and it will surely reduce workload of officers in the units (as found out from survey as well). Last but not the least, Mission Oriented Command allows flexibility in execution which is one of the principles of war followed in Bangladesh Army.

Requirements of Mission Oriented Command. From a study, few requirements of Mission Oriented Command were evident. 91.8% opted participatory leadership is important, 80% felt that advanced training on leadership is important, 91.8% opined that good command climate is necessary, 94% felt that mutual trust between Commanders and subordinate is essential, 91.8% opined that superiors should have tendency to accept errors and spot correction, 70.1% emphasized on implementing higher education scheme for NCOs, and 74.7% opted for adopting risk taking attitude.

Challenges to Incorporate Mission Oriented Command for the NCOs of Bangladesh Army

Mission Oriented Command is a new concept in BD Army's doctrine. In GSTP-0032, not much of details is available regarding its execution and implementation. Again, a two page chapter has been incorporated in the draft CLM book, where only few theoretical description about Mission Oriented Command have been portrayed (DRAFT CLM GSTP). The books and précis must contain sufficient reference materials on how to carry out mission oriented tasks. For execution of Mission Oriented Command the challenges can be of two fold-peacetime challenges and war time challenges. Mission Oriented Command can be very much tangible in war time. It is a wartime concept-but it was its genesis (Watters, November 2015). Historical evidences proofed that the Germans were very much successful in executing this Mission Oriented Command during Second World War. Application of Mission Oriented Command in peacetime is mainly for the capacity building of the NCOs. Some potential challenges in adopting Mission Oriented Command in Bangladesh Army as follows:

- a. **Lack of Understanding the Basic Concept of Mission Command.** Junior leaders specially the JCOs and NCOs, have lack in understanding on the basic concepts of Mission Oriented Command. Since it is a new concept for BD Army, familiarization can be done by exercising Mission Oriented Command, motivation, and incorporation of formal reading material with historical background in various courses and so on.
- b. **Inadequate Preparedness of NCOs.** Although status of NCOs has been elevated, but still many NCOs are not much proficient enough to carry out independent responsibilities. So prime requirement will be to prepare NCOs through proper training and practices.
- c. **Employment of NCOs to Share the Workload of Officers.** In a study majority opined that it will be a challenge for the NCOs to share workload of officers. This needs delegation of authority, change in mindset of both officers and JCO/NCOs, reward and punishment system, accountability of job etcetera.
- d. **Lack of Positive Mindset of Officers.** Since BD Army has derived maximum of its traditions from the colonial armies, so there exists a colonial mindset among the officers. Such a mindset includes over supervision, adopting micromanagement thereby curbing initiative, dilemma in delegation of authority, zero error syndrome and so on. As a result, NCOs' potentials remain unexplored.
- e. **Resource Constraints.** For decentralized execution of tasks, a prime requirement is to have adequate resources available. The army has always scarcity of resources. A study reveals that 74% agreed that this will be a potential challenge to implement Mission Oriented Command.
- f. **Legacy of Direct Command System.** From a study, it is evident that majority of the officers and JCO/NCOs are accustomed to direct or detail command system. From another study, 74% agreed that this will be a potential challenge to implement Mission Oriented Command.
- g. **Lack of Institutional Training.** It is very true that, adoption of Mission Oriented Command need proper institutional training. There is not much details about Mission Oriented Command in existing précis and pamphlet of Bangladesh Army.
- h. **Taking Undue Privileges by NCOs.** There are possibilities that a few dishonest NCOs may exploit the practice of Mission Oriented Command by taking undue privileges.
- j. **NCOs' Educational Uptake.** For Mission Oriented Command, understanding, translating, and interpreting higher Commanders intent is an essential. Again, the translated intent of higher commander need to be disseminated to under command in much simpler language. This needs mastery and substantial educational uptake which NCOs must have.

CONCLUSION

In this paper, the author main objective is to find out a credible approach for making the NCOs more responsible and efficient so that they are capable of carrying out independent responsibilities. In doing so, the author attempted to analyse the present standard of the NCOs in the units in regards to performing independent responsibilities. It was evident that, presently detail command system is followed in Bangladesh Army. NCOs basic traits were evaluated through the survey from Officers. From the survey majority opined that standard to be moderate. Interview of senior officers brought out the fact that the present standard of the NCOs in regards to performing independent responsibilities is not satisfactory and needs improvements. The survey result of the NCOs had different connotations. The majority felt that they are presently capable of carrying out independent responsibilities. Also, they opined that seniors only assign responsibilities to few NCOs in the units.

In the next part, the author attempted to derive the causes that hinder NCOs to perform independently and thereafter he endeavoured to find out the approaches to make them more proficient in this aspect. Some of the hindrances which were identified include lack of interest of NCOs, lack of NCOs' self-confidence, over guidance, no remuneration for good work, zero error syndrome, over involvement of officers, micromanagement, non-reliance on NCOs, not taking risks, and NCOs education level. Over guidance affects self-confidence, initiative taking, flexibility, cognitive thinking and creativeness of the NCOs. Lack of mutual trust between superiors and NCOs also act as a prime barrier in this regards. The likely approaches that can be adopted to make NCOs proficient to carry out independent responsibilities are flexibility in work, delegating authority, assigning more responsibilities, changing the mind-set of officers, adequate training, avoiding zero error syndrome, avoiding micromanagement, clear order and directive by superior, participatory leadership and provision for spot correcting.

In search for a one step solution the author found that, Mission Oriented Command is an integrated approach for the NCOs for carrying out independent responsibilities. Mission Oriented Command was the brainchild of the Germans. The modern armies of the world have adopted this concept by essential modifications that fit their own national, social, and military characteristics (Watters, November 2015). Bangladesh Army also needs to do necessary modification to adopt the concept of Mission Oriented Command. Future complex battlefield environment, threat of asymmetric warfare, doctrine of blending conventional with unconventional warfare all these suggest that it is the prime time to adopt Mission Oriented Command for the NCOs (Sharif, 2013). For adopting Mission Oriented Command, the first and foremost need is mutual trust between the officers and the NCOs and change in mindset of officers along with avoiding zero error syndrome, micromanagement, and over supervision. Few potential challenges that were brought out through objective analysis those are lack of understanding of the subject matter by all ranks and non-availability of adequate reference materials. It is imperative to formulate an integrated and elaborate/descriptive manual for Mission Oriented Command for Bangladesh Army. Scarcity of resources and present educational uptake or professionalism of the NCOs may not support to take critical and prudent decisions, which needs to be addressed.

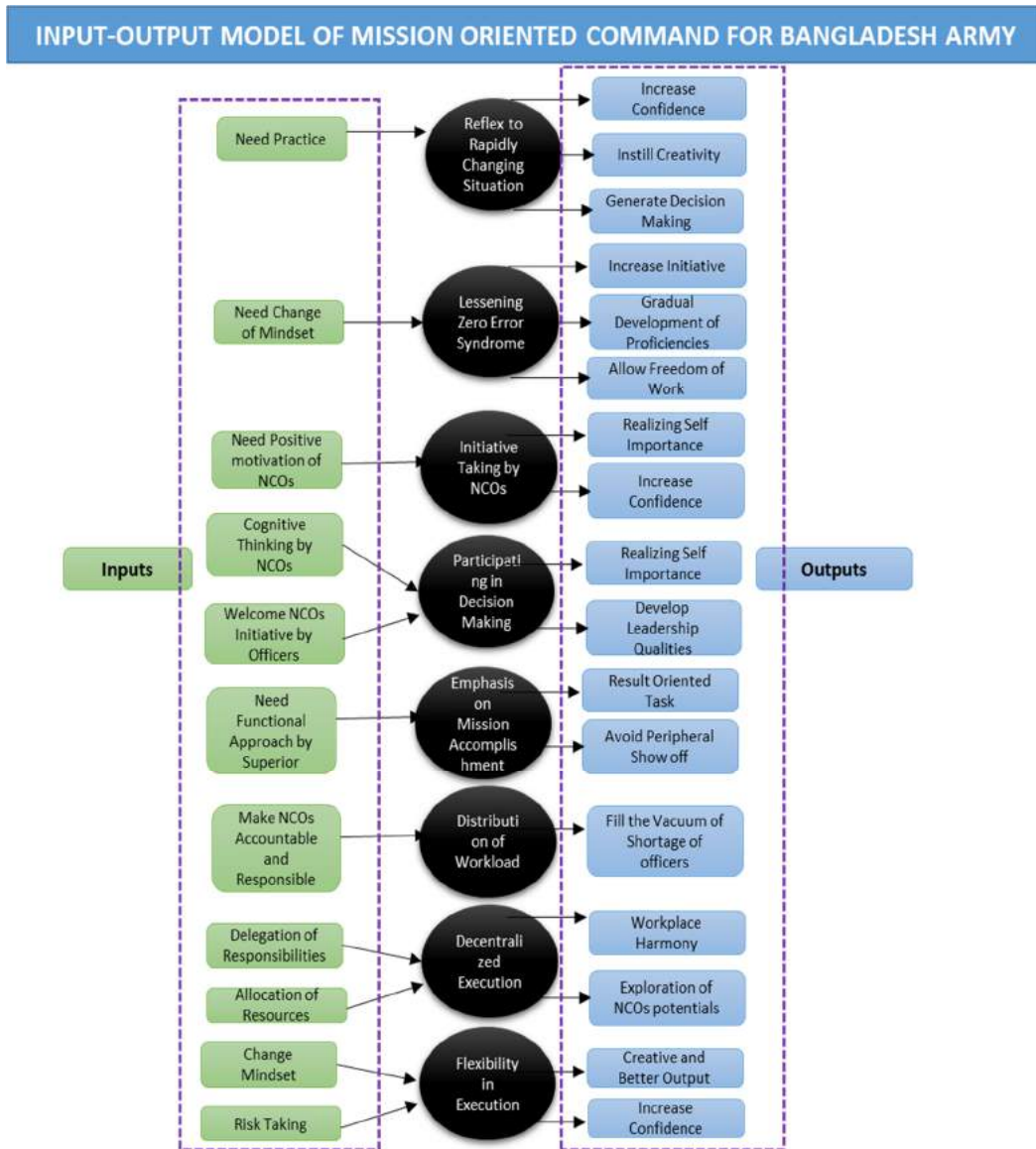
RECOMMENDATIONS

The author recommends the followings:

- a. A board of officers under ARTDOC may be formed to formulate a comprehensive standard and curriculum on exercising Mission Oriented Command followed by a detailed execution plan (Both short term and long term).
- b. The practice of Mission Oriented Command should start immediately in the units. Although many COs are practicing this system, yet it lacks integration. Such practice may start centrally at formation level.
- c. A formation standing board may be formed to monitor the activities of the units throughout the year in terms of exercising Mission Oriented Command and suggest remuneration/awards for the best at the end.
- d. The finest amphitheater to practice Mission Oriented Command for the NCOs is Military Operations Other Than War (MOOTW) duties. Units/formations should plan to make training module realistic, stimulating keeping in view of such requirements.
- e. A paradigm shift in the organizational conduct is very important. Proper delegation of authority to the NCOs by allowing them to plan the training and administration of their sections and platoons would stimulate positive work environment in the units.

To conclude, the author suggestions, the following Model of Mission Oriented Command for BD Army as shown in Figure-2.

Figure-2: Model of Mission Oriented Command



Source: Author's Own Construct

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EFFECTS OF SOCIO CULTURAL CHANGES ON MILITARY WAY OF LIFE

Major Md Ashraful Huq, G, Artillery

ABSTRACT

Due to powerful and unstoppable force of globalization, economic and technological especially development in information and communication technology, significant changes have taken place in overall socio cultural fabrics of Bangladesh. Such changes in greater society have considerable effect on military society and military way of life. Though there are positive aspects of it yet detrimental effect of socio cultural changes on the core ethical and moral values of a society like ours' is a harsh reality. Military as a sub set of greater society is seriously affected by the overall socio cultural change. This research attempts to establish an association between socio cultural changes in greater society and its effects on military way of life. The research persuaded the answers of what are the significant changes that took place recently in overall socio cultural fabrics of BD and how do the adverse changes in greater society are affecting the military way of life in BD Army?. In doing so, it approaches the problem through a mixed method of study involving tools such as survey, in-depth interview, key informant interview, focus group discussion, content analysis, case studies and above all, researcher's own experience. In dealing with the issue, the research identifies a few significant socio cultural changes in greater society. It then infers that these changes resulted in declining trend in ethical standard in our society. Then, through descriptive and inferential analyses, the research establishes an association between 'adverse effects of recent socio cultural changes' and 'military way of life'. This ultimately validates the hypothesis: 'Recent socio cultural changes of greater society are adversely affecting the military way of life of BD Army'. Finally, the research suggests a few plausible measures those can be adopted to offset the adverse effects of recent socio cultural changes thereby uphold and improve the military way of life in BD Army. It also recommends that the measures may be undertaken in two approaches: 'Cultural Shift' and 'Functional Reform' focusing them to be implemented as 'immediate', 'short' and 'long' term basis. Measures, if implemented in such manners, will offset the adverse effects of recent socio cultural changes on military way of life, enhance our organizational strength and improve our operational efficiency.

INTRODUCTION

Socio cultural dynamics of the world we live in is changing at a very fast pace. The changes significantly impact on behavior pattern and cultural values and norms. The trend of change is manifested by more personal freedom, more materialistic view, less spiritual or religious influence, individualism, independence and a lenient interpersonal relationship. In context of our society the overall impact resulted in eroding social values and norms and declining trend in ethical standard [Hasan, Kamrul.2015]. On the other hand military way of life is characterized as traditional; based on time honoured norms and customs, values and ethos. The military organization demands a set standard of ethical values from its members as character traits of courage, honesty and integrity, loyalty, dedication, mutual trust and respect. Military society foster culture of collectivism and interdependence. It promotes innate interpersonal relationship among its

members and function as a more coherent society. So we find that recent trend in socio cultural changes conflicts with core values and characteristics of military society.

In this globalized world socio cultural change is inevitable which is largely driven by western culture and values and incompatible with our social values and standard. As a sub set of greater society any change in the society will have certain tangible impacts on social environment in army [AHQ Project Study, 2014]. We can neither deny the fact of association with larger society nor can resist or stop change and its impact on military way of life. Ignoring or denying social changes has enormous cost and operational implications for the Armed Forces, for whom the “ostrich position” is not a credible long term choice [Jessup, Christopher. 1996]. The recent socio cultural changes have got serious detrimental effects on military society and military way of life. It is impeding our progress and degrading the organizational efficiency. Hence the situation demands an immediate attention.

This paper attempts to unveil an understanding on effects of socio cultural changes on military way of life by identifying an association between recent socio cultural changes and military life. It investigates correlation between adverse effects of recent socio cultural changes and military way of life and put forward few suggestions to address the issue. The paper is developed spanning into five sections. Section 1 provides an introduction. Section 2 briefly explains the methodology followed in the research. Section 3 deals with the main text of the findings and discussion which is further subdivided into three parts. Sub Section 3.1 contains the significant changes that recently took place in overall socio cultural fabrics of BD and their manifestation in the society. Sub Section 3.2 enumerate the distinct characteristics of military way of life and an in-depth analysis as how the manifestation of adverse socio cultural changes in greater society affect the military way of life in BD Army. Sub Section 3.3 is the last part of the main text, in which, plausible measures to offset the adverse effects of socio cultural changes of greater society on military way of life are highlighted. Section 4 contains recommendations based on the findings of the research. Section 5 will have the concluding remarks on the whole paper.

Methodology

This paper is a Causal Study with elements of both quantitative and qualitative methods. Random sampling technique for quantitative method while purposive sampling method was used for qualitative method. Sample size was calculated using standard formula of statistical survey. Close ended structured and open ended questionnaire were developed for quantitative part where open ended questionnaire were used for qualitative survey. In order to carry out the research in a systematic manner, four categories of respondents were selected: representatives of Different Segment of Society (Survey 1), Command Echelons of Military Units meaning Unit and Sub Unit Commanders (Survey 2), Other Officers less Command Echelon (Survey 3) and Junior Commissioned Officers and Non Commissioned Officers (Survey 4). Respondents are taken from different army units with a mix of arms and services in order to get variations and neutrality in opinions. Content analysis, interviews, Focus Group Discussions (FGDs), case studies and comparative study of contemporary armies' socio cultural aspects are carried out for

enriching the qualitative analysis of the research. More so, Statistical Package for the Social Sciences (SPSS) software analysis was also carried out to deduce statistical significance on association of manifestation of adverse effect in military way of life and attributes of socio cultural changes.

FINDINGS AND DISCUSSION

Significant Changes in Overall Socio Cultural Fabrics of Bangladesh

Bangladesh is a land of homogeneous culture which now is being transformed into hybridization. Our societal construct foster oriental values, culture and standard such as mutual trust and respect, ethical code driven by religious and spiritual influence, interdependent social and family relations with joint family system and social norms and regulations perpetuating conduct of society members. Due to globalization, open market economy, migration of people and technological advancement constant socio cultural intermingling is consistently changing the socio cultural fabrics of our country. Aggressive and negative consequences of globalization are blurring distinctions of collectivism or interdependence of non-westernized culture by individualism or independence of European American culture [Kornblum, William. 1988 and Wole, Akande. 2002]. 70% population of different segment of society thinks overall impact of recent socio cultural changes have serious detrimental effect on our society [Source: Survey 1]. Manifestations of such effects are discussed in succeeding sub sections.

Eroding Social Values and Norms

Due to adverse effect of recent societal changes our social values and norms are fading and role of social institutions like family and society in shaping the values, attitude and behavioral pattern is declining fast. Individualism and self-centric attitude is dampening interpersonal relationships (IR) and Subjective Well Being while collectivism is sidelined. In a survey 31% respondents strongly while 42% modestly consented social values and norms are eroding in our society [Source: Survey 1]. Due to Materialistic view, use of modern gadgets, indoor recreational facilities and influence of social media IR in the society is reduced especially in urban areas. In IR mutual trust and respect is declining which is affecting family and social relationship. Joint family system is shrinking in our society. Survey reveals 29% respondents strongly while 31% generally opined IR is declining in our society [Source: Survey 1].

Ethical Degradation

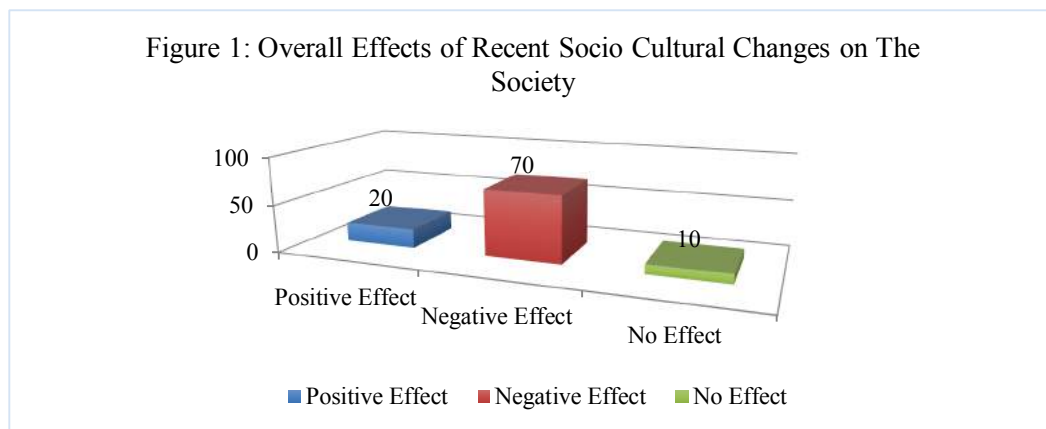
Ethical erosion is hampering family bondage and causing increased disharmony. Divorce rate is increasing in our society. Dish TV culture, social media and absence of social and family regulation encourage illicit relation. Increasing dominance of a consumer and self-oriented society, leading to erosion of spiritual and community oriented values. Religious values are sidelined and materialistic view influencing our socio cultural outlook [Rahman,K.M. Atikur. 2014]. Due to non-observance of religious teaching and materialistic view ethical degradation is rising in our society. 33% respondents strongly while 38% generally opined due to societal changes ethical degradation is a burning concern in our society [Source: Survey 1].

Absence of Social Resistance and Justice

The societal outlook towards ethical breach has changed. There is hardly any social resistance or rejection to criminal or ethical breaches. Corruption is viewed quite clearly as “a way of life” among ordinary people in Bangladesh [Zakiuddin Almas. 2002)]. A culture of compromise for convenience is prevailing in society. Punishment and reward culture is fading both in social norms and state regulatory system. The outlook of the society has changed, where menace has become a common practice. Culture of impunity and indemnity has largely contributed to the unprecedented rise of crime in our country [Dhaka Tribune. 2014]. Survey shows 32% respondents strongly while 36% generally opined there is a serious absence of social resistance and justice is prevailing in our society [Source: Survey 1].

Summary of the Findings

Socio cultural fabrics of BD are significantly diluted due to numerous reasons. There are serious intrusion of western or foreign culture, practices, and values where with few virtues we are largely affected by the vices. The negative effects are prominent in various manifestations that destabilize the social fabrics and core values of our society. Survey feedback augments the argument as well.



Source: Survey 1

Certain enduring ethical standard and defined values perpetuate professional character in military which is directly related to operational effectiveness. Despite of paradigm societal change over the years, time honoured values and traditions along with the expectations from the military personnel like loyalty, honesty, dedication, respect, courage etcetera have not changed significantly. It is operational effectiveness that requires the Army to have values and standards that are different from society [Values and Standards of the British Army. 2008]. To remain operationally effective it is essential to uphold distinct characteristics of traditional military way of life. Significant portions (75%) of service personnel consider it is important to uphold distinct characteristics of military way of life in BD Army [Source: Survey 2, 3 and 4].

Moral Character is Shaped by Family, Religion and Education long before an Individual joins the Army to make a living [Andrews. Kenneth Richmond. 1989]. So despite of having different and distinct entity, society as root organization has predominant role and influence on the ethical moral standard of military. The menace prevailing in greater society has serious detrimental effect on military society as well. The effects are manifested as few visible symptoms. Survey feedback also shows that the adverse impact on greater society due to societal changes have direct relation with manifested military vices caused due to greater societal evil [Source: Survey 2, 3 and 4].

Effect of Socio Cultural Changes on Military Values and Ethical Standard

A paradigm shift in ethical and moral values has taken place in our society. This has seriously degraded the standard of moral and ethical values in our organisation. Corporate culture, consumerism, individualistic ideology induced in society member to earn more, fulfil lust and greed ladder up in occupation at cost of anything where moral and ethical values goes background to get minimum consideration [Rahman, Md. Mahfuzur. 2015]. Loyalty to legitimate command and mutual respect both in vertical and horizontal peers is declining. Individualistic and self-centric ideology is degrading “service before self” motto. Compromising organizational interest for personal benefit is visible among military personnel. Survey shows significant respondents (80%) consider recent socio cultural changes causing declining trend in military values and ethos [Source: Survey 2, 3 and 4].

Degraded social values, and neglected religious values and teachings are contributing as root causes for the personnel of Bangladesh Army to become materialistic which eventually fade the military values and ethos [Rahman. 2008 and Islam. 2012]. Military personnel are increasingly getting involved in private business eventually indulging into legal complicacies. Lust for easy and quick money make person to land up into unethical means even into theft, robbery or extortion. Individualistic selfish ideology breed “my interest” psyche placing self-interest above organizational requirement. Survey feedback affirms 70% respondents consider recent socio cultural changes contributed in increased materialistic view in BD Army [Source: Survey 2, 3 and 4].

Ethical degradation is the most alarming detrimental aspect of impact of societal changes on military way of life. Like in greater society quick money and easy ladder up at cost of unethical means are disturbing professional environment. Survey feedback shows 90% respondents consider recent socio cultural changes responsible for ethical degradation in military society [Source: Survey 2, 3 and 4]. Mostly military personnel involve in financial misappropriation and illegal activities once they are exposed to opportunities especially in non-military outfits. Persons are involved in drug dealing and drug abuse as well. False and malign feedback by using mobile phone is very common in unit life. Military personnel are no more solely relying on own competence and ability to prosper in profession [Hossain. Md. Sharafat. 2015]. Thereby manipulation for promotion and posting is very common today. Self-interest, careerism and lack of pride in uniform appear to developing unholy compromising attitude and degrade moral uprightness of officer lot.

Indomitable aggression of foreign culture through Satellite Television and social media espouse values and culture seriously in contrast to our values and culture. So our military traditions, norms, customs and etiquettes which are rooted from our socio cultural and religious belief are being contaminated and threatened. Survey feedback shows considerable percentage (50%) of respondents opine recent socio cultural changes causing a fading trend in tradition, norms, customs and etiquettes of military life [Source: Survey 2, 3 and 4]. Visible reluctance is prevalent especially among young generation officers and soldiers in showing respect to military traditions as “out of fashion”. Reluctance in enforcing tough traditions, showing proper respect or maintaining strut turnout bearing are fading or getting compromised for Pedy gains.

Effect of Socio Cultural Changes on Family and Social Life in Military

In all recent surveys and write-ups at different levels it is portrayed that the interpersonal relationship in all tire of military have declined [AHQ Project Study. 2010]. Persons are more privacy conscious today. Instead of spending time with peers or compatriots military personnel prefer to enjoy private recreational facility or remain busy with electronic gadgets. Few are suffering careerism syndrome or involve in money making process. All these activities impede development of IR in army. Survey shows perception of service personnel about the influence of recent socio cultural changes on slack interpersonal relationship in Bangladesh Army is considerably negative (about 90%) [Source: Survey 2, 3 and 4].

The vices of greater societal change also increased illicit and extramarital relations in military society. Unethical uses of social media, communication gadgets and influence of satellite TV programmes have increased cyber centric obscenity and illicit relationship hiked at dangerous level [Hossain. Md. Sharafat. 2015]. Lack of ethical, moral or religious teaching causing disharmony in conjugal life. Broken family and rate of divorce are increasing in alarming way. Majority of the service personnel (about 90%) condemn recent trend of socio cultural change as enfeebling factor for traditional family bond in military [Source: Survey 2, 3 and 4].

Effect of Socio Cultural Changes on Workplace Environment and Professionalism in Military

Work place flexibility is one of the military’s “emerging issues” where members of the army are now looking for more flexibility and freedom. As our desire for flexibility recuperate our frustration and job dissatisfaction rises [AHQ Project Study. 2014]. Space for flexibility expressed in terms of poor turnout bearing or reluctance in tough regimental traditions and life. Recently flexibility demand encompasses the presence in various group official or social events or maintaining of stipulated timing in various occasions [Source: Survey 2, 3 and 4].

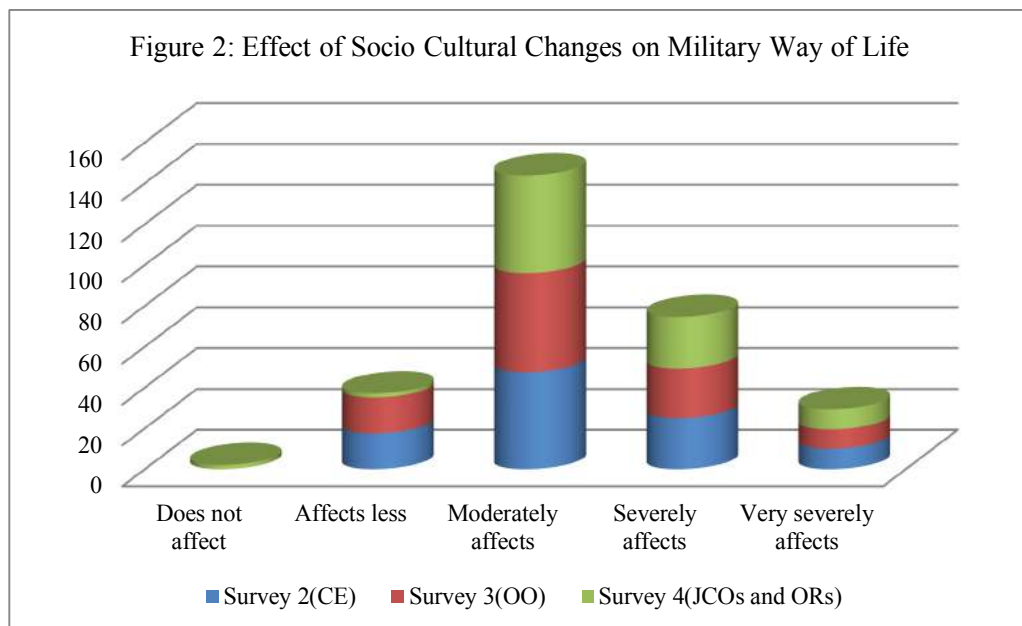
Recent globalization and expansion of the information technology has sharpened the differences of attitude and behavior or generational identity among different age soldiers and officers. A survey shows 80.7% of respondents opined that generation gap has

serious/extreme effect on mutual trust or respect, organizational cohesiveness [Naimul, Haque, S. M. 2011]. Lack of mutual trust and respect, deteriorated organizational cohesion, dented team spirit, lack of Job satisfaction and organizational commitment and above all lack of harmony in organizational socialization are few manifestation of effect of generation gap in present day context [Source: Survey 2, 3 and 4].

Hedonism of greater society induced quick money and easy ladder up psyche among service personnel adopting unethical means are disturbing professional environment. Present generation military personnel lack in foolhardy dedication and persuasive attitude in the assignment or goal. Today military personnel lack professional commitment thereby training efficiency has been degraded. Self-interest takes over professional requirement where even individual sacrifices organizational interest [Source: Survey 2, 3 and 4].

Summary of Findings

A substantial amount of socio cultural changes have taken place in greater society which has corrosive effect on military life. As a sub set of greater society, military society is also adversely affected by the recent socio cultural changes. Hence it can be inferred that adverse impacts on greater society due to socio cultural changes affect military society and life as well. Statistical significance on association of manifestation of adverse effect in military and socio cultural changes in greater society validates the same argument.



Source: Survey 2, 3 & 4

Remedial Measures to Offset Adverse Effects of Socio Cultural Changes on Military Way of Life

Socio cultural dynamics of our country is changing at fast pace and changes adversely affects the military way of life in Bangladesh Army. When certain changes in socio cultural arena creates detrimental effects on existing values and norms and society members recognize it then preventive and punitive actions are required to be taken [Earl Rubington and Martin S. Weinberg.1997]. Since military is a sub set of larger society we can neither deny the fact of association with greater society nor can resist or stop change and its impact on military way of life. However, if the preventive and punitive measures are adopted, those effects will be reduced; which will ultimately retain the distinct characteristics of traditional military life and enhance organizational efficiency. As such, possible remedial measures should be taken to offset and minimize the adverse effect of recent socio cultural changes.

To implement, the measures can be approached from two perspectives, Cultural Shift and Functional Reforms focusing the ultimate implementation plan in immediate, short and long term basis. We need to bring forward a wave of cultural transformation in the overall environment of soldiering to address the dynamic issue of socio cultural change. All the suggested measures will require to be covered by policy guidelines. The quintessence of such transformation encompasses both reshaping of our mindset and adoption of visible measures with a comprehensive objective of revising the social environment prevailing in the Army.

Uphold Military Traditions, Age Old Practices and Revive Pride in Uniform

In the effort of shielding our social purity we have to uphold age military norms, old practices and astute service traditions. Reemphasize on regimental life, improved interpersonal relation, promoting “honour above all” will bring a definite change [AHQ Project Study. 2010]. Professional up rightness must be encouraged instead of affirmatively moving on with all happenings around for sake of safe go.

Revival of Pride can be implemented through perception management and offering some privileges, like wider circulation of contribution and achievements, maintaining apolitical identity and extending organizational support to members in crisis. There is an existence of a relative sense of perceived deprivation amongst military personnel [AHQ Project Study. 2014]. Beside perception management by highlighting privileges and facilities good remuneration package will keep soldiering competitive and demanding.

Basic soldiering must be reinstalled. Basic military attributes in terms of turn out bearing, march and drill, saluting, spontaneous grooming of younger cohort and habitual respect towards senior and foolhardy dedication to orders and instructions must be revived in our day to day life. Traditional regimental life must be upheld and lived by all regiment members irrespective of ranks and files.

Create an Ethical Environment

Creating a culture based on moral excellence requires commitment among senior leaders to embody and develop two qualities in leadership: virtue and wisdom. Command environment must uphold culture of accepting constructive dissent and discourage destructive consent even against the predominate flow [Brookes, Stephen and Grint, Keith. 2010]. The pattern of senior leaders' behavior determines organizational values. Organization should be administered on an ethical benchmark. Increasing awareness and expanding information system will abreast members of organization with update of ethical standing.

Ethical training no longer to be regarded as an additional requirement, rather to be introduced as part of General Military Training [AHQ Project Study. 2015]. Ethical training should be imparted as organized training in different classes, cadres and courses at level of officers, JCOs and ORs. Exemplary ethical conduct must be recognized by a formal reward system [Source: Survey 2, 3 and 4].

Religion is the most binding rule which can shape human behavior. Being a strong tool can be used to motivate our men and officers. Religious Teachers need to be trained and guided accordingly, effort of which is already on. This should also be regarded as command function and commanders will have to take a lead role. This will help to develop the ethical and moral component of our overall fighting power.

Military values and ethos has to be upheld both by employing motivational and coercive enforcement. Junior leaders have to be sensitized and acclimatized who intern will infuse the same to subordinate. Scientific and effective motivational training by professional psychologist and experts has to be imparted in the army [Hasan, M. Kamrul. 2015]. Motivational training package may be introduced in different level of courses for all level of commanders.

Effective monitoring system supervising the use of modern electronic gadgets should be enforced strictly. Survey feedback suggests use of internet and social media should also be regulated to guard against cyber centric obscenity and compromise of information security [Source: Survey 2, 3 and 4]. Institutionally, it has to be recognized that use of modern technological gadgets and facilities should not be treated as freedom and must impose control on its use.

A general feeling prevails that attractive appointments and promotions are at times influenced and manipulated. Though these happenings are very rare, still such feeling breeds unhealthy competition, exploitation and over submission. Result of promotion board should be more transparent. Reasons for promotions superseding TRACE value should be circulated to concern officers. Manipulations in posting must be seriously discouraged.

Continuity of effective monitoring and accountability has to be effected for personnel engaged in outside military outfit. Profit making concerns has to be restricted and

military involvement in non-military assignments may be limited considering professional reward. Assignments where there are opportunities of ethical breaches should be kept to a justifiable limit considering ethical vulnerability. Once military personnel revert to organisation a realignment programme may be conducted.

Accommodate Positive Changes

Change is irresistible and undeniable. Military as a community within the Society has hardly any role in shaping the external world. We have to accommodate positive aspects of societal changes without compromising core military values. Besides our mind set has to be reoriented. We have to take into cognizance the change of generation in the society and set our way of dealing. Without alienating the new generation with a conservative mindset we have to promote atmosphere of mutual empathy and respect.

Being a hierarchical organization abridging gaps between generations remains primarily senior sect's responsibility while junior echelons accounted for appropriate response. A conducive command climate will ensure positive breathing through open forum discussion at regular interval, create atmosphere of fellowship, keep open communication channel and atmosphere of mutual empathy and respect.

Punish Ethical Violations

We have to up hold our military values and ethos both by employing motivational and coercive enforcement [Akhtar, Nasim. 2015]. Strict enforcement of laws, rules and regulations will maintain healthy ethical environment where punishment and reward culture must be upheld. Traditional military practices, norms and ways have to be installed and no compromise to be made for cheap popularity or in name of making life easy. Ethical breaches must be dealt vigorously through "Carrot and Stick" method. In administering discipline a harmonized punishment scale for common ethical violations may be promulgated.

RECOMMENDATIONS

Basing on the findings of the research, following recommendations are made to offset the adverse effects of recent socio cultural changes in order to uphold and improve the military way of life in BD Army:

- a. A policy guideline on the necessity of cultural shift in offsetting the adverse effects of recent socio cultural changes on military way of life in Bangladesh Army should be given with special focus on the followings:

- (1) Personnel Service (PS) Directorate may circulate a policy guideline highlighting Organizational Ethical Standard and Ethical Doctrine delineating organisational standard apart from values and ethos. It may also underline the responsibilities of CEs, OOs and, junior leaders in case of any ethical breach.

(2) PS Directorate may circulate a policy guideline to streamline and harmonize the administering of disciplinary action in case of particular ethical breach.

b. A plan for achieving the functional reforms may be undertaken with special emphasis on the following aspects:

(1) Military Training (MT) Directorate may form a board of officers to review the existing ethical and motivational capacity building training for officers. A special Ethics and Scientific Motivational Skill module of suitable duration may be introduced in courses like, Basic Course, Junior Command & Staff Course, Mid-Career Course, Unit Command Course, Army Staff Course, armed forces war course and national defence college etcetera focusing on the military ethics and scientific motivation capability of a commander. Syllabus and duration may vary with level of the courses.

(2) Army Training and Doctrine Command in consultation with MT Directorate may form a board of officers to see the feasibility of incorporating a special Ethics and Motivational Skill module of suitable duration in all promotion cadres, courses like various Individual Training (IT), NCO's Advanced Course, Sergeants Course and Warrant Officer Course etcetera. Ethics and Motivational Skill may be incorporated as a separate lesson in the formation and institutional training system.

(3) PS Directorate may circulate a policy guideline highlighting the importance of supporting military personnel in bonafide cases with all out legal and organizational assistance to instill and shape mindset regarding pride in uniform.

(4) Adjutant General's Branch in coordination with Military Intelligence Directorate, Military Secretary's Branch and concerned records, may form a board of officers to find out suitable modalities for selecting and monitoring officers and soldiers employed outside military outfits.

(5) Ethical excellence must be recognized by a formal reward system. It may be an incentive in the form of certificate of commendation or recognition. Such reward should have impact on promotion, posting and other career decisions. Incentives like "Formation Commander's Commendation", "Soldier/NCO/JCO of the year" etcetera at different levels may be introduced. The achievements may be circulated in army periodicals and journals.

(6) Information Technology Directorate in coordination with PS Directorate may form a board of officers to find out suitable modalities for regulating and monitoring internet and communication gadgets in order to check unethical use and security breach.

CONCLUSION

Recent socio cultural changes have significantly impacted military way of life and military society, mostly in negative way. As a sub set we can neither deny the fact of association nor can resist or stop socio cultural change of greater society and its impact on military life. There are few distinct significant changes in overall socio cultural fabrics of Bangladesh. Individualistic and materialistic view, declining trend in religious influence and ethical standard, lenient IR and family bond, mutual trust and respect, eroding social values, norms and positive attitude, aspiration of personal freedom and above all lack of resistance against social menace and acceptance for ethical breach are the most important recent changes identified which are incompatible to the core values of our society.

Military life characterized to be traditional; based on time honored customs, norms and etiquettes, it promotes collectivism and interdependence, the society is based on innate interpersonal relationship and it is a coherent society. It maintains certain ethical standard and defined military values and ethos which perpetuate the professional character of military personnel. So the recent socio cultural changes conflict with core values of military way of life. Manifestation of socio cultural changes of greater society on military life are slack inter personal relationship, increased materialistic view, increased family problem and disharmony, declining trend of values and ethos, declining trend in ethical standard, fading trend in tradition, norms, customs and etiquettes, preference for flexibility and leniency, generation gap and lack of professional commitment. These are vices which found to be influenced by outside societal changes.

To minimize and offset the adverse effects certain remedial measures have to be adopted in order to maintain a relative purity and immunity of military society. The suggested remedial measures to offset adverse effects may be undertaken in two approaches: 'cultural shift' and 'functional reform' focusing them to be implemented as 'immediate', 'short' and 'long' term basis. Cultural shift should aim at reviving the pride in uniform, uphold traditions and age old practices, respond to positive changes and positive attitude to accommodate space for newer generation. More so, some functional reforms such as ethical training, instilling religious belief and practices, implementing basic soldiering, regulating use of IT and social media, making military profession competitive through incentives, ensuring conducive command climate, motivational tools in compliance of values and ethos, monitoring personnel outside military outfits, transparency in promotion and posting, sound family life, creating ethical environment, recognizing exemplary ethical conduct and punishing ethical violation etcetera are essential to offset the adverse effects of societal changes. Implementation of suggested measures will enhance organizational strength of BD Army and improve its operational efficiency.

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Survey 1 Perception of Different Segment of Society Regarding the Manifestation of Effects of Socio Cultural Changes.

Survey 2 Perception of Command Echelon Regarding the Influence of Socio Cultural Changes on Military Way of Life.

Survey 3 Perception of Other Officer (less command echelon) Regarding the Influence of Socio Cultural Changes on Military Way of Life.

Survey 4 Perception of Junior Commissioned Officer and Non Commissioned Officer Regarding the Influence of Socio Cultural Changes on Military Way of Life.

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IMPACT OF VALUE-BASED APPROACH ON THE PROFESSIONALISM OF THE JUNIOR OFFICERS IN BANGLADESH

Major Mahmud Hasan, Infantry

ABSTRACT

Military, being essentially a value-based profession, warrants value-based approach by its members to pursue professionalism. However, a shift in approach among the officers' corps has been observed by renowned military sociologists worldwide. In Bangladesh Army also, there is a growing trend among Junior Officers (JO) to view military service as a job or occupation rather than service. Previous researches on fostering professionalism in Bangladesh Army primarily focused on skill development, training, and education. However, the impact of instilling value-based approach among the JOs and its corresponding effect on their professionalism remained unexplored. At this backdrop, this research seeks to identify the impact of value-based approach on the professionalism of the junior officers in Bangladesh Army. In the research mixed method of qualitative and quantitative analysis coupled with expert interviews and focused group discussions were used. Initially, prevailing approaches of junior officers were identified. Then, the attributes of value-based approach and parameters of professionalism were identified. Finally, the impact of value-based approach on the professionalism of JOs was determined. Thus, researcher proved the hypothesis: 'Instilling value-based approach among the junior officers will promote their professionalism'. At the end, an implementable strategy was outlined. The strategy includes, restricting societal influence, reemphasizing leaders' role, refining organizational culture, and reorienting junior officers' attitude. The suggested strategy seeks to minimize external influence of the society, family, and individual upbringing and lays stress upon organizational strengths of valued tradition. It also reiterates the need for establishing a moral and ethics center to forge a value-based ethical command climate within the organization.

INTRODUCTION

Military service across the globe is founded on the rock-solid edifice of time-honoured values. Universal values like loyalty, honour, selfless service, and commitment have inspired men and women in uniform to sacrifice lives in the call of duty. Essentially, the values of military are the lifeblood of any functional army. Worldwide military profession is regarded as a service of a greater cause. However, a shift in approach among the officers' corps has been observed by renowned military sociologists. The shift of approach from 'Institution' to 'Occupation' is a concern for many armies across the globe. In Bangladesh Army also, there is a growing trend among JOs to view military service as a job or occupation rather than service.

Constant pursuit of professional excellence by the officer corps is the hallmark of any professional army. A professional officer is imbued with the ideal of service to the nation. JOs being the driving force of the army, must constantly strive to foster professionalism among themselves to emerge as a competent and credible leader. Previous researches on

fostering professionalism in Bangladesh Army primarily focused on developing skill, leadership, training, education, etc. However, the impact of instilling value-based approach among the JOs and its corresponding effect on their professionalism remained unexplored. This research, therefore, shall explore the significance of instilling value-based approach on the professionalism of JOs in Bangladesh Army.

Military, being essentially a value-based profession, warrants value-based approach by its members to forge professionalism. The same was found out during pre-hypothesis study. The present approach held by JOs is observed to be 'Occupationalist' resulting dismal professional output. It has been felt by the researcher that instilling the value-based approach can play a significant role on promoting professionalism of JOs in BD Army. The research result can provide important recommendations to instill and infuse value-based approach as an important tool towards better professionalism of JOs.

This paper will attempt to unveil a new understanding on the professionalism through instilling values. In doing so initially it will critically analyze prevalent approaches of JOs, its causes and attributes of value-based approach. Then it will identify and analyze the impact of the attributes of value-based approach on the parameters of professionalism. Finally, the paper shall suggest implementable strategy for instilling value-based approach among the JOs to promote professionalism.

PREVALENT APPROACH TOWARDS MILITARY SERVICE AMONG JOs, CAUSES OF DECLINE AND ATTRIBUTES OF VALUE-BASED APPROACH

General

Military profession warrants its members to be patriotic, dedicated and committed professionals imbued with the values of selfless commitment and sacrifice. Military service embodies some of the core values of human life, and it produces character that inspires admiration and respect. Unfortunately, in recent time a creeping trend of materialism and cosmetic approach to the profession has been noticed which is detrimental to the dedication of all ranks towards the profession. As a result, growing number of JOs are joining the military service being devoid of the essential values.

Now a days JOs are approaching military profession without due regards to its essential values. This is a growing perception among the CE and MO. This perception was taken as a starting point for the research. This perception was statistically tested during this study. All the respondents except the JOs clearly agreed to the phenomenon.

Likely Causes of Decline of Value-based Approach among JOs

Societal degradation is one of the major causes of the decline in value-based approach. With the social decline, family values are also on the decline. It was also observed that decline of family values has a profound impact on the JOs outlook. JOs inherit the values from their family. With a sharp contrast from earlier days, most educational institutions do not impart lessons on values, ethics, and morality. Cultural

impingement is an inevitable outcome of globalization. It has caused a huge psychological revolution in the country. 'Ethical Values', 'Honesty', 'Honour' and 'Prestige' got faded. To be accustomed with the modern culture, one needs money and wealth, this breeds materialistic attitude in the officers (19 Division, 2012). JOs look upwards for role models to follow. With existing shortage of officers in the unit and lack of involvement of MOs, JOs are deprived of finding perfect role model to follow. JOs need proper guidance and grooming to grow up with proper values. Prevailing culture of Facebook and internet addiction has reduced the magnitude and charm of regimental life. Therefore, JOs are deprived of the chance to be groomed under guidance of MOs, and CEs. With the rise of materialistic mindset JOs consider military service as any other job. Materialistic psyche affects the sense of patriotism as it calculates everything in terms of possible returns. As a result JOs hardly believe in honour and pride of the profession rather, look for what the country is offering them in terms of wealth and money. The traditional bond and cohesion also got infected.

Growing number of JOs consider career progress and self-interest before the interest of the service, organization and unit. This approach of careerism is an outcome of the decline in value-based approach. There is a perception in the society that BD Army will never require to fight any war. This perception in the civilian society has a profound negative impact on the mindset of JOs. JOs do not take the job of defending motherland so seriously.

Attributes of Value-based Approach

Individual drive and initiative is an outcome of a person's internal values. A JO imbued with values will display indomitable drive and initiative in every facet of military service. A well-motivated JO displays positive attributes that help him to achieve professionalism. A truly motivated JO becomes an asset for his unit or sub-unit. A motivated JO also motivates other members of the unit. A JO imbued with patriotic zeal embodies the core essence of military service. Therefore, he strives to attain professional standards. Patriotic zeal is the bedrock of military profession. Without patriotic zeal an officer loses the purpose of existence. Pride and honour being essential attribute of value-based approach have profound impact on the parameters of professionalism. When a JO takes pride in his profession and feels honoured to have the privilege of serving the nation, he tries to achieve professional excellence. Devotion and dedication can be gleaned as a significant output of value-based approach. JOs are most likely to be devoted when they are imbued with the essential army values. Devotion can have direct impact on the professionalism. A JO inspired by the values of BD Army will surely demonstrate integrity of character. Therefore, integrity of character is another significant attribute of value-based approach. A JO possessing integrity of character will attain professional standard within a short time. A JO who enshrines the army values will most certainly display ethical behavior. His personal conduct and activities will be governed by the ethical limits approved by the values. Therefore, ethical behavior also impacts the professionalism.

AN ANALYSIS OF THE RELATIONSHIP BETWEEN VALUE-BASED APPROACH AND PROFESSIONALISM OF THE JOs IN BD ARMY

Parameters of Professionalism

In order to derive the parameters of professionalism the researcher turned towards Samuel P. Huntington and his classic 'Soldier and the State'. This seminal work on military service delineated expertise, responsibility, and corporateness as three cardinal parameters of professionalism (Huntington, 1957). Through content analysis, interviews, and FGDs other subdivision of these three parameters emerge.

Professional Competence. Professional competence is the ultimate manifestation of professionalism. A carrier soldier continuously strives throughout his carrier to attain competence. Competence composes the critical element of expertise. An officer who understands the demands of his profession can ultimately strive to obtain the professional standard. Professional competence entails effective training and performance. Competence does not mean mere meeting minimum standards, rather striving towards excellence. Therefore, it is an indispensable parameter of professionalism.

Knowledge. Knowledge constitutes an inseparable part of professionalism. An officer regardless of service length or arms or services, need to have knowledge on the basic nuances of the profession. Professional knowledge forms the basis of the Huntington's notion of 'Expertise'. This knowledge is acquired through sustained process of edification within the service.

Skill. Huntington's concept of expertise can be further divided to skill. Military profession being a special one requires its officers to master special set of skills. Specialized training in the army focuses on developing these skills. A JO can attain professional standard by honing his military skills related to communication, leadership, physical efficiency, and weapon handling etcetera.

Sense of Duty. A sharp sense of duty is an essential prerequisite of professionalism. A JO must display dutifulness to establish himself as a professional service person. He must fulfill the obligations placed upon him by the unit or organization. A JO fulfills his obligations towards his under-commands and unit at the best possible manner. Strong sense of duty sets apart a professional officer from an unprofessional one.

Commitment. On joining the army, all members accept a commitment to serve whenever and wherever they are called for. Such commitment imposes certain limitations on individual freedom, and requires a certain degree of self-sacrifice. Ultimately, this commitment may even require soldiers to lay down their lives. Commitment is reflected in the wording of the Oath of Allegiance which is taken on attestation of each officer at passing out. This Oath of Allegiance embodies the core context within which all officers of BD Army train, and serve. Deep and sincere personal commitment is the foundation of military service. Therefore, the measure of professionalism of a JO rests upon the commitment he or she has.

Selfless Service. Selfless-service signifies the proper ordering of priorities by placing the welfare of the Nation and the organization before individual. The notion of selfless service underpins the values of military profession. Selfless service is a commitment as a team member to go a little further, endure a little longer, and look a little closer to see how we can add to the effort of the unit, platoon, or company. Fellow soldiers and the mission must always come before personal comfort or safety. A JO's professionalism can be measured through his understanding and observance of this notion of selfless service.

Discipline. The essence of self-discipline lies in the subordination of personal considerations to the collective interest. A true professional upholds discipline at all cost. Disciplined behavior is one of the hallmarks of professionalism. JOs in the BD Army are responsible for developing and maintaining discipline in the units and sub-units. JOs without concern for military discipline cannot reach the desired professional standard.

Cohesion. Cohesion at unit or sub-unit level defines the standard of any military outfit. Cohesion is the bonds of trust between members of a team. Cohesive units train better and can display greater strength in the face of adversity. JOs act as the vital glue to foster cohesion. JOs also help to galvanize organizational cohesion which is built on history and traditions. Cohesion cannot be measured in an individual or in a unit. However, it can very well be observed and felt. The measure of cohesion is an important parameter of professionalism for a unit and individual men in uniform.

Teamwork. The Army as an organization is a team. The basic premise of the profession of arms entails all its members to work together as an entity. Experience shows that Soldiers are most willing to perform for the other members of his unit or subunit. It is incumbent on a JO to build the trust and commitment among unit members to accomplish unit missions. To forge teamwork, a JO requires to display patience, good interpersonal skills, and an understanding of the soldiers, psyche. Therefore, an innate understanding of teamwork is a parameter of professionalism.

Esprit de corps. Esprit de corps is a shared belief that all members of a military outfit enshrines. It makes them feel different and better than other people of the society. Esprit de corps is defined as a phrase being: "A spirit of jealous regard for the corporate honour and interests, and for those of each member of the Body as belonging to it." Esprit de corps is defined in the Collins Dictionary as: "...consciousness of and pride in belonging to a particular group; the sense of shared purpose and fellowship". This notion is often the foundation of loyalty and devotion. Therefore, at individual and organizational level, it is an important parameter of professionalism.

Impact of the Attributes of Value-based Approach on the Parameters of Professionalism

Individual drive and initiative is an outcome of a person's internal values. A JO imbibed with values will display indomitable drive and initiative in every facet of military service. A well-motivated JO displays positive attributes that help him to achieve professionalism. A truly motivated YO becomes an asset for his unit or sub-unit. A

motivated JO also motivates other members of the unit. A JO imbued with patriotic zeal embodies the core essence of military service. Therefore, he strives to attain professional standards. The surveys also produced equal results of association. Pride and honour being essential attribute of value-based approach have profound impact on the parameters of professionalism. When a JO takes pride in his profession and feels honoured to have the privilege of serving the nation, he tries to achieve professional excellence. Respondents equally emphasized that a sense of pride and honour make its mark on all the parameters of professionalism. Devotion and dedication can be gleaned as a significant output of value-based approach. JOs are most likely to be devoted when they are imbued with the essential army values. A JO inspired by the values of BD Army will surely demonstrate integrity of character. Therefore, integrity of character is another significant attribute of value-based approach. A JO possessing integrity of character will attain professional standard within a short time. Therefore, integrity of character will impact on the parameters of professionalism. Ethical behavior is another important attribute of value-based approach. A JO who enshrines the army values will most certainly display ethical behaviour. His personal conduct and activities will be governed by the ethical limits approved by the values. Therefore, ethical behavior also impacts the parameters of professionalism.

STRATEGY TO INSTILL VALUE-BASED APPROACH AMONG THE JOs TO PROMOTE PROFESSIONALISM

Strategy to Instill Value - based Approach

Restricting Societal Influence. Human values, approach and outlook are shaped by society, family, and educational institutions. These are deeply rooted in every individual's character and cannot be completely eradicated overnight. However, societal impact of materialism, self-interest driven attitude, perception of national security can be minimized.

Measures to Restrict Societal Influence. Societal influence can be restricted through three pronged approach. It entails careful selection of candidates so that truly motivated candidates, willing to a dedicated lifetime service to the nation can be selected. On the other hand, training in BMA should indoctrinate a potential officer rigorously so that his approach can remain steadfast and value-based against all odds. Moreover, popular perception of national security that BD will never require to fight a war must be eliminated. That will create a sense of urgency to the profession of arms. With the combination of these three approaches, societal influence can be minimized and restricted.

Reorientation and Realignment of JOs. Reorientation and realignment of JOs from self-interest based approach towards value-based approach can be done through constant motivation, creating awareness, and introducing an effective system of reward and punishment. JOs displaying exemplary dedication must be rewarded in tangible term to create inspiration and role model for others to follow. At the same time, JOs must be made aware about the enduring essence of military service with firm theoretical understanding through courses, study period and seminars.

Organizational Role. Army's role is most crucial in instilling value-based approach among the JOs. Army as an organization must address the issue by acknowledging the existence of such a decline in the value-based approach. Therefore, its leadership must play instrumental role to instill value-based approach across rank and file.

Role of Leadership. Assessing the standard of moral and values of the organization is the important role of leadership. There is a necessity in the organization to constantly observe, monitor, assess, and report the state of values, ethos, morale, and moral elements of combat power. There is no such practice in our army. Army leadership may establish an organization within the army to constantly monitor the trend of army's morale, ethics, and values among all ranks. It may play instrumental role in identifying the drift in morale and values, and, therefore, propose plausible measures to arrest any gross deviation.

Refine Organizational Culture. In the army prevalent environment does not always encourage value-based approach. Often the focus remains on the results or achievements oriented without much concern for the means adopted. As such, an environmental change in the command affairs is also necessary to encourage value-based approach (SWOT). CEs, MOs and superior officers should allow maintenance of core values at all cost. A top-down approach as regards to direction, guidance, and philosophy is needed. Besides, following practices must be curbed to develop value-based leadership in the organization.

Re-instill Pride in Uniform. In order to instill value-based approach, pride of uniform service must be revived and reinstalled. Any JO must feel honoured to serve in uniform as an officer. If this pride of being a military officer can be revived, JOs will have a better outlook towards their profession.

Refine Professional Evaluation Criteria. Professional evaluation criteria must reflect a JOs' approach and values towards service. Ethics, values and ethos should be made mandatory in the assessment system of officers with inclusion of army values. Character training and assessment of BMA must continue for any officer during his service career. Officers' character traits must be reflected in the performance of the courses of instructions in different schools of instructions. Apart from theoretical knowledge and instructional ability, an officer must be evaluated based on his character also.

Reinforce Army Values, Cultures, and Tradition. Traditions, values, and beliefs keep an organization united and cohesive. Military traditions and values must be displayed and upheld at any cost. The existing values, cultures, and tradition must be reinforced at all level to embed those in hearts and minds of the JOs.

CONCLUSION

Constant pursuit of professionalism is the ultimate goal for the officer corps of any modern army. JOs being the lifeblood of BD Army is also expected to pursue professionalism with appropriate spirit. JOs require to attain professionalism through

constant edification, training, and practice. Over the period, means and methods of attaining professionalism were confined within training and education. Moral edification of JOs through instilling a value-based approach and outlook remained overlooked. Due to societal shift, drift in organization culture, and national threat perception, JOs' approach towards service has turned self-interest oriented. At that backdrop, this research made an attempt to investigate the relationship between value-based approach and the professionalism of JOs in BD Army.

In an attempt to analyze the present state, the research firstly identified the current approach and outlook hold by the JOs towards profession. It also tried to identify the probable causes of perceived decline in the value-based approach. Then it focused on the attributes of value-based approach. Through interviews, Focused Group Discussions (FGDs) and content analysis, initially a current approach and its causes were identified. Later on those were tested through surveys. Societal degradation, decline in family values, lack of practice on values in educational institutions, cultural impingement, shortage of role models, guidance in the unit, rise of materialistic attitude, ride of careerism and perception on national security were identified as the important causes for the perceived decline of value-based approach among JOs. It is also observed that the cumulative effect of these causes have a corresponding deteriorating impact on the professionalism of JOs. This in the long run may cause a decline in the organizational efficiency of BD Army to a greater extent.

After evaluating the present approach held by the JOs and probable causes, the researcher then analyzed the attribute of value-based approach. Through content analysis, interviews, FGD and survey few commonly perceived attributes emerged. Drive and initiative, motivation, patriotic zeal, pride and honour, devotion towards service, integrity of character and ethical behavior were commonly believed attributes. Having analyzed the attributes, parameters of professionalism were identified to establish a relationship. In doing so, parameters of professionalism were identified through content analysis and tested through surveys. While analyzing further, it was observed that CEs, MOs and JOs equally agreed to the universally accepted parameters of professionalism.

Having identified the attributes of value-based approach and parameters of professionalism, the association between them was analyzed. Each intangible attributes of value-based approach was evaluated against all the parameters of professionalism in order to find its corresponding impact. Respondents' opinions were also asked to validate the association. Through survey, interviews, and FGD, it was found that each of the attribute of value-based approach largely impacts the parameters of professionalism. Finally, through subjective and objective analysis, it was inferred that the attributes of value-based approach positively impact all the parameters of professionalism. This indicated that instilling value-based approach among the JOs would promote their professionalism.

Implementable strategy to instill value-based approach among the JOs were derived from SWOT analysis, FGD, interview, content analysis, and finally tested through survey. The strategy includes restricting societal influence, reemphasizing leaders' role,

refining organizational culture, reorient JOs attitude, re-instilling pride in uniform, rebuilding security perception, reinforcing army values, rewarding value-based behavior, and reforming professional evaluation criteria. The suggested strategy seeks to minimize external influence of the society, family and individual upbringing and lays stress upon organizational strengths of valued tradition. It also reiterates the need for establishing a value-based senior leadership and ethical command climate.

Implementation of this strategy can only be ensured through an integrated approach by all corners; senior leadership in the army, CEs, MOs and JOs. CE should wholeheartedly come forward to ensure that a value-based leadership environment exist in the unit. Value-based approach cannot be instilled unless JOs are truly motivated to embody them. Finally, MOs must act as the critical link and should assist both CEs and JOs in creating a healthy environment that promotes value-based approach and professionalism.

In implementing the above mentioned measures, challenges are likely to be of three folds. The first one is accommodating additional emphasize on values within existing training system and requirement of new organization to start. The second challenge will be to overhaul existing mindset at all level. The third challenge will be negating overwhelming impact of societal degradation of values and its fall out on the JOs.

RECOMMENDATIONS

Basing on the findings of the research, following are the recommendations to instill value-based approach among the JOs to promote their professionalism:

- a. **Introduction of ‘Army Moral and Values Centre’.** An organization named ‘Army Moral and Values Centre’ may be established under ARTDOC. This organization will continually analyze, monitor, assess the moral climate within the organization, identify trends and drifts to advise command channel with remedial measures. They will also provide required coaching, counselling, mentoring, and consultancy to the affected group/ personnel within the organization.
- b. **Continuation of Institutionalized Character Training.** Character training and assessment for officers may continue in training institutions to sustain the values instilled by BMA. Officers may be assessed three dimensionally with a grading on **C** for ‘Character’ in addition to existing **B** for ‘Knowledge’ and **Y** for ‘Instructional’ abilities.

This research opens up room for further research on following issues:

- a. A larger sample may be taken for further validation of the hypothesis. Suitable statistical tests may be carried out on the data to retest the validity.
- b. A through research on the feasibility and modus operandi of ‘Army Moral and Values Centre’ may be undertaken to constantly assess and guide army’s morale and values.

- c. A detail research on the feasibility and modality of introducing grading on 'Character' alongside 'Knowledge' and 'Instructional ability' to evaluate performance of officers in the training courses may be undertaken.

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MOTIVATIONAL FACTORS INFLUENCING SOLDIERS' FOR AVAILING THE OPPORTUNITY OF THE EXTENDED SERVICE LENGTH IN BANGLADESH ARMY

Major Mohammad Mahfuz Ur Rahman, Artillery

ABSTRACT

Industrial restructuring, economic progression, technological changes and intensified global competition have changed the nature of work gradually. Despite the transition in the conceptualization of work across the world, the military profession exists to serve the nation. Herzberg (1959) argues that peoples are motivated by internal values (achievement, recognition, the work itself, responsibility, advancement and growth) rather than values that are external to the work. The study of why individuals' engage in military service is often categorized the diverse set of motivators via the analytical framework of Moskos' Institutional and Occupational (I-O) model (1977). With the changing demand, authorities are continuously taking several initiatives for the welfare of men in Bangladesh Army. One initiative was extension of service for two years for all ranks on voluntary basis. But the response was poor. Which have raised a serious question as to what are the reasons for low acceptance rate? What elements do drive (motivate) the present day soldiers? How to address these motivational issues of the soldiers? Survey was conducted among the soldiers and officers from Bangladesh and overseas to reveal the causes and scenarios in different armies. Survey of soldiers from different arms and services identified that they are mostly comparing the tangible/intangible benefits getting from the organization. They also have issues with the nature of work and working environment. Such occupational shift of soldiers may hamper ethos (values) of the organization. Several initiatives have been taken by the authorities; still there are rooms of improvement. Researcher attempts to bring out some suggestive measure to address the issue. The Research suggests that the issue can be addressed by a collective measure of short term and long term approaches. Short term approach should address the causes related to occupational motivation by conducting regular motivation class and giving flexibility to soldiers. In long term approach, a materialistic benefit needs to be addressed. Finally, the research proposes an implementation of a continuous attitudinal assessment which can regularly reflects the motivation of soldiers in unit/formation.

INTRODUCTION

A person's decision to join military service is complex phenomenon. Dedication is one of the prime requirements of the military service. But, the traditional views of military profession have taken a new shape at present state. Issues like financial solvency, education of children, disrupted family life, social values, corporate culture and interpersonal relationship have emerged as the challenges for the motivation and dedication for military personnel (Study Period, 2014).

With the changing demand, authorities are continuously taking several initiatives for the welfare of men in Bangladesh Army. One initiative was extension of the service for two years for all ranks (Junior Commissioned Officers (JCOs) and Other Ranks (ORs) (Army Instruction (AI) 1/2013) on voluntary basis. But the response (rate) for extension of service was poor. From researcher personal experience in serving in different units and informal interaction with soldiers of different ranks, there are some sort of motivational factors worked behind their decision making. Which raised serious question as to what are the reasons for low acceptance rate? And how to address these motivational issues of the soldiers. The study of why individuals' engagement in military service is often categorized the diverse set of motivators via the analytical framework of Moskos' Institutional and Occupational (I-O) model (Moskos 1977).

Moskos's initial formulation of the institutional versus occupational model asserted the key claim that "the overarching trend within contemporary military is the erosion of the institutional format and the ascendancy of the occupational model" (Moskos, 1977). An institution is legitimated in terms of values and norms, i.e. purpose of transcending individual self interest in favour of higher good. Occupational model implies priority of self-interest, is identified specific jobs or roles and is less inclined to sacrifice for the common good.

Following the I-O model this study will contribute to the existing literature by identifying reasons for extension/ not extension of service by soldiers; perception of soldiers about military service - doing a job (Occupational) or calling for country (Institutional); and identifying the motivating factors.

AIM

The aim of this paper is to identify the motivation factors of the soldiers of Bangladesh Army that drives them for availing the opportunity of extended service.

Research Questions. While carrying out reserch the following questions where identified.

a. **Primary Question.** *Is it institutional or occupational motives that drives soldiers' for availing the opportunity of extended service?*

b. **Secondary Questions**

(1) What is the response rate amongst the soldiers in different units/ arms and services of Bangladesh Army for extending the service?

(2) What are the reasons for extension or not extension of service length by the soldiers?

(3) Whether there is occupational or institutional shift shown by the soldiers of Bangladesh Army?

Research Hypothesis. The following hypothesis will be tested on the basis of response variable-

- a. H_1 : *Institutional Motivation Drives Soldiers for extension of service.*
- b. H_2 : *Occupational Motivation Drives Soldiers for extension of service.* However, to prove hypotheses several hypotheses test will be conducted.

Research Design. Researcher intends to prove the hypotheses by following a Mixed-Method Study Design. Data received from primary and secondary sources were analyzed by Statistical Package for Social Science (SPSS) version 16.0 (Chicago, IL) and Microsoft Office Excel (2007). Graphical presentation was made using appropriate bar, charts, and tables for representing the results. For inferential statistics and hypothesis testing – Two Independent Sample T Test (Mann Whitney U Test -To identify the opinion differences), and Correlation and Logistic Regression Analysis (To establish the relationship between motivational factor and to determine the estimated model for occupational and institutional motivation drives soldiers for availing the opportunity for extension of services).

COMPARATIVE STATEMENT OF SERVICE POLICY CHANGES, SCENARIO IN DIFFERENT ARMIES AND THE RESPONSES OF SOLDIERS' FOR EXTENSION

Vide Public Servants (Retirement) Act, 1974; the retirement age of every public servant was fifty seven (57) years. The amendment was made at three stages. The last amendment was on year 2012. The Act is renamed as 'Public Servants (Retirement) Act, 2012'. The retirement age of public servant irrespective of post is increased by two (2) years at the age of fifty nine (59) years As like the changes made in retirement age of public servants, several changes were also made to Bangladesh Army with regards to length of services. Major changes took place in three stages:

- a. AI 65/64
- b. AI 2/88
- c. AI 1/13

Table 1: Service Length of Soldiers as per AI 2/88 and 1/2013

Serial No.	Rank	Length of Service as per AI 2/88		Length of Service as per 1/2013	
		Selected Grade	Other Grade	Selected Grade	Other Grade
1.	Soyar/ Saper/ Sipahi/ Soldier	21	21	23	23
2.	A L D/ Lance Naik/ Lance Corporal (L Cpl)	22	22	24	24
3.	L D/ Naik/ Corporal (Cpl)	24	23	26	25
4.	Dafadar/ Havildar/ Sergeant (Sgt)	25	24	27	26
5.	Naib Risaldar/ Naib Subedar/ Warrant Officer (WO)	28	27	30	29
6.	Risaldar / Subedar/ Senior Warrant Officer (SWO)	30	29	32	31
7.	Risaldar Major/ Subedar Major/ Master Warrant Officer (MWO)	33 years or 5 years in service in post (Whichever is earlier)		35 years or 7 years in service in post (Whichever is earlier)	

Source: Army Instruction (IRP : Rahman,2015)

There are mixed method of both service length/ and age both are used in different countries. Comparing to socio- economic conditions of Bangladesh, the service length of soldiers are similar to that of India, Myanmar, Indonesia and some of the African countries. The developed countries like USA and China as well as Sri Lanka are following the same strategy of getting their army young by following lesser length of service in junior rank.

Responses to Extension of Service by the Soldiers of Different Arms

According to AI1/2013, all serving soldiers of Bangladesh Army were instructed to submit their “option certificate” to their respective unit/ installation by 30 April, 2014.

Table 2: State of Response for Extension – Arms/Services

Serial No.	Arms/Services/Corps	Total Number of Troops	Total Opted for YES	% Opted for YES	Total Opted for NO	% Opted for No
1.	Armoured Corps(AC)	3576	1062	29.70%	2514	70.30%
2.	Regiment of Artillery (Arty)	17083	4162	24.36%	12921	75.64%
3.	Corps of Engineers (Engrs)	12730	5153	40.48%	7577	59.52%
4.	Corps of Signals(Sigs)	8739	3006	34.40%	5733	65.60%
5.	East Bengal Regiment(EB)	28246	10248	36.28%	17998	63.72%
6.	Bangladesh Infantry Regiment(BIR)	23692	8431	35.59%	15261	64.41%
7.	Army Service Corps(ASC)	7690	4240	55.14%	3450	44.86%
8.	Army Medical Corps(AMC)	6045	4610	76.26%	1435	23.74%
9.	Army Ordnance Corps (Ord)	3229	2166	67.08%	1063	32.92%
10.	Corps of Electrical and Mechanical Engineers (EME)	8735	6913	79.15%	1822	20.85%
11.	Remount, Veterinary and Farms Corps (RVFC)	145	133	91.72%	12	8.27%
12.	Corps of Military Police (CMP)	1615	1031	63.84%	584	36.16%
13.	Army Education Corps (AEC)	213	193	90.61%	20	9.38%
14.	Army Corps of Clerks (ACC)	1525	1295	84.9%	230	15.1%
Total		123263	52643	42.70%	70620	57.30%

Source: Records of Arms and Services (IRP : Rahman, 2015)

Consolidated data shown that as a whole the acceptance rate is 42.7% and rejection rate is 57.3%. The majority of the rejection came from the AC and Arty units. Cross-sectional analysis of rank structure identified that the rejection rate is gradually decreases from the rank of sainik to master warrant officers.

IDENTIFYING THE REASONS FOR EXTENSION/NOT EXTENSION OF SERVICE BY JCOs AND ORs: SURVEY FINDINGS

To instill institutional attitude, there are certain traits that a professionally motivated soldier should possess, such as, a good purpose, willing to take risk, humbleness, energy, commitment, a positive attitude towards profession and persistence in achieving the desired goal. To identify these traits, structured questionnaires were distributed among the Officers, JCOs and ORs of different arms and services.

Purposive and simple random sampling method was used to determine the total number of sample in accordance with the actual statistics found in different arms and services. Total 908 soldiers (756 OR and 192 JCO) from different arms and services were surveyed.

The acceptance rate among the surveyed respondents found 47.25%. Compared to total statistics of acceptance (data from records) rate of 43.31% found quite similar.

From survey maximum acceptance rate of extension of service is at JCOs level and maximum rejection rate is found at ORs level.

Again, Chi-Square test was conducted to find out whether acceptance of extension option depends on completion of UN mission. Statistical hypothesis and findings of the Chi-Square –

H₁ : Soldiers decision to extension depends on Completion of UN Mission.

Table 3: Chi-Square Statistics

Criteria	Chi-Square Value	Asym. Sig. Value
Soldiers Decision of Extension depends on UN mission	48.268	0.000

Source: SPSS Calculation (IRP : Rahman,2015)

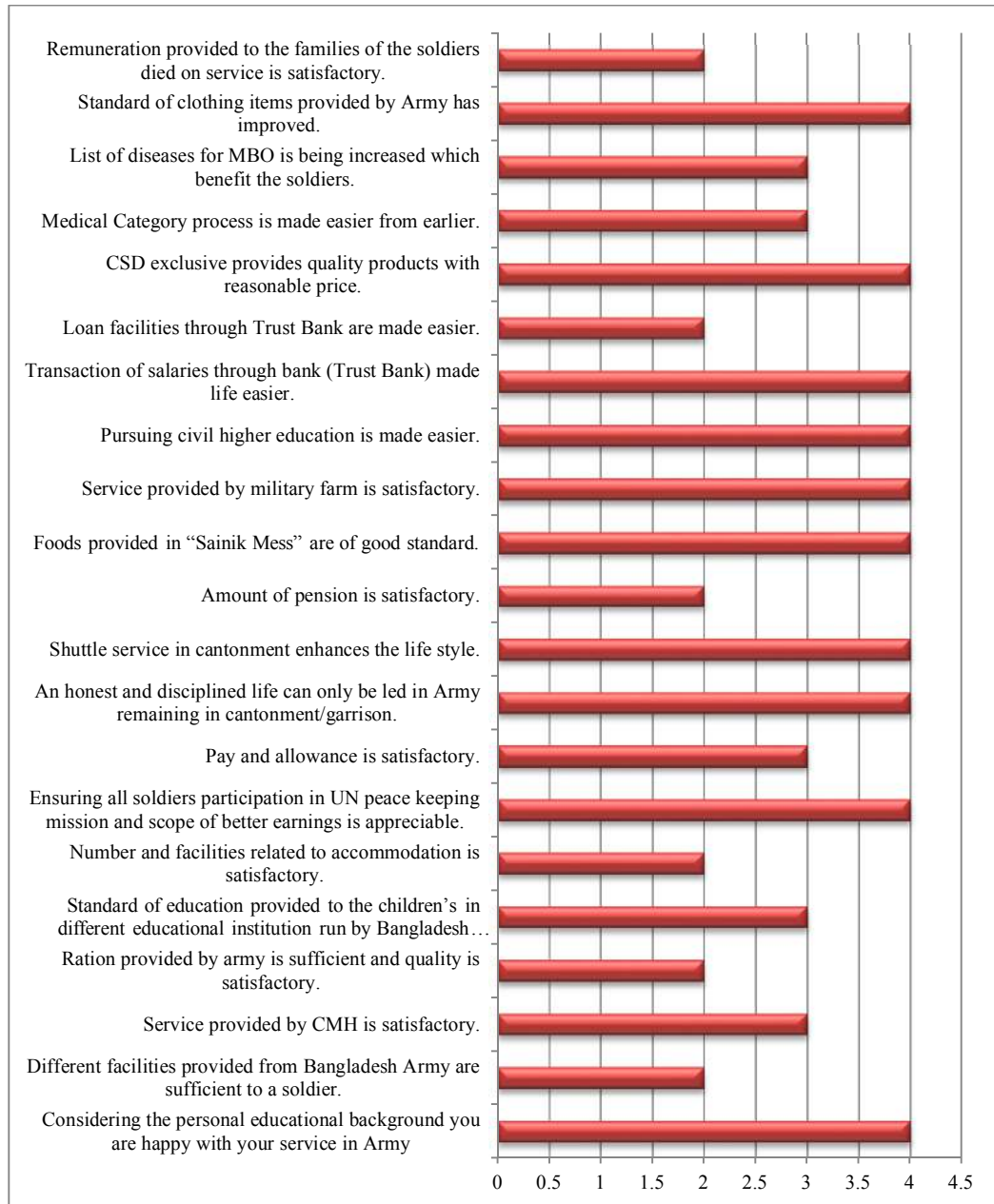
Test is found statistically significant. Completion of UN mission has impact on Soldier's decision of extension of service. Chowdhury (2015), Anisuzzaman (2015) and Munir Alim (2015) also stated in their interview that after completion of UN mission, soldier's desire to serving for organization is lessen. Hence, their findings also support in favour of finding of this study.

Perception of Soldiers on Extension

Descriptive analysis on the responses of the survey questionnaire is presented. The questionnaire is used to provide the respondents to collect their opinions on particular issue based on five point Likert Scale.

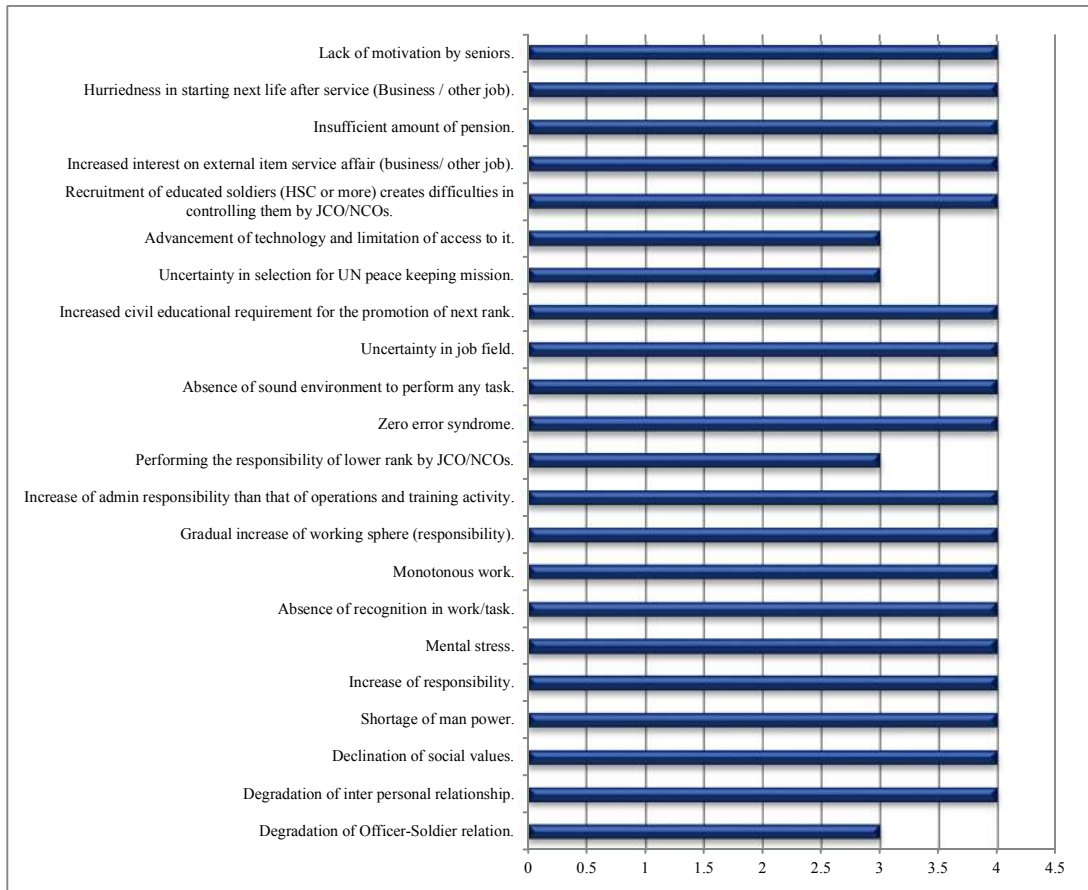
Summary of responses on different categories of acceptance and non-acceptance of extension of service and the average value (mode) are provided under the following table.

Figure 1: Reasons For Extension of Services



Source: Survey data (IRP: Rahman, 2015)

Figure 2 : Reasons For No Extension of Services



Source: Survey data (IRP: Rahman, 2015)

Descriptive analysis for extension of service along with extension of service is calculated. Mode average is below three (≤ 3) found on facilities provided by Bangladesh Army, service provided by CMH, quality and quantity of ration, accommodation facilities, pay and allowances, pension, medical category, list of MBO and remuneration to family at death in service. All these factors are related with the tangible / intangible benefits soldiers are getting from the organization. A similar finding was identified by Iqbal (2012) that most young soldiers are joining the unit with materialistic perception just to earn money and availing other privileges.

Differences in Opinion between JCOs and ORs

It has been identified that the response rate for extension of service are maximum for JCOs whereas response rate of ORs is lower. Certain factors are favourable to JCOs and that are not to ORs. In this regard, differences between opinions of JCOs and that of ORs are calculated to identify cases where the differences exist.

Statistical hypothesis is conducted to identify where the differences exist. Mann-Whitney U test is used for two independent samples with non-parametric assumption. Hypothesis test is done on 5% level of significance with each of the cases (Based on Questionnaire) of 'Reasons for Extension of Service Length' and 'Reasons for Not Extension of Service Length'.

H₂: There is Difference between opinions of JCOs and that of ORs regarding 'Reasons for Extension of Service Length'.

Table 4: Findings of Mann-Whitney U Statistics and Decision Criteria

Serial No	Reasons for Extension	Asymp. Sig. Value	Acceptance Level (p<0.05)
1.	Considering the personal educational background you are happy with your service in Army	0.004	Accept the Hypothesis. Difference found between opinions of JCOs and ORS Exists.
2.	Different facilities provided from Bangladesh Army are sufficient to a soldier.	0.000	
3.	Service provided by CMH is satisfactory.	0.000	
4.	Ration provided by army is sufficient and quality is satisfactory.	0.000	
5.	Standard of education provided to the children's in different educational institution run by Bangladesh Army is Satisfactory.	0.002	
6.	Number and facilities related to accommodation is satisfactory.	0.000	
7.	Ensuring all soldiers participation in UN peace keeping mission and scope of better earnings is appreciable.	0.012	
8.	Pay and allowance is satisfactory.	0.000	
9.	An honest and disciplined life can only be led in Army remaining in cantonment/garrison.	0.007	
10.	Amount of pension is satisfactory.	0.000	
11.	Foods provided in "Sainik Mess" are of good standard.	0.000	
12.	Service provided by military farm is satisfactory.	0.000	
13.	Loan facilities through Trust Bank are made easier.	0.000	
14.	CSD exclusive provides quality products with reasonable price.	0.001	
15.	Medical Category process is made easier from earlier.	0.000	
16.	List of diseases for MBO is being increased which benefit the soldiers.	0.000	
17.	Standard of clothing items provided by Army has improved.	0.000	
18.	Remuneration provided to the families of the soldiers died on service is satisfactory.	0.001	
19.	Shuttle service in cantonment enhances the life style.	0.736	Reject the Hypothesis. No Opinion Difference found.
20.	Pursuing civil higher education is made easier.	0.236	
21.	Transaction of salaries through bank (Trust Bank) made life easier.	0.443	

Source: SPSS Calculation (IRP: Rahman, 2015)

H₂: There is Opinion Differences between JCOs and ORs regarding ‘Reasons for Not Extension of Service Length’.

Table 5: Findings of Mann-Whitney U Statistics and Decision Criteria

Serial No.	Reasons for Not Extension	Asymp. Sig. Value	Acceptance Level (p<0.05)
1.	Degradation of Officer-Soldier relation.	0.000	Accept the Hypothesis. Opinion
2.	Degradation of inter personal relationship.	0.000	
3.	Mental stress.	0.000	
4.	Absence of recognition in work/task.	0.020	
5.	Monotonous work.	0.004	
6.	Absence of sound environment to perform any task.	0.015	
7.	Uncertainty in job field.	0.000	
8.	Uncertainty in selection for UN peace keeping mission.	0.007	
9.	Declination of social values.	0.724	Reject the Hypothesis. No Opinion
10.	Shortage of man power.	0.133	
11.	Increase of responsibility.	0.469	
12.	Gradual increase of working sphere (responsibility).	0.736	
13.	Increase of admin responsibility than that of operations and training activity.	0.284	
14.	Performing the responsibility of lower rank by JCO/NCOs.	0.062	
15.	Zero error syndrome.	0.137	
16.	Increased civil educational requirement for the promotion of next rank.	0.208	
17.	Advancement of technology and limitation of access to it.	0.148	
18.	Recruitment of educated soldiers (HSC or more) creates difficulties in controlling them by JCO/NCOs.	0.105	
19.	Increased interest on external item service affair (business/ other job).	0.094	
20.	Insufficient amount of pension.	0.590	
21.	Hurriedness in starting next life after service (Business / other job).	0.648	
22.	Lack of motivation by seniors.	0.054	

Source: SPSS Calculation (IRP: Rahman, 2015)

Thorough analysis of each reason for extension of service, JCOs and ORs are differing in opinions in most of the cases while getting amenities and benefits from the organization. Similar finding from Islam (2012) is that with view of officer regarding the materialistic psyche of soldiers, 92% officers felt that soldiers are becoming more materialistic day by day.

Examining the ‘Reasons for not extension of service’, different scenario is found. JCOs and ORs agree on the majority of the cases. That is JCOs and ORs both felt that working condition, nature and volume of work, psychological pressure, and increase in

civil educational requirement for next level are the causes for low level of acceptance rate. Service in the Army is sensitive than other organizations. Job insecurity as well as hurriedness in starting new job/ business after retirement are also considered as reasons.

MOTIVATIONAL FACTORS WORKED BEHIND SOLDIERS' DECISION MAKING

Motivational Factors Worked Behind

Not all people are driven by the same needs - at any time different people may be motivated by entirely different factors. So, it is important to understand the needs being pursued by the soldiers. The policymaker must be able to recognize these needs level, and use those needs as levers of motivation.

Job related factors (Reasons for Extension/ not Extension of Services) are further subdivided into two categories according to Herzberg's Two Factor Theory of job factors-

- a. Hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work.
- b. The motivational factors yield positive satisfaction. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit.

Spearman Rank correlation found 'Hygiene Factors' are statistically significant at 5% level (0.000), there exist relationship between hygiene factors and soldier's decision of extension of service. The 'Motivator Factors' are not found significant at 5% level (0.485). Findings from the Study Period (2012), the materialistic trends seriously affect the core military values.

Table 6: Correlation of Accept/ Reject Decision of Extension of Service

Hygiene Factor		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Ordinal by Ordinal	Spearman Correlation	.147	.033	4.466	.000
Motivator Factor					
Ordinal by Ordinal	Spearman Correlation	.023	.033	.698	.485

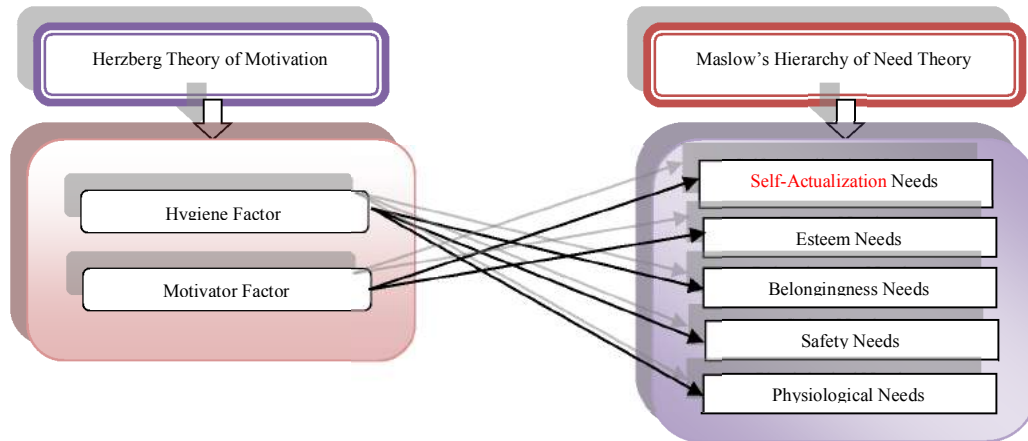
Source: SPSS Calculation (IRP: Rahman, 2015)

Relation with Maslow's Need Hierarchy Theories of Motivation

Maslow's hierarchy of needs is often portrayed in the shape of a pyramid, with the largest and most fundamental levels of needs at the bottom, and the need for self-actualization at the top.

The relationship of ‘Herzberg Two Factor Theory’ with ‘The Hierarchy of Need Theory’ is as follows:

Figure 3: Relation between Herzberg Theory and Maslow’s Theory



Source: Researcher’s own construct (IRP: Rahman, 2015)

Logistic Regression Analysis conducted to identify which predictive (Independent Variable) has more explanatory over the dependent variable that is accept/reject decision of extension of service depend on hygiene and motivator factors.

$$\text{Accept/Reject Decision} = \beta_0 + \beta_1 * \text{Hygiene Factor} + \beta_2 * \text{Motivator Factor}$$

Table 7: Regression Analysis

Omnibus Tests of Model Coefficients				
		Chi-square	df	Sig.
Step 1	Step	16.994	2	.000
	Block	16.994	2	.000
	Model	16.994	2	.000

Variables in the Equation							
		B	S.E.	Wald	Df	Sig.	Exp (B)
Step 1 ^a	Motv Fac	-.096	.193	.248	1	.619	.908
	Hygn Fac	.628	.163	14.932	1	.000	1.874
	Constant	-1.868	.682	7.507	1	.006	.154
a. Variable(s) entered on step 1: MotvFac, HygnFac.							

Source: SPSS Calculation (IRP: Rahman, 2015)

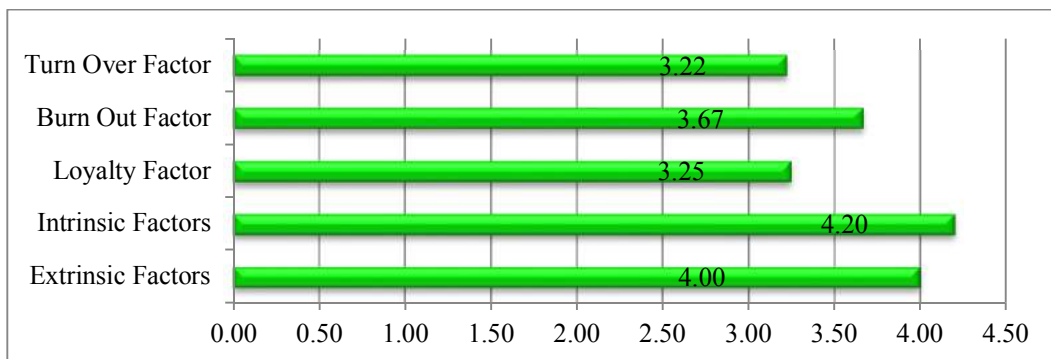
The model found significant ‘Omnibus Tests for Model Coefficients’ found each predictive variables (Hygiene Factor and Motivator Factor) significant at 5% level. Wald Chi-Square statistics found significant only for ‘Hygiene Factor’ (0.000) while ‘Motivator Factor’ is not found significant (0.619).

Findings from Survey of Officers

Survey was conducted among officers to find out their opinions on extension of service length of soldiers. Five dimensions (Extrinsic factors, intrinsic factors, loyalty factors, burn out factors, and turn over factors). Total officers surveyed from Lt Colonel to 2nd Lieutenant are 55.

According to the opinions of officers (findings from the response through the circulated questionnaire), most agreed on extrinsic factors (4.00) and intrinsic factors (4.2) are acting behind soldier’s acceptance of increase of service length. On the other factors of burn out, turn over and loyalty factors, officers didn’t want to give their opinions or most of them agreed on the cases. Burns out factors (3.67) are working mostly for the soldiers rather than turn over intension (3.22) and loyalty factors (3.25).

Figure 4: Perception of opinion of Officer



Source: Survey (IRP: Rahman, 2015)

Soldiers are motivated by the extrinsic factors and intrinsic factors. Extrinsic factors are related to explicit service benefits either in monetary form or otherwise, pay and allowances, pension benefits, remuneration to family at death and participation in UN peace keeping mission. Intrinsic benefits are external to the monetary facts related to educational qualification, acquiring civil higher degree and maintaining honest discipline life. Present day soldiers have got a materialistic psyche (Rahman, 2015; Chowdhury, 2015; Khan, 2015; and Ahmed, 2015).

Throughout the findings, it indicates that soldiers are motivated by the tangible and intangible benefits only. Proving the hypothesis, there are occupational motives that can drive the soldiers of Bangladesh Army.

CONCLUSION

Nature of the work changes with the changes of the world but the work for military profession remains same. Though the soldiering is responsible for his duty refer to his “calling” to serve the country, still some view soldiering as an another job. Moskow’s I-O model used to focus on changes in the values and norms and how these changes affect the structure, composition and mission of the armed forces.

Reasons are identified for the unwillingness of extension through the survey questionnaire circulated to officers and soldiers, FGDs and Interview of the senior ranking officers. Some intangible factors like psychological pressure, mental stress and fear of unknown are also identified. The other tangible factor identified for their unwillingness mostly related to occupational in nature. Insufficient pay and allowances, lower amount of pension, insufficient amount of accommodation facility, amount and quality of rations were some of the tangible occupational factors. Relating with Herzberg’s two factors and Maslow’s Hierarchy of Need theories, hygiene factor found significant impact on soldier’s decision of extension of service (correlation and logistic regression analysis).

Military profession is not simply an occupation, apart from the common aspects of professionalism military profession revolves around values and ethos of loyalty, discipline, patriotism, esprit-de-corps, tradition, honour and pride. By fostering internalization of these values, the military will be able to elicit performance and dedication above what might otherwise expect.

RECOMMENDATIONS

Despite the decline of institutional values among soldiers of Bangladesh Army, the collective results from the different findings (FGDs, Questionnaire Survey, Case studies and Interviews) suggest the following differentiated approach to motivate the soldiers (categorized in short term and long term implementation):

a. Short Term Steps

(1) **Infuse of Morale and Motivation.** By infusing the morale and motivation among soldiers, more dedicated military can be attained. This can be done through continuous motivation by seniors and by arranging class on military ethos and values. Morale in the military is indicative of service member’s level of motivation. The US Army manual on Leadership (2006) provides illustration of military morale:

“Morale is the human dimension’s most important intangible element. It is a measure of how people feel about themselves, their team, and their leader. High morale comes from good leadership, shared effort, and mutual respect.”

(2) **Increase Job Satisfaction.** Separate Pay scale, allowance and pension benefit is already met up by announcing new pay scale by government. To lift up the social status, JCOs are now treated as 1st Class non-gazette officer. Still there are some issues yet can be a contributory factor for more job satisfaction. Those are:

(a) Ensured visible tangible and intangible incentives and benefits.

(b) Assurance of post retirement employment.

(3) **Delegation of Authorities and Responsibilities.** At present the practice of command system and climate do not practice the delegation of authority and responsibilities. By introducing ‘Mission Command’ (Auftragstaktik) in Bangladesh Army, it could be a way to resolve the problem

b. Long Term Steps

(1) **Address the Accommodation Issues.** Accommodation issues come from every aspect of the research process (Survey, FGDs and Interview of soldiers and officers). Increasing accommodations for soldiers as well as implementation of Soldiers housing scheme can be a good way of reducing the problems.

(2) **Reduction of Games and Sports and Administrative Task.** At present the number of games and sports are increases in many fold (Letter 11 and 12). Inclusions of new games are appreciable but some of the games can be held in alternative years. Steps can be taken to reduce the extra administrative tasks.

(3) **Introduction of Counselling Centre.** Counselling centre can be opened at each garrison/ cantonment, so that problems and needs of the soldiers can be address immediately. Continuous motivation can be given from the recruit period to serving in unit level to take military as a profession not as a job.

(4) **Addressing the Shortage of Manpower Issue.** To address the issue of shortage of manpower and performing the lower rank job by JCOs and NCOs can be reduced if more recruits are taken by creating the vacancies or fulfilling the shortfalls.

(5) **Continuous Attitude and Aptitude Survey.** Initiative can be taken by Bangladesh Army for a continuous assessment system. It may be started in the army to identify paradigm shift of soldiers’ perception of doing job/ serving the organization and level of satisfaction. Several countries took these initiatives: Command Climate Survey by The US Army; Continuous Aptitude Survey by UK Ministry of Defense; Profile of Unit leadership, Satisfaction and Effectiveness (PULSE) by Australian Defence Forces; and Psychological Climate Survey by the Ministry of Defence of Republic of Croatia etc. A proposed “Attitudinal Appraisal” form brought out by the researcher can be circulated after studying the feasibility by a separate board of officer.

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