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BANGLADESH ARMY JOURNAL

69TH ISSUE JUNE 2021

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EDITORIAL

The editorial board takes immense pleasure in presenting the 69th issue of Army Journal covering novel articles of stimulating and thought-provoking contemporary, professional, national and international affairs which will portray a brilliant image of an enlightened community. The imperative objective is to ensure that the readers while going through the articles enjoy pleasant reading in the form of lucidity in language, right usage of words and deep-seated thoughts to convey the right message to our esteemed readers. The board had been arduously dedicated to elevate the scholastic excellence of the issue.

We would like to assure you that effort has been made to address various efficacious and contemporary events as well as present some analytical and thought-provoking articles in the current issue covering Bangabandhu Sheikh Mujib and freedom of Bangladesh, defence diplomacy, challenge of information overflow for military leadership, automatic abnormality detection and estimation in small arms, need for specialized intelligence training, existence of Westphalia state-sovereignty in post-cold war era, balancing training activities, Bangladesh in the UN peacekeeping operations, building career as an aviator, training and induction of our freedom fighters, nonverbal language and consequences and cure of fallacies in young military minds. We are confident that our distinguished readers will gain much from the insights highlighted by our esteemed authors.

The board is immensely indebted to the Chief Patron for his invaluable advices and visionary guidance all along the process. We also convey our sincere thanks to all who have made painstaking commendable contributions to standardize the articles. We would relish and feel immensely rewarded if the valued readers find it worth reading. We assure our persistent pursuit in attaining the best with the continued and concerted support of all.

BANGABANDHU SHEIKH MUJIB: THE POLE STAR WHO PAVED THE WAY TO FREEDOM OF BANGLADESH

Major General Md Jahangir Harun, SGP, ndc, afwc, psc

Abstract

Bangladesh and Bangabandhu have become inseparable and we cannot speak of one without the other. His epic sacrifice and indispensable master - strategist vision for making the nation-state Bangladesh in the world landscape is a vast subject for Bengali nationalism and Bangladesh to reach the depth of it yet. His life sketch does not remain confined within the liberation war of 1971 only, it encompasses far before and beyond that. This paper is a little effort to unfold the prolific genius of Bangabandhu as a vanguard of revolution against the deprivation and oppression in shaping the foundation of a sovereign state 'Bangladesh'. The paper has put some light for the conscious citizens in knowing the greatest son of the soil and the iconic leader of the history Bangabandhu Sheikh Mujibur Rahman. The study revealed that it is he, Bangbandhu sheikh Mujibur Rahman, who was the pole star to pave the way of freedom of Bangladesh. His charisma, genius and wisdom enabled him to lead his people to give birth to a new nation-state, a currency, a map and a flag worth dying for. However, the vast realms of events in the life of the revolutionary personality of Bangbandhu to snatch away the freedom for Bangladesh warrant a comprehensive and deliberated study.

Keywords: Bangladesh, Sheikh Mujibur Rahman, Bangabandhu, leader, freedom, bengali, struggle, independence.

"I have not seen the Himalayas; but I have seen Sheikh Mujib. In personality and in courage, this man is the Himalayas. I have thus had the experience of witnessing the Himalayas." Fidel Castro, the great leader of Cuba, made this statement after embracing Bangabandhu Sheikh Mujibur Rahman at the Non-Aligned Movement Summit in Algiers in 1973.

Sheikh Mujibur Rahman is not just a person or a name. He himself is an institution, a mass movement, a relentless onslaught against oppression, a new chapter to usher in a golden era. He is a Lenin, a Mao Zedong, a Subhas Bose, a Gandhi, a Kamal Ataturk, a Fidel Castro. He is an epic poet of politics, a legendary figure in history, an architect of a nation, the dreamer of Bangladesh. He is Bangabandhu. The great wonder of the world!

Bangabandhu and the birth of Bangladesh are synonymous. He is the liberator of the Bengali nation, first leader who has given Bengalis the taste of complete and true freedom. That is why; this great hero of world humanity has been recognized as the greatest Bengali of all time. Bangabandhu, as the Pole Star, will always guide the Bengali nation; because Bangladesh is the coveted outcome of his long cherished dreams and struggles.

Bangabandhu is not a situational leader. He had gone through enormous struggles and sacrifices. His entry into politics commenced since his high school days. In his early life, Bangabandhu had the rare opportunity of meeting great political personalities like Hussain Shaheed Sehrawardy and A K Fazlul Huq.

Bangabandhu emerged amidst the ruins of World War-II and the political turmoil on the eve of departure of the British Raj from India. The horror of the Great War and the hopelessness and despair faced by the Bengalis in the terrible famine flustered the young Mujib. At this time, he saw revolutionaries like Netaji Subhas Chandra Bose, Maulana Akram Khan and Mahatma Gandhi challenging the British Colonialist. Going through the literary works of Bernard Shaw, Karl Marx, Rabindranath Tagore, Kazi Nazrul Islam helped shaping Bangabandhu as a firebrand leader. Thus in 1947 through the creation of Pakistan, he could foresee the deprivation of East Pakistan being located at a geographical distance of 1200 miles on a single state structure of two branches based on the bond of religious nationalism only. Two completely different cultures, languages, economics, politics, would make the West Pakistani rulers a Frankenstein on the Eastern wing.

Bangabandhu emerged as an epic hero, resplendent with glory, achievement and self-sacrifice. He was a lion-hearted personality who was fondly admired as a global leader. It was Sheikh Mujibur Rahman who was the first leader who has provided a non-communal basis of the nationalist movement and linked it to language and culture after the partition of the sub-continent in 1947. He cherished the dream of the liberation of Bengalees in his heart and kept himself engaged in movements and struggles throughout his entire life. He ignored the blood shot eyes of the Pakistani colonial rulers with indomitable courage and firmness of conviction. The word 'Compromise' found no space in his dictionary. He was a son of the soil who was nurtured in the traditions of Bengal and Bangalees and comparable only to himself in the history be created.

The initiation he received in the struggle against British colonialism inspired him to roar against neo-colonialism of Pakistan. He became master of extraordinary wisdom, unfathomable intellect and unbounded foresightedness. The formation of Bangla Bhasha Sangram Parishad (Language Movement Committee) under his leadership was the first rebellion against the Pakistani totalitarian regime.

Bangabandhu was a supreme selfless leader. He gracefully accepted expulsion from Dhaka University for supporting the demands of the 4th class employees. He spent 4682 days, which is approximately 13 years, of his golden youth behind the bar. Yet he did not compromise with injustice. He was such a devoted leader, who resigned the ministerial position for the sake of his party and mass people. History bears a very minimal precedent of such self-sacrifice.

Bangabandhu had set his goal only towards the independence of the Bengal. With pragmatic vision, he gradually induced the entire Bengali nation into the spell of independence. He was the keystone of all movements. Playing pivotal role in formation of the Awami League in 1949, language movement of 1952, the landslide victory of the United Front in 1954 General Election

was some of the demonstrations of his charismatic leadership. The imprisonment of Bangabandhu for protesting the imposed martial law of General Ayub Khan in 1956 was a unique example of his unwavering courage and patriotism.

In 1966, Bangabandhu raised the historic six points and demanded a federal state structure for Pakistan with full autonomy for East Pakistan. It is considered as the Magna Carta of the Bangalis. The seeds of our independence were sown in it. The then ruling party rightly fathomed that if Sheikh Mujib could not be stopped, Bengal would get independence in near future. He was arrested under the defense rule of Pakistan. The oppression of Bengali leaders including Bangabandhu continued to increase with false cases one after another. Although he was tried in a military court with the allegation of separation of Pakistan in the Agartala conspiracy case, he had always been with the robust characteristics never to bow to injustice. The people of Bengal were outraged against the arrest of Bangabandhu. They got their beloved leader out of jail through a fierce movement. The mass uprising of 1969 went on at a restless motion. He became the crown of all the people of Bengal; an absolute benevolent leader. He proved to be the true friend of Bengal. Thus, he was given the title 'Bangabandhu' (Friend of the Bengal). Political torch of Sheikh Mujib was showing the road to the cherished dream. Bangabandhu led the mass struggle to the independence movement. The result of the general election of 1970 was a complete reflection of the aspirations of the Bengalis for their covetable freedom. Yet the West Pakistani regime continued to delay in handing over power to the elected Awami League.

On March 7, 1971, Bangabandhu voiced the clarion call for independence on behalf of all the subjugated Bengalis in the form of this immortal prosaic melody, **"The struggle this time is the struggle for our freedom; the struggle this time is the struggle for our independence".** Every word of this 19-minute unwritten epic was a strategic masterpiece for the final phase of the revolution which waved the blood of Bengalis. He directed his countrymen through that speech, to turn every household into a fort and to face the enemy with whatever weaponry they had. He said, "You will close down all the roads and other means of communications forever even if I cannot have the time to order to do so. We will starve them of food, we will make them die by thirst". This is how, Bangabandhu has transformed the unarmed Bengali nation into an armed Nation aspiring to attain freedom. Every Bengali was ready to spontaneously sacrifice himself/herself for freedom. Time Magazine called Bangabandhu 'A Poet of Politics'. This speech ranks among the best speeches of 2500 years in Jacob F Field's book titled 'We shall Fight on the Beaches: The Speeches that Inspired History'. UNESCO has also included the speech in their documents as a World Heritage Site. Any military officer would be overwhelmed to think that all aspects of necessary instructions for waging an armed struggle for freedom were covered in this full verbal order. The description of the situation, strategic guidance, operational directives and tactical aspects - all were included.

On the night of March 25, the final declaration of independence came from the greatest leader. "Perhaps this is my last message. Bangladesh is independent from today onwards. The people of

Bengal are instructed to fight the enemy with whatever they have. Continue the fighting until the final victory is achieved and the last troop of the occupying forces are expelled from the sacred soil of the country".

What a magical tune! What a mesmerizing speech! What a magnificent revolutionary force in the speech! Millions of the unarmed general people from all walks of life jumped into the war with a signal. 30 millions of lives were sacrificed to snatch the golden sun of freedom. Our beloved leader Bangabandhu Sheikh Mujibur Rahman is the epithet of this change making. With his infinite patriotism, long 23 years of struggle, extraordinary leadership and skillful direction, we have got an independent landmass, sovereign beloved Bangladesh adorned with red and green flags.

On his return to the country on January 10, 1972, Bangabandhu ensured withdrawal of Allied troops from Bangladeshi soil within just two months which is rare in world history. He presented a complete constitution to the nation within 9 months and started to building the ravaged country from the ashes like the phoenix. Within a period of only 3 years and a half, he touched all possible aspects of statecrafts. Alongside gaining recognition of the outside world and securing membership in various international organizations are the bright examples of his unimaginable leadership. Total of 126 countries recognized independent Bangladesh for his influential and charismatic leadership in the international arena. Bangabandhu enacted many laws and promulgated ordinances during his tenure, many of which were ahead of their time including the law for land and maritime boundaries to run the state. Under his directions and supervision, a secular, rights-based and equality prioritizing Bangladesh constitution was adopted within mere 10 months. Bangabandhu turned Bangladesh into a Least Developed Country (LDC) within three years from a war-ravaged country. In order to maintain good relations with all the countries in the world, he adopted the foreign policy based on the principle of 'Friendship to all, malice to none'. When Bangabandhu was moving forward with an aim to building a Golden Bangladesh facing all the obstacles, the defeated and anti-liberation war clique assassinated the Father of the Nation along with most of his family members on 15th August 1975. If this leader would not have been assassinated prematurely, Bangladesh could have become a self-sufficient country much before. His inspiration and direction will remain as steerage forever for Bangladesh on her way forward.

Bangladesh was not built in a day. It existed as an idea or an ideal in the unfulfilled dream of the ancient heroes of Bengal who carried it to their graves. Bangabandhu, who inherited this legacy, reared and nourished the dream into a strong and abiding passion and gave the passion a shape 'Bangladesh'. He was as dear to the educated Bengali compatriots as to the illiterate and half-educated masses. He inspired the intelligentsia and the working classes alike. Whoever has once come in contact with him has admitted that his personality, a mingling of gentle and stern qualities, had an uncanny magical attraction. He was as simple as a child yet unbending in courage and as strong as steel when necessary. Coupled with this was his incomparable strength of mind and steadfast devotion to his own ideals. He was a nationalist in character, a democrat in behavior and a secularist by conviction.

The greatest Bengali of all time, the great architect of independent Bangladesh, Father of the Nation Bangabandhu Sheikh Mujibur Rahman was a great poet of politics. Today, we are the proud citizens of an independent country for his unwavering and self-sacrificing leadership. The direction of this undisputed leader of the Bengali nation will remain as the source of inspiration for all generations of Bengali and this is rightly reflected in Syed Shamsul Haque's poem-

<div align="center">

'আমার পরিচয়':

এসেছি বাঙালী রাষ্ট্রভাষার লাল রাজপথ থেকে
এসেছি বাঙালী বঙ্গবন্ধু শেখ মুজিবুর থেকে।
আমি যে এসেছি জয় বাংলার বজ্র কষ্ঠ থেকে
আমি যে এসেছি একান্তরের মুক্তিযুদ্ধ থেকে
এই ইতিহাস ভূলে যাব আজ, আমি কি তেমন সন্তান?
যখন আমার জনকের নাম শেখ মুজিবুর রহমান।
তারই ইতিহাস প্রেরণায় আমি বাংলায় পথ চলি-
চোখে নীলাকাশ, বুকে বিশ্বাস পায়ে উর্বর পলি।

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The Father of the Nation Bangabandhu Sheikh Mujibur Rahman was the architect, revolutionary and visionary leader, a vibrant and indomitable spirit of Liberation War of 1971. It is next to impossible to make any general assessment on the significance of the life of Sheikh Mujibur Rahman and his contribution for the freedom of Bangladesh. His life was an indicator of his patience, attitude, commitment, sacrifice and infinite self-control. He is no more with us now, but his presence is felt at every household of the country. His unforgettable legacy and the seeds of dreams he sowed with his courage, conviction and sacrifice will continue to burn as an eternal flame of light for the generations to come.

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Major General Md Jahangir Harun, SGP, ndc, afwc, psc was commissioned on 23 June 1989. He is a graduate from Defence Services Command and Stafff College (DSCSC) and National Defence College (NDC). He has completed MPhil (Part-1), Masters of Social Science in Security and Development and Masters in Defence Studies. He served in six infantry regiments and commanded three Infantry Regiments. Besides, he has served as Staff Officer Grade- 3, 2 and 1 in an Infantry Brigade Headquarters, an Infantry Division Headquarters and Directorate General of Forces Intelligence respectively. He has received CAS Commendation (Operation) for chivalrous fighting at CHT in 1992. He has served as Contingent Commander of BANBAT-1 (MINUSMA) and Country Senior in United Nations Mission in Mali. He was also awarded with SGP for outstanding performance as Contingent Commander (BANBAT-1) and Country Senior of 1st Bangladeshi Contingents (08 X Contingents) in Mali. He has also served as Colonel GS of Directorate General of Forces Intelligence. He was the Commander of Elite President Guard Regiment, 72 Infantry Brigade and the Commandant, Bangladesh Institute of Peace Support Operation and Training (BIPSOT). At present, he is commanding an Infantry Division of Bangladesh Army.

DEFENCE DIPLOMACY: A VELVET FIST IN CONFLICT PREVENTION

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"Diplomacy without arms is music without instruments."

-- Frederick the Great

Abstract

Amid skyrocketed geo-political and strategic challenges, defence diplomacy appears with a new dimension to traditional diplomacy, which is extensively used as a prudent means for conflict prevention. To address this complex and disruptive issue, the archetypal defence diplomacy witnessed a paradigm shift in the post-Cold War era, and the peacetime cooperative use of armed forces and related infrastructures have been used as a tool of foreign and security policy matters of the nation-states. The longstanding international issues are not as soft as to be handled by this velvet fist, and there is no silver bullet by using which military can bring any strategic solution at tactical and operation levels. Defence diplomacy, still offers a silver line around the black cloud of conflicts. Sino-Indian deadly standoff at Galwan, and the recent Indo-Pak ceasefire agreement (25 February 2021) over the disputed mountains of Kashmir, etc. were eased up through incessant defence diplomacy between military commanders and diplomates from these nuclear-armed neighbours. The objective of the new version of defence diplomacy underscores the need of dispelling hostility, building and maintaining trust, assisting the development of democratically accountable armed forces, and contributing towards conflict prevention and resolution. Australia achieved a reckonable success in settling its dispute with Indonesia over East Timor by a long-term defence-diplomatic investment by providing considerable aid to several Southeast Asian countries during the 1950s - 1970s. The naysayers view oxymorons of defence diplomacy and harbour suspicion about its efficacy. The skeptical view also suggests that it cannot be exercised without its military might, and it is a great deal of paradox between competition and cooperation at the cost of harming moralistic trust. But the globalized world clearly reflects that the task of diplomacy does not only belong to diplomates only. Rather, military officials, by and large, share a common culture and professional approach following the ethical standard, directness, precision, and experience. The armed forces do understand fog, frictions, and sagacity of war; thus, they are very much cautious to avoid conflict and foster peace, which triggers the potentials of defence diplomacy a velvet fist in conflict prevention.

Keywords: Defence diplomacy, democratically accountable armed forces, oxymorons of defence diplomacy and moralistic trust.

Introduction

The Indonesian submarine that went missing off Bali with 53 crews onboard on 22 April 2021 triggered a great epitome of defence diplomacy.[1] To aid this Search and Rescue (SAR) operation, the USA sent specialized P-8 Poseidon aircraft while Australia was very prompt with a sonar-equipped warship.[2] India, Malaysia and Singapore also joined the search immediately to bolster the underwater hunt. Amid the debacle of Covid-19, a lot of defence diplomatic manoeuvre are underway to battle the ongoing traumatic outbreak of the pandemic, especially in India. This humanitarian support strategically spills over onto geo-political interest of the countries and defence diplomacy is exponentially explored as a prudent means to exercise geo-strategic agenda. Jhon F Kirby, the Pentagon Press Secretary, was quite loud in his diplomatic parlance and said, "India is a major defence partner to the US and providing assistance as just something partners do."[3] China sent planeloads of musk and medical supplies to hard-hit countries. It is 'Musk Diplomacy' exercised by the People's Liberation Army (PLA) ushered China's image as a responsible global power and was loudly displayed Beijing's attempt to direct the narrative in its favour!

On Sino-Indian front, the deadly standoff at Galwan, in the high hills of Western Himalayas was eased up through incessant defence diplomacy between military commanders and diplomates from these nuclear-armed neighbours[4]. The 'Pangong Tso Accord' could successfully prevent an inevitable conflict by withdrawing the opposing troops. Surprising too, the sophisticatedly armed and equipped opposing forces clashed with iron rods and stones and a single shot was not fired - proving the credentials of the tactical level military-diplomatic engagement[5]! In a similar kind of incident, India and Pakistan signed an agreement of ceasefire on 25 February 2021 agreeing to stop firing on each other at disputed high mountains of Kashmir[6]. The 'Pangong Tso Accord' could do nothing to the Sino-Indian conflict over 2,200 miles long border dispute since both the countries fought a war in 1962.

The eminent proponents of defence diplomacy Cottey & Forster (2004) defined it as "the peacetime cooperative use of armed forces and related infrastructure as a tool of foreign policy and security policy".[7] The synonym of 'military' widely used as 'defence' includes the non-uniformed components, such as ministry, research and development establishments, national

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[1] An Indonesian Submarine – the KRI Naggala - 402 was lost while conducting torpedo drill near Bali on 21 April 2021 which sunk into Pacific.

[2] "Australia's Minister for Defence said, "We are committed to providing whatever help we can to assist Indonesia in this time of need, and Australia will consider any additional requests for assistance Indonesia may have."

[3] Jhon F Kirby, the Pentagon Press Secretary made the statement in routine Press briefing at Pentagon on 26 April 2021.

[4] On 11 February 2021, Indian Defence Minister Rajnath Singh said in the parliament "Our sustained talks with China have led to an agreement on disengagement at the North and South banks of the Pangong Lake".

[5] The conflict at Galwan Valley and Ladakh Area left behind 20 Indian and 4 Chinese soldiers Killed in Action.

[6] This agreement was penned at Director General of Military Operations (military diplomates) level. In both cases, defence diplomacy was successful to defuse tension and prevent an eminent conflict.

[7] The masterpiece on defence diplomacy written by Andrew Cottey and Anthony Forster is "Reshaping Defence Diplomacy, New Roles for Defence Cooperation and Assistance".

training institutions (National Defence College and University etc.). The defence-diplomatic initiative may be unilateral, bilateral, or even multilateral with the consent of the participating countries. The aim and objective of defence diplomacy seek involved countries' cooperation or benefit to each other through fostering an environment of trust, peace and confidence. There is no denying fact that the longstanding geo-political issues like Palestine Crisis, Kashmir Conflict, Taiwan Dispute and Korean Conflict etc. are not as soft as to be handled by a velvet fist. And there is no silver bullet that by using military personnel can bring any strategic solution at tactical and military operation levels.

Amid embroiled geo-political contrast, defence diplomacy still displays a silver line around the black cloud of conflicts. Therefore, an endevour is taken in this paper to analyze and evaluate defence diplomacy's prudency in conflict prevention. It has also encompassed the paradigm shift of defence diplomacy in the post-Cold War era and newer dimensions of defence diplomacy. Assessing the efficacy of defence diplomacy, soft power was the prime focus of the paper. Finally, a broad recommendation for Bangladesh has been drawn to orchestrate the untapped potentials of defence diplomacy in exploring the national interest.

Paradigm Shift of Defence Diplomacy

Archetypal defence diplomacy witnessed a major shift in its application in the post-Cold War era. In absence of a conducive environment, the success of defence diplomacy is numbered. In the face of skyrocketed security challenges, defence diplomacy still looks promising in conflict prevention radiating light of hope. The propensity of exploring this smart tool by the great powers of the Asia - Pacific region is patently observed. Contesting the newer dynamics of security, the 'Constructivist Theory' poses a serious challenge to prevailing geo-politics. This theory suggests, anarchy is the fundamental condition of the international system. In this circumstance, nation-states are sovereign means they are legally and politically independent. The VUCA (Vulnerable, Uncertain, Complex and Ambiguity) fragile and disruptive geo-political arrangements made this international law less authoritative to protect nation states' sovereign right! For instance, Myanmar illegally pushed 1.1 million Rohingya (Myanmar national) inside Bangladesh on 25-26 February 2017[8]. The international authorities and watchdogs including the legal entities were tight lipped. Showcasing move in the International Court of Justice (ICJ) could not present a brave front for the solution of the crises. In fine, the gospel of Thucydides, the ancient Greek historian-come philosopher is duly substantiated, "Right, as the world goes, is only in question between equals in power, while the stronger do what they can and the weaker suffers what they must"[9].

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[8]   On the fateful night of 25 - 26 February 2017 Myanmar executed a state-sponsored atrocity and illegally pushed 1.1 million Rohingyas inside Bangladesh territory.
[9]   Thucydides (460 B.C- 400 B.C) was an Athenian historian and general. His history of the Peloponnesian War recounts the fifth-century BC war between Sparta and Athens until the year 411 BC.

Newer Dimension of Defence Diplomacy

The Realpolitik of defence diplomacy is traced during the 1970's in the post-Cold War era, when Europe and the Western democratic countries incessantly used defence cooperation to promote democratic political control of the armed forces for supporting liberal democracy and good governance. Even NATO, a transpicuous military platform, helped the Eastern European states in building the peace-keeping capacity and submerged the Cold War division. To foster this new kind of diplomacy, they established 'Partnership for Peace' in 1994 to facilitate the political and military cooperation between NATO and the countries of Central and Eastern Europe[10]. The concept got currency with the UK's Strategic Defence Review - 1998, which stipulated defence diplomacy as one of the eight core missions of the British Armed Forces. The objective of the new version of defence diplomacy highlighted the followings:

    a.   Dispel hostility, build and maintain trust.
    b.   Assist in the development of democratically accountable armed forces.
    c.   Contribute towards conflict prevention and resolution.

In 'Partnership for Peace' the US played a pivotal role not only in husbanding NATO members, but also in developing military cooperation with its archrival Russia and potential world power China[11]. To augment this diplomatic enterprise, the US established 'Expanded International Military Education and Training' (E-IMET). The purpose of this programme was to provide training for foreign military and civilians in defence management system, develop civil-military relationship and military justice. In a similar token, an 'Enhanced International Peacekeeping Capabilities'(EIPC) initiative was set up in 1996 to support the peacekeeping capabilities of the different nation-states. Multidimensional exploration of the US defence diplomacy had an epoch-making impact. It worked too well in multilateral regional military cooperation in conflict prevention, building congenial civil-military relation, rebuilding and reforming their armed forces after conflict or during the political transition- denoting a complete departure from the old stereo-typed defence diplomacy.

Omnidirectional defence diplomacy radiating multidimensional, all-out, and all-weather impact was the metaphor initiative of the US geo-political strategy, where it explored bilateral, multilateral, regional, and global approaches as deemed favourable to its national interest. The September 2001 terrorist attack on 'Twin Tower' was a game-changing event for diplomacy. The-then US Under Secretary of Defence for Policy, Douglas Feith echoed the strategic intent and said, "the US is aiming to develop a more cooperative relationship, where we are on a regular basis exchanging information on these things in the way that we exchange information with other friends and allies"[12]. Defence diplomacy in another form as military cooperation was instrumental for the US in engaging another rising economic, political, and military power - China. The US

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[10]   Partnership for Peace: Framework Document, NATO Revies, Vol 42 no 1 February 1994, pp - 29-30.
[11]   William, S. Cohen, US Secretary of the Quadrennial Defense Review, Washington DC: The Department of Defense May 1997.
[12]   The US Under Secretary of Defence, Douglas Feith in the special briefing on the Russia visit on 16 January 2002.

developed a comprehensive engagement policy which looked quite promising through the summits between the-then US president Bill Clinton and Chinese President Jiang Zemin in the US in October 1997[13].

Strategic trust and confidence between Sino-US bilateral relation tagged serious question with the critical detention of the US EP-3 surveillance aircraft by China. In a suffocative and strained relation, September 2001 terrorist attack worked as a magic wand through which both the countries reached at a point of some common understanding. High-level political discussion, reciprocal visit by the defence ministers, annual defence consultation talk, high-level military exchange, professional exchange of military education, military maritime consultation agreement to prevent incident at sea, mutual approaches to humanitarian assistance and disaster relief even an agreement to de-target strategic nuclear missile etc. were the reckonable achievements of Sino-US defence diplomatic manoeuvre. But, still, the stocktake of defence diplomacy indicates the following reasons for the sorry figure, posing a question to its success:

a. The US military cooperation with China and Russia did not overcome serious political differences.
b. The Chinese influence over the South China Sea was not absolute and it was frequently challenged by the US in many forms.

The Russian defence diplomatic canvass appears more complex than the Chinese one. With denude strategic trust, there are certain scores of defence diplomacy noted when Germany, the UK, and the US helped Russia in peaceful strategic military withdrawal from Central Europe and Baltic states even though Russia discontinued relation with NATO in 1999. In a wider paradigm of defence diplomacy, the most attractive and innovative was the PLA's one. Its grand strategy: 'attack as defence, leading to power' prompted it to redesign and reshape Chinese defence diplomacy and launched "the great power diplomacy with the Chinese character". The launching of Xiangshan Forum echoes its defence diplomatic whisper.[14] The other dimension of power rebalancing was ushered by the lifting longstanding restrictions on Japan. The skeptical view suggests, QUAD as a strategy to counterbalance China's rise in the Indo-Pacific region and China considers QUAD as a strategic alliance of the US, Japan, India, and Australia which is a minor group with anti-China motives. [15] Bangladesh stands at a strategic point where both the US and China are trying to draw its strategic attention.[16] Chinese defence minister Wei Fenghe sought Bangladesh's assistance over issues of QUAD and Indo-Pacific Strategy (IPS) during his visit to Bangladesh on 27 April 2021[17].

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[13] China's President Jiang Zemin made nine days visit to the U.S between 26 October and 3 November 1997. Both the countries declared that they would pursue development of a 'constructive strategic partnership'.
[14] The Chinese Defence Chief expressed that Chinese Defence Department and PLA were willing to make joint efforts with all parties to create a shared security environment of justice and equality.
[15] QUAD is a quadrilateral informal strategic dialogue platform led by the USA.
[16] Chinese Ambassador in Dhaka Li Jiming said, "Bangladesh's relations with China will be substantially damaged" if Bangladesh joins the US-led initiative, QUAD. He made this remark at a virtual meeting on 09 May,2021.
[17] Chinese State Councilor and Minister of National Defense Wei Fenghe called on the President and Chief of Army Staff Bangldesh and, agreed to advance the bilateral military cooperation.

Defence diplomacy calls for a long-term investment. Australia achieved a reckonable success in settling its dispute with Indonesia over East Timor. It seems a smart player gained momentum as a means of furthering its strategic objectives. During 1950s - 1970s, Australia provided considerable defence aid to several Southeast Asian countries. For instance, it established diplomatic relation with Thailand in 1952. This was an investment which paid back long afterwards, when Thailand being the first ASEAN country supported Australia's operations in East Timor in Australia's dark days in 1999. Australia was overwhelmed when along with Thailand, other ASEAN countries stood beside her in the difficult ground and nerve-racking time in East Timor. Professor John Blaxland said, "had it not been for the decades of defence investment in the bilateral relationship through exchanges scholarships and exercises, Thailand would have been far more reluctant to commit forces to East Timor". [18]Australia enjoyed a similar kind of warm defence diplomatic relation with Philippine and Papua New Guinea. It developed this relation through the regular military exchange, shared training, joint exercise and worked in a ground of common interest. In another example, Australia purchased C-17 aircrafts in 2008. Within a week, four of those were dispatched to deliver support to Myanmar after cyclone Nargis badly hit in May 2008. Professor Blaxland terms these efforts as 'creative defence diplomacy' for the exemplary success of defence diplomacy, for which Australia is duly credited.

Australia resorted to this creative defence diplomacy - the innovation since trademark success in East Timor. The extensive involvement of Australian Armed Forces in relief operations after the Tsunami of Northern Sumatra in 2004 was a real breakthrough in strained bilateral relation between Australia and Indonesia. Both the militaries were convinced that they could work together. Since then, the senior military officials have been engaged in bilateral talk and dialogue. Meanwhile, the Defence Minister of Australia's red-carpet reception at the Jakarta International Defence Dialogue in 2014 left behind a deep admiration for defence diplomacy. An overwhelmed Johnston declared himself to be very strong on defence diplomacy.[19] In a unique and impressive defence diplomatic move, Australia has supported Vietnam's contribution to the United Nations Mission in South Sudan (UNMISS) by airlifting Vietnamese military personnel and equipment.[20] The clear and steadfast objective is echoed by Chief of Joint Operations Command of Australian Defence Force Lieutenant General Greg Bilton, who said, "Vietnam is an important partner for Australia in the Indo-Pacific. The peacekeeping partnership between our two countries is a key element of our defence relationship." The key considerations of Australian creative defence diplomacy flashed following features:

a. Political and strategic trust and confidence are the inevitable and exponential instruments in developing cooperative relation.

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[18] Professor Blaxland's article titled "Defending Defence Diplomacy" in the Centre of Gravity Series Strategic & Defence Studies Centre, Australian National University, November 2014.
[19] David Albert Lloyd Johnston was the Minister for Defence from 18 September 2013 to 23 December 2014.
[20] Over the last two months the airlift transported more than 120 passengers and over 55,000 kilograms of cargo between Vietnam and South Sudan during March - April 2021.

b. Without promoting military transparency, misperceptions cannot be removed.

c. Identification of grounds of common interests and timely exploration pays heavily.

d. Under any circumstances, socialization amongst militaries is a high value takeaway for defence diplomacy.

Event Centric Defence Diplomacy

A threadbare analysis suggests that defence diplomacy is by and large event- centric. The disintegration of the Soviet Union (1988 - 89) developed into an incessant political and legislative conflict between the republics and the central government. This turmoil separated 11 republics of the former USSR. The tsunami spread over the communist bloc of Central and Eastern Europe like Hungary, Poland, Czechoslovakia, Rumania and East Germany etc. The period is often called the 'Fall of Communism', which resulted in paradigm shift of military diplomacy. The US, the UK, France, and NATO discovered fertile ground for diplomacy in those countries.

The September 2001 unprecedented attack on 'Twin Tower' has paved a more solid foundation for defence cooperation. It brought archrival the US and Russia in a closer platform, where Russia supported the US in Afghanistan. Vladimir Putin even reoriented Russian strategy towards the West which led towards a couple of agreements like the Anti-Ballistic Missile (ABM) Treaty, NATO - Russian Council etc. which ushered a new political momentum with institutional legacy. Counter terrorism developed currency based on a strong perception of common security interest. 'War against Terror' became the common area of interest. The West, especially the US exercised this hammer anywhere in the world, where it found the anvil denoting little space to strike.

It was another innovative defence diplomatic tool extensively used in Latin America. Historically, South America was the region of military domination, coup and countercoup. Armed forces played a pivotal role in the politics of the Caribbean, Latin, and Central America. Democratization, a daunting political reform was one of the diplomatic agendas of the US since the1970s in this region. In establishing civilian control of the military, the US exercised extensive military-diplomatic agenda. During 1980s, with the establishment of the democratic government, building of the democratically controlled civil-military relation was a great challenge. The US military intervention which was a blending of coercive power and defence diplomacy was corroborative to the political reforms. Except for Cuba, the US defence diplomatic enterprise of democratization was a success story in South America. The defence diplomacy in South America was directed in two major events: namely, 'War against Drug' and 'War against Terror'. It made a remarkable increase in military assistance to the Andean countries, particularly in Colombia. It was the major source of narcotics entering the US. For defence diplomacy, the operational responsibility was vested upon the Southern Command (SOUTH COM). For different military-diplomatic missions, the US dispatched around 50,000 military personnel to this region. On the contrary,

around 10,000 military personnel of the region were trained in the US. Thus, entire South America appeared as a huge defence diplomatic space for the US. [21]

The major bend of defence diplomacy surfaced in March 2014, when the Malaysian Airlines flight MH-370 disappeared on 08 March 2014. A total of 57 ships and 48 aircrafts from 13 countries conducted this SAR operation which extended in a huge area between the South China Sea to the Indian Ocean. The Chinese participation was conspicuous and unprecedented where it employed 2,273 personnel and mobilized nine naval vessels, six shipborne helicopters, and five Air Force planes for the hunt. Chinese deep involvement received loud appreciation from the world community and overwhelming attention from Malaysia. Diplomates assessed that China very professionally and expertly attended a few diplomatic objectives from this search; firstly, an overwhelmed Malaysia lowered its voice regarding the demand of the small number of islands in Spartly,[22] secondly, jockeyed for absolute domination over the South China Sea and projected partial influence over the Indian Ocean, thirdly, paraded its capability and responsibility towards great powers, including its potential adversaries.

The most unprecedented Covid -19 pandemic is an awe shock, a total upset of every global system and the world yet to see the light at the end of a long and dark tunnel. The Indian Chief of Army Staff presented 100000 AstraZeneca vaccine to the Chief of Army Staff of Bangladesh during the military-diplomatic conclave held in Dhaka.[23] Interestingly enough, under the Chinese Government's support canopy, PLA has been carrying out its own, much quieter version of defence diplomacy which extended support to 46 countries.[24] The PLA invariably donated this support to the recipient countries armed forces or defence ministers. In the ominous front of the pandemic, all diplomatic eyes are fixed at India because of its Covid-stricken debacle, and it triggered a great deal of defence diplomacy! On 05 May 2021 the US. dispatched two military aircrafts with oxygen cylinders and other Covid fighting kits worth costing the US $ 100 million.[25] Bangladesh collected 5,00,000 Sinovac by a Bangladesh Air Force's transport aircraft on 12 May 2021.[26] Many more supports of different countries for India are in the pipeline.

Oxymoron of Defence Diplomacy

Defence diplomacy represents a paradoxical face in its application. Its realpolitik representation recommends demonstration of military power and transmits into competition amongst the states.

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[21] Carter and Perry, Preventive Defence, pp-94-95.

[22] Malaysia claims a number of small islands of Spartly island in the South China Sea referring clauses of UNCLOS.

[23] 'Santeer Agrosena' and 'Army Chiefs Conclave' were held in Bangladesh on 10 - 14 April 2021.

[24] According to MERICS data between March to June 2019, PLA provided medical support to the countries mostly along the 'Belt and Road' initiative.

[25] The U.S Defence Secretary Lloyd J Austia III said, "India is a major partner in the effort to keep a free and open Indo-pacific region"

[26] On 12 May 2021, the goodwill mission was conducted by a C -130 J transport aircraft of the Bangladesh Air Force to bring the Sinopharm vaccines and AD syringes provided by China.

Evan Barden Montgomery in his article, "Signals of strength: Capability demonstrations and perceptions of military power" opined the paradox of defence diplomacy in the following spaces:

a.   No defence diplomacy is exercised without its military might!

b.   It is a paradox between competition and cooperation.

c.   It is promoting strategic trust against harming moralistic trust.

The Chinese participation in the SAR operation of the missing Malaysian Airlines flight MH 370 was criticized as an objective for influencing in the South China Sea and displaying its might as a matter of deterrence to the potential adversaries[27]. China deployed even more assets when the search was shifted to the South Indian Ocean.

Demonstration of force with the plea of defence diplomacy was also noted during Taiwan Strait Crisis in 1996, when the US dispatched two aircraft carrier battle groups into the East Asian Pacific region to resolve the issue[28]. To display military power with a view to bolstering pride in the peoples' mind has become a common practice. Demonstrating relative superiority capabilities were extensively displayed for creating deterrence to the potential adversaries. South American countries somehow managed to transfer into a loose pattern of democracy with the defence diplomatic cooperation of the US. But these countries still harbour ambiguous attitude towards the US and wary about its overwhelming power and influence[29]. The implied double standard application of defence diplomacy is again denuded when the Western powers made military cooperation with the authoritarian regimes of the Middle East. The US military cooperation to KSA, UAE, Qatar and Egypt, etc. reflected the paradoxical face of defence diplomacy. Decadelong and continual military cooperation could not change or influence the authoritarian regime of the Gulf states, rather, it has reinforced the authoritarian political power. China and Russia's extensive support and military cooperation towards Myanmar displayed another ominous front where Military Janta has overthrown the democratically elected National League of Democracy (NLD) leader Aung Sun Suu Kye putting the final nail on the coffin of democracy in Myanmar[30].

A Prudent Instrument of Successful Defence Diplomacy in Conflict Prevention

A brief stocktake suggests the following inevitable elements for successful defence diplomacy:

a.   Strategic trust and fair political commitment worked as a magic wand in furthering the defence diplomatic relation of Australia and Indonesia. It offered a reassuring model of how armed forces can protect the national interest without fighting each other. Centering

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[27]   Military deterrence encompasses three features, namely, credibility, communicability and capability. The Chinese SAR operation demonstrated all these three features of deterrence.

[28]   The 1996 Taiwan Strait Crisis was triggered for the series of missile tests conducted by China in the waters surrounding Taiwan, including the Taiwan Strait from 21 July 1995 to 23 March 1996.

[29]   In the Independence Day Washington displayed its mighty tank and aircraft in 2019.

[30]   Myanmar's Military seized power after detaining Aung San Suu Kyi and other democratically elected leaders on 01 February 2021.

the East Timor conflict, fair political commitment drew both the armed forces engagement into strategic trust for each other convenience. Defence diplomacy, even personal relationship built-up between Tentara Nasional Indonesia (TNI) and Australian Armed Forces senior leadership worked as a catalyst of settling the conflict in East Timor.

b.   Depoliticizing the military and injecting the principles of democratic control over the military revealed as a precondition to successful defence diplomacy. Establishing an unambiguous chain of command, strict controlling of higher defence organizations by political (democratically elected government) master, setting up crystal clear national security policies and authorities like national defence and security policy, council, ministry of defence, etc. control and management of the defence budget and accountability of armed forces towards political authority meaning Parliamentary Standing Committee and Public Account Committee etc. foster democratic control over the military.

c.   Respect and due submission of the armed forces and higher defence organizations towards superior civil - political authorities, rule of law, justice, and human rights issues can protect the military from crimes and abuses. The Tatmadaw (the Myanmar Armed Forces) has been involved in some kinds of wrongdoing because of its authoritarian attitude suppressing certain good practices of rule of law, justice, and human rights. Owing to such an authoritative attitude, Saudi Arabian's war on Yemen, Chinese support to Myanmar on Rohingya issue, etc. did not bring good results in resolving the crises.

d.   Organized strategic dialogue, talk, seminar, etc. can bring much more lucrative hopes, which no other international or national leadership and authority can do. Sangri-la Dialogue, the flagship platform of security and strategy provides numerous and wide space for sideline talk even impromptu in defusing tension of many conflicting issues. For instance, the Australian Defence Minister met with 14 other countries counterparts on bilateral issues in the Sangri-la Dialogue of 2011.   The Chief of Army Staff of Bangladesh Army held an impromptu sideline meeting with his Myanmar counterpart Gen Min Aunghla in BIMSTEC, held on 2018 in Pune, India. It was very much fruitful in managing borders and many untoward incidents between Bangladesh and Myanmar[31]. China organizes Xiangshan Forum which is attended by around 50 countries and offers a forum for numerous sideline talks, especially for the ASEAN countries.

e.   Civil society's engagement in defence diplomacy works very effectively. Independent research on the conflicting issues, think-tank's observation, recommendation, advocacy, and above all expertise media with defence and security analysis and reporting leaves behind a very positive impact in conflict prevention.

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[31]   The sideline talk was held between the Chief of Army Staff of Bangladesh Army and his Myanmar counterpart General Min Aunghla in BIMSTEC on 10 - 16 September 2018, held in Pune, India.

f.   The concept of defence diplomacy encapsulates the perception that the armed forces can promote a more cooperative and supplementary role, if military to military cooperation takes place one-on-one basis. For instance, in border management, Bangladesh and its neighbours both India and Myanmar very professionally avoided many sporadic small conflicts by direct military to military communication. The porous border of Bangladesh with both neighbours is prone to informal and illegal trade, smuggling, drug and human trafficking, and push in efforts. Director General of Border Guard of Bangladesh visit to Myanmar and a reciprocal visit by his counterpart, bi-annual meeting between senior officers, sector and battalion level meeting, etc. are organized as and when required. These direct communications at tactical and operation level arrangements pay a lot in the border management system of aforesaid countries.

g.   Defence diplomacy needs to be embedded with transparency. China published a list of 10 'break-thoughts' in 2014, where transparency appears as a significant principle. Since then, PLA becoming more open and confident in military-diplomatic engagement. Publishing of White Paper, periodical military briefing on significant issues, routine security dialogues, etc. are useful tools of transparency and may be suitably adapted to attain the defence-diplomatic objectives. The realpolitik motivation of defence diplomacy is likely to contradict with transparency, albeit it becomes sometimes obvious to have transparency as a priority call for successful and effective defence diplomacy.

h.   The major shift of the old form of defence diplomacy to a newer form suggests combining the methods and techniques of engagement. The new dimension is directed towards promoting cooperation amongst the states and primarily relies upon conducive civil-military relations, good governance, and strong politico-strategic commitment. The reality of burden-sharing (expenditure) responsibility cannot be borne by many countries despite their goodwill. The Covid-19 Pandemic era and its aftermath is going to open a new horizon of defence diplomacy!

i.   Successful defence diplomatic enterprise calls for a long-term investment. It can only reap benefits after many years. Armed force is a complex organisation that, harbours on organizationally stubborn mindset. The military mind resists the change. Overcoming decadelong mistrust of the Cold War took a long time to reorient the diplomatic direction. Australia's investment of 1960s - 1970s in the Southeast Asian countries paid off after a long time in 1990s. Again, every investment in defence diplomacy will not pay off. The cumbersome issues are left at the hand of militaries when these are badly stuck-up with the suspension and apprehension. But, when it works, it works too well!

j.   The most difficult but most effective and uphill task of defence diplomacy is changing the mindset of the partner state. It is a progressive and transformative mindset of the political masters and the people of the populace. In Myanmar, the military

considers itself the most capable, powerful and legitimate authority to rule the country. So is the case in some Middle eastern, Latin American, and African countries. The architect of British defence diplomacy has branded this difficult process as 'disarmament of mind'[32]. An immense opportunity for Bangladesh defence diplomacy appears at the doorstep to address the critical Rohingya issue. It is high time for defence-diplomatic investment in Myanmar to change and disarm the mindset of the military rulers and the populace indicating major domestic change towards democratization[33].

k. Joseph Nay, the former US Assistant Secretary of Defence, opined clearly that effective strategies in foreign policy require a mix of hard and soft power. Neither hard nor soft power alone can bring good results. Smart power is defined as - an approach that underscores the necessity of a strong military, but also invests heavily in alliance, partnership, and institution of all levels. Nay safely concludes and defines smart power as - "a strategy of combining hard and soft power depending upon the situation". Defence diplomacy demands the exercise of smart power which goes in consonance to the perception of the US president Theodore Roosevelt', "Speak softly and carry a big stick"[34]. The center for strategic and international studies recommends the US smart power concept which encapsulates the elements like alliance, global development, public diplomacy, economic integration, technology, and innovation[35].

Conclusion

The most charming appeal of defence diplomacy is that it fosters less controversial means to work collaboratively on security-related military matters. Defence diplomacy can reduce tension and helps in crisis management having defence personnel both in uniform and civilian work in non-coercive ways and keep the crisis at bay. The flow of information, enhancing mutual understanding and trust, improving the strategic environment, and develop a sense of common cause are the brilliant instruments of successful defence diplomacy. The newer pattern of defence diplomacy advocates that the armed forces including its defence structure may have a great and significant role in promoting more cooperative and transformative engagement.

Naysayers harbour suspicion about its efficacy, but the globalized world clearly reflects the perception that the task of diplomacy does not only belong to diplomates only. Skeptical views are sometimes surprised by the involvement of the military in the diplomatic field! As a matter of fact, military officials, by and large, share a common culture and professional approach following the ethical standard, directness, precision, and experience. The armed forces do

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[32] The Experience of Bangladesh, The Daily Star 10 September 2019.

[33] George Islay Mac Neill Robertson was the 10th Secretary General of NATO (1999 – 2004) and the Secretary of State for Defence of U.K (1997- 1999). He delivered this brilliant concept of 'disarmament of mind' in a lecture at Aberdeen University, UK on 1 March 1999.

[34] Big stick diplomacy refers to President Theodore Roosevelt's foreign policy: Roosevelt described his foreign policy as "the exercise of intelligent forethought and of decisive action sufficiently far in advance of any likely crisis.

[35] The center for strategic and international studies identifies the ingredients of smart power for US in 2007.

understand fog, frictions, and sagacity of war; thus, they are very much cautious to avoid conflict and foster peace! Failing to do so, will inevitably draw them into conflict or war for which they are the front-liners to pay off!

Bangladesh Armed Forces has been drawing unremitting attention of the world community by undertaking multidimensional MOOTW activities and received standing ovation. Successfully fighting a full-blown insurgency, incessant PKO, and participating in innumerable disaster management operations at home and abroad etc. are the reckonable achievements of Bangladesh's defence diplomacy. Sheltering 1.1 million FDMN and managing this huge and unprecedented human disaster by Bangladesh once again was applauded and branding itself as a 'Nation of Humanity'. These defence-diplomatic efforts have never been orchestrated with the national interest. Recently, Bangladesh has stipulated defence diplomacy as one of the pillars of its National Defence Policy. Now, it is the golden opportunity for Bangladesh to architecture an objective-oriented defence diplomacy and dovetail it into national diplomacy for nurturing the national interest.

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INFORMATION OVERFLOW IN THE COMMAND ENVIRONMENT: A NEW CHALLENGE FOR MILITARY LEADERSHIP IN THE DIGITAL TRANSFORMATION ERA

Lieutenant Colonel Md Ashraful Islam, psc, Signals

Abstract

Digital transformation is the technology-induced positive and negative changes stirring at an individual or the institutional level. Information overflow is a counter-product of the digital transformation holding abundance and multiple sources of information irrespective of authenticity. The study first discovers how information overflow proliferates its harmful scheme in the military environment. Subsequently, the study determines whether information overflow affects the smooth functioning of traditional military leadership. It is observed that in the military organization, the trend of faster information access inclines to diminish the formal chain of command between leaders and followers. This vast information flood also preoccupies and generates 'Cognitive Overload' to the military leaders. Because of the unrestricted influence of digital footprints in the open-source platform, information overflow also offers risks for the leaders to hold a clean image in the digital faces of the followers. As a counter product, it confines the legacy of the military chain of command, bringing intricacy in the relationship between leaders and followers and lowering traditional loyalty practice. It also restricts the harmony in grooming of junior leaders, curbs the work-life balance, and infuses information security breaches. But military organizations survive on the chain of command, strict security control and motivational affiliation between leaders and followers. The study envisages that regardless of the negative bend from digital transformation, Bangladesh Army has to march forward in the world's techno-centric race. The article analyzed that to endure against the challenges, a top-down approach to shape leadership models and focus on change management through capacity building are the most important prerequisites. The study further proposed an adaptive leadership model with a blending tactic for strategic, operational, and tactical leaders. The article is an alarm bell for our strategic leaders to picture the ongoing silent decay piercing through the basis of our traditional leadership. The paper will also offer a thinking horizon for all military leaders of Bangladesh Army to plan effective solutions for substantiating a smart model of leadership to survive in the digital transformation era.

Keywords: Information Overflow, Digital Transformation, Leadership, Command.

Introduction

"Information is a source of learning. But unless it is organized, processed, and available to the right people in a format for decision making, it is a burden, not a benefit"

-William Pollard

With the rapid expansion of information technology, the flow of information is now following its fastest track through social media and telecommunication platforms. The flow of information assists in quick dissemination, enriches knowledge, develops social awareness, and aids decision-making processes. But often, the excessive information flow put the leadership in a decision dilemma to justify the authenticity and identify the motive of evidence. In the military environment, such information overflow breaking the traditional 'Chain of Command' may propagate multifaceted twists in the command environment.

The military command environment is always a sensitive, hierarchy-based and motivation driven platform. Here, the leader-follower relationship, ideology, intelligence, decisiveness and overall impression about leaders are essential tools to nurture a harmonious command climate. At present, the uncontrolled flow of information through social media has coined a situation where the followers can even silently track the digital footprint of their command echelon. This trend of excessive information access mostly preoccupies the followers' cognitive domain and slowly instigates complex branding of military command inside them. Besides, because of ignorance and the lack of technological knowledge, sometimes leaders' undesirable information becomes exposed to their followers through open-source platforms. But information floating over the internet, either in positive or negative form, is neither verified nor the motive behind the exposure is readily justifiable.

Again, unquestionable loyalty towards the ethical decision of the command is a history proven testimonial for military organization. But if information overflow exists in the command climate, the aftereffect may weaken the traditional military loyalty practice. This overflow can portray a positive incidental command decision into a negative motive using the complex avalanche of social media. By nature, when such a negative twist reaches quickly to the under commands, the loyalty motivation of the followers towards the command hierarchy faces a sharp decline. All these intricacies of digital transformation undermine the mutual respect between leaders- followers and pave a path of unhealthy professional grooming. As a byproduct, traditional happy military life may be transformed into a life with stress, preoccupation, anxiety and cognitive overload.

Again, members of Bangladesh Army, being part of the present IT-driven society, cannot overrule this significant societal change of the information flow. In such a scenario, to protect the organization's image, uphold the chain of command and entrust in combat bonding, military leadership must remain aware of the aftereffects of the prevailing information overflow. To address the issue inside the military periphery, outlining a coordinated leadership strategy in a top-down approach with matured handling plan of digital transformation is now a necessity of time.

Rising Trend of Information Overflow

Information Overflow

In 1970, Alvin Toffler from International Institute for Strategic Studies first used the term "information overload" to recognize excessive information as the responsible tool for future poor decision making. He also identified that accomplishing more tasks diminishes a person's efficiency because of 'cognitive overload' that may result from 'information overload'. Again, Psychologist Lucy Jo Palladino documented anxiety, indecisiveness, and ineffective situational analysis as the critical derivatives of the term.[1] Information overload may have two terms side by side: Information and Disinformation Overflow. Both can extensively change society or organization if influenced by external pressure.[2] Every day, information overflow, the aftermath of the rapid digital transformation, is taking a new shape in the society. The researchers pinned multiple sources and abundance but the irrelevance of information, difficulty in information management, lack of time for information evaluation, and lower understanding of the merit of information as the root causes of the information overflow.[3]

Disinformation

In the information overload scenario of the world, information storage is growing four times faster than the growth of the world economy [4]. Besides, disinformation, which delivers intentional misleading information, is another contradictory tool that also offers challenges in making command decisions. In 2015, the North Atlantic Treaty Organization (NATO) strategic communications Center of Excellence report stated the success story of the Russian Information Campaign against Ukraine. This campaign is a perfect example of a deliberate 'disinformation overflow' tactic that challenged the decision-making capability of Commanders.[5]

Digital Transformation

The digital transformation encapsulates technology-induced changes occurring within an individual and society. The digital transformation includes: (1) Interconnectedness, (2) No time lag and Abundance of information, (3) Increased transparency and complexity, (4) No Hierarchy and dissolvent of personal barriers, (5) Decision enablers and integrity enhancing and (6) Humanizing effect.[6] It highlights the interconnected nature of technology and enables

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[1] Alex Young, Too Much Information: Ineffective Intelligence Collection, Harvard International Review, Vol. 35, No. 1, Summer 2013, https://www.jstor.org/stable/i40104472

[2] Erwin, D.G and Garman, A.N, Resistance to Organizational Change: Linking Research and Practice. Leadership and Organizational Development Journal-2010, 31(1):39-56.

[3] Hoq, Kazi Mostak Gausul, Information Overload: Causes, consequences and Remedies: A study, Philosophy and Progress: Vols LV-LVI, January-June, July-December, 2014, ISSN 1607-2278.

[4] Viktor Mayer-Schönberger and Kenneth Cukier, Big Data: A Revolution That Will Transform How We Live, Work, and Think, New York: Houghton Mifflin Harcourt, 2013, p. 9.

[5] Keir Giles, Command Decision: Ethical Leadership in the Information Environment, Strategic Studies Institute (SSI), US Army War College, April 2019.

[6] Shahyan Khan: Leadership in the digital age- A study on the effects of digitalization on top management leadership, Master Thesis-Spring 2016, Stockholm University.

transparency with a clear vision and values. It can eliminate the hierarchical distance between leaders and followers and reach anyone instantly. If the transformation is efficiently used, leaders can also empower followers that encourage them to reciprocate by loyalty and generate influence in the team, even being out of visual reach. On the contrary, digitization has contradictory perspectives by de-humanizing effects through virtual communication, emailing, messaging. The emotional connection through face-to-face communication may diminish as a byproduct of digitization. Therefore, efficient use of technology in the right place, by the right person, in the right way and at the right time is the key catalysts to achieve success from digital transformation.

Information Overflow in The Military Command Environment

Information flow in the Military Environment

The flow of information following a methodological approach in the military command environment is an age-old practice. In the military, the information flow follows either a top-down or bottom-up approach. The term is called the 'Chain of Command', representing the line of authority through which command is exercised following a typical military-defined channel. The importance of the 'Chain of Command' lies in every ladder of the hierarchy. In the top-down approach, information is translated, illustrated and explained to the under command before implementation. In the bottom-up approach, the information is verified, associated factors are measured, and probable options are proposed to the higher authority to seek a decision on the information.

Information Overflow in the Military Environment

Though 'Chain of Command' is the yardstick to measure smooth information flow in the military outfits, the scope of faster and alternative information flow often deregulates the tuning. Instead of receiving precise information through the methodological command approach, both leaders and followers may receive information following the shortest media. At times, both receive the same information from multiple sources, either in original form or in intentionally fabricated form, depending on the motive behind the transmission. Again, to guarantee perfection within the shortest time, sometimes higher authority disseminates information to the lowest tier of military outfits, ignoring the contributions of the mid-level tier. As a result, the pattern of information overflow contradicts the professional apparel of the Military Chain of Command.

The easy access of Open-Source information through various social media platforms is not only a marketing strategy but also a cyber, political and circulation tool dominating the society with different motives. The military community, though separately regulated by military laws and restrictions, is a part of the same society. Therefore, both leaders and followers have grown up habits of accessing open-source information, but may be with different individual interests. Both receive the same information shared in the social media by sometimes authenticated and mostly from unverified, falsified and twisted newsgroups or by opportunist forums. The crucial consequence rises when they access untrusted online resources intentionally prepared under the trap of 'information overflow'. Often, without evaluating the weight of the

information, they reach to a discussion against the organizational interest and generate security concern for own outfits and command hierarchy.

The followers in the military community mostly remain co-located inside the barrack or reside as neighbours inside the cantonment. Because of the nature of combatant jobs, from the morning of the day till the lights out time at night, the troops remain intact in performing operational, training and administrative jobs. Again, a bulk no of young troops and seniors stay in the barrack remaining away from their family for a long time. Thereby, sharing emotional hunger, information, rumours, humours and expressing views on their commanders in the gossip is a regular practice in the followers' community. Meanwhile, the browsing habit of military members has silently converted them as the marketing tools of 'Military News/Blog/Group' in the social media news feed. They mostly scroll and discuss gossips stirring in the social media about their military life and command echelons. But the followers, naturally with their shallow technical exposure, mostly remain incapable to verify the news floating over social media and the motive behind the gossip. Sometimes, those planted information targeted to the military community by opportunist groups infuses emotional burning inside the followers against their leaders and military decisions. In most cases, military organization, because of its solidarity and brand value, takes time to evaluate the authenticity, justify the motive and then provides clarification from the strategic point of view through a chain of command. But by then, the followers inherit either a false positive or mostly negative impression about military affairs or against command channels.

Effects of Information Overflow in The Military Command Environment

Leader-Follower Relationship Intricacy

The uncontrolled flow of open-source information not only affects the military command environment but also imposes long-term influence on the military lifestyle. The professional environment in the military is as such that followers show unquestionable loyalty towards the leaders. Again, to the followers, the commanders at various levels represent themselves as a specimen of ideal leaders characterized by honesty, integrity, uprightness, dignity and intelligence. Therefore, human errors or the dearth of knowledge of the leaders always remained off-screen to the followers' perception. However, the open-source information and uncontrolled flow of information in the air not only has removed the barrier but also offered scope to expose questionable attributes of leaders. Most importantly, a leader has hardly any scope to prove his innocence or justify his deeds under any unwanted circumstances. Thereby, leaders in the military community may grow a latent insight to represent their good attributes to the followers by artificially amplifying their transparency. This internal pressure may expose as a command weakness to the followers and contradict leadership dynamism.

Lowering Respect of the Leaders

Besides, lack of technological knowledge is now a suicidal attempt for any sensible citizen. Not only for professional development, for securing own personal data and to safeguard

from traps of opportunists, but deficiency of handful knowledge on internet tweaking is also of great concern. Often, because of inadequate technological knowledge and techno-ignorance, the personal and social data of many leaders are exposed to the followers and opportunists. Since social media can illuminate personal life, personal management, and faded work-life balance are also exposed in the information world. This often reveals multifarious social crises. Most importantly, a vast amount of unverified data processed through the digital transformation are posing challenges for the leaders to attain a clean positive image in the heart of followers.

Curbing Leadership Grooming

The flow of information, once directly transmitted to the lower echelons without sufficient explanation by mid-level tiers of command, may replicate a wrong command theme to the followers. In particular, the mid-level leaders of any command hierarchy may face a vacuum of confidence in discharging responsibility. Thereby, a sense of dissatisfaction, inferiority complexity and priority dilemma may generate in different tiers of command. Besides, mid-level commanders may inhibit anxiety of missing information. Again, the direct approach of disseminating information also generates bypassing tendency to the junior leaders that go against the teaching of 'Basic Soldiering'. As a precaution, micromanagement, excessive supervision and inflexibility exist in the junior tiers of command. This complex environment as an after effect may exaggerate zero error syndrome and lower the confidence of junior leaders. Thus, information overflow curbs the smooth grooming of junior leaders.

Disharmony in Work-Life balance

The prevailing information flood mostly preoccupies the command channel and often poses excessive stress on the leaders[7]. Because of commitments round the clock, individual assignments get priority over team efforts. As a result, the interpersonal relationship among different tiers of command also deteriorates. Technology modernization has set an artificial need for continuous information flow. Gradually, it has mechanized the daily schedule on a robotic platform. The leaders prefer to pass their instruction over gadgets than on visual commands. This harm of information overload as a replica of robotic psychology goes absolutely against a good command climate is a well-known truth. But hardly the command community can get rid of this unusual prophecy of gadgets over their everyday professional life. This preoccupation hinders the work-life balance and destabilizes the family and social harmony[8].

Vulnerability of Information Security

At present, smartphones or cell phones extensively used for accessing open-source information is the highest and easiest exploitable insecure platform. In practical purview, it exploits user information and shares personal and institutional data with device manufacturers, operating

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[7] Hurtienne, J., Stilijanow, U. & Junghanns, G. Time and work pressure in today's working world. In Korunka, C. & Hoonakker, P. (Eds.) The impact of ICT on quality of working life-2014, 63–85. New York: Springer.

[8] Messenger, J. C. & Gschwind, L. Three generations of telework: New ICT s and the (R) evolution from home office to virtual office. New Technology, Work and Employment-2016, 31(3), 195–208.

system owners, content developers, software and app designers, operators and also partner networks. Again, cellphones maintain different communications protocol like GSM,   Wi-Fi, SMS, MMS, Bluetooth, etc. each having own security vulnerabilities. Network providers also use signalling protocols that are prone to network weaknesses. In statistical frame, half of all the calls through cellular networks get tap attempts and every nine SMS out of ten are at the risk of being intercepted[9]. For example, Pegasus Software of NSO Group could allegedly track calls, read the text message, collect passwords or even can control the camera and microphone. Again, researchers of Belingcat used open-source intelligence websites to forensic the route of a secured Russian unit plotting soldier's social media posts in their private social media platforms VK and Odnoklassniki[10]. This one example amongst many amplifies that the use of commercial devices and public network is a serious security concern for any military force in any operational platform.

Leader Focused Vulnerability

Within the massive flow of information, data handling is another crucial issue for every professional. Because of organizational sensitivity, military personnel are always the soft targets of cyber attackers. But in reality, they are less conversant with the defensive architectures of data security. Therefore, they nurture a technology phobia in handling professional data secrecy and struggles to differentiate between professional and personal data security.[11] Even, the senior leaders have rare scopes to securely handle sensitive information because of their positional hierarchy and fewer technological exposure. Again, no formal training or awareness program is officially arranged for different layers of command to ensure secured data handling from a strategic, operational, and administrative perspective. Therefore, Information Security remains the priority concern in the realm of information overflow.

Measures to Endure Challenges of Information Overflow

Most of the scholars opined that the effect of technological transformation facilitated the transition from autocracy leadership style to democratic leadership style.[12] Again, the followers have wide horizons to share ideas, knowledge and grow self-efficacy in a transparent situation in the open-source platform, even sometimes breaking the organizational rights.[13] The transparency may generate narcissism, bring insecurity in the job and even break organizational boundaries. But our culture is yet to accept such rapid change within a successive interval of variation management. To address all unresolved issues, both leaders' and followers' technological behaviour needs modification emphasizing the following perspectives:

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9   Maria Farrell, Soldiers with Smartphones can be a Gift to the Enemy, Published in
https://conversationalist.org/2020/03/20/soldiers-with-smartphones-can-be-a-gift-to-the-enemy/ on 20 March 2020
[10] ibid
11   9 Infantry Division, Cyber Security: Bangladesh Army Perspective, AHQ Project Study -2020.
12   Danju, I.., Maasoglu, Y., and Maasoglu, N, From Autocracy to Democracy: The Impact of Social Media on the Transformation Process in North Africa and Middle East. Procedia-Social and Behavioral Sciences-2013, 81:678-681.
13   Matthew Cox and Gina Harkins, 82nd Airborne Paratroopers Just Deployed Without Their Phones. Your Unit Could Be Next (January 2020), https://www.military.com/daily-news/2020/01/09/82nd-airborne-paratroopers-just-deployed-without-their-phones-your-unit-could-be-next.html?utm_medium=Social&utm_source=Facebook#Echobox=1578583540

Shaping Leadership

To mitigate the challenges of information overflow, there is no alternative to the Top-Down approach. Therefore, setting up a proper leadership model in the changed scenario is the most essential prerequisite. In shaping the leadership model, setting mitigation strategies by military strategic leaders is the priority concern before setting ways for operational and tactical level leaders.

Strategic Leadership Model

Potentials of technology controlling ability and mature information handling are two very influential apparels for the military strategic leaders of the present world. The ease of information access and need for prompt decision dissemination to the followers has lessened the hierarchical distance between leaders and followers[14]. Again, the military system always prefers to adjust the technology to the standing operating ways by 'digitizing the analogue'. Leaders of the present world need to remain conscious of the changes digitization will cause, comprehend the specific impact of the change on the organizational model and outline immediate steps to enable innovations[15]. In the military domain, strategic leaders are the key enablers to outline the masterplan for the other military members. Therefore, strategic leaders must conceive, translate, and gain the ability to implement the transformative change of technology[16]. The following figure illustrates how strategic leaders should adapt to the change management of information overflow:
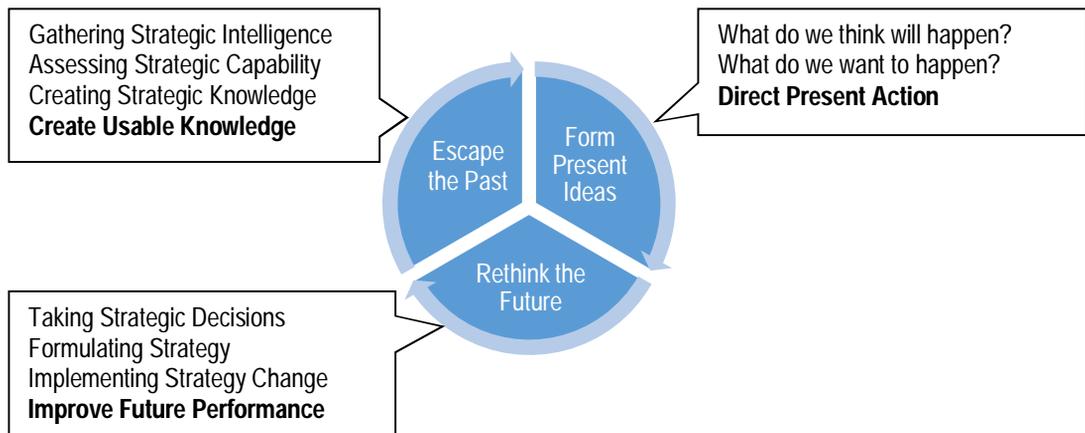
Figure-1: Strategic Thinking Motives
Source: Wootton Simon and Horne Terry, Strategic Thinking [17]

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[14] Andreas Hesse, Digitalization and Leadership – How Experienced Leaders Interpret Daily Realities in a Digital World, Proceedings of the 51st Hawaii International Conference on System Sciences -2018.

[15] Bennet, Alex & Bennet, David & Lewis, John. Leading with the Future in Mind: Knowledge and Emergent Leadership-2015.

[16] General Sir Richard Barrons, Victors and Victims Creating a Military for the Digital Age, LSE IDEAS, UK -2018, lse.ac.uk/ideas/strategy

[17] Wootton Simon and Horne Terry, Strategic Thinking, Third Edition -2010, Published by Kogan Page Limited, ISBN 9780749460778.

Transpersonal Leadership for the Operational Leaders

Operational leaders of this era are facing a unique decision-making challenge where they need to navigate vast resources of information and disinformation floating inside and outside the periphery of work-life. Prompt scrutiny, sensing motive and finally taking appropriate decisions is a crucial phenomenon for a commander now. To acclimatize with the scenario and fight back these novel situations, an operational leader must accept innovation and persist in fast-moving tactics for remaining conversant with the technological shifts. Today, a commander must grow transparency to the junior leaders characterized by temperance, prudence, fortitude and justice. John Knights' 'Transpersonal Leadership Model' would probably fit best for this unique command environment. Transpersonal Leadership is a two-way development management programme where leaders remain fully conscious of ethical values to ensure equity, diversity, dignity and intelligence in all interpersonal activities.
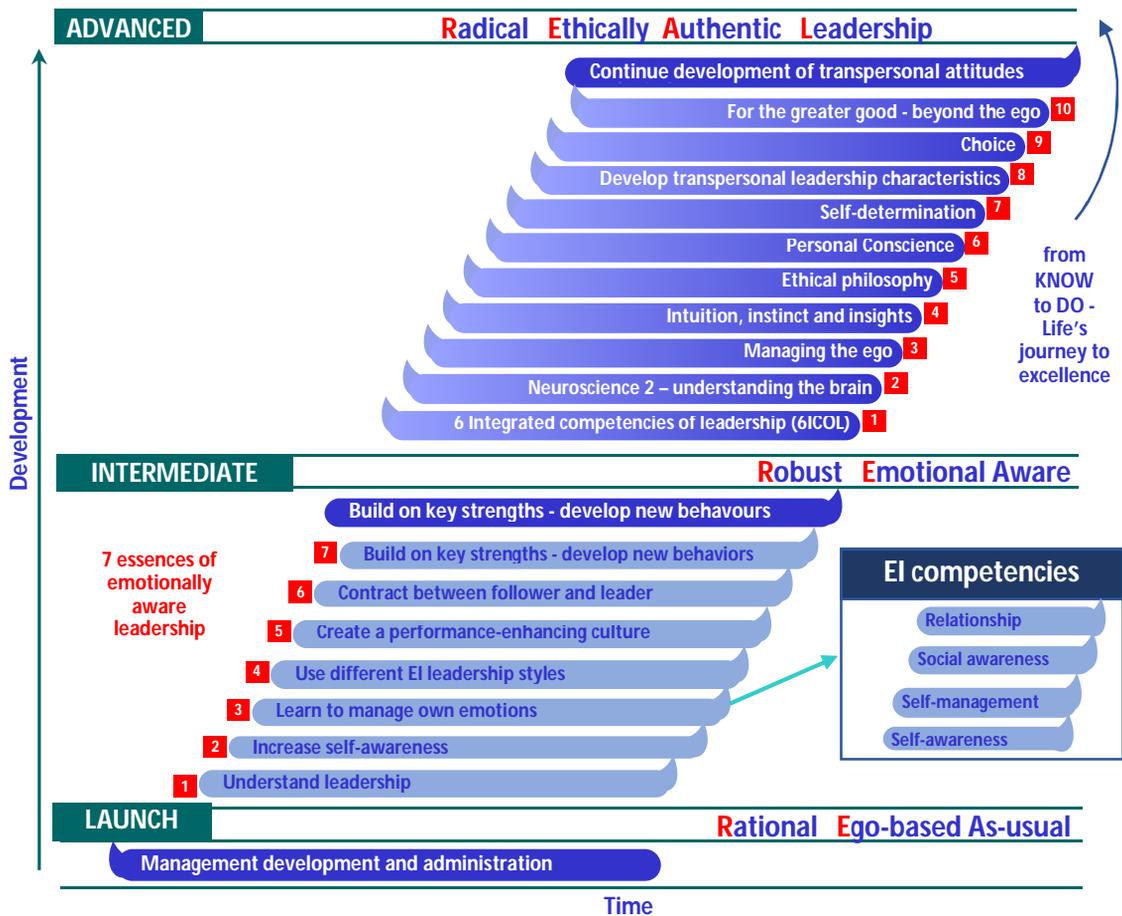

Figure 2: Transpersonal Leadership Development

Source: Image reproduced from John Knights, Danielle Grant, and Greg Young, eds., Leading Beyond the Ego: Becoming a Transpersonal Leader, Oxford, UK: Routledge, 2018, p. 9.

Adaptive Leadership for All Commanders

'Lead Yourself First' is a trusted concept of leadership in the digital transformation era with the perception: 'Inspiring Leadership Through Solitude'[18]. The concept illustrates that to attain leadership success, all leaders must have silent time alone and remain free from distraction regularly to justify their actions and generate planning. Because of the multitasking trend in transformational change, leaders remain chronically distracted and cannot filter out the irrelevancy of many tasks handled by their busy working memory[19]. Therefore, to lead through digital leadership, all levels of leaders must attain four progressive steps: (1) Awareness, (2) Realization, (3) Transformation, and (4) Constant Innovation. They also need to comply with the digital leadership traits with adaptive attributes. The following figure illustrates how translated attributes of adaptive leadership will assist in achieving digital leadership traits:
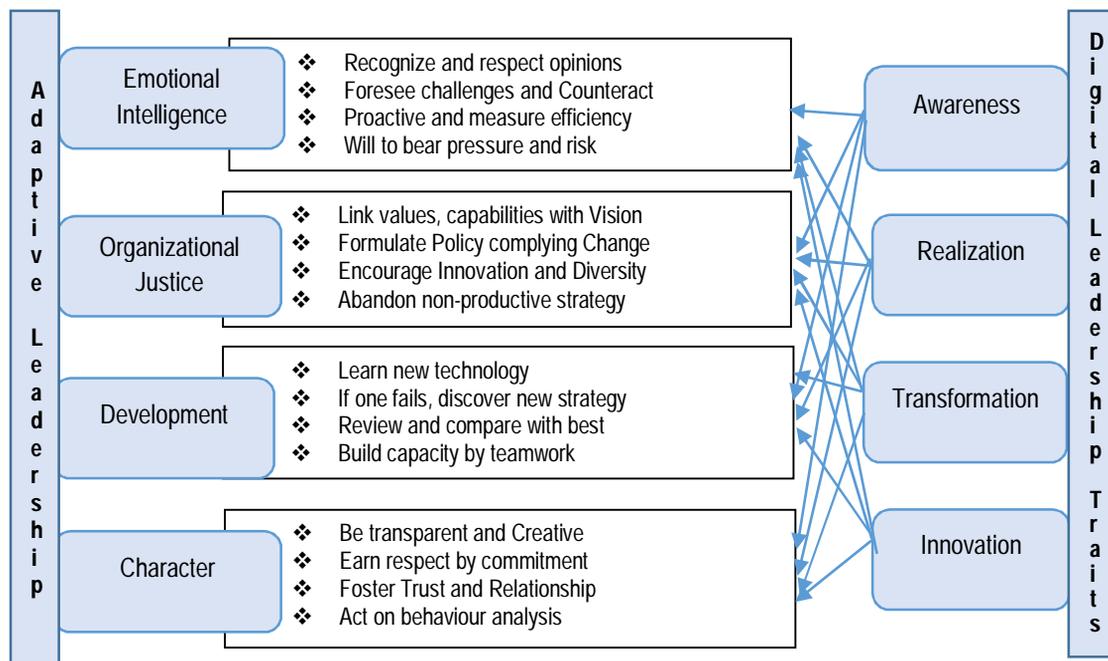
Figure 3: Adaptive Leadership Model with Digital Leadership Traits

Source: Author's Construct Combining Digital Leadership traits with Adaptive Leadership attributes

Focus on Change Management

At present, the most important strategic solution to comply with the change is to formulate an ideal leadership model addressing all challenges of digital transformation. Assessing such complex challenges of the 21st century, the US military already urged reforming the existing leadership pattern aligned to the 'adaptive leadership' for the creative officer corps[20]. The US

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[18] Raymond M. Kethledge, Michael S. Erwin, Lead Yourself First, Published by Bloomsbury USA -2017, ISBN 9781632866332.

[19] ibid

[20] David Barno, Nora Bensahel, Katherine Kidder, and Kelley Sayler, "Building Better Generals," CNAS Report, Washington, DC: Center for a New American Security, October 2013.

Army also emphasized building 'knowledge-based leadership' so that leaders learn to make a priority of their assignments and can use intelligence to pick the appropriate information for the solution to any new challenge[21]. Researchers also stressed to prioritize 'authenticity of the information' before starting any strategic evaluation. They further illustrated that not technology, but change management is the most decisive factor to address the information overflow in this digital transformation era. The primary focus of this change management is to orient everyone with positive nodes of digitalization that may transform the working world to a progressive future of peace and humanity[22].

Leadership Model for Bangladesh Army

Evaluating the practical need of leadership pertinent to Bangladesh Army, following adaptive leadership model may portray how leaders need to interpret the challenges of digital transformation and come to a comprehensive solution:
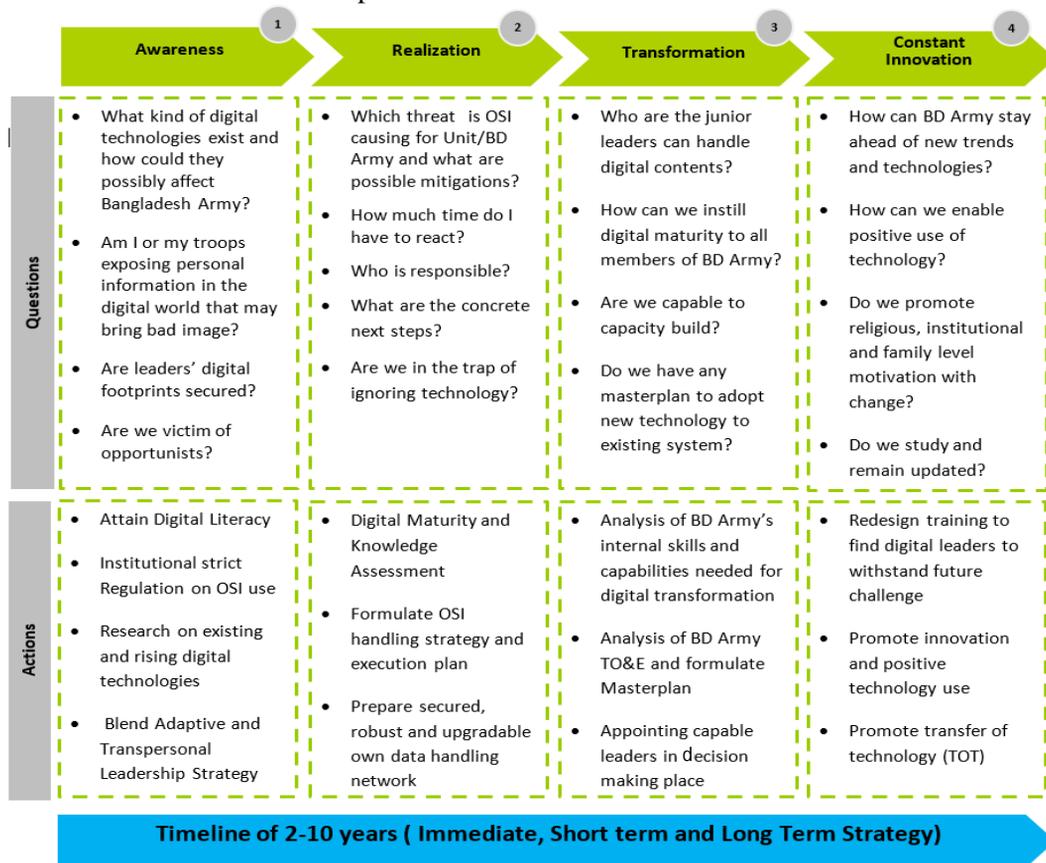
Figure 4: Adaptive Leadership Model for Bangladesh Army to Endure Effects of Information Overflow because of Digital Transformation
Source: Author's own Construct Focusing Digital Transformation Effects in BD Army

[21] Anna Simons, 21st-century challenges of command: A view from the field, Strategic Studies Institute, US Army War College -2017.

[22] Wrede M, Velamuri VK, DauthT. Top managers in the digital age: Exploring the role and practices of top managers in firms' digital transformation. Manage Decis Econ. 2020; 41:1549–1567. https://doi.org/10.1002/mde. 3202

Shaping Followers Trend

The academic curriculum and content for troops are not very rich compared to the potentials of their academic background and technology access habits. In most cases, their technological potentials are underutilized. If their intelligent potentials are under-utilized, they will lean towards mishandling their intellectual ability, remaining preoccupied in the information overflow. Bangladesh Army may take steps to engage their cognitive domain by putting extra academic pressure or redesign their training content. The ultimate goal is to build a 'knowledge-based military' that may start from shaping the junior leaders of Bangladesh Army. Most of the powerful military forces of the world take the competitive advantage of the troops and engage them in attaining expertise in their skillful area[23]. Command echelons of Bangladesh Army at various tiers need to empower, mentor, and engage the under commands to attain critical skills and groom them as continuously change-capable.

Capacity Building Strategy

Digital Literacy Assurance

Despite growing security vulnerabilities, the flow of information broadcast through the open-source platform is now an irreversible reality of the world. All new devices, arms, and tactics in the operational environment and patterns of information exchange through new communication protocols are continuously changing. Therefore, to compete and withstand in the technology-driven military industry, Bangladesh Army needs to enable technology-assisted command philosophy. To attain that, the most important prerequisite for all tiers of leaders is to achieve Situational Digital Literacy, which would assist the command from a practical perspective.

Focus on Developing Cognitive Domain

The theology of always being "plugged in" with modern technology and leading a life on multitasking persistently seasoned as a vital tool of modern leadership. But in reality, today's hyper-connected digital environment is distressing the critical thinking skills of leaders. Rather, the technology teaching demands the cultivation of intellectual quality through study, undistracted focus towards balancing life, and deep contemplation of their performance. The military leaders at all tiers must focus to nurture the cognitive domain of the followers and create an environment where the followers gain the urge to learn, lead and compete to earn traits of technology-aided leadership [24].

Introducing Cyber Academy to Assure Information Security

If Strategic and Operational leaders attain substantial digital literacy and e-governance, that may strengthen the information security implementation program. It will also ensure tactful information handling at the tactical level. Subsequently, the knowledge will protect strategic data from entrapment and also assist the procurement of techno-centric future military hardware. To conceptualize the literacy program for protecting all tiers of military leaders, the establishment of a Cyber Academy is a necessity of time.

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[23] Natalie Johnson and Peter Fox, how digital transformation is elevating an elite military organization, Ernst & Young Global Limited -2017. https://www.ey.com/en_dk/workforce/how-digital-transformation-is-elevating-an-elite-military-organization

[24] Bill Bray, Winning The War on Distraction: Military Leaders Need Quiet Minds in The Digital Age, Published on 8 July 2020, Accessed from https://cimsec.org/winning-the-war-on-distraction-military-leaders-need-quiet-minds-in-the-digital-age/ on 20 May 2021

Personal and Organizational Management

To meet the challenges of leadership molded by information overflow, personal management is the most important priority. All standard military customs and practices that elevated the organization, demands wide circulation to the junior members of the military community. Higher leadership must project the traditional military values in a way so that followers remain more respectful to the values than being compelled to abide by. The Social Media Regulation and IT policy of Bangladesh Army need a regular update with the evolution of technological progress. Simultaneously, the higher authority needs to maintain parity in imposing a penalty on violation of these policies. However, a structured motivational approach may provide better output than emphasizing a penalty for the violation. To do that, followers must remain oriented with the constructive part of the information technology, possess adequate knowledge and get enough scope to apply their education. Besides, religious practice, attaining technical knowledge and constructive mentoring by different tiers of leaders may act as the key players to withstand the ongoing leadership dilemma precast by digital transformation.

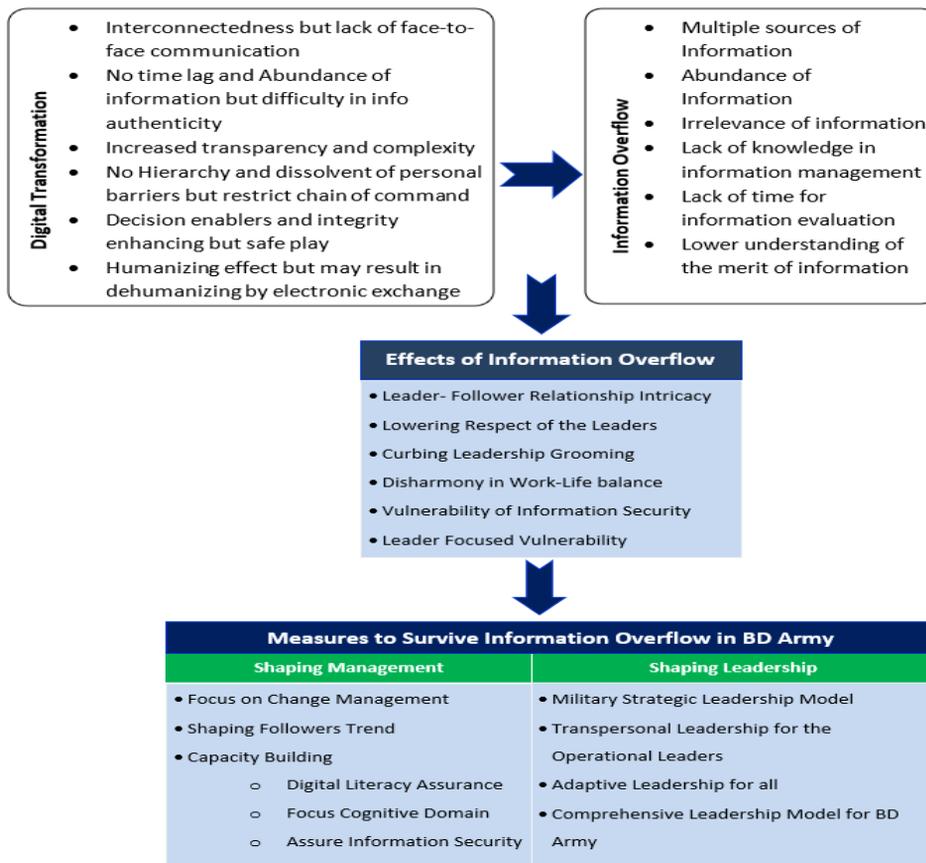### A comprehensive Framework to Survive Information Overflow in Bangladesh Army

Figure 5: A comprehensive Framework to Survive Information Overflow
Source: Author's own Construct to Understand the Mitigation Process of Information Overflow Effects in BD Army Perspective

Conclusion

Information overflow through the Open-Source Information Platform is one of the most priority concerns in this techno-centric world. Military organizations, because of its operating pattern, maintain a well-accepted chain of command in the hierarchy ladder. Again, the military command climate has a unique leadership philosophy that connects leaders and followers with ideology, intelligence, decisiveness, integrity, etc. But the information overflow has the tool to enhance the relationship intricacy between leaders and followers. Similar information reaches both leaders and followers following the same information media. But a leader with prudence, knowledge, intelligence and foresightedness can still positively handle the situation. To achieve that, a well-formulated action plan and shift of leadership pattern are necessary.

In the military environment, with a top-down approach of Strategic Leadership modelling, a customized combination of stirring transpersonal and adaptive leadership can best suit a leadership model against the challenges of information overflow. However, disseminating strong motivation on change management and shaping the tendency of excessively using social media platforms are key events against information overflow. Besides focusing on building cognitive domain and capacity building through digital literacy are two most essential events badly needed to counter information overflow. To uphold the military tradition and elevate operational fitness, Bangladesh Army may formulate a comprehensive model against the after-effects of Information Overflow.

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AUTOMATIC ABNORMALITY DETECTION AND ESTIMATION IN SMALL ARMS BARREL – A NEW SOFTWARE-BASED SYSTEM FOR BANGLADESH ARMY

Colonel Md Mizanuzzaman
Lieutenant Colonel Hussain Md Abu Nyeem, PhD, EME
Lieutenant Colonel Md Faisal Kader, PhD, EME

Abstract

The small arms generally capture a significant range of infantry weapons that an individual soldier can carry and operate. Excessive use with inadequate maintenance of these weapons gradually forms abnormalities like corrosion, crack, bulge, and particle deposition on their inner surface. Such abnormalities inspection has been conventionally manual (with open eyes), tedious, inefficient requiring much effort and time, and susceptible to incorrect detection. Therefore, this paper presents a new software-based inspection system with automatic detection and estimation of the surface abnormality as a timely requirement. The state of abnormalities is determined and characterized for the small arms made of steel that eventually result in different faults and reduce the weapons' efficiency. A software-based system is designed with a high definition, small-aperture, and low-powered camera to acquire, process, and analyse the inner-surface images in real-time. The surface abnormalities are then determined and estimated according to the detected features of the abnormalities. The proposed system would offer an effortless early detection and more accurate estimation of the inner-surface abnormalities to ensure appropriate diagnosis and a longer lifecycle of the small arms.

Keywords: Weapon, barrel, abnormality, automatic, software-based, Bangladesh Army.

Introduction

The weapons are a critical element of the country's overall military strength and a dominant factor in budgeting the allotted finance to develop the armed forces. Among the wide range of weapons, 'small arms' captures an essential group considering their extensive and frequent use in both war and peacetime, including different exercises and security deployments. A small arm is meant to be portable and operated by an individual soldier. Being commonly used, this group of weapons demands relatively more frequent maintenance to preserve safe-functioning and accuracy and to ensure a longer lifespan. The required frequency of maintenance depends on many factors, including the volume of fire, type of the weapons, and the chambering and shooting environment containing high humidity, salty air, blowing sand, or freezing rain. Low or inadequate maintenance of the weapons gradually forms abnormalities on the inner surface of their barrels.

Common abnormalities on the small-arms barrel's inner surface include corrosion, crack, bulge, and particle deposition. Corrosion is the destruction of metals and alloys caused by friction or electrochemical reaction with the surrounding environment. This destruction of metal was found common, especially in the bore of the small arms' barrel, which cannot be avoided by keeping the small arms only in a controlled environment. Timely maintenance and repair of small arms are also required for the longevity of weapons. Besides, squib loading, low-maintenance and restive use of the weapons further cause the barrel to be bulged and cracked. The coarse inner surface of the weapons further tends to deposit unwanted particles of the cleaning patch. Therefore, regular inspection is more critical for the small arms than their counterparts to detect abnormalities for any possible malfunctioning.

However, the small arms' existing inspection is manual with open eyes, tedious, inefficient–requiring much effort and time and susceptible to incorrect detection. The armourer of a unit or workshop section or field workshop company is responsible for inspecting and repairing the small arms. Correct detection of the inner-surface abnormalities is needed for further action like special maintenance, repair, or replacement of the arms. However, the conventional open-eye inspection is challenging to identify the deposition, corrosion, crack, and bulge inside the small arms' barrel. Armorer mainly places a piece of white paper inside the open chamber and looks through the weapon's muzzle under the sunlight or bright light. After extensive training and vast experience, an armourer can achieve the ability to find out and identify the fault of the barrel. But with human error, poor lighting conditions, lower level of concentration and confidence, and less prepared barrel for inspection, there is always a chance for an incorrect detection. The development of a more effective inspection system is thus a timely requirement of Bangladesh Army.

In this paper, a new inspection system with automatic detection and estimation of the inner-surface abnormalities is developed in addressing the limitations of the system presently used. The state of abnormalities in the small arms is determined and characterized with the feature-points that eventually result in different faults and reduce the weapons' efficiency. Mainly, a software-based system is designed to employ a high definition, small-aperture, and low-powered camera to acquire, process and analyse the inner surface in real-time. The image-based detection and classification techniques are used to determine and estimate the abnormalities on their detected features. While the camera's use would reduce the effort in visual inspection, the recorded states of the abnormalities may also be used to reference the previous inspection cases. Besides, a feature-based clustering technique is designed and employed to automatically detect and estimate the inner-surface abnormalities in support of appropriate diagnosis and longer lifecycle of the small arms.

Existing Inner-Surface Inspection Systems

The small-arms inspection has been conventionally carried out by the armourer manually with open-eyes in Bangladesh Army. Recall from the previous section that the existing system appears inefficient, requiring much effort and time, and susceptible to incorrect detection. Unlike this conventional inspection process, a few systems like Vividia-Lyman[1], ROBINCA-GBMS[2], Novacam[3], and RIB-4D[4] have been developed to offer seamless visual inspection with

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[1] https:// www.oasisscientific.com/store/c39/gun-borescopes. Consulted on 18 February 2021.
[2] https:// www.dacon.no/inspection/english/produkter/gun-barrel-management-system .
[3] https:// www.novacam.com/barrel-inspection-and-3d-measurement/. Consulted on 25 February 2021.
[4] https:/ www.kappa-optronics.com/en/cameras-for-armoured-vehicles/gun-barrel-inspection.cfm .

interactive assessment. The key components, features, and applicability of those systems to the weapons barrel inspection are briefly discussed below to navigate the scope of primary development of an indigenous and effective small arms inspection system for Bangladesh Army.

a. **Vividia Gun Borescope and Lyman Borecam.** Oasis Scientific Inc. introduced two types of gun barrel borescopes: traditional optical fibre type (e.g., Vividia Gun Borescope: GB-430, GB-530, and GB-5100) and miniature video camera type: Lyman Borecam. Different calibre gun barrel borescopes ranging from 2.8mm to 8.5mm were developed with a side mirror with a slightly large diameter for various applications such as gunsmiths, firearm manufacturers, and armourers barrel builders, precision rifle shooters, and gun enthusiasts. Besides, the Borecam employs USB scopes with manual focus and cross-platform (Windows, Android, and iOS) preview and control.

b. **ROBINCA-GBMS.** Dacon AS brought ROBINCA (Robot Inspection & Calibration System) and GBMS (Gun Barrel Management System). Robinca is designed to monitor gun tube conditions, including pitting, erosion, and general wear of gun barrels. On the other hand, GBMS is a database management system that logs and analyses the barrels' data and combines visual inspection with highly accurate non-contact measurement technology. These systems are based on the criteria set by German Army regulation. The systems can estimate the essential factors, including precision, optimal lifespan utilization, and quality control of user data, for testing and evaluating both old and new gun barrels.

c. **Novacam-BIMS.** Novacam Technologies Inc. developed the Barrel Inspection and Measurement System (BIMS) with 3D Metrology to support non-contact and automated barrel inspection for the firearm manufacturers. With the timely requirement of 3D inspection and quantitative evaluation of a broader range of ID (inside diameter) parameters, their system automates the interactive inspection for faster and better-quality control of both intermediate and final products. Their systems are of primarily two types for barrel ID measurement: Tube Inspect and Bore Inspect. Those systems are designed to measure different ID parameters like straightness, roughness, roundness, concentricity, and rifling dimensions for the wide-ranging calibre barrels. The generated 3D point cloud data also supports a range of raw data options and the preview with third-party applications like CAD (Computer-Aided Design) in addition to the built-in analysis tools.

d. **RIB-4D.** Kappa developed a high-performance system called RIB-4D for the large-calibre weapon barrel inspection designed for troops evaluating the actual and post-firing status and calculating the remaining service life. It comes with a measuring head, feed unit, computing unit, display unit, and transport case. It captures every possible instance of observations with an automatic feed for running

the measuring head through the barrel. Besides, an image-based interactive measurement and analysis of the damaged areas, including erosion, corrosion, chrome spalling, and bulging, are featured with bore measurement, 3D Laser Scanner for imaging, and 360° preview.

e. **Summary of Features and Limitations of the Existing Systems.** The existing weapons inspection systems discussed above offer useful features, interactive assessment systems, and versatile uses for weapons of a wide range of calibre. The summary of key specifications of the systems is presented in Table 1. However, these systems were commercially developed and more suitable for the weapon developing industries to control the quality of new weapons. Besides, their design and processing algorithms are not explicitly open for further development. Thus, while these systems help determine the desirable set of features, indigenous development of the inspection of in-use/old weapons could be a significant step forward for Bangladesh Army to keep pace with the technological advancement independently.

Table 1: Comparison of the Features and Limitations of the Existing Systems

Features	Vividia-Lyman[5]	ROBINCA-GBMS[6]	Novacam-BIMS[7]	RIB-4D[8]
View angle	0°-90°	0°-90°	0°-90° in 3D	360°
Focusing	Manual/fixed	Fixed	Fixed	Manual
Insertion Tube	Rigid/Semi-rigid	Not-specified	Not-specified	Semi-rigid
Resolution	1280x720 (maximum)	High	HD	Not specified
Remote preview	Yes	Not-specified	Yes	Not specified
OS Compatibility	Windows, Android, and iOS	No dedicated system	Not-specified	Not specified
Supporting barrels	0.17-0.35mm calibre	4.6-155mm calibre	1-155mm calibre	Tanks, howitzers, and naval guns

Source: Authors' construct

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[5] Oasisscientific, Loc Cit.
[6] Dacon, Loc Cit.
[7] Novacam, Loc Cit.
[8] Kappa, Loc Cit.

A New Small Arms Barrel Inspection System

Despite the recent developments of the weapons inspection systems discussed in the previous section, Bangladesh Army generally remained lag-behind in developing such an automated and effective system. To address this limitation, we attempt to indigenously develop a new inspection system with inner-surface abnormality detection and estimation for Bangladesh Army. Before presenting the proposed system's conceptual model and processes in this section, we will first determine its development criteria and further rationale for its implementation in Bangladesh Army below:

1.   **Criteria of a Small Arms Inspection System.**   A weapons barrel inspection system generally requires a high-precision, low-powered and small aperture camera (less than 4.5 mm) with good lighting and a very short focal length (less than 3 mm). It needs to have adequate robustness, high accuracy, and wide-ranging measurement capacity to offer versatile use and sustain the changing operational conditions and cost reduction. It also requires determining the consequences of any abnormalities in the weapon's barrel for the performance and lifespan. Recordings and logging the states of the abnormalities would make the system more effective. Maintaining accuracy, repeatability and flexibility set the essential development criteria for an interactive and automatic inspection, analysis, and reporting.

Additionally, the weapon's safety and accuracy are primarily determined by barrels' inner surface quality that requires rigorous barrel ID inspection and 3D measurement. The 3D inspection and non-contact quantitative evaluation of a broader range of ID parameters could be a timely requirement for automating the inspection to speed up and improve the weapons' quality control. The instrument is to identify the corrosion, particle deposition, crack, and bulge, including the surface roughness, accurately with visual inspection inside the barrel of a weapon to enhance the useful weapon life. Visual inspection by some high definition or IR camera might ease this challenging job. Furthermore, a software-based technique may provide more accurate findings of the faults and their chronological development. The surface roughness due to the particle deposition may cause corrosion, erosion, bulge, and crack initiation. Early detection of surface roughness and other faults might improve the practical life of weapons.

In light of the above discussion, the critical set of criteria is determined listed in Table 2, and the essential components are illustrated in Fig. 1, which are considered for developing the conceptual model of the proposed system.
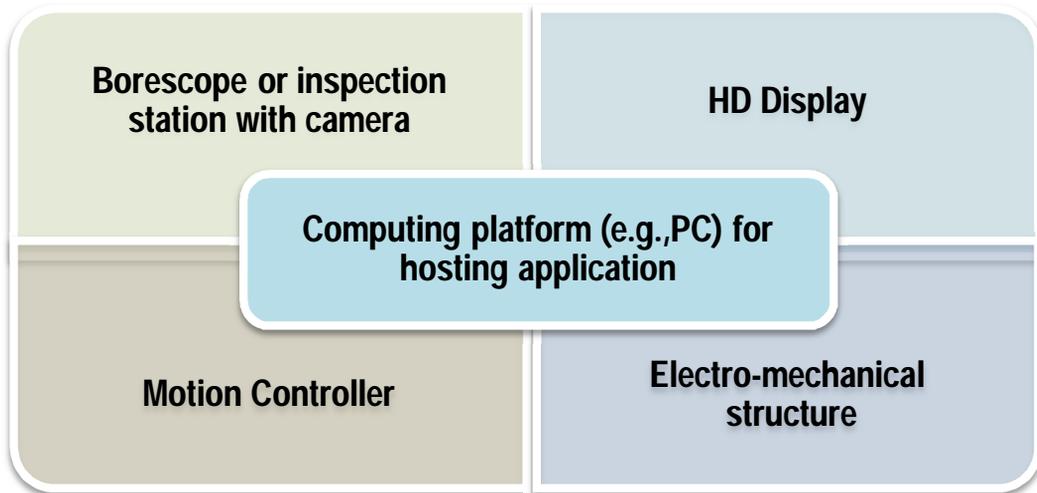
Figure 1. Major Components of the Weapons Barrel Inspection System
Source: Authors' construct

Table 2: Summary of Criteria for Small Arms Barrel Inspection System

Criteria	Requirement
Calibre	Adequate for all calibres of the small arms barrel
Precision	High
Speed	Fast
Capacity	Ability to measure: — Rifling parameters widths and IDs of lands and grooves, twist rate, flank angles, etc. — Straightness, roundness, taper, runout, etc. — Abnormalities including surface defects, roughness, chatter — Cross-holes, grooves, steps, undercuts, and slots
Preview	— Interactive — Remotely accessible — Cross-platform (Windows, Android, iOS) — 3D and 360-degree preview
Analysis	— Classification the errors/deviations detected — Estimation of the severity and lifespan — Recommendation of a reasonable follow-up procedure

Source: Authors' construct

2. **Rationale for the Implementation of Automated Inspection.** Presently Bangladesh Ordnance Factory is producing the maximum small arms for Army. So this is high time to introduce the modern system or technique to maintain and repair the weapon. As discussed in the previous section, armourers usually conduct an open-eye inspection of the small arms. Still, proper diagnosis is a highly challenging job by open-eyes with the following significant difficulties:

   a. The fault may not be diagnosed accurately.

   b. Characteristics and nature of fault cannot be adequately understood.

   c. The correct repair procedure may hamper.

   d. Propagation of crack or fault cannot be recorded.

   e. Delayed detection may increase the repair cost and reduce the weapon's life.

   Thus, this study recommends introducing the camera-aided inspection with automatic detection of inner-surface abnormalities and their quantitative estimation for Bangladesh Army in future. The following set of features is expected for the primary development of the camera-aided inspection:

   a. Seamless and accurate detection of surface abnormality in the barrel.

   b. Simulate the crack propagation through a series of observations.

   c. Effective prediction of longevity and fault-tolerance.

   d. Supports recording of inspection for off-line repair and maintenance of the arms.

3. **The Proposed Feature-based Inspection System.** In support of an automated weapon inspection system for the Bangladesh Army, a new software-based small arms inner surface abnormality detection, classification, and estimation system is developed and presented in this section. Unlike the conventional open-eye inspection, the surface's present state is visualized with the captured images (or video) in real-time. Our newly developed image-based automatic system then processes the images (or video) to detect abnormalities and estimate the lifetime. The operational setup and the proposed system's general inspection process are illustrated in Fig. 2 and 3, respectively, and explained below.

   The operational setup is illustrated in Fig. 2. A small-arms barrel is placed steadily for inspection, and the inspection probe is equipped with a moving camera and built-in light placed in front of the muzzle. The probe is connected to the PC (computing platform) that runs our developed application. Both the 'step-by-step' and 'at a go' options were considered for capturing images (video) from the weapon barrel's inner surface. Before estimating the lifespan, any form of abnormalities is inspected and confirmed. A

final recommendation on 'repair' or 'replace' is finally output based on the abnormalities and estimated lifespan. More technical detail of this inspection process is illustrated in the flowchart of Fig. 3.
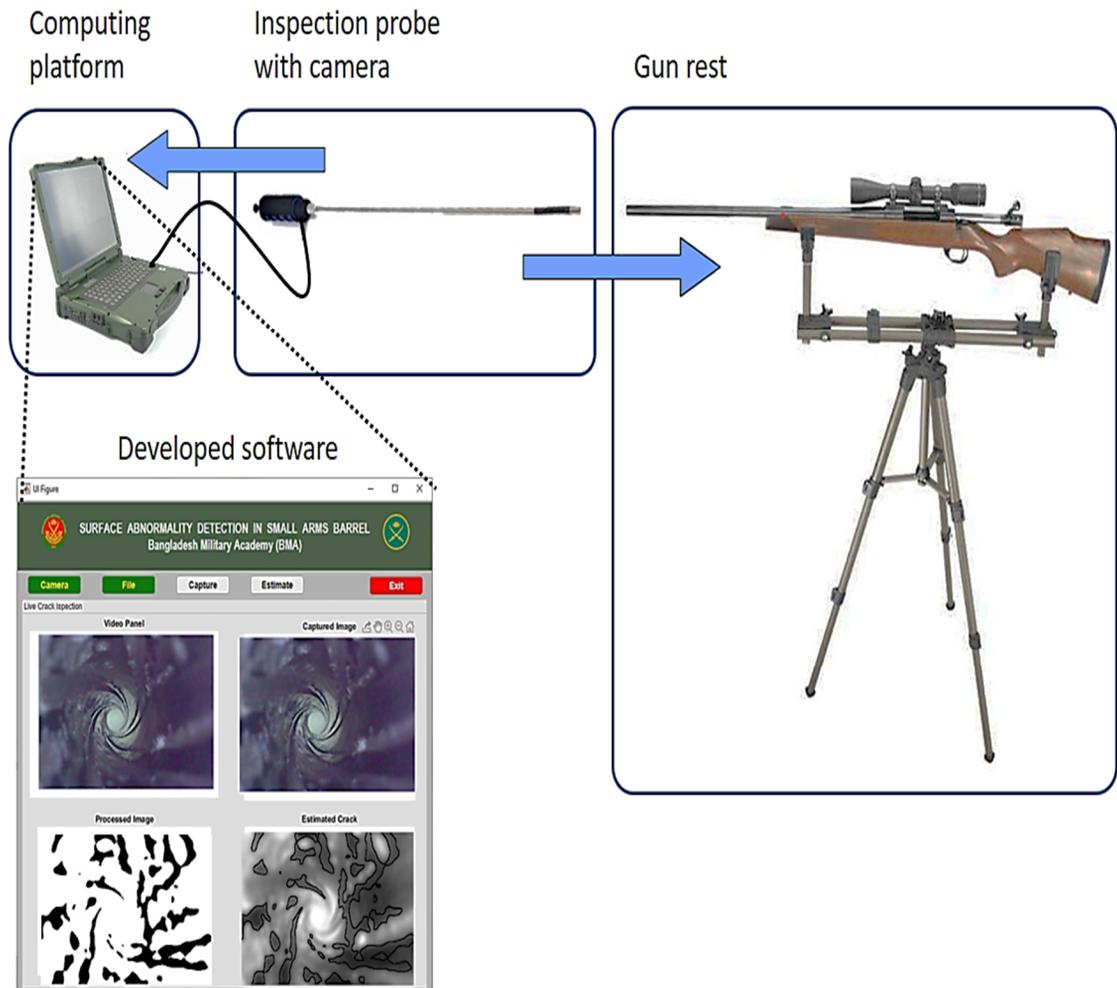

Figure 2. Operational Setup for the Proposed System
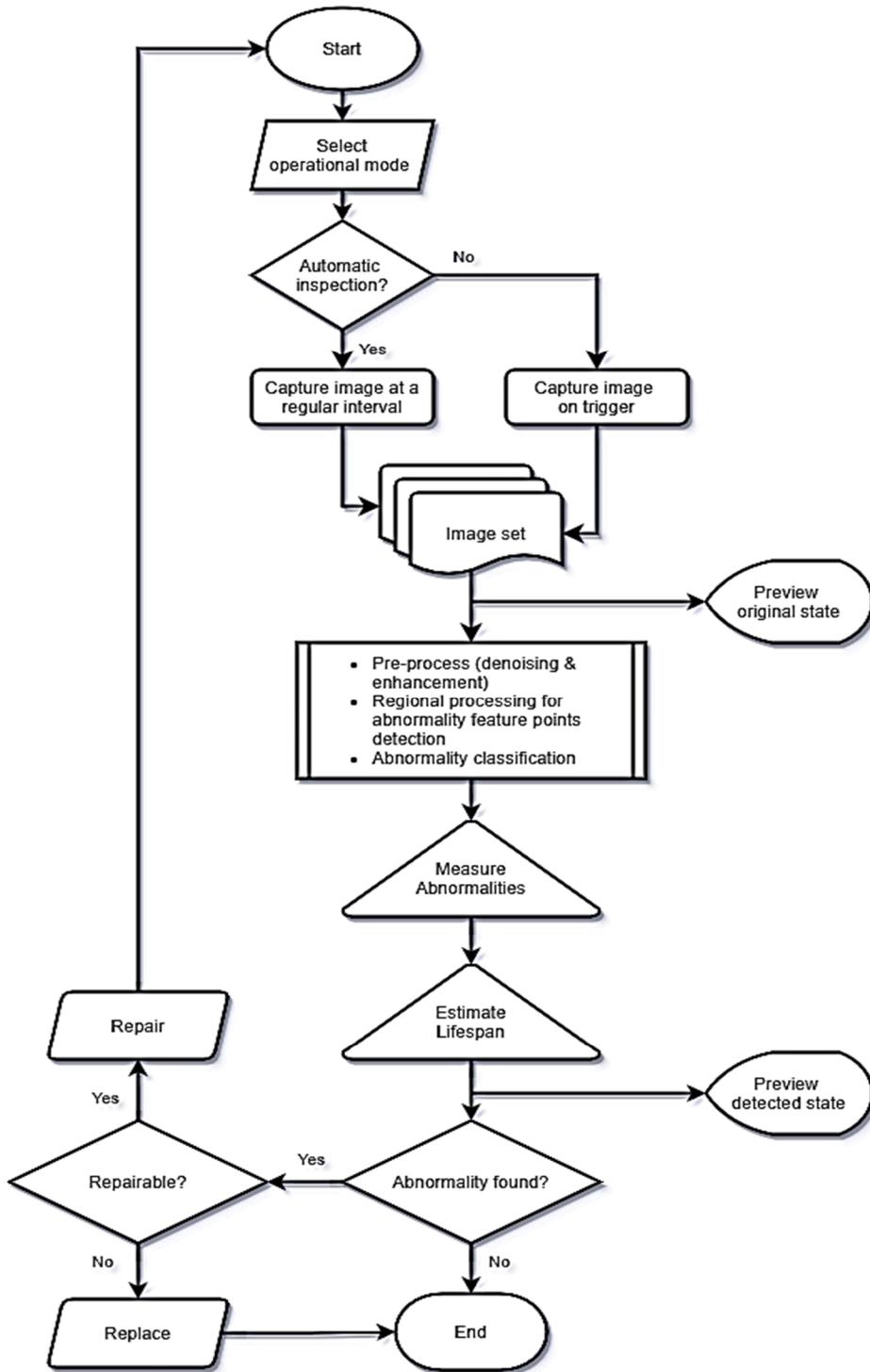*Source: Authors' construct*

Figure 3. Flow Chart of the Proposed Inspection System
Source: Authors' construct

4.   **Working Principle of the System.**   The proposed inspection system mainly has two processes: 'visual inspection' and 'automatic assessment'. The visual inspection can be carried out in two modes, namely, *automatic* and *user-controlled*. With the automatic mode of operation, the inspection probe moves through the given weapon's barrel at a fixed speed, and this may also be specified before the start of the inspection. The instantaneous inner state of the surface can be observed on the preview screen, and the user can take snaps of a specific location and proceed with the automatic assessment. On selecting the user-controlled mode, the camera moves and acquires images on the user's inputs (i.e., clicks/triggers). All the suspicious locations (with the distance from the muzzle) of the barrel are noted, and their corresponding images are recorded for the next level of processing called *automatic processing.*

Once the visual inspection is completed with the camera-based probe and preview display, the cases are now examined. The abnormalities are assessed for estimating the severity and lifespan of the barrel. As mentioned above, image processing has been developed and employed for image-based classification and recommendation. This system operates on the image sets acquired by the inspection probe and starts pre-processing the de-noising and enhancement images. This pre-processing is designed considering the usual noises that appear on the given images and found that the Gaussian-kernel-based smoothing filters and contrast stretching is sufficient for this processing. Thus, the noises caused by a slight variation in the lighting condition and irregular movement of the inspection probe during image acquisition can quickly be addressed.

On the pre-processed images, image-binarizing and morphological processing and segmentation of the detected regions are successively carried out to determine the regions subject to the considered abnormalities. The background and foreground ratio is considered for computing a suitable threshold and transforming it into its binary version. A set of morphological operations, including thinning, opening, and closing, the image is processed to improve the detection accuracy. The segmented objects' regional properties are computed and compared to classify the abnormal regions and typical regions. The abnormal regions' areas are computed from the encountered pixels, and the dpi (depth per inch) found from the camera resolution. The barrels' inner surface area is similarly computed from the arms' specification and normalized to the unit used to calculate the abnormal regions of the images. The present condition's state is calculated using equation (1) from the detected abnormalities' estimated area. Besides, for a generally specified lifespan, T of a given weapon, the new lifespan is estimated using equation (2) for the weapon after possible repairing. Thereby, the severity of the abnormalities can be identified and used for further classification of specific abnormalities.

$$State\ of\ abnormality, S_a = \frac{Area\ of\ affected\ regions\ in\ a\ single\ frame}{Area\ of\ the\ inner\ surface\ of\ the\ barrel} \quad (1)$$

$$Estimated\ lifespan = T \times S_a \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (2)$$

Once the abnormality is detected and classified, the lifespan is estimated for the abnormalities. The classification of a specific type of abnormalities (i.e., corrosion, bulge, particle-deposition, etc.) is determined with the image-based features. These abnormalities may also be verified with visual inspection to avoid any error in automatic detection. The accepted cases of abnormalities with their severities help recommend the remaining life expectancy with appropriate 'repair' or 'replace'. Once the arms are repaired, our proposed system recommends another inspection to confirm its regained usability.

5. **Implementation of the System.** The early development of the inspection system mainly aims to understand and verify its feasibility, performance, and future development scope with the features. As illustrated in Fig. 1, the primary components of the system include (i) inspection probe with a high-resolution camera and cable for interconnection between the application and its external controls, (ii) HD display for previewing the outputs of the camera and the developed application, (iii) Electro-mechanical structure for holding the barrels steadily and moving the inspection probe through the barrel, and (iv) PC that hosts the applications we developed for automatic detection and estimation of the abnormalities.

MATLAB 2020a is used to develop an application that automatically determines the inner surface abnormalities and estimates the barrel's lifespan. The processing algorithms based on the image features were implemented. The PC with Intel i5 CPU (Central Processing Unit) and 8 GB memory is used. An Arduino-based interconnection was used to interface and control the inspection probe. MATLAB hardware package for USB camera was used to support the seamless communication between the hardware and developed software. The software captured a simple and interactive user interface and pushbuttons to control the inspection probe's movement and process the images captured. The preview of the original images, the processed images, and the detected regions of the abnormalities are put in a cascaded window in the application interface.

The system requires the probe to be manually placed in the barrel placed on the stand and a USB cable connected to the PC. The MATLAB USB-cam supporting package establishes the connection between the probe and the application. The application has the option to select a suitable camera if the PC is connected to multiple cameras. The video/image acquisition process starts with selecting the 'Camera' buttons of the application. The instantaneous inner surface of the arms barrel appears on the specific preview window of the application. For a pre-recorded video file, an additional option of loading a local video file is also employed in the application. Either from the real-time video or a loaded local video, the user then visually inspects and can capture images at a specific location with susceptible abnormalities. All the image sets can be stored in the PC storage for processing by the developed image-feature-based Algorithm.

To estimate the automatically detected abnormalities, the user needs to push the 'estimate' button on the application interface. The previously stored image sets are then
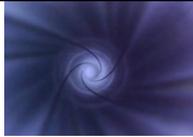
automatically analyzed and previewed on the screen with any identified cases of abnormalities. The lifespan and severity information has also appeared in a prompt window of the application. The basic implementation of the developed software can reasonably detect and estimate the arms barrels' inner surface abnormalities; there is further scope of the system's development with better accuracy and additional features. This scope for further practical development will be noted in 'recommendations for future development' with specific guidelines for Bangladesh Army's proposed system.

Result and Analysis

In this section, the result of identified cases of the inner surface abnormalities is presented and analysed. As a pilot or initial project study, few rifles with different barrel conditions were taken from kote of Bangladesh Military Academy (BMA), Bhatiary. Before the investigation, it was cleaned to prepare for the diagnosis. Data or inspected results were taken from various distances from the muzzle of each rifle such as 3, 6, 9 and 12 inches.

A set of output images is illustrated in Table 3 with two cases of abnormalities. It has also shown the comparison of the barrel having abnormalities and the barrel of a new weapon. The 1st row shows the barrel inside view, and there is no corrosion or rust or crack and bulge. A spiral groove inside the barrel was observed clearly. The 2nd row shows the corroded rifle barrel inside view. The maximum portion was corroded, spiral groove marge with other parts, part of cloth (*chindi* for cleaning purpose, need to clean properly before inspection) also observed inside the barrel. The 3rd row shows the bulge as a ring and also its location inside the barrel. Once a bulge is identified, this riffle is needed to replace the barrel.

Table 3: Visual Inspection with High Definition Camera

Inspected View of Rifle Barrel in Different Condition (BMA Kote, Bhatiary)				
Rifle / Butt no	3 inches from the muzzle	6 inches from muzzle	9 inches from muzzle	12 inches from the muzzle
New Rifle R-125				
Corroded Rifle R-235				
Bulge Rifle R-179				
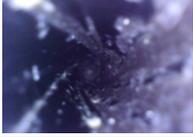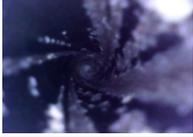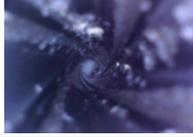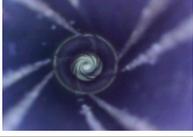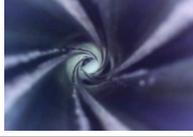
Source: Authors' construct

A set of bulged and corroded rifles was inspected for the system's detection and estimation accuracy, which is primarily verified with the conventional open-eyed inspection. The output images with possible abnormalities were previewed on the screen of the computer. As illustrated in Fig. 4, the preview screen shows the real-time videos, captured images at a particular instance, processed images, and the marked image with possible abnormalities. It can be recorded for further detailed analysis. After analysis, the fault location and nature can be identified, and remedial measures can be taken. The recorded view can give the observation or early warning about the propagation of the specific fault.
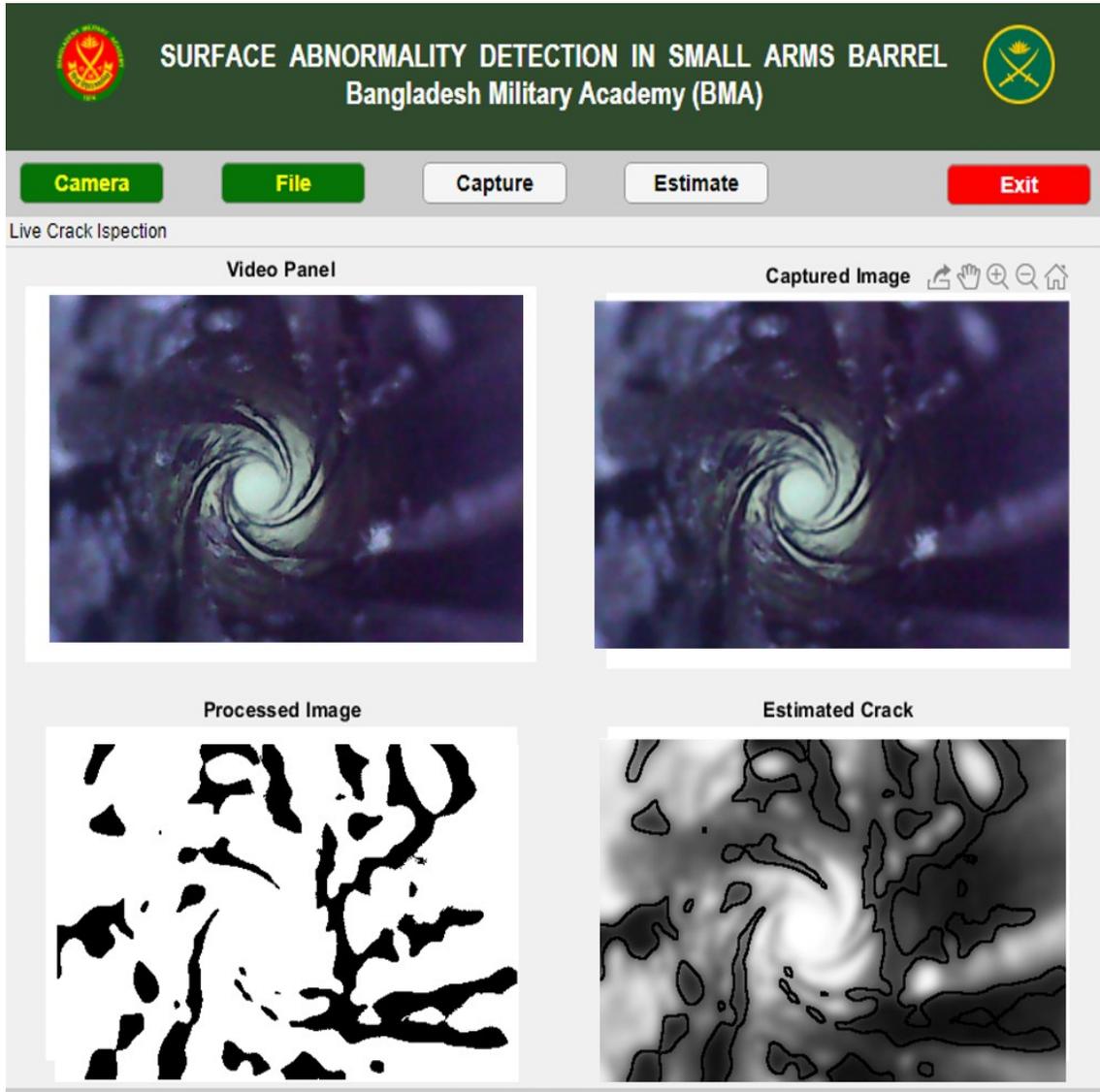
Figure 4. Illustration of the Abnormality Inspection with the Developed Software
Source: Authors' construct

Salient Characteristics of the Proposed System

The proposed system's initial development has demonstrated its potential in abnormality detection, classification, and estimation. A few salient characteristics of the system are briefly noted below for the undeniable promises in its future development for Bangladesh Army.

a. **Innovativeness**.   The study developed a new technique of quickly and accurately finding the fault in small arms, which was not practised earlier. It is including a software application and hardware interface that easily suits Bangladesh Army requirements.

b. **Affordability**.   This technique requires a specific camera only, and other items like laptops or mobile for inspecting barrels are available in the unit, which shows its easily affordable implementation in Bangladesh Army.

c. **Versatility**.   It is easily transportable and independent in all sorts of weather and ground conditions.

d. **Effectiveness**.   Finding the fault inside the narrow space in the barrel is sometimes very difficult. This study gives the facilities to diagnose the fault very effectively and accurately.

e. **Use of Indigenous Resources**.   High-definition camera, laptop, or smart mobile including software indigenously used for the first time to find out the barrel's fault of small arms.

f. **Durability**.   With proper handling, this equipment can inspect the small arms for several years without any difficulties. The laptop and high definition camera need little maintenance throughout the year.

g. **Worth to Army**.   It is always very costly to purchase or manufacture small arms. So, longevity of the weapon through proper repair and maintenance reduces the cost. This study is used to determine fault accurately, which gives proper support for repair or maintenance of Bangladesh Army's small arms.

Recommendations for Future Development

Besides having certain demonstrated features and advantages, the system leaves much room for its future development. A few key considerations are noted below regarding the future development of the presented inspection system to get introduced in Bangladesh Army.

1. One pilot project may be taken for Infantry Battalion. Responsible Field Workshop Company will inspect all the small arms with this advanced technique.

2. A database of the inspection results is required that would contain the new classification, condition, and nature of the fault if it appeared.

3. Sufficient cases are to be studied for the attainment of the time required accuracy of inspection.

4. An optimal design of the system must include an automatic probing of the camera inside the barrel and reduce the system's overall development and maintenance cost and size.

5. The recommendation system criteria are to be correctly set to get an appropriate recommendation on the detected abnormalities.

6. Comparison of the time requirement, the accuracy of inspection, repair cost and quality, and the repaired weapon's longevity with the previous conventional technique is to be substantially carried out.

7. Inspection can be carried out from 5 mm to 155 mm bore diameter barrels. Additional accessories/frames may be arranged to identify the fault inside the gun barrel. It can be used for the Mortar or smoothbore weapon.

8. Straightness, twist rate (pitch), roundness, taper, runout, roughness, or any surface defects can be measured. It can produce automated barrel inspection reports.

Conclusion

An advanced and automatic weapon inspection system is a requirement for Bangladesh Army. Conventional open-eyed inspection is tedious, time-inefficient, and prone to human error. This paper has laid a foundation for developing a software-based automatic detection and estimation system for the small arms' inner-surface abnormalities in addressing this limitation and supporting the emerging need for a completely automated inspection system. Adequate and regular inspection of barrels' inner surface quality is crucial to ensure firearm safety and accuracy. Besides, the commercially available systems in the market are weapons production-oriented and very expensive. The presented system is primarily designed and indigenously developed to offer proper maintenance, early detection of faults, and recommendation on the replacement or repair to increase the small arms' longevity. Therefore, the proposed system may be a milestone to trigger the complete automation of the weapon inspection system for Bangladesh Army to maintain and repair their weapons, including small arms in a more effective way and reduce foreign currency expenditure.

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THE EXISTENCE OF WESTPHALIA STATE-SOVEREIGNTY IN THE POST-COLD WAR ERA: A CONTESTED PERCEPTION IN THE REALM OF HUMANITARIANISM

Lieutenant Colonel Md Kamrul Hassan, afwc, psc, EB

Abstract

In the contemporary international system, the Westphalia Accord has been viewed as the origin of modern state-centric arrangement that occupies a central framework in the International Relations (IR) Theory. However, there are debates among academics and practitioners regarding the practical existence of the Westphalian state-sovereignty concept within humanitarianism's empirical emergence. In the emerging norm of liberalism, the humanitarian intervention has been recognized as a noble stride for protecting humanity. Such a notion of internationalization has been further accepted by the United Nations (UN) and other global institutions. In the UN Charter, particular arrangements have been made to formulate different articles that obligate UN members to reaffirm fundamental human rights even at the cost of coercive measures. However, the 'use of force' contradicts the purposes and principles of the UN Charter that dictates the retention of state-sovereignty. Thereby, the conceptual co-existence between safeguarding the state-sovereignty and protecting fundamental human rights has been embedded as a disputed affair even within the UN Charter's formulated structure. In the backdrop of such analogy, this paper argues that the Westphalian notion of state-sovereignty has been losing its credentials in the emerging trend of humanitarian activities, particularly in the post-cold war era. This paper further focuses on how humanitarianism's emerging norm has made a gradual departure from the Westphalian state-centric notion to the coercive retention of internationalization within this proclaiming argument. The coercive measures may even necessitate military forces against a sovereign state that violates the norm of border inviolability, territorial integrity and non-interference. Over the years, the state-sovereignty has experienced sustained challenges as humanitarian intervention empirically implies violation of a sovereign state's territorial integrity. With the plea of protecting humanity, such interference challenges the legacy of Westphalian state-sovereignty that intervene in a sovereign state's domestic affairs. Finally, this paper concludes with the exploratory observation that the nobility of Westphalia Concept would exist as a myth if the contemporary international system fails to explore the legacy of nobility achieved over the years through the Westphalia Treaty and the UN Charter.

Introduction

The Westphalia system that shaped up the medieval European politics has been experiencing an enigmatic debate in the post-cold war world order challenging the practical existence of state-sovereignty within the overall context of humanitarian intervention. Through the Treaty of Westphalia, a new world order was established based on religious secularism and state sovereignty (Hayman and Williams, 2006). Accordingly, religion did not remain within the purview of a state's affair in the post-Westphalia era. Instead, religious affairs were considered as individual practices. Again, the notion of state-sovereignty redefined the European geo-politics that formed different states of Europe according to territorial boundaries. Within the territorial demarcation, a state would enjoy sovereignty over internal issue that remained within the purview of a state. In the post-Westphalia world order, the state sovereignty had been viewed as the core principle that would be respected by other states. According to that, states were the supreme authority in maintaining and looking after the domestic or internal affairs. At the same time, states had the moral obligation of safeguarding the demarcated territories along with the populaces lived within that particular geographical territories, as have been asserted by Brown, Cerny, Grieco, Groom, Smith, Higgott, Ikenberry, Kennedy-Pipe, and Lamy (1996). According to the Treaty of Westphalia, the intervention of other states into a state's internal affair had been considered as a threat to the state-sovereignty, and thereby such an attempt had been regarded as an unlawful act.

The state-sovereignty of the Westphalia World Order has significantly influenced the European and the world politics. This influence prevailed until the liberalism introduced democratic reform, open market economy and human rights (Ikenberry, Parmar and Stokes, 2018). In the post-cold war era, the protection of the human rights issue has particularly contested the core concept of state-sovereignty when a state fails to safeguard its people (Bell, 2017). This failure of a state, protecting its people's rights, is either due to the state's inability or unwillingness to protect (Monaghan and Spreen, 2016). Both the cases are a departure from the international laws where a state is obliged to safeguarding both of its territorial integrity and public rights. According to the Westphalia World Order, protecting people's human rights is within the purview of a state's internal affair. Linklater (1998) has proclaimed safeguarding human rights as the moral responsibility of a state, while Murdie 2017 asserted protecting its people's human rights as a state's obligation. However, a state's failure to protect its people's rights necessitates the humanitarian intervention that emerged significantly in the post-cold war era. The humanitarian intervention has been accepted in the theory of International Relations (IR) as a noble approach that intends to end the suffering of affected people or communities through force or pacific settlement (Pugh, 1998). However, the concept of 'humanitarian intervention' remains arguable in the study and practices of IR, since the humanitarian intervention questions the existence of state-sovereignty within the overall framework of the Westphalia Concept. As the humanitarian intervention empirically implies using force of a state or states in another state's affair, it further challenges the legacy of Westphalian state-sovereignty.

The post-cold war era has experienced a paradigm shift of political structure from the Westphalia World Order. After the collapse of the Soviet Union in the early 1990, the world has seen more numbers of humanitarian interventions where state or international community got involved in protecting human rights (Brown and Bohm, 2016; Klose, 2016; Maxey, 2020). Such involvement of the international community may necessitate the use of force against a state where gross human rights violations occur. The use of force against a state may reinstate the affected community's human rights in a particular geo-political context. However, Henkin (1995), Biersteker (2002) and Muschik (2018) have observed such involvement as a deviation from the Westphalia World Order, where the very fundamental norm of state-sovereignty has been compromised. Following the emerging trend of humanitarian intervention in the post-cold war era, Eisner (1993) and Orford (2003) have further opined that despite protecting humanity through such a noble approach, this trend has raised both praise and criticism from the theorists and practitioners. With such perception, this paper argues that the emerging trend of humanitarian intervention challenges the concept of state-sovereignty within the purview of the Westphalia World Order that has an accepted legacy even in contemporary international law. Within the ambit of such an argument, this paper focuses on the existence of Westphalian state-sovereignty in the socio-political structure of the post-cold war era. This paper further highlights how humanitarian intervention's emerging norm has departed from the Westphalian state-sovereignty notion, which has been considered the central framework for modern IR theory.

The Westphalia World Order: A Genesis of State-centric Concept

The Westphalia System ordained a new world order in the modern IR theory. The Treaty of Westphalia ended the Thirty Years War in Europe. Before the Westphalia treaty, the world's political structure had been governed by 'cuius regio, eius religio' norm that signifies 'whose realm, his religion' (Mendez and Giacomello, 2001). The term 'cuius regio, eius religio' is a Latin phrase considered a traditional principle of the Holy Roman Empire. According to this principle, Europe's demarcated territories had been governed by the rulers' religious faiths. In a particular territorial entity, the individual spiritual practices had been dictated by rulers and dominated by the rulers' religious practices. In Europe, these territorial entities had been involved in violent conflicts due to their religious interest conflict that continued for years. The Thirty Years War was one of such conflicts that continued from 1618 to 1648. The War shattered Europe through both structural damage and religious confrontation. The context of the war was complex, where advocates of both the Protestant and the Catholic believe had engaged in a fight of annihilation (De Vivo, 2019). Wilson (2019) has identified the conflict as a religious war which had geo-political complexity as well. From the religious point of view, the war initiated a Protestant reform deviating from the anti-Catholic sentiment. The religious confrontation between the Catholic and the Protestant was vehement. Though the Thirty Years War commenced in 1618, Soen (2017) has observed the religious conflict in Europe well before that. As Riches (2018) identified, the preceding religious confrontation occurred when Charles V of the Holy Roman Empire attempted to settle the religious differences within a common religious framework

in 1548. However, the endeavor was resisted by the Protestant believers who denied the interim religious rulings of Charles V. The religious conflict had turned into a series of violent battles as Charles V was unwilling to recognize the religious differences demanded by the Protestant (Patton, 2019). The conflict continued up to the year 1555, and finally ended with the Peace Treaty of Augsburg that established provisional armistice among the warring parties, despite the refusal of Charles V.

The Peace Treaty of Augsburg, well known as Augsburg Settlement, was a temporary agreement among the religiously-divided warring parties, but failed to establish a sustainable and durable peace since many issues of the Protestant could not be settled (Osborne, 2018). The Augsburg Settlement provided limited scope to the Protestant in following their religious rituals, but that could not satisfy most Protestant believers who wanted more religious freedom. Minority Protestant groups found their existence at risk as their religious beliefs could not be secured through the Augsburg Settlement. Such a sense of insecurity and gradual religious intolerance had further indulged the religious tension in the following years (Grochalski, 2019). The Thirty Years War was the outcome of such discrimination, dissatisfaction and religious rebellion. The War was initiated in 1618 and continued until the Peace Treaty of Westphalia was promulgated, finally, in 1648. As the Augsburg Peace Treaty failed to create comprehensive and robust faith among different religious groups, tension had further reignited the religious conflict that started with the 'Prague Defenestration' in 1618. According to Sayer (2019), the 'Prague Defenestration' represents a symbolic moment for the initiation of the Protestant rebellion. With the Protestant Defenestration in Prague, both the Protestant and the Catholic gathered allies for further confrontation that continued for the next thirty years. The conflict was initiated from a disputed religious division and gradually transformed into a battle of annihilation that involved most European powers. Finally, the War ended in the year of 1948 with the signing of the Treaty of Westphalia. The War terminated not with the signing of one Treaty, rather a group of treaties where two treaties were signed in two different locations of Westphalia city (Cerf, 2018). One was signed in Münster on 15th May 1648, and the other one was signed in Osnabrück on 24th October of the same year. Historically, the signing of both the peace treaties are known as the 'Treaty of Westphalia'.

The Thirty Years War is considered one of Europe's worst conflicts that caused human life, structural destruction, famines, plagues, and other socio-economical misfortunes. Some regions were devastated in terms of structural damage; some areas experienced more human casualty, whereas other regions were more affected in terms of socio-economic instability. According to Wilson (2016), the loss of human life was more than 50% of the German territories' total population. The War also rearranged Europe's geo-political structure that had further influenced reshaping the World Order (Vergara-Weaver, 2019). The war structurally devastated Europe, yet revealed a new geo-political discourse through the Treaty of Westphalia. Before the Westphalian Agenda, the territorial entities of Europe remained out of constitutional statutory. After the Treaty, those entities attained autonomy and independence within the framework of the Westphalian Charter. Referring to the Westphalia Peace Treaty as the foundation of state-

sovereignty centric world order, Gross (1984) has termed the Treaty as an instrumental architecture for modern IR theory. The post-Westphalian Europe experienced the formation of states that were demarcated based on territorial boundary and constitutional independence. Such reformation further changed the religion-based dynamics within and among the states. According to Preece (1997), the Thirty Years War was the last significant political and religious-faith based event in European territory that contributed to outlining the overall geo-political structure of European and World Order. Though Von Friedeburg (2011) has signposted the continuation of religion-based conflicts up to the beginning of the 18th Century, those were termed minor skirmishes by Harrington and Smith (1997). These minor skirmishes had been further reflected in Gellner (1992) anthropological research and were termed as 'insignificant' historical events in the post-Thirty Years War era. Therefore, both academics and practitioners have recognized the Thirty Years War as one of the most influential religion-based political events that reform modern IR.

Normative Ramification of State-sovereignty Since the Westphalia Treaty

The Westphalia Treaty had a significant influence on the conceptual discourse of the international political system. According to Ratner (1996), the Treaty generated a consensus regarding border inviolability and non-interference within sovereign states' structure. Within the conceptual framework of '*Uti possidetis juris*', a Latin word representing state-sovereignty within the purview of the contemporary international system, border inviolability implies the impregnate nature of a sovereign's territorial integrity state (Shawt, 1997). Within the framework of border inviolability, a state has the legal right to safeguarding its territorial boundary that remains out of the purview of other state's involvement. Any act of physical aggression or threat of aggression of other states that violates a state's territorial boundary implicates as an intimidation to state-sovereignty within the concept of border inviolability. As such, consensus of border inviolability was considered a reverence to the notion of Westphalia state-sovereignty, which has been further pronounced by Croxton (1999) and Maogoto (2016). Again, interference of other states in a state's domestic affair has been viewed as a threat to sovereignty that had been prohibited according to the Westphalia concept. However, this analogy has been contested by Nesi (2008) who has professed that affectivity of inviolability and non-interference is subjected to the overall portrayal of a state. Nesi's argument has been further complemented by Newman's (2009) 'fail state' theory that asserts a state's existence basing on its success or failure. Observing the Westphalian state concept's transformative nature in the following centuries, Rotberg (2003) further supports Newman's 'failed state' theory that denotes a 'failed state' does not possess the moral authenticity to retain the norm of border inviolability. In such a scenario, the inviolability and non-interference notion are usually compromised once a state fails to deliver its moral responsibility to the citizen. However, 'Westphalia state-sovereignty concept' and '*Uti possidetis juris* framework' have depicted the pictorial of an ideal state that has experienced a paradigm shift in the 20th century, particularly in the post-cold war era. The UN Charter, which is considered the bearer of the Westphalian legacy, has also experienced the makeshift of such phenomenon.

The Treaty of Westphalia has been identified as the genesis of the modern IR system that preceded the UN Charter's legacy. However, there are intellectual debates regarding the conservation of the Westphalian sovereignty concept in the contemporary international system. Referring to different articles of the UN Charter, Falk (2002) has argued that varying discernment, existed in other articles of the UN Charter, had represented a contradictory explanation regarding the legal existence of Westphalian state-sovereignty. The Treaty of Westphalia obligates states to conform due respect to the state-sovereignty. On the contrary, the UN Charters favors both territorial sovereignty and humanitarian intervention that contest the legal existence of state-sovereignty within the Westphalia stature. According to the UN Charter's purposes and principles, a state will maintain its entire domestic affairs. In contrast, other states will show due respect for a state's sovereignty[1]. Under this principle, the UN will refrain from intervening in an independent state's domestic affairs unless a state poses a threat to international peace and security. So, this state-sovereignty status complements the principle of inviolability and non-interference, which remains the core concept of Westphalian consensus. While the Westphalian Order defines state-sovereignty as a legal obligation, the current international law outlines the state-sovereignty as supreme authority expressed by Watts and Jennings (1992:122). According to Jacobsen (2016), sovereignty is the authoritarian right of a state to govern or rule. This right implies a state's ability to run its internal affair and maintain the external relationships in a global perspective (Steinberger, 2000). A state governs its domestic issues through executive, legislative and judicial entities. Simultaneously, a state needs to maintain a significant relationship with other states through comprehensive foreign policies and strategies. Because; no state is self-sufficient and capable of settling all the internal issues. As such, a state needs to rely on the support of other states. Thereby, state-sovereignty does not necessarily imply remaining firm in settling the internal issues within its capability. Still, also it necessitates maintaining and developing stronger partnerships for further capacity-building that would assist in the smooth functioning of internal affairs. This external support does not weaken the notion of state-sovereignty, rather complements a sovereign state for capacity-building. Both the Westphalian notion and the UN Charter do not prohibit such partnership in a state-centric structure; instead, they encourage this relationship generated through the mutual respect towards each other's state-sovereignty.

This Westphalian notion prevailed uncontested up to the 20th century until the world experienced the two World Wars, the emergence of the Humanitarian Charter in 1948, and the formation of unipolar world order after the cold-war era (Donnelly, 2004). The two World Wars had been a sharp deviation of the border inviolability norm as different states had frequently been violating each other's border to serve self-interest. Later, as the 'Universal Declaration of Human Rights' was promulgated in 1948, the international system observed a fundamental debate between retaining state-sovereignty and protecting human rights (Brown, 2016). Protecting human rights is the responsibility of a state. Yet, a state's failure or unwillingness to safeguard the

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[1] Article 7 of Chapter 1 of the UN Charter.

people's fundamental rights necessitates other states or the international community's involvement. According to the UN Charter, the international community remains obligated to protect the affected community's human rights as a sacred responsibility towards humanity. In extreme cases, the international community may have to apply coercive means through the 'use of force' to prevent the affected people from a potential humanitarian disaster or reinstate people's rights from human rights violations. To protect the affected community from internationally recognized human rights violations, the international community's involvement has been viewed as humanitarian intervention within the purview of the modern global system (Murithi, 2009). Though such intervention does not imply military force, military force has been regarded as an accepted manifestation of effective humanitarian intervention in the contemporary international norm (Pugh, 1998; Yoshida, 2013). Schubert and Smith (2007) have further justified using a deterrent force for effective humanitarian intervention implementation. According to this justification, military forces' use appears to be an inevitable step for creating required deterrence to a state that is either unable or unwilling to protect its people's human rights. The use of military intervention in case of a humanitarian intervention may breach the notion of border inviolability that may challenge an independent state's territorial integrity.

The Notion of State-sovereignty and Humanitarian Intervention within the Purview of the UN Charter

The ascending trend of humanitarian intervention has emerged as a drifting departure from the notion of Westphalian state-sovereignty that has been, so long, recognized as an accepted edict since the Treaty of Westphalia. The discursive trend of humanitarian intervention challenges the notion of state-sovereignty as humanitarian intervention necessitates forces against a sovereign state. This argument existed even during the Cold War when world politics was confined within the bi-polar influence between the North Atlantic Treaty Organization (NATO) and Warsaw Pact (Buzan, B., 2008). Due to the bi-polar geo-political rivalry, states mostly remained inclined within the influence of either of the two superpowers (the USA and the USSR) regarding both internal and external affairs. This bi-polar system had restricted a state's intervention into other states affairs because of the possibility of getting involved in a rivalry with the opposing pact or block or community (Sakwa, 2013). Any act of aggression or threat of intervention against a particular state had been viewed as a threat against the specific community of states who formed a pact with that state. Referring to such a phenomenon, Mattei (2017) has observed that states refrained from involving any issue that had the possibility of initiating any bi-polar rivalry. The international community also did not get themselves involved extensively in any such case unless they received necessary consent from their respective alignment block. Therefore, issues like humanitarian intervention had been in a low profile during the cold war era.

With the dissolution of the former USSR (the Union of Soviet Socialist Republics), a new epoch emerged that academics and practitioners recognized as the post-cold war era (Cohen, 1991; Goldgeier and McFaul, 1992; Galvin, 2019). In the post-cold war era, bi-polar world politics had transformed into a unipolar one with the USA's absolute domination (Mandelbaum,

2016). The international system has experienced a new norm since the world politics no longer remained divided within bi-polar ideology. In the post-cold war era, the world politics has observed a paradigm transformation in humanitarianism. The human rights issues are being endorsed as a central focus in the world politics that has been further promoted by the individual states, international community and world organizations such as the UN. However, the humanitarian aspects draw the intellectual world; it has further raises question regarding the effective existence of state-sovereignty, within the Westphalia Concept, that has been observed by Wright (1988) and Nanda (2020). According to Bassuener (2020), the emergence of the humanitarianism has appeared as a detrimental issue to the concepts of territorial integrity and non-intervention that had been respected as an accepted norm since the Treaty of Westphalia (Voeten, 2007). In the post-cold war era, the world has observed an increasing trend of humanitarian intervention, as shown in the seminal studies of Simon (1993) and Weiss (2016), where military forces were used against sovereign countries. Signposting the humanitarian intervention in Iraq by the US-led coalition forces, in 1991, Deudney and Ikenberry (2017) have indicated this event as the starting point of the post-cold war era's humanitarian intervention. Since then, numbers of humanitarian intervention have increased. The increasing trend of humanitarian intervention has been criticized as an ignorance of the state-sovereignty principle that was the core concept of the Westphalia Treaty and subsequently had been accepted in the norm of international laws (Hopf, 2005). The evolving norms of promoting human rights issue further sparks normative and empirical debate that questions where to intervene, when to intervene and how to intervene to safeguard human rights. Nafziger (2020) has also argued regarding the effectiveness of such humanitarian intervention to protect human rights while such a phenomenon breaches the notion of border inviolability and non-interference of a sovereign state against that state's will. However, the UN has been viewed as a regulatory body for settling such disputes through the UN Charter.

In the contemporary geo-political perspective, the UN Charter has been accepted as a constitutional instrument that regulates basic tenets of the international system. These tenets codify member states' rights and obligations through different articles and chapters of the UN Charter, attempting to resolve the disputed issue by amicable way. The problems like state-sovereignty, non-intervention, use of force, responsibility to protect, the international community's involvement, non-interference, human rights have been endorsed as essential cornerstones in the theme of the UN Charter. However, the connotation of different clauses, articles and sections of the UN Charter regarding human rights and state-sovereignty issue has been viewed as disputed explanations by Merrills (2017) and Trindade 2020. The UN authorizes its Security Council for taking effective measures for maintaining international peace and security[2]. According to article 24 of the UN Charter, the UN Security Council (UNSC) can take necessary steps against any member state to maintain or retain international peace and security.

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[2] Chapter V of the UN Charter.

Doing such acts has been considered the organizational responsibility of the UNSC that may necessitate the use of force under Chapter VII of the UN Charter. Chapter VII of the Charter authorizes the UNSC to take necessary steps against any state or organization, either individually or collectively, if that individual or collective entity poses a threat to international peace and security or violates the global system's traditional norm. Chapter VII further empowers the UNSC for approving required measures in case of any act of aggression. A similar connotation has been explained in Article 39 which is also complemented by mentioning the criteria of using force in the Charter's subsequent articles.

The state-sovereignty issue also remains one of the UN's central focuses, while the humanitarian aspects have been explained in different chapters of the UN Charter. As the UN is determined to endorse the fundamentals of human rights[3] The UN Charter further proclaims the state-sovereignty principle of the member states[4]. Article 2 of Chapter I (Purposes and Principles) further emphasized the territorial integrity and political independence of all the member states where a threat or use of force against a sovereign and independent state has been prohibited. This explanation of Article 2 has little deviated connotation from the Articles of Chapter VII that determines the action of the UNSC, necessitating the use of force against a sovereign state and violating the norm of state-sovereignty. With these explanations, it appears that the different provisions of the UN Charter support both human rights and state-sovereignty. These articles and chapters of the UN Charter have been formulated with the noble intention of saving humanity from the scourge of war. However, such a noble purpose of the UN Charter has been exploited by some member states and the international community, purposefully, for the sake of fulfilling self-interest as has been pronounced by Doyle (2017). Observing such trend, Butchard (2018) has further termed the roles of some of the member states and part of the international community as 'awkward' while indicating their roles subjugating and malevolent. Over time, many member states and part of the international community used the UN's noble intention to capitalize self-interest (Bellamy, 2017). In such cases, the greater good of the global system has been compromised for the sake of retaining state-interest where the noble intention has been either ignored or overruled. In the post-cold war era, such a notion of internationalization has been particularly significant due to the emerging trend of humanitarian intervention that undermines the principles of state-sovereignty even within the established international system (Krisch, 2002). In such circumstances, Westphalian state-sovereignty has been considered obscured and enigmatic in the contextual setting of humanitarianism that has been notified by Linnyk and Charskykh (2017). It has been further supported by Franck (2006). Referring to the example of Iraq, Rwanda and Libya; Mirza (2020) has also observed the compromising notion of state-sovereignty in the awake of humanitarian intervention where human rights aspects lack the genuine character of humanitarianism.

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[3] According to the introductory sermon mentioned in the Preamble of the UN Charter.
[4] The Article 2 of Chapter I of the UN Charter.

Conclusion:

The Westphalia Treaty introduced a distinct world order in the international system. According to the Westphalian consensus, the issue of state-sovereignty was viewed as one of the fundamental elements of a state-centric constitutional arrangement. Before the Westphalian Accord, European political entities had experienced limited religious freedom without much of political flexibility. The absence of religious and political freedom caused a communal dissatisfaction that initiated conflicts and violence in succeeding years. The Thirty Years War was considered as the outcome of such a continuation of conflicts in Europe. The War ended with the signing the Westphalia Treaty that emerged a new phenomenon in religion, social culture and political affairs. By contrast, the Treaty establishes a secular order that reformed both religion and geo-political texture of Europe. According to the secular reform, religion lost its authoritative dominance over political, economic and other social matters. In a sovereign state, religious practices had been recognized as individual preference without the Churches and other religion-based constituents' interference. Thus, the Treaty of Westphalia has been viewed as a significant drift from the medieval World Order to a modern one that resolved religious disagreement and political disputes.

The Westphalia Treaty reformed the European political system and changed the international system of the world. Before the Westphalia Treaty, states were without territorial sovereignty and political independence as religious principles had dominated the states. The Treaty introduced a new state-centric arrangement with the concept of territorial boundary and state-sovereignty. This concept brought a significant transformation where a state retained the right to oversee its domestic affairs without external interference. The Treaty of Westphalia further introduced political diplomacy that prescribed resolving the disputed socio-political issues through dialogue and negotiation rather than physical conflict. The effect of the Westphalian World Order prevailed unchallenged till the introduction of liberalism that contested the notion of state-sovereignty, to a certain extent, for the sake of retaining human rights issues. Despite the emergence of liberalism, the fundamental aspect of Westphalian perception prevailed further as the state-sovereignty concept had been recognized by the UN and other international statutory bodies. The Philosophy of Liberalism recognized the Westphalian system's fundamental elements by accepting the influence of state-sovereignty in a democratic framework. In a liberal geo-political concept, an independent and sovereign state is considered the hub of democratic practices that ensure the rule of law and protect individual rights. Thus, human rights issues and state-sovereignty perception remain analogous in an independent state within the democratic framework.

In the post-cold war era, the world experienced a paradigm departure of geo-political order that contested the analogous co-existence of state-sovereignty and human rights issues within the international system. Despite having the UN Charter's legal framework regarding human rights and few international law clauses had confronted state sovereignty, some principles of the Westphalia Treaty. Safeguarding human rights issues left little space for the post-

Westphalian legal response within the UN Charter's purview that has been primarily observed in the enigmatic explanation of Article 2 and Article 39. The essence of explanation existed in other articles of the UN Charter as well. The Article 2 recognizes the Westphalian state-sovereignty concept while the Article 39 deviates from such analogy. Other articles related to these two issues also caused ambiguous metaphors regarding protecting human rights and safeguarding state-sovereignty. Scholars and practitioners of IR Theory have observed a disputed co-existence of Westphalian principles and international law within the UN Charter's design. Thus, different UN Charter articles kindle the debate that questions Westphalian state-sovereignty's efficacy in humanitarian intervention's emerging trend, posing a threat to an independent state's sovereign nature. In the post-cold war era, such disputed analogy has drawn further concern of the humanitarian activists. They observed violations of the reputed international system through the exploited notion of some member states and part of the international community. While the Augsburg Peace Settlement, Westphalia Treaty and the UN Charters have been formulated for the noble cause of protecting humanity from the vicious consequences, their conceptual gaps have been exploited by different actors for the sake of attaining self-interest. If such a trend continues, the embedded nobility of the international system will lose its credentials. In contrast, humanity would lose the legacy of morality that had been amassed over the ages through noble frameworks like the Westphalia Treaty and the UN Charter.

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TRAINING AND INDUCTION OF OUR FREEDOM FIGHTERS: A RETROSPECTIVE STUDY IN THE LIGHT OF DEFENCE LITERATURE OF BANGLADESH

Major Gazi Mohammed Tauhiduzzaman, AEC

Abstract

To liberate herself from the oppressive clutch of West Pakistan, Bangladesh had to fight the Liberation War in 1971. It was a people's war where irregular forces fought besides the conventional forces to achieve the mission. The courage and contribution of the irregular forces were phenomenal that contributed immensely to gain victory in the final phases. Irregular forces were inseparable part of the sector forces who fought according to the sector plan. Each sector had a good number of forces under their orbit. The enthusiastic youths were the main protagonists of this force. They crossed the border and reported to the youth camps with a view to gaining military training. Bangladesh Government in exile devised meticulous strategy for these patriotic youth to augment its war efforts. Hence, with the assistance from India training camps were established and military training was imparted to them. Then under the arrangements of sectors they were inducted into the country to carry out operation on the given targets following guerrilla tactics. This whole system was a colossal affair. There is a public perception that guerrillas of 1971 were independent force, who had the liberty to conduct operations independently. This paper has taken efforts to unfold the whole gamut of the affair from a holistic perspective. Its main focus is on the training and induction of guerrillas and the role of Bangladesh forces in orchestrating the whole system. In doing so the research remained heavily depended on the secondary sources produced by defence personnel. Many of them are war veterans who directly fought the war. Their accounts on liberation war are immensely important and may be regarded as primary source. The main objective of this research is to unearth the training system of the guerrillas and the process of their dispatch inside the country to accomplish the mission.

Keywords: Guerrillas, conventional forces, induction, training, youth camps, hit and run tactics, base, hide outs, support of mass people.

Introduction

In the initial resistance against the Pakistan Army's attack just after the Operation Searchlight, mass people of Bangladesh came to the front and extended all out support for the East Bengal Regiment units fighting at different regions of the country with a view to warding off the enemy forces. The initial resistance against enemy forces continued up to mid-April and by then Bangladesh Government was formed and a military structure had been evolved under the control of the government to continue the Liberation War in a systematic way.

With the beginning of the war, the enthusiastic general people imbued with patriotic and nationalistic zeal joined the war[1] (Nasir: 258). To send into the battlefield alongside the conventional force, the freedom fighters i.e the irregular forces were given short but crucial training. In the initial stage the East Bengal Regiment and East Pakistan Rifles provided training to the young people inside the country in a limited scale and included them in their strength.

Later, when the force fighting for resistance crossed the border and took shelter in India, youth camps and training centers were established quickly along the border. Those training camps were run by the direct supervision of Indian army. Indian army was involved in providing training to the young boys[2] (Nasir: 259). With the initiative of the government and support from Indian Army training of the guerrillas started from May. Initial intake was 5000 per month. The curriculum for training was very brief and the duration was from 2 to 4 weeks. First batch of guerrilla came out in mid July 1971[3] (Khandaker: 98)

Liberation War 1971 was a people's war. The main protagonists of our Liberation War were the guerrillas. The Liberation War of Bangladesh attracted thousands of men especially students to come forward and take up arms against Pakistan army. About 90% warriors were from general population who came from rural background with a single aim to liberate the country[4] (Imamuzzaman:98). Initially Bangladesh Forces started to fight battles in conventional methods. Later for the tactical reasons Bangladesh Forces decided to go for guerrilla actions alongside its conventional efforts. As weapons and trained soldiers both were less, hence it was perceived that guerrilla would be right element to fight successfully against organized enemy. Since it was not possible to attain parity with the adversaries regarding the strength of the forces, armaments, firepower equipment and logistics, Bangladesh formed a force comprising the regular and Gono Bahini and conducted operations combining conventional and unconventional methods. To fight an army of 4.5 divisions in conventional method Bangladesh Forces would need 15 divisions which was practically impossible. Hence, Bangladesh decided to develop a force comprising of conventional and unconventional elements where guerrilla would be main stay. To meet the increasing demand, the number of training camps also grew from 30 to 40 in August and 84 in September. Finally there were 110 such camps controlled by Ministry of Defence[5] (Sarwar: 138).

Our liberation war was mainly guerrilla depended war and the field commanders preferred guerrilla operations against enemy. The guerrilla actions had its effect in the battlefield.

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[1] Major Nasir Uddin. *Judhdhey Judhdhey Swadhinata*. Dhaka: Agamee Prakashani, 2018. p. 258
[2] Ibid. 259
[3] Air Vice Marshal A K Khandaker, 1971: Bhitorey o Baire. Dhaka: Prathama Prakashan, 2019. p. 98
[4] Major General Imamuz Zaman, Bir Bikram. *Mrittur Duar Theke Muktir Shamare*. Dhaka: BDS'71 Prakashana, 2018. p.98
[5] Major General Md Sarwar Hossain. *1971: Resistance, Resilience and Redemption*. Dhaka: Mowla Brothers, 2018.p.138

Enemy's strength and morale were greatly sapped due to incessant attack of the irregular forces. Finally, it compelled the enemy forces to surrender on 16 December 1971.

Statement of the Problem

The question often arises about the nature of the Liberation War of Bangladesh. Study shows that it was an effective blend of conventional and unconventional tactics that provided tremendous synergy to the freedom fighters in their efforts to vanquish the enemy forces. Alongside the conventional forces Bangladesh Government also took effective initiative to recruit enthusiastic youths to accelerate the course of war. Besides, there were few home grown groups who fought independently against enemy. The training and induction of the irregular forces during war was a colossal affair. The Indian Army and Bangladesh Forces together devised and controlled these affairs of training and induction of the irregular forces under the orbit of the sector organogram.

Limitations of the Study

This research exclusively used defence literatures written by defence personnel of Bangladesh Army. Defence literature of other stakeholders i.e India and Pakistan were not brought under the purview of this article. The research only has its focus on the training and induction of the irregular troops of Bangladesh Forces. The operational activities have not been included in this article. The training and activities of the regular forces during the Liberation War are also beyond the scope of the study.

Research Methodology

The argument of the article is mainly prepared on the basis of the secondary sources. It is primarily a survey of the literatures penned down by the defence personnel.

Sector Commander's Conference and the Genesis of the Irregular Forces

The brutal killing of the unarmed Bangalees by the Pakistan Army under codename 'Operation Searchlight' came down heavily from 25 March 1971. The battalions of the East Bengal Regiment along with EPR, police and the mass people together resisted the marauding troops. With the end of the initial resistance they all crossed the border and regrouped in the Indian soil. In the meantime, the provisional Government of Bangladesh was formed and started functioning from mid-April 1971. To organize a robust force with a view to fighting a result oriented war, Bangladesh Government constituted Bangladesh Forces and appointed sector commanders. Initially sector commanders decided to fight the war on conventional line against a well-trained army of Pakistan. Later, due to non-availability of supply of weapons and other provisions Bangladesh Forces could not make expected success. In this backdrop, sector commander's conference was held from 11 to 15 July at 8 Theatre Road, Calcutta. Decisions were taken on the issue of restructuring of the Bangladesh Forces. They redevised the strategy and planned to include irregular elements, primarily constituted by patriotic and enthusiastic

youths. An important decision they agreed on was to blend conventional war with unconventional war[6] (Khandaker: 116). Few important decisions on unconventional forces include-

1) Each sector will organize guerrilla base within his franchise areas.

2) Each guerrilla base will have a small number of regular who would provide the leadership in guerrilla operation.

3) In each sector/ guerrilla bases would have their intelligence network for proper and quick collection, dissipation and dissemination of information.

4) Each guerrilla base will have a political advisor to conduct motivation lecture session.

5) Each sector would have a medical team to take care of the sick and wounded guerrillas.

Formation of Bangladesh Forces

Immediately after retreating into Indian territory, Bangladesh Forces was formed to fight the enemy forces. The provisional government was formed in exile at Agartala on 10 April 1971. Mr. Tajuddin Ahmed became the Prime Minister of the government; he also kept the defence portfolio with him. Colonel MAG Osmany was appointed C in C of Bangladesh Forces. Headquarters of Bangladesh Forces came into being on 12 April 1971.

For effective engagements, the whole country was divided into eleven sectors and sector commanders were appointed by the Bangladesh Government. All the forces of the sectors were divided into two categories, the Regular force that belonged to the Army, East Pakistan Rifles (EPR) etc. were known as Mukti Fauz in short MF and the students and other volunteers were called Freedom Fighters or Gono Bahini. Broadly there had been Regular Troops (Niyomito Bahini) comprising of members of Army, Navy and Air Force and the Irregular comprising guerillas and Special Forces who had received special guerrilla or other training. Besides, a good number of irregular forces were also organized by some young leaders, who successfully operated within their areas[7] (Sarwar: 142). The irregular forces were inducted into Bangladesh in small groups from each sector and were given the task of carrying out guerrilla activities and sabotage. Every sector successfully inducted thousands of guerillas in different parts of the country after completion of their training.

Recruitment and Training of the Irregular Forces

Sector Commanders' Conference held in July took a ground breaking decision to enjoin guerrilla forces alongside the conventional army to accelerate the war efforts. Bangladesh Government decided to raise a guerrilla army of hundred thousand strong young men. Youth camps and reception centres were set up for guerrilla recruitment. Youth camp scheme came into force on 16 May 1971. An average youth camp had 3000 to 4000 youths[8] (Nasim: 156). The guerrillas were about 71% of the total strength of Bangladesh Forces that fought the enemy[9] (Qamrul: 48). In every battalion there was one extra company for guerrillas.

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[6] Khandaker.op.cit. p.116.
[7] Sarwar. op. cit p.142
[8] Lieutenant General ASM Nasim, Bir Bikram. *Bangladesh Fights for Independence*. Dhaka: Columbia Prokashani, 2002. p.156
[9] Major Qamrul Hassan Bhuyan. Shestho Somoyer Kotha. Dkaha: Centre for Bangladesh Liberation War Studies, 2014. p.48

The government of Bangladesh took upon herself the noble task of training these dedicated young people and arming them to destroy the enemy by adopting guerrilla tactics. Training of Freedom fighters was given top priority in every sector. Training camps were set in every sector and noncommissioned officers of Bangladesh regular forces were appointed as instructors to train these freedom fighters.

On arrival to the reception centre after due registration and documentation done, the eligible young were taken in the youth camps. Selection and recruitment of the youths aspiring to join the war were controlled by appointed political advisers. Political leaders were involved in different training camps for selections of guerrillas[10] (Rafiq, psc: 65). Member of the National Assembly (MNA) and Member of the Provincial Assembly (MPA) played vital role for recruitment of personnel from their respective areas for military training. Initially most of the youth came from refugee camps who fled the country after the crackdown by the Pakistan army.

Sector Headquarters were given responsibility to carry out appropriate training for the new recruits. Alongside this effort, the task of training Mukti Bahini was (also) given to the Indian army which started immediately[11] (Quaiyum: 60). The system that emerged was that the volunteers for Mukti Bahini would immediately be housed in youth camps where they would receive motivational and physical training. The youth camps situated in India were run by youth leaders of Awami League. During their stay in the youth camps volunteers were screened before being sent for training. Only the selected youths had the opportunity to undergo military training in the training camps[12] (Jamil: 59).

Score of young boys went into India and reported to the youth camps for selection and training. Initially monthly intake of guerrilla was about five thousand. However, to meet the increasing demand, the number of recruits increased from 5 to 8 thousands in July and from 8 thousands to 12 thousands in August[13] (Sarwar: 138).

These training would include vast spectrum of subjects from physical training to ploughing of land from standing on a queue in the morning to the use of arms and explosive[14] (Safiullah: 170). On completion of the successful training the eligible trainees were recruited in the Bangladesh Forces. Those who could not join the Bangladesh Forces voluntarily underwent another additional two weeks training with special bias on rural development work, rural arts and crafts and self-government practices. On expiry of the two weeks training they finally passed out as Freedom Fighters[15] (Safiullah: 172)

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[10]   Major Rafiqul Islam, psc. Bangladesher Guerrilla Juddaya. Dhaka: Kakoli Prakashani, 2014. p.65
[11]   A Quaiyum Khan. Bitter Sweet Victory: A freedom Fighter's Tale. Dhaka:The University Press Limited,2013. p. 60
[12]   Colonel Shafaaat Jamil. Muktir Jonne Judhya. Dhaka: Dibya Prakash,2018. p.59
[13]   Sarwar. op.cit. p.138
[14]   Safiullah op.cit.p.170
[15]   Ibid. 172

The young boys came for training were mostly from students' community, workers and farmer stocks. Within the concept of total people's war, these youth camps formed the bases from where youths were recruited for different branches of the Liberation War.

After training guerrillas were grouped keeping in view area with which they were fully conversant. On completion of training, young guerrillas were posted to their home districts. They were brought to sectors for practical training before their induction into the country.

Training Curriculum of the Guerrillas

Training of the irregular forces was short but rigorous. The authority involved with training had carefully formulated training curriculum. Alongside theoretical classes, practical classes were included in the syllabus. The students who joined Mukti Bahini had rich education background and with quick mental uptake, they could grasp the knowledge of weaponry and minor tactics with no time. Every man who came to join the Mukti Bahini had the will to fight and always exhibited initiative; envy and enthusiasm[16] (Imamuzzaman: 174). Guerrillas, in the camps were trained on small arms and explosives alongside the technique of carrying out quick operation on the enemy forces. Youth got training for four weeks and then entered into the country to create terror among enemy troops through quick operations on the enemy positions, patrol or column.

Lessons on how to create road blocks, lay ambush, blow up bridges and culvert were included in their curriculum. In the training module motivation got due priority for that Bangladesh government formed Motivation Team for the training camps. They were responsible for infusing motivation into the young volunteers before actual military training.

Guerrilla had to rise from bed early and there was no particular uniform for recruits. The training started sharp at 6 am and continued up to 5 pm with two breaks for breakfast and lunch [17] (Tawfiq: 68). The main emphasis was given in the curriculum was guerrilla tactics. They used to attend class platoon wise. Few classes were combined.

There were lessons on weapons like 303 rifles, SMC, SLR and LMG. The classes were conducted by the instructors of the East Bengal Regiment. Indian instructors also took classes especially on weapon firing[18] (Wahab: 51) and use of mines. Classes were on explosives and grenades. Finally, there were demonstrations on minor operations of war i.e. raid, ambush, road block, hideouts, patrol etc. How to hit enemy maintaining surprise and to leave the scene without being caught were taught to them. Classes were conducted on plastic explosives to destroy bridge, culverts, buildings, pylons etc. Lessons on anti-tank mines and anti-personal mine were there in the syllabus. They also learned about camouflage, concealment, selection of hideouts, reconnaissance, and battle crafts etc.

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[16] Maj Gen Imamuz Zaman, Bir Bikram. *Bangladesh War of Liberation*, 2nd ed. Dhaka: Columbia Prokasha, 2002. p. 114
[17] Colonel Tawfiqur Rahman. Guerrilla 1971. Dhaka: Shomoy Prokashan, 2017. p. 68
[18] Major General ATM Abdul Wahab. *Mukti Bahini Wins Freedom*. Dhaka: Columbia Prokashani, 2004. p. 51

After training they were grouped as per their locality. Section commanders used to visit guerrilla de-platoons to boost up their morale[19] (Tawfiq: 85). Training continued day and night. The guerrillas were sent to the East Bengal Regiment with a view to gaining practical experiences.

Youth Camps

Initially there were few camps established alongside the border area. As the influx of youth increased many more training camps were established. Initially the instructional stuffs were provided by Bangladesh Forces.[20] (Safiullah: 172).

Youth camp scheme came into being on 16 May 1971. As youth camps went into full production more army training camps came up. Before that there were no regular system of recruitment. Each sector had a colossal strength of freedom fighters, commonly called guerrilla, there strength was roughly 90000 or more. The sector exercised both administrative and operational control over the freedom fighter. Their deployment and operations were within the framework of sector plan[21] (Safiullah: 173).

Structure of the Guerrilla Forces

Bangladesh Forces developed a particular structure for effective command and control of the irregular forces. The basic organization of guerrilla was section with one guerrilla leader and seven guerrillas having a total of eight who used to split into two cells each of 3 to 4 guerrillas on and as required basis. The next to section was platoon and five platoon used to form a guerrilla company to be led by a company leader. A company leader had a political advisor carefully selected by the Bangladesh Force Sector Commander on the advice of the Civil Liaison Officer/ Civil Affair Advisor.

Leader and Deputy Leaders were selected by the members of the section. The leader and deputy leader carried 9 mm pistol while other carried 9 mm SMC, two rifles and one LMG. A company leader used to command a guerrilla company and had a political adviser to motivate the guerrillas. At platoon and company level there were delegated intelligence staff to provide intelligence input[22] (Sarwar: 143-144).

Tactics of the Irregular Forces

Bangladesh Forces fought enemy following conventional method especially in the initial resistance. To bleed enemy more, they blended unconventional methods of warfare with the conventional one when the swarms of guerrillas strengthened its phalanx. The irregular forces were integral part of the Sector forces. At all levels the army personnel were involved with the guerrillas to invigorate their activities. While the regular unit engaged the enemy in orthodox

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[19] Tawfiq.op.cit. p.85
[20] Safiullah.op.cit. p.172
[21] Ibid. p.173
[22] Sarwar op.cit. p. 143-144

combats, the guerrillas' operations isolated the Pakistanis through surprise, raids, and ambushes and continuously hindered their logistics and reinforcements.

The main objective of guerrillas was to destroy enemy communication system to create terror in enemy psychology[23] (Rafiq, psc: 05). The guerrillas did not wear any official uniform and remained submerged among the mass people. For this it was impossible for Pakistan Army to find out guerrillas who hid among the mass people. After the induction of the guerrillas into Bangladesh territory initially the activities of guerrillas were restricted to the border areas.

To attain maximum gain, the whole country was divided into many regions for the purpose of successful operations. Respective Sector Headquarters used to select targets for the guerrillas. The target used to be kept secret to the guerrillas going for action. They came to know about the target in the last bound[24] (Rafiq, psc: 16).

When various sectors and brigades focused on conventional operations, the Gono Bahini members and irregular forces including marine commandoes and crack platoon conducted unconventional warfare[25] (Sarwar: 338-339). The aim was to destroy the enemy line of communication and to isolate them in small pockets. Hence, they carried out ambush, raid attack to inflict casualties in the enemy. Guerillas compelled enemies to come out of the cantonments and spread in rural areas[26] (Rafiq, psc: 07). The strategy that the guerrilla adopted was to scare and demoralize the enemy forces. They tried to force the enemy to retreat by destroying and damaging their roads, bridges, rail lines, power supply, phone line etc[27] (Quazi: 57). Mass people always extended help to the Bangladesh Forces. Local people often played the role of informers.

Taking advantage of the darkness the guerrillas often carried out operations at night. Their incessant operations limited the movement of Pakistan forces. Pakistan Army dared not to come out of their camps after dusk in fear of Guerrilla attack. Guerrillas used to carry out their operations from their bases but to avoid detection they used to frequently change their bases. The guerrilla operated inside the country but the sector troops, the regular elements of Bangladesh Forces kept the border alive by tying down the Pakistan forces so that they were unable to pull out forces. While the guerrillas were inducted in small groups inside Bangladesh for carrying out guerrilla activities regular forces held defence position and tried to create free zones[28] (Sarwar: 144) for them.

The guerrillas were ordered never to pressure local household for food. They were advised to make do with chira, flattened rice and jiggery. Everyone had to be treated with respect no matter how poor they were. They guerrillas had to have permission to enter a house stead[29] (Quazi: 83)

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[23] Rafiq, psc op.cit. p. 05
[24] Ibid. p. 16
[25] Sarwar op.cit. p. 338-339
[26] Rafiq, psc. Op.cit. p. 07
[27] Quazi Nuruzzaman. A Sector Commander Remembers Bangladesh Liberation War 1971. Dhaka: Writers. Ink 2016. p. 57
[28] Sarwar. op.cit. p. 144
[29] Quazi. op.cit. p. 83

Guerrillas were not allowed to move around during day and operation had to be far from the homestead where they were sheltering. The bottom line was that the guerrilla had to ensure their own security, keep their presence secret as well as ensure the safety of those who helped them[30] (Quazi:84). In fact, the strategy of Mukti Bahini army was to weaken the enemy morally, physically and psychologically by a process of attrition and thereby making a final thrust and capture Dhaka and get our independence[31] (Oli: 204).

Guerrillas were not involved in frontline engagements. They were inducted inside the country to carry out operation on the selected targets following hit and run tactics. Main task of guerrillas was to disrupt communication system of the enemy forces attacking them stealthily. They carried out operation remaining submerged among the people. Indoctrinated local were used for courier duties and the local agents established intelligence network. They always tried to keep own damage minimum while maximizing the damage of the enemy.

Command and Control

The unconventional element of Bangladesh Forces was its integral part. All guerrillas including their units and sub units were under the command of Bangladesh Forces sector commander concerned except those operated under HQ Bangladesh Force on special task.

Guerrillas were inducted into the country under the arrangement of the sectors and all their operations were conducted through Bangladesh Forces' sector commanders. In each sector about 70% troops were guerrillas. Rest 30% were regular troops. They fought together under unified command and tactical plan. Often the leadership role was played by regular troops and the command was in the hand of sector[32] (Jafar : 111).

The guerrilla did not fight the war separately and independently. Their training, operation plan, movement, supply of weapons and ammunitions were controlled by respective sector they belonged to.

Arms and Ammunitions

There were two types of guerrillas i,e Action group and Intelligence group. Action group directly participated in the operation and almost all of them got weapon but the Intelligence group was involved in collecting and disseminating of information about enemy forces to the Freedom Fighters. Many of them did not get weapons. 20% of the strength of the guerrillas got weapons from India initially to operate against enemy. For the rest of the members they recommended sending them unarmed (only with two grenades) and to be equipped with enemy resources on capture.

Later, the situation improved little. Each one carried two grenades. The group leader had pistol. Their task was to find out isolated Pakistan Army outposts and attack them with grenades.

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[30] Ibid. p. 84
[31] Dr. Col. Oli Ahmad, Bir Bikram. *Revolution: Military Personnel and the War of Liberation in Bangladesh.* Dhaka: *Annesha Prokashon,* 2008. p.204
[32] Major Jafar Imam. Dam Diye Kinechi ei Bangla. Dhaka: Oitijjhya, 2016. p. 111

They used to extricate themselves from the scene[33] (Quaiyum: 55) quickly after attack to avoid detection.

During the Liberation War, Bangladesh Government implemented a scale of weapon for each guerrilla section. Guerrillas used to receive arms and ammunition through respective sector command. For a section there were 2 pistols (one for leader and one for deputy leader) and 4 SMC, 2 Rifles and one LMG allotted. Apart from that each guerrilla got 2 hand grenades and a double edged knife. For each guerrilla company there was a detachment of 4 guerrillas equipped with 2 RL.

Bangladesh Forces sector commanders also decided minimum scale of ammo on the basis of the assigned task, length of journey and availability of safe caches. Subsequent replacement was to be made through couriers. Besides, in each section there was one complete demolition kit issued. The guerrillas also got weapons and munitions from enemy sources and from the Rajakars.

Dress of the Guerrillas

Guerrillas did not have any official uniform. They used to put on ordinary civil clothes of coarse type confirming to those commonly worn in the locality. They strictly avoided uniformity of colour and design of clothes to be detected by enemy forces. However, they often put on lungi, vest and gamcha, a typical dress of the guerrillas.

Guerrilla Training in the Sectors

First batch of guerrilla came out in July 1971 after completion of their training in different camps. Then the guerrillas were posted to the sectors as per their locality. The area of operation was defined to them clearly using natural features prior to launching them on task inside. Newly trained guerrillas were given practical experience by sending them with sector troops in operations against enemy on ambush, raid and demolition. Thereby the newly trained guerrillas of the sector gained experience from going on small operations.

Induction of the Guerrillas

After training guerrillas had to report to sector headquarters for necessary briefing on the operation they would conduct inside the country. Guerrillas were issued weapons, ammunitions, and induction money from the respective sectors. They were briefed about enemy positions, their strength, weapons alongside the route they would follow to reach their base inside the country. From sector headquarters they were taken to the launching area for induction under the arrangement of the sectors. On completion of training in the sectors, there used to be a brief ceremony at the headquarters each time a batch of newly trained young boys would be inducted inside Bangladesh. The trainees would assemble and take oath to fight for the liberation of the country at the peril of their life and to show allegiance to the provisional Government of

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[33] Quaiyum. Op,cit. p. 55

Bangladesh[34] (Shams: 63). Respective sectors were responsible for safe and timely induction of the newly trained guerrillas deep inside the country. Gono Bahini was inducted into Bangladesh in small groups from each sector and was given the task of carrying out guerrilla activities and sabotage[35] (Nasim: 157). Following the given protocol, every sector successfully inducted huge number of guerrillas in different parts of the country who shortly emerged as a threat for the Pakistan Army operating in Bangladesh. Every guerrilla had to carry his own weapon and ammunition. They usually moved on foot, country boat and cart from bound to bound until they reach their base. They used to live in the hide outs from where they executed operation.

The guerrillas were given SMG or SLR with grenades and explosives depending on the mission they would be expected to be carried out as they would go deep inside their area of operation[36] (Shams: 68). The guerrilla groups were given the support of guides who would guide them to the bases following safe route. Another guide used to take them to the next base.

Protocol for Guerrilla Operations

Getting inducted into the country the guerrillas used to establish firm bases. Upon completing task they had to send progress report to the Bangladesh Forces Headquarters' Guerrilla Warfare Liaison Officer. To establish safe firm base, they had to carry out area or terrain analysis and knew the situation inside and information regarding enemy activities. They then established intelligence network and clandestine communication system with higher headquarters and other guerrilla sub units. They used to establish secure and clandestine route of infiltration and exfiltration along with logistic supports for own operations based on locally available resources. For safety guerrilla had to have several alternative secret bases, alternative communication system and alternative routes to prevent detection by the enemy and their accomplices. From the bases they used to carry out operation on the given targets to unbalance and weaken enemy. To destroy enemy's ability to operate they used to carry out series of well-planned and vigorous strikes following hit and run tactics. They also resorted to liquidate enemy agents, informers and collaborators along with enemy's means of communication.

Indigenous Forces of our Liberation War

Apart from the enrolled irregular troops there were many indigenous groups emerged during the Liberation War of Bangladesh and fought at different parts of the country following guerrilla tactics. Difficult process of enrolment in the irregular forces of Bangladesh Forces and Indian control over the Mukti Bahini encouraged many local leaders to form their own groups and fight the enemy with locally arranged weapons. In the initial days of the Liberation War when the regular troops of the East Bengal regiments, EPR and police were resisting the occupation forces of Pakistan some local bahinis came into existence in the interior of the country. Their movement was mainly confined within the locality where they belonged to. Their

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[34] Brigadier General Shamsddin Ahmed. Liberation War and Bangladesh: Testimony of a Soldier. Dhaka: Agamee Prakashan, 2014. p. 63
[35] Nasim. op,cit. p. 157
[36] Shamsuddin. op.cit. p. 68

resistance against the Pakistan Army started gaining momentum within the passage of the time as they stared getting military assistance from India[37] (Safiullah: 175). They carried out operation against enemy forces and local collaborators throughout the war. These local forces used to recruit young people in their groups. Though they had their own operation and logistic plan yet these indigenous forces had coordination with the Bangladeshi Forces[38] (Jafaor Imam: 62). Those who did not go to India and gained training from the local groups and then they joined the war with indigenous groups. Indigenous forces were carrying out their operations in 10-15% area of Bangladesh[39] (Imam: 115). They had a close liaison with the Bangladesh Forces and sectors. These local forces carried out 2-3% of total operations that were executed in the field against enemy forces during Liberation War. They were independent but they were not against the Bangladesh Government. The daring and well planned actions of the indigenous groups greatly incapacitated the enemy forces including their accomplices.

Problems Encountered by Irregular Forces

Bangladesh fought the bloody Liberation War for nine months. In that war the irregular forces played a phenomenal role. Provisional Government took many initiatives to recruit and train young and patriotic boys to accelerate its war efforts. With the assistance of India training module and infrastructure were developed. On completion of training these young guerrillas were dispatched into the country to fight against well trained and sophisticatedly equipped enemy forces. Despite their glaring success and unfathomable display of courage they encountered many a problem during war.

Sometimes the trainings imparted to the guerrillas were not sufficient. They were inadequately trained and disciplined. The ordinary guerrillas were given just one-month training which was inadequate. Again, many of the guerrillas were recruited due to their political allegiance and they were not motivated. They had joined the war only for food and shelter. They tried to avoid going to real operations[40] (Quazi: 57). Few guerrillas could not make good use of the training in such short time. Quite contrary they would open fire unnecessarily and ran away as soon as they face the enemy.

At the initial stage of the war Indian BSF used to coordinate every affair. Without proper planning many guerrillas were sent into the country for operation, guerrillas did not get required arms and ammunition from India needed for execution of their mission. India could not give more than 20-25% of the required arms and other provision initially[41] (Khandaker: 98). Besides, volunteers did not have enough weapons or ammunition for training. There was paucity of heavy weapons such as RL and MG. These shortages were inhibiting the capacity of Mukti Bahini to launch operation[42] (Quayum: 53).

Due to weakness in selection and training, the casualty rate in the initial stage was high. Sector commanders of Bangladesh Forces could not deploy the guerrillas initially without Indian

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[37] Safiullah. Op,cit. p. 175
[38] Jafar Imam. op.cit. p. 62
[39] Imamuzzaman. Op.cit. p. 115
[40] Quazi. op.cit. p. 57
[41] Khandaker. op.cit. p. 98
[42] Quayyum. op.cit. p. 53

permission. Indian army used to select targets for guerrillas. But India did not have sufficient knowledge about geographical location of target and enemy. More so, initially a guerrilla group of 8-10 was given 1 or 2 pistols and few grenades. They did not have any detail planning or any briefing. They were sent inside without adequate equipment and money. So initially result was not up to the expectation. Many of them were eliminated[43] (Khandaker: 103).

The performance has been disappointing in many cases. Some of the guerrillas were indulging in looting and other anti-social activities. Some were sitting idle, some were carrying very insignificant operation like cutting telephone lines, and only 15 to 20% guerrillas were carrying out proper operations[44] (Qayyum: 242). Besides, due to delay in the induction process many of the trained recruits could not be dispatched in time. Hence, desired rate of harassment and affliction on the enemy could not be inflicted. Guerrillas were largely dependent on the arms and ammunition supply from India. But Indian army often did not give full scale of equipment and ammunition as demanded for guerrilla operations[45] (Jamil: 75).

The majority guerrillas came from student community. But, the inter and intra clashes among the students were a regular phenomenon in those days in the youth and training camps[46] (Rafiq, BU: 282). Many students failed to get adapted with the harsh training and life of a guerrilla. Psychologically they were not ready to accept order and instruction from the authority. Just after two weeks of training they begun to consider them a Che, Mao, Romela and like that. They ignored Bengal officers and soldiers[47] (Rafiq BU: 285). Due to inadequacy of training camps all the youths could not be given training at a time.

At the initial stage India used to give arms and ammunitions to the 50% guerrillas of a group. Rest 50% used to enter into the country without any Arms and ammunitions. Due to shortage of arms and munitions many guerrillas could not be inducted into the country event after training[48] (Rafiq: 369). Furthermore, there were acute shortage of accommodation and food in the training camps[49] (Salam: 31). They were selfless fighters and they were not given regular allowance. A meager amount in the form of induction money was given to them as subsistence and when they were required on mission in their respective bases in Bangladesh. Their entitlement to pocket money was also not regular. However, despite the host of problems guerrillas of Bangladesh forces valiantly fought against enemy forces and inflicted terrible blow in them which finally paved the way of the victory over enemy forces in the final stage of the war.

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[43] Khandaker.op.cit. p. 103
[44] Qayyum. op.cit. p. 242
[45] Jamil. op.cit. p. 75
[46] Rafiqul Islam, Bir Uttam. A Tale of Millions: Bangladesh Liberation War 1971, 5th Edition. Dhaka: Ananya, 2017.p. 282
[47] Ibid. p. 285
[48] Ibid. p. 369
[49] Colonel Mohammad Abdus Salam BP. Ekatturer Ekjon Muktijuddya. Dhaka: Centre for Bangladesh Liberation War Studies, 2017p. 31

An Evaluation of the Training of the Irregular Forces, 1971

Irregular elements of BD forces contributed phenomenally to the Liberations War. They were epitome of bravery and sacrifice. The young guerrillas of Bangladesh, charged with dedication and patriotism zeal created terror among the aggressors. Their incessant actions throughout the breadth and width of Bangladesh in 1971 augmented the efforts of Bangladesh Government immensely to effectively contain and weaken the enemy. The 'Mukti Phobia' among the Pakistani troops was rampant and for it they lost their morale strength to fight war.

Bangladesh forces with the assistance of Indian forces developed infrastructure for training along the border for the young recruits. The training for them was only for 4 to 6 weeks. They were trained on small operations of war. Emphasis was given on small arms firing and explosives. They were indoctrinated to follow guerilla tactics, to inflict maximum casualties among the enemy forces without being detected. Guerrillas were inducted through sectors all over Bangladesh. They lived among the people evading the eyes of enemy. They avoided any specific uniform. The short duration of training had its tremendous effect on our guerrillas in conducting their operation successfully: Comradeship among them was a prominent phenomenon of training. In fact, guerillas gained maturity throughout their operational activities that stemmed from the training. The basic training fostered solid brotherhood among them. It infused discipline and removed battle phobia from the guerrillas. Guerrillas of Bangladesh in 1971 suffered from many problems, yet they could overcome shortcomings and fought heroically alongside the conventional forces. Together with regular troops the irregular elements of Bangladesh forces created a synergy in 1971 that accelerated the overall effects of Bangladesh Government in achieving its mission in a short time defeating one of the strongest armies of the world. Due to huge pressure of the recruits and situational demand of the war, the guerrilla training was short but intense. The systematic actions and the successful outcome of the guerrillas in different operations reflect the practicality and utility of the training.

Impact of Guerrilla Operations on the War Efforts of Bangladesh Forces

Due to paucity of weapons initially the operations of guerrillas could achieve limited objectives and cause minimal damage to the enemy forces. Instead many of them were caught by the enemy and were killed brutally. But soon that condition changed as the number of guerrillas increased to a greater and faster rate[50]. (Nasir: 260). Initially India provided only rifles amd SMC to the fighters of the Bangladesh Forces. Later, after September they provided sophisticated weapons that fetched positive effect in favour of the Bangladesh Forces[51] (Nasir: 263).

Incessant guerrilla operations throughout the length and breadth of the country created fluidity and uncertainty in the battlefields. In the face of several threats, the Pakistani soldiers failed to exhibit their normal performance[52] (Sarwar 338-339).

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[50] Nasir.op.cit. p.260
[51] Ibid. p. 263
[52] Sarwar. op.cit. p. 338-339

For two reasons the number of operations and success rate of guerrilla operations increased manifold after September 1971. After the conclusion of indo-soviet military treaty India started to get huge influx of weapons from August which in turn was given to Bangladesh Forces. Secondly, the decision of following guerrilla tactics by Brigade forces also increased the effectiveness of guerrilla operations. As a result, enemy had to face huge pressure and threat from Bangladesh Forces, that ultimately helped allied forces to gain quick victory. In fact, Indian advance in final stage of the war was facilitated by the actions of guerrillas[53] (Quazi: 53)

As the guerrillas were operating in their own localities and had no trouble by passing the enemy position due to the support from the local people, Pakistan Army could not maintain strong position all along the border[54] (Quazi: 83). That finally facilitated the Indian Army to bypass their strong positions in the final phase of the war. In the final phase the Indians had no troubles occupying the towns because of the cooperation of the local people with the guerrillas.

Conclusions

Liberation war of Bangladesh is a people's war where people from all walks of life joined the war efforts of Bangladesh Government with a view to defeating the Pakistani Army who waged an unjustified war on the people of East Pakistan in 1971. Patriotic zeal and nationalistic fervor instigated them to fight bravely for emancipation. The marauding troops of Pakistani Army stationed in East Pakistan resorted to killing to obliterate a nation aspiring for freedom.

Initially the East Bengal Regiment, EPR, Police and mass people came to the forefront to resist the aggressors. They adopted conventional war strategy to vanquish their enemy. This resistance continued till mid-April 1971 and then they retreated to Indian territory to regroup them. In the meantime, the provisional government of Bangladesh was formed and the government took rigorous initiative to form Bangladesh Forces. The conventional defence elements who revolted against Pakistan Army and valiantly fought the war of resistance were organized. The whole country was divided into eleven sectors and government appointed sector commanders to fight the war systematically to hasten victory.

Newly formed Army of Bangladesh resorted to conventional strategy to achieve its mission. But due to paucity of weapons and munitions, shortage of man power and other logistic support it was struggling to gain the desired mission. In the meantime, scores of patriotic youths crossed the border and offered their willingness to join the war. Bangladesh Government taking assistance from Indian Government set up training camps along the border to train the enthusiastic youths on guerrilla tactics. Bangladesh Forces decided to include unconventional elements into its organogram to achieve victory.

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[53] Quazi. op,cit. p. 53
[54] Ibid. p. 83

Immediately the training curriculum and associated infrastructure were set up. To screen the aspiring youth's youth camps also came up where the political leaders were involved in selecting the youths for guerrilla training. Selected candidates were sent to the training camps for necessary training. Instructors of Bangladesh Forces and Indian Army were involved in providing training to the recruits on minor tactics, small arms firing, battle crafts and explosives. After gaining training for four weeks they were sent to the sector headquarters for practical experience.

Sector headquarters were responsible for overall control and induction of the guerrillas. Each sector inducted many guerrillas inside the country to carry out operations on the selected targets following hit and run tactics. On reaching the given area guerrillas conducted scores of operation on enemy forces that had phenomenal impact in weakening the enemy's strength and morale. Despite numerous problems, the irregular forces fought valiantly throughout the war across the length and breadth of the country.

The guerrillas constituted about 70% forces of the total strength. Their main strength was relentless support from the mass people. They used to remain submerged among the people and carried out operations. Pakistan Army was immensely terrified by the incessant attacks of the guerrillas of Bangladesh Forces. The irregular force of Bangladesh was integral part of the Bangladesh Forces. They were not independent organ; rather they were under the command and control of the sector headquarters. Respective sector headquarters had its full control from training, induction, supply of weapons, ammunitions and selection of targets.

The guerrillas, the volunteer forces were valiant and brave. They were motivated and enthusiastic. Despite short training and other problems, they contributed immensely to the war efforts of Bangladesh Government in 1971 that ultimately paved the way for our victory. Heroic operations carried out by irregular forces immensely helped Bangladesh Forces in achieving their operational goals. The brave actions of guerrillas helped enormously creating the golden saga of this nation. The nation is highly indebted to the valiant sons of the soil who sacrificed their lives for the emancipation of our motherland from the clutches of the aggressors.

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LEVERAGING OPTIMISM: 'IT WILL LOOK BETTER IN THE MORNING'

Brigadier General Mohammad Asadullah Minhazul Alam, ndu, psc, PhD

"For myself I am an optimist – It does not seem to be much use being anything else"

Sir Winston Churchill[1]

Abstract

Pedagogically, the realm of 'optimism' and its impacts are relatively less addressed in leadership lessons and discourses. There are subtle and random mentions, but not an elaborate inclusion of 'optimism' in theories, traits, styles and principles of leadership. Whereas, in reality, optimistic leadership and positive mindset have always been keys to success, particularly in managing crisis situations. As proven on many occasions in different ages, staunch optimistic leaders could derive opportunities from the crises, and became successful trailblazers to offer incredible solutions in dire and hopeless circumstances. Although reasonably, prevailing inherent subjectivity does not easily qualify 'optimism' to be relevant for structured study. This article, therefore, examines the realm of Optimistic Leadership. Drawing on the historical examples and theories, it tries to define Optimistic Leadership Way. In the process, it identifies optimism as an essential 'attitude', and aptly recommends putting a better focus on it while shaping our pedagogical environment for the leaders. And then, it explores Perpetual Optimism – a notion widely propagated by General Colin C Powell (retd) in his writings and lectures - and finds how it can better be connected for our perspective of leadership development.

Keywords: Optimism, leadership, attitude, development.

Prelude

Considered as one of the positive psychological factors with elements of motivational and emotional components, *Optimism* and its related study are typically centered on individual's physio-mental well-being. But further than the limits of medical science or psychology, the capacity of optimism holds greater utility-potentials. It is vital, especially in dire hopeless situation, when worn-out individuals, groups and societies are needed to be led across the difficult times. Such hard times are not rare; akin to Covid-19 pandemic, wide-ranging calamities and disasters keep challenging humankind's ability to prevail and evolve. And during these long dark hours of uncertainties, people require someone to light the torch of hope, convince and comfort them by reiterating: *'it ain't as bad as you think. It will look better in the morning'.*

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[1] Churchill's address on 09 November 1954, at Lord Mayor's Banquet, Guildhall, London. Churchill, Winston S, *The Unwritten Alliance 1961*, London, (Rosetta Books, 2014), p 195.

This is Optimistic Leadership; fortified with a 'never-give-up' attitude, it steers the ship ashore, even when the rests have capitulated mentally. For the military in particular - as can be found in the history pages - this is crucial. In the fog of war[2], in the 'realm of uncertainty' and amid the doubt of living or perishing – it is sheer optimism that matters most to sustain and to triumph against all odds. But despite such importance, theoretical understanding and addition of optimism could barely secure a place in leadership studies. The traditional lists of traits and principles never included it; the modern concepts hardly elucidated it. Perhaps it has always remained as a delicate expectation rather than a 'requirement'. Collin Powell's contemporary study on the Perpetual Optimism[3] sheds some essential lights on the issue, underscoring that an aura of optimism needs to prevail all along as a precondition to success, in the outfits and organizations.

Optimism therefore appears as a mindset to be instilled and inculcated. But it is easier said than done, mostly against the typical divergent current of organizational inertia, stereotyping, safe-play attitude and zero error mentality. Optimism must be a part of individual habit, organizational culture, and leadership trait. When available, optimism will help finding a way in dire conditions, turning a crisis into opportunity.

Crisis-Opportunity Cliché

John F. Kennedy is commonly credited to have said that Chinese word for *crisis* (*Wēijī*' 危机) also meant for opportunity[4], but his very interpretation was erroneous. 'Wei' means 'danger' alright, but 'Ji' mostly means 'crucial point', not exactly 'opportunity'[5]. Nevertheless, the idea was popularized and suited well for Kennedy, who dealt with an exceptionally crucial Cuban Missile Crisis of 1962. That was an 'eyeball to eyeball' episode, nearly threatening the existence of mankind. Interestingly though, that crisis ended with opening greater opportunities of strategic communication between the USA and the USSR. Scholars presents scores of similar instances where hidden gems of opportunities emerged from the quicksand of crisis.

May be there are opportunities inherent in crisis, maybe not. But in crisis situations, leaders are expected to find some glimmer of hope, to deliver something to have faith in. Leaders are expected to cherish faith in despair. Considered as one of the greatest optimist leaders of all time, Winston Churchill's address to the British Parliament on 04 June 1940 is a classic example of delivering hope to a dilapidated nation. Churchill had to convey a message just after the Battle of

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[2] Clausewitz credited 'three quarter of the factors' to uncertainty'.(*War is the realm of uncertainty; three quarters of the factors on which action is based are wrapped in a fog of greater or lesser uncertainty*). See Carl von Clausewitz, On War, Michael E. Howard and Peter Paret, eds. (Princeton, NJ: Princeton University Press, 1976), p 101.
[3] Powell, Colin, *It worked for Me: in Life and Leadership*, NY (Harper, 2012).
[4] Kennedy first used in a speech to the Convocation of the United Negro College Fund on April 12, 1959 and subsequently during his presidential campaign. See http://itre.cis.upenn.edu/~myl/languagelog/archives/004343.html, accessed July 10, 2020.
[5] https://www.firmani.com/uncategorized/crisis-in-chinese/, accessed July 10, 2020.

Dunkirk, a military disaster that cost 68000 lives alone from British Expeditionary Force and more 330,000 allied troops could barely escape (thanks to a surprise German 'halt order'). During that time the Allies were close to losing France, and Hitler's invasion of mainland England (Operation Sea Lion) looked very looming. There was hardly anything to be hopeful for, and Churchill had to perform a mammoth task ahead: keeping up the morale of the downhearted British citizens[6]. And he did exactly what was needed:

'We shall fight on the beaches', he proclaimed with brimming confidence, '*we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender, and even if, which I do not for a moment believe, this island or a large part of it were subjugated and starving, then our Empire beyond the seas, armed and guarded by the British fleet, would carry on the struggle...[7]*.

Nobody knew how much Churchill believed in his own words. But the Britons definitely did. They became resolute, and carried on the struggle in true sense. Winston Churchill led the country to an eventual victory and became an epitome of optimistic leadership. Winston Churchill earned all the right for saying: "A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty."

Likewise, in every serious crisis, for example the ongoing pandemic of COVID 19 situation, people mostly long for an air of optimism, perhaps more than anything else. Severe crisis situations not only terrify the present with fatality, but also threaten the future - the future of prosperity and dreams. Presumably, in a situation where unknowns and uncertainties dominate, the aspiration and order of the people can be better kept together by cultivating one element that is scarcely included in traditional lessons: Optimistic Leadership. Regardless of its meagre theoretical importance, it has proven to be an exclusive instrument, a digging tool, that excavates opportunity from the quicksand of crisis.

Theories and Examples

In spite of many research and development, there is a surprise triviality of the element optimism in leadership lessons. The recorded history of human civilization had passed more than 6000 years before the cognizable literatures on leadership started appearing in the 15th /16th Century. At one point of time, leadership used to be understood by just 'Great Man' theory. However today, hundreds of books and articles are being written, scores of presentations and seminars being delivered almost in every single day. A report published in 2015 held that 'counting all formats,

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[6] On a previous occasion, just two weeks before on 13 May 1940, he had declared 'victory' to be his only goal, 'however long and hard the road may be'. The situation was not as grim at that time.

[7] Smithsonian Magazine, www.smithsonianmag.com, November 21, 2017, https://www.smithsonianmag.com/history/winston-churchills-historic-fight-them-beaches-speech-wasnt-heard-public-until-after-wwii-180967278/, accessed September, 10, 2020.

Amazon offered 57,136 books with the word "leadership" in the title', and on an average, four books on leadership got published every day'[8]. This state should be much more if all languages are included, and the timeline is catered till today. The development of thoughts and concepts on leadership attained a new height in the 21st century, with the advancement of Human Resource Management concepts. Leadership theories progressed far ahead of Machiavelli's 'Prince' or Thomas Carlyle's 'Trait Theory'. But in not many literatures and publications, Optimistic Leadership could secure great importance.

Does optimism deserve better attention in leadership lessons? Can it be considered 'the element' in dealing with situations? What is Optimistic Leadership?

Optimism is not well-defined beyond vagueness, and sometimes ill-defined to get confused with fool-hardy expectations. In simple terms, optimism connotes a psychological construct reflecting a belief that the effort will deliver a positive result. This simple definition has three elements: an attitude, an effort and a positive result. It does not guarantee a success, but lays emphasis on a positive frame of mind. The question of optimism often surfaces in dire and critical situation, where many have 'given up' hope due to prevailing bleak state of affairs. That is when Optimistic Leadership comes into play. Optimistic leadership is certainly 'leadership imbibed with optimism', but this open source definition is more intriguing:

*It isn't about denying reality. Rather, it's about the ability to remain committed to a vision in the face of adversity; of believing that the team can **overcome adversity and still succeed**. Leaders must be optimistic because the execution of a plan never happens without setbacks. When those setbacks occur, the optimist powers through[9].*

Therefore, Optimistic Leadership is an art of influencing and guiding people, to a result/success/ emancipation/freedom oriented destination amid a lot of apparently non-negotiable challenges and obstacles where the leader leverages on creativity, exceptional approaches and instincts. Optimistic leadership doesn't get over burdened with the wholeness of the problem, can imagine and visualize the future, is free from perfectionism, acts on gut-instinct, cultivates spontaneity, capitalizes on smaller successes, and cherishes a 'never give up' mentality. Dr Martin Seligman, the author of bestselling '*Learned Optimism'* outlines an optimist as someone who " views adversity in their lives as temporary, specific and external… in the face of setbacks, challenges or difficult jobs…"[10].

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[8]   https://serveleadnow.com/why-are-there-so-many-leadership-books/, accessed July19,2020.

[9]   Gambhir, Vivek, *Optimistic Leadership*, https://www.monday-8am.com/optimistic-leadership/, accessed August 10 , 2020.

[10] Seligman, Martin E. P. *Learned Optimism, How to Change Your Mind and Your Life*, 2006, quoted in https://www.mindtools.com/pages/article/newLDR_72.htm, accessed August 10 , 2020.
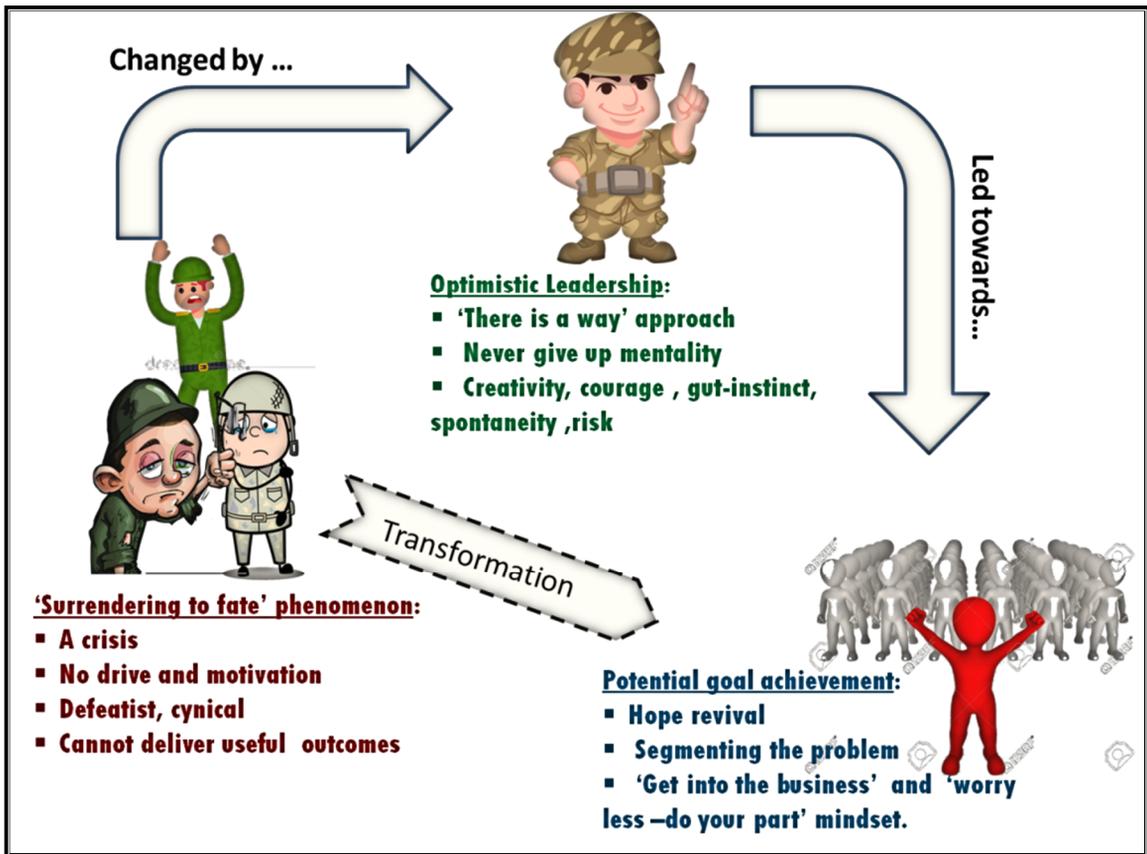
Figure 1: The Optimistic Leadership Way (writer's self-construct)

Optimistic leadership involves bold, daring and exceptional decision making that may not seem meaningful at the outset. It could be synonymous to 'playing gamble' to some extent, simply relying on pure instinct. As we have mentioned before, if not all, optimism can be the single most important factor especially in dealing with crisis. There are ample instances in the history of mankind where the notion of optimism led to an opportunity elsewhere from a crisis somewhere. For example, Babur, the founder of Mughal Empire in India, was facing an existential crisis in Central Asia due to repeated failure and defeat. But later, as we find from the '*Baburnama'*, he continued to maintain a positive approach, looked for way-outs, took a gamble and established a kingdom in India that sustained for almost three centuries. Napoleon - even though some would term him over-optimist - was a fervent believer of hopefulness in all situations. After getting defeated by the 6th coalition and being sent to exile in St Elba, he regained his throne without firing a single bullet. Even with his loosing of the *Grande Armee* in Russia, he was never to be exhausted in full; sheer optimism helped him to muster yet another army and face the largest of all coalitions he ever fought. A believer of ruthless optimism, Napoleon regarded 'a leader' as 'a dealer in hope'. Another example could be Mustafa Kemal, who turned a certain defeat to a

victory. It happened at the Gallipoli peninsula in April 1915[11] when Mustafa Kemal ordered his soldiers 'to die' in the face of a looming disaster. In command of 19 Division (army reserve), Kemal faced a tough condition. It needed responding almost everywhere, to tackle the combined British forces that landed and breached the defence successfully at several places. When Kemal was rushing to 'repair' a dent, he found almost a losing scenario. The soldiers defending the shoreline were already leaving positions as they had exhausted their ammunitions. Kemal got them back, deployed again and then ordered them to move towards the enemy positions. They looked stunned in disbelief as that action meant committing suicide in the face of the bullet rain. Kemal was resolute. 'I don't tell you to win', he explained, 'I order you to die. By that you help us buying time for the reserve to arrive'. Kemal's 'insane' optimism worked. The pile of dead bodies could buy sufficient time; the Britons lost the battle. Kemal's action could be interpreted as harsh and madness, but such things are definite game changer in absolute hopeless situations. A hell-bent mind pays, especially in the battlefield; it did for General Slim in Burma, for Aurangzeb at the Battle of Khazwa, for others in the battles of Arnhem, Iwo Jima etc. Cormac O'Brien in his 'Outnumbered' describes fourteen battles in which weaker forces prevailed over greater adversaries against all odds[12]. In his assessment, O'Brien mentions about the Character of Commander as one of the other factors that made all differences. That 'character' definitely barred 'it's over' attitude to enter in the outfit.

But then the brightest of all examples would be the 7th March speech of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman, a UNESCO World Documentary Heritage, and a classic proclamation for the emancipation of a long–oppressed nation. Delivered at a crisis time before a nation did not know to face the atrocities of the ferocious Pakistani Army, Bangabandhu called for *making fortress in each and every house*. He then made the staunch pronouncement, '*remember, since we have learnt to give blood, we shall give more of it—we shall free the people of this land by the grace of Allah... .... Since we have learnt to die, no one can dominate us*' [13].

That sounded much better than what Churchill told to the Britons in 1940. That stirred a race which has so long been stereotyped as non-martial. It moved the Bengalis much as they made more than 90 thousand strong 'invincible' *Pak Bahini* dropping their belts and laying down the arms before a global audience in only nine months. It made the emergence of a new identity, a new flag and a new country. An old lesson was re-learned: if an optimist leader took a resolute last stand against heavy odds, his forces would be eventually multiplied. In that 'resolute last stand in crisis', he cherishes optimism - in General Collin Powel's words, Perpetual Optimism.

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[11] In 2015, while visiting Anitkabir (the mausoleum of Mustafa Kemal Atatürk in Ankara) we were shown a computer generated representation of the Canakkale (Gallipoli) battle. That demonstration took the viewers exactly hundred years back in 1915.

[12] Excerpted from *Outnumbered: Incredible Stories of History's Most Surprising Battlefield Upsets,* by Cormac O'Brien, MA (Fair Winds Press, 2010).

[13] https://www.thedailystar.net/opinion/straight-line/news/bangabandhus-galvanising-speech-march-7-1877350. and https://www.7thmarch.com/the-speech-text/,accessed August 10,2020.

Powell and Perpetual Optimism

The southern tip of the peninsula-shaped East Potomac Golf Course of Washington, D.C. is named as Hans Point. And from here, across the bifurcated branches of the Potomac River, can be seen the neoclassical structure of the picturesque National War College – a National Historical Landmark of the USA. Inside the rotunda of that structure, there is an inscription on the wall:

Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

General Colin C Powell

As a student, the strength of those words always fascinated me during the years 2017-2018, every time I had crossed the place. General Powell (retd) is one of the most acclaimed military professionals of modern USA. After retirement in 2005, he became a soldier turned motivational speaker and writer. On 31 January 2018, his arrival to the National 'Defense' University for a lecture was special. For me it was an opportunity to clarify what he meant by 'perpetual optimism' in '*It worked for me: in life and leadership*', – his book that I had bought before. The moment finally arrived during the autographing session at the NDU Marshall Hall.

: I like your scarf… you are from Bangladesh? asked the general looking at my neckline.

: Yes, sir. Thank you for your appreciation. We enjoyed your address… every sentence of it.

: Thank you.

And there was that amiable grin for the picture. Finding the general's interest in my uniform, the official photographer took some additional snapshots.

Photo 1: With General Colin Powell (retd.) at the NDU, USA

In January 2018, bitter cold was still taking its toll at the US capital, and I had to wear the Bangladesh Army scarf to provide some protection at the neckline. It couldn't escape the general's sharp eyes, even though he had been fully engrossed in signing books. The decision to buy that book proved to be prudent. Nearly as claimed inside, the easy-read book was 'bound to inspire, move and surprise readers' by some wonderful real life example of leadership tip-offs. 'Everyone has life lessons and stories,' General says in the author's note, 'these are mine... they worked for me'.

Colin Powell's life lessons are accompanied with numerous accomplishments in his long service career in the US Military. He served as the first African-American Secretary of State, worked and Chairman of the Joint Chief of Staff and achieved many decorations and medals (that includes two-times recipient of Presidential Medal of Freedom). He is widely regarded personality at the NDU and the National War College (NWC)[14]. Despite there could be debate over his some viewpoints, he delivered a mesmerizing address and an even more entertaining Q&A session[15]. Nevertheless, in his lectures and in book, he underscored heavily on positivity and optimistic attitude.

The first chapter of his book dealt with 13 Rules. The first rule titles 'It ain't as bad as you think. It will look better in the morning', and the 13th rule is tilted as 'Perpetual optimism is a force multiplier'. He defines perpetual optimism as 'believing in yourself, believing in your purpose, believing you will prevail, and demonstrating passion and confidence'[16]. His twelfth rule is about 'not taking counsel of fears or naysayers' and it holds that cynicism is a progress killer. The overarching notion of the book is about things will eventually get better, no matter how worse they look now. Powell admires Churchill's mindset of never giving up during WW II, who set a classic example of raising a nation's morale in an apparent hopeless crisis situation. And who made it clear that crisis has opportunity factor hidden within.

But what is perpetual optimism? Why is it force multiplier? General Powell does not elaborate. But he mentions that his rule reflects an attitude and not a prediction, 'I have always tried to keep my confidence and optimism up, no matter how difficult the situation. Things will get better. You will make them better'.

If that is an attitude, it could possibly mean a willingness (to take challenge), an interest (to keep going) and a confidence (to risk failure and reprisals). It means going forward to see and measure the depth of water, not just wait for the tsunami to arrive at the doorstep. It means gaining more and more determination after every failure.

Theoreticians outline optimistic leadership as a success or result oriented style of leadership. It is pro-active, more decentralized than micro-managed and devoid of zero error syndromes. It is the

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[14] An alumnus of the NWC, there is a wing named and dedicated after him.

[15] He didn't mind to criticize higher policies and mocked the slogan 'making America great again'. 'When America was not great'? he threw a question to the audience.

[16] Powell, Colin, *it worked for Me: in Life and Leadership*, opcit, p 27.

type of leadership a crisis scenario (like intense battle) will demand. But then there is a line drawn between optimistic leadership and reckless undertaking of any mission, without making proper evaluation and estimates. It is not about always, 'yes sir, I'll do it', without clarifying parameters and options. It does not mean hurrying up things. Rather Powell clearly indicates the importance of taking time. The message 'it will get better in the morning' carries the subtle meaning to take the time of the night - to evaluate, to prepare and to convince.

Takeaways

How well do we train ourselves for optimism through formal/structural or informal training and education? How well do we practice optimistic leadership at different levels? The leadership training at the institutions does not go into detail much specifically on this issue. The examples and literatures suggest that optimistic leadership demands greater spontaneity rather than micro-management, emphasizes participation before imposition, relies on exploratory and risk-taking mentality more than 'protectionism'. Optimistic leadership will not appreciate zero-error mentality that causes holding back of initiatives and imposes timidity. It suggests denouncing show-off rhetoric, and prefers to confer in conference. For true optimism to reign and prevail, all above elements need to be made available for the training environment and training management. Stereotypical thinking and orthodox approach should be appreciated only as part of basic learning, alternative thoughts and perspectives to be encouraged, allowed and appreciated as much as possible. Optimistic Leadership development training should be focused to taking risk rather than avoiding it. At the core, it should be an exploratory endeavour to look for 'opportunity in every difficulty'.

Epilogue

Optimistic leadership is not about making empty promises, rather engraving firm beliefs and resolutions in attitude - to never-give-up in difficulties and to ever believe that the rays of hopes are still out there. This attitude may not be automatically available in crisis moments if we don't grow a habit of being optimistic. Practices like over-protective mentality may kill instinctive optimism, and may make a leader shy of taking bold risks in the time of need. Important is to grow an optimistic attitude, which could be 'a little thing that makes a big difference' [17] when needed.

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[17] https://www.brainyquote.com/quotes/winston_churchill_104164, accessed September 15, 2020.

Brigadier General Mohammad Asadaullah Minhazul Alam, ndu, psc, PhD *holds an ongoing 29 years plus long career in the Army. Beginning as an ardent infantry officer, Brigadier General Minhaz acquired diverse and wide ranging working experiences along the way both at home and abroad. Some of his notable assignments include working as UNMO in the UNTAET, taking part in Counter Insurgency and Low Intensity Conflict operations for five alternate terms at the CHTs (including commanding a battalion), serving as Directing Staff in Defence Services Command and Staff College (DSCSC), Dhaka, commanding a contingent in Kuwait, founding Director of Army War Game Centre, commanding a brigade that was intensely involved in dealing with security management operations for the world-largest Rohingya Refugee Camp and working as the Chief of Doctrine Division of Army Training and Doctrine Command. Brigadier General Minhaz obtained Masters of Defence Studies from DSCSC. He is also a graduate from Singapore Command and Staff College. In 2018, he obtained MSc in National Security Strategy from National Defence University (NDU), USA. In 2021, Brigadier General Minhaz obtained PhD in International Relations from Jahangirnagar University, Bangladesh. He is a regular writer and contributor for the national dailies and military journals. He authored two books, namely 'Band of Brothers and the Societal Debt' (2010) and 'Rhapsodies of Solitude' (2021). Currently, Brig Gen Minhaz is commanding a multinational sector of the force in MINUSCA, Central African Republic.*

BALANCING TRAINING ACTIVITIES AND EFFORTS FOR WINNING COMPETITIONS: WEIGHING OUT

Lieutenant Colonel Sanjida Hossain, psc, Artillery

Abstract

Training contributes to an army's capability to accomplish all its missions and duties proficiently. Only a well-trained army can defeat the enemy and achieve victory in war. Therefore, training is regarded as the main priority of any professional army during peace time. While an army aims to ensure effective training, it faces three basic impediments, which are scarcity of human resources, time, and intensity of numerous non training events. This is posing ever increasing complexities in today's modern battle field. Majority of a unit's efforts are put in arranging and managing various administrative activities and competitions. Naturally, to maintain high standard of these programmes and put emphasis on earning championship trophy, efforts for training are often sidelined. Sometimes, units are even forced to compromise training events for arranging and managing such non-training and administrative duties. A good and efficient unit is expected to be skillful and proficient in carrying out the assigned tasks with equal attention to all. However, in reality, units cannot always assign appropriate priority to all commitments because of many practical reasons. It is often observed that units address resource constraints as an excuse for poor training efforts. In contrast, resource hardly appears as a constraint for any unit in fulfilling the sports requirements. Rather, it seems that units possess abundance of resources, healthy budget, and untiring willingness for achieving championship trophies in various competitions. Apparently, every member of our army recognizes quality training to be very important during peace time. However, in reality, training remains neglected at times. It is, thus perceived that there remains some contradiction which restricts the units to devote adequate attention to such an important pre-requisite of proficiency. In an average, 16-18 training and sports competitions are organised in a Division in each year posing additional strains over the units to maintain focus on the training activities. This paper gives an overview of the concept of training and the number and types of competitions arranged at division level. It also enumerates the challenges in maintaining equal focus on training activities and various competitions at unit level. Finally, the paper suggests some probable measures to bring back due attention towards proper training in the units.

Keywords: Competitions, championship trophy, challenges, effective training, system, performance, enthusiasm.

Introduction

The existence of Bangladesh Army heavily revolves around its ability to upkeep peace, safeguard the sovereignty of the nation and promptly warding off potential threats and external attacks. Therefore, in order to stay on their A game in case of unforeseen situations, all armies

infer to their personnel to go through rigorous training, exhausting exercises, etc. Outside the circle of training, army also actively encourages and performs numerous non-combat activities such as, sports competitions, Military Operation Other than War (MOOTW), administrative duties, etc. However, training and army remain inseparable as the cultivation of victory through defeating the enemy can only be achieved by a well-trained army. Training is defined as "the process which imparts doctrines, skills and techniques to the army personnel so that they can use the materials and perform a task or function within an organization". Military management is again defined as "the process of employing men and material in the economical and effective accomplishment of a mission. It involves continuous actions of planning, organising, executing, directing, controlling, coordinating and evaluating the use of men, money, materials, facilities and time to accomplish mission or task". Basing off on the aforementioned definitions it can be a valid claim to make that ensuring proper training of an army is a daunting undertaking. Training plays the key role in the Army's accomplishments of its missions and duties. Therefore, it is regarded as the main priority of any professional army during peace time. The process through which ensures faces several bumps along the road; scarcity of human resources, time, and sheer amount of non-training events are to name a few. This inflicts ever increasing complexities in the modern battle field.

Units, the building blocks of the army, are the hub of all activities of an army. Hence, the professional skill of an army is normally measured by the cumulative proficiency of its units. Units acquire and maintain such proficiency level through continuous and effective training. During peacetime, a unit usually remains busy with multifarious activities throughout the year. Whatever a unit does, bears some degree of training value. Unit activities may be categorized as operational, training, and non-training activities. Operational activities during peacetime include deployments for accomplishing various Military Operations Other Than War (MOOTW). Non-training activities include sports, various competitions and administrative duties. It is important to note that the intensity of such non training activities varies throughout the year.

An in-depth analysis on the yearly events of the field units in Bangladesh Army reveals that the majority of their efforts are invested into arranging and managing numerous administrative activities and competitions. Naturally, in order to maintaining a high standard of said programmes and implementing a clearer emphasis on earning championship trophies, efforts for training are often sidelined. Organising administrative and sports events are in no way unnecessary and their sound management is also desired. An exemplary and efficient unit is expected to be skillful and proficient in carrying out assigned tasks with equal attention to all

aspects. However, in reality, units cannot constantly assign appropriate priority to all commitments basing off of many practical reasons.

Units often point-out/blame resource constrains as an excuse for lack of effective exertion in training. In hindsight, reality of the situation appears to be quite contrasting, with resources being abundant and a present unwavering drive to achieving victory in sports related events within the members of the unit.

Seemingly, each member of our army categorizes quality training to be vastly important in the proceedings of peace time. However, in reality, training falls at the hands of negligence at times. It is, thus perceived that there remains some contradiction which restricts the units to devote adequate attention to such an important pre-requisite of proficiency. In the quest of analyzing this contradiction, this paper will open with an overview of the concept of training and the number and types of competitions arranged at division level. While doing so, an analysis will be carried out on the practices of the contemporary Army's Games and Sports Competitions. It will then embark upon the topic of challenges in maintaining equal focus on training activities and various competitions at unit level. Finally, the paper will suggest a number of probable measures to rope back due attention towards proper training in the units.

Competition Vis-À-Vis Training Activities: An Overview at Divisional Level

Training Activities Conducted in the Units

Training is deeply embedded in military domain as a core commitment. Beside preparation for war, employment of Bangladesh Army both at home and abroad in MOOTW is increasing day by day. Thus, the existing training system is pragmatically overhauled to prepare Bangladesh Army for emerging challenges and engagements in future. Considering the Army's mission, role and employment of different arms and services, resource and manpower constraints, scarcity of appropriate training areas, etc. present training system emphasizes on the balance between the need for developing individual skills and collective efficiency. Presently, training activities conducted in units are: Individual Training, Unit Training, Operational Group Training, Collective Training and MOOTW (Formation training system, 2016).

> a.   **Individual Training**. Individual training aims at developing required knowledge and skill of an individual. Such training includes mandatory courses, General Military Training (GMT), Trade Training (TT) and various specialized and utility training. Mandatory training includes Basic Trade Training (BTT), Basic Map Reading (BMR), Arms/Service Commando Cadre, Advance Trade Training (ATT), NCO's course, Sergeant's Course, Warrant Officer's Course, etc. GMT includes physical training, drill, weapon training, field craft, assault course, bayonet fighting, small arms firing (Day and

night), other firing (grenade fire, kill-house firing, paint ball firing etc), speed march, night training etc. The average frequency of the GMT of a unit is as follows:

Serial	Name of the Event	Frequency
1.	Drill	Once in a week
2.	PT and Games	5 days in a week
3.	Speed March	Once in a month
4.	Night Training	Once in a month
5.	Small Arms Firing	In an average 3 times in a training cycle
6.	Grenade Fire	Twice in a month in average
7.	Kill House	Once in a month

b.   **Unit Training**. These trainings are conducted as per the training calendar issued by the AHQ MT Directorate. Unit training is designed to train units and sub-units as per operational grouping as well as functional/ tactical grouping. Unity is the largest bodies of homogeneous troops that train together as per their arms/ services (Formation training system, 2016).

c.   **Operational Group Training**.   By conducting Operational Group Training, a formation trains itself and its subordinate outfits as per their operational grouping. Operational Group Training is planned and conducted by integrating all units on Conventional Warfare (CW) in the form of one or two-sided Field Training Exercise (FTX). Depending on the seasonal nature of training, it is called Summer Training (ST) and Winter Training (WT) (Formation training system, 2016).

d.   **Collective Training**.   Collective training is planned at Army level and conducted by AHQ at any convenient time, usually once in three or four years. All or selected formations participate in this training and others provide support. Required elements of sister services, paramilitary forces and other national assets also participate in this training (Formation training system, 2016).

e.   **Military Operation Other Than War (MOOTW)**.   Units conduct training on various MOOTW in an earmarked cycle called MOOTW Training Cycle. The purpose of this training is to develop required knowledge and skill of men and outfits on various MOOTW missions.

Competitions Conducted in the Formations

Competition provides motivation to achieve a goal, to demonstrate determination, creativity and perseverance to overcome challenges, and to understand that hard work and commitment lead to a greater chance of success. Various training competitions are thus organised in the formations to develop esprit-de-corps, regimental feeling, cooperation amongst the soldiers and boost up their morale. These competitions can be categorized as training competitions, sports competitions,

special to arms efficiency competition and miscellaneous competitions. A list of both the training and sports competitions conducted in an Infantry Division are shown below:

a.   **Training Competitions.**

S/N	Competitions	2015	2016	2017	2018	2019	2020	2021
1.	Assault Course	√	√	√	√	√	Not conducted due to COVID-19	√
2.	Bayonet Fighting	-	√	-	√	-		-
3.	Drill	√	√	√	√	√		√
4.	Quarter Guard Mounting	-	-	√	√	√		-
5.	CAS Trophy Firing	√	√	√	√	√		√
6.	IPFT and Gym	-	-	√	√	-	Not conducted due to COVID-19	-
7.	Training Aid Display	√	-	√	√	√		-
8.	Quiz	√	√	√	√	√	√	√
9.	Map Reading	-	-	√	√	√	Not conducted due to COVID-19	-
10.	Firing	√	√	√	√	√		√
11.	Special to Arms Efficiency Competition	√	√	√	√	√		√
Total		**7**	**7**	**10**	**11**	**9**	**1**	**6**

b.   **Sports and Other Competitions**.

S/N	Competitions	2015	2016	2017	2018	2019	2020	2021
1.	Football	√	√	√	√	√	Not conducted due to COVID-19	√
2.	Volleyball	√	√	√	√	√	√	√
3.	Boxing	√	√	√	√	√	Not conducted due to COVID-19	√
4.	Basketball	√	√	√	√	√	√	√
5.	Archery	-	-	√	-	-	Not conducted due to COVID-19	-
6.	Aquatic	√	√	√	√	√		√
7.	Water Polo	√	√	√	√	√		√
8.	Hockey	√	-	√	-	√		-
9.	Athletics	-	√	-	√	-		√
10.	Azan-qirat	√	√	√	√	√		√
11.	Cultural	√	√	√	√	√		-
12.	Kabadi	-	-	-	-	√		√
Total		**9**	**9**	**10**	**9**	**9**	**2**	**9**

From the above statistics it can be observed that in an average 7-9 Training competitions and 9-10 Sports competitions are usually arranged round the year. Only few competitions such as, bayonet fighting, hockey and athletics are organised in alternative year. It is worth mentioning that few competitions, such as, quarter guard mounting, IPFT and Gym and Map Reading competitions have been added in recent years. The effort required in terms of time, manpower and resources is phenomenal to participate and achieve glory in these competitions. Units often go through serious crisis to balance its soldier's training, leave and other administration due to the intensity of these competitions.

Analysis on Contemporary Army's Sports Competitions

Indian Army. Indian Army has a tradition to arrange a good number of sports events such as athletics, boxing, archery, diving, fencing, weight lifting, wrestling, football, hockey, volleyball, basketball, etc. Among those they conduct hockey, football, basketball, and volleyball competition in all seven commands annually. Beside these, they also organise rock climbing, mountaineering, water rafting, etc which have operational implications. They award championship trophy in these competitions and select players of army level gradually from battalion, brigade, division, corps and command level.

Pakistan Army. Pakistan Army has noteworthy sports events conducted under sports directorate in AHQ such as football, volleyball, basketball, judo, rugby, boxing, swimming, hockey, taekwondo, shooting, etc. They have the provision of championship trophy in all these sports competitions. They organise inter-battalion sports meet. From that, they form division and corps level team (except II corps). Finally, they form Army level team from corps teams. Usually, they plan to organise sports competitions annually.

Srilankan Army. Srilankan Army has a tradition to play games as friendly matches. They do not organise sports competitions every year. However, they enjoy athletics meet each year. They organise different competitions mostly at unit level and one competition is organised at army level annually (especially athletics, boxing, cricket, soccer, swimming). They also offer championship trophies in these competitions.

The US Army. The US Army has a tradition to participate in games and sports for recreational purpose. They play basketball, bowling, cycling, judo, hockey, rugby, shooting, parachuting, sailing, skiing, swimming, volleyball, wrestling etc. They do not have provision of championship trophy separately but reward individually or collectively. They have provision to organise different sports meet throughout the year in different parts of army and form army level team by selecting players from different sports meet.

Reasons for More Emphasis On Earning Championship Trophies

Expectation Management. The unit authority, in many cases, battles with the expectation management of the unit members for either maintaining the legacy of earning trophy

of a particular competition or earning a new trophy as it is perceived to be a prestige issue for them. In some cases, units are also biased to achieve glory in different competitions to fulfill the expectation of the assessing or the evaluating Headquarters. This trend hampers the effective training in the units and diverts the mindset of the soldiers seriously.

Tools for Perception Management A survey was carried out to assess the perception as to how the efficiency of a unit is usually judged. The findings of the survey are numerated in chart 1 as below:
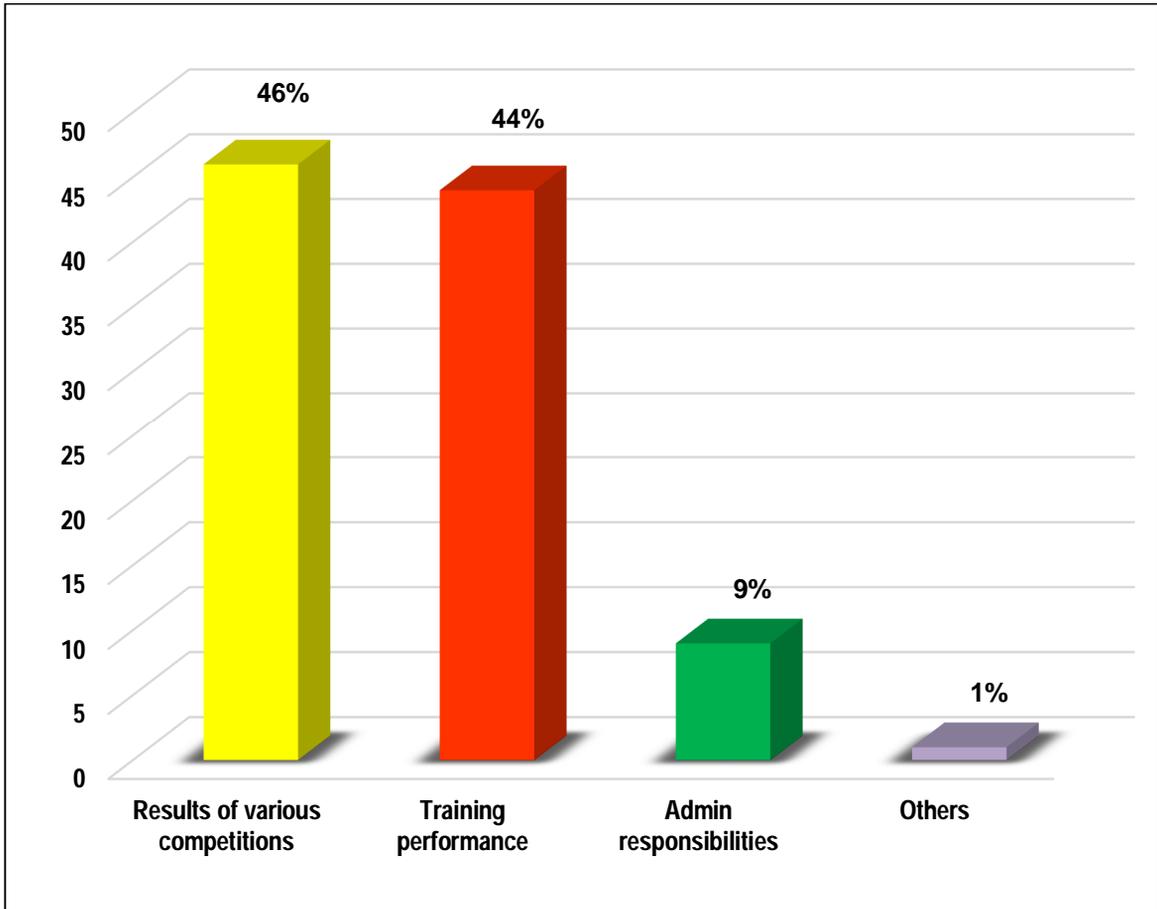
Chart 1: Factors to Judge the Overall Standard of a Unit

The survey denotes that; result of various competitions often overrides the training performance while judging the efficiency of a unit. Units perform numerous administrative responsibilities besides participating and arranging Training and Sports Competitions. It is no denying of the fact that the higher headquarters evaluate the performance of a unit by observing the standard of these programmes. Therefore, administrative arrangement is also one of the measuring tools to evaluate the standard of a unit.

Number of Trophies: Yardstick to Measure the Standard of a Unit   There prevails a general tendency of belief in the Army that the top tiered units, according to their accomplishments in sports, are labeled as a good unit.
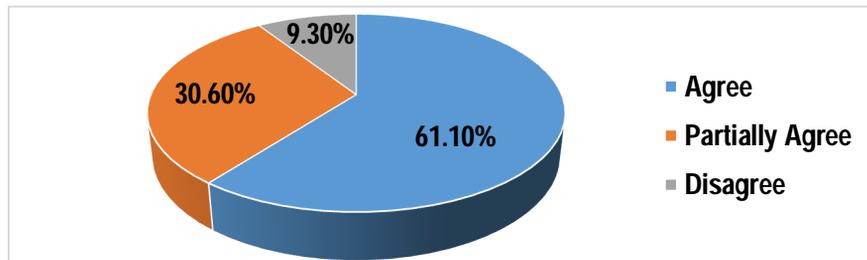
Chart 2: Earning Championship Trophy is a Prime Yardstick to Measure Unit Standard

61.1 % of the respondents echo the same. Driven by this factor, in many cases, the units focus more on earning the championship trophies even compromising training. Sometimes, the obsession to earn the trophy gets so intense that they do not hesitate to adopt unethical practices. Trophies surely boost the morale of the unit. However, it cannot be the singular war winning factor. To win the war the personnel of the unit need to be well-trained, professional and disciplined.

Another survey was conducted to know the opinions of the respondents of the preferred yardstick to judge the performance of a unit. The result is shown below:
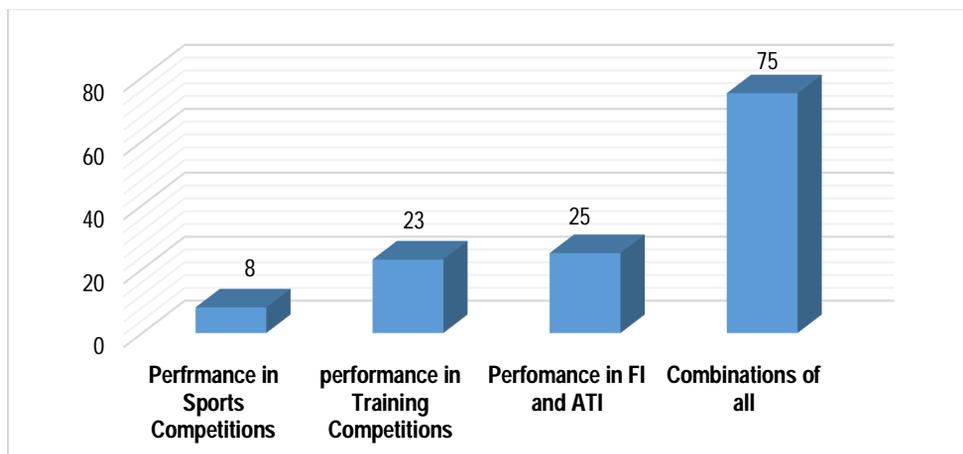
Chart 3: Preferred Yardstick to Judge the Performance of a Unit

The statistics analyzed from the survey to determine the preferred yardstick for judging the unit performance shows that 70.1% respondents opted for Combination of Fitness Inspection, Technical Inspection and individual soldiers result to be the preferred yardstick to measure the unit standard. Whereas only 9.7 % respondents opined that performance of the unit in sports competitions might be the yardstick to measure the same.

Imbalance in Reward and Punishment System   Many of the units of Bangladesh Army do not have an effective reward-punishment system. Commanders are inclined to give reward for good performance but reluctant to award appropriate punishment for failure to display desired standard. There are rare instances where someone was punished for poor performance in training activities in the unit. Training demands physical hardship and none would like to do it sincerely if there is no fear of being punished in case of failing to achieve the standard.

Units reward the individuals, performing well in various competitions. On the contrary, admiration and reward are rarely awarded in case of better performance in training activities such as winter training, summer training, and unit training. As a result, soldiers put more emphasis to be a member of the various unit teams instead of taking interest in training.

A case study of a soldier with 3 years' service length of an anonymous unit shows that he got himself trained under a professional Volleyball coach during his P/Leave as he perceived, being a member of the unit Volleyball team would be beneficial for him. The reasons that he identified are, less or almost no involvement in training activities, excuse from duties, ensured rest except the practice time which is usually twice in a day, improved diet, ensured leave before and after the competition, special treatment from the unit authority, monetary benefit and so on.

Performance in Training Activities: Not Properly Documented and Inadequately Emphasized   It is to be mentioned that the systems which are in vogue to assess the individual soldier on professional aspects are not comprehensive and not maintained meticulously. Units of Bangladesh Army organise different training activities throughout the year yet there exists hardly a comprehensive tool to record performance of the trainees. Moreover, performance in training activities is not adequately valued during individual's career evaluation. As such, in most of the cases, trainees take part for the sake of participation without much motivation and enthusiasm and so do the organisers. The result of the survey question circulated to know the opinions as to how the under commands can be encouraged to different training events is appended below:
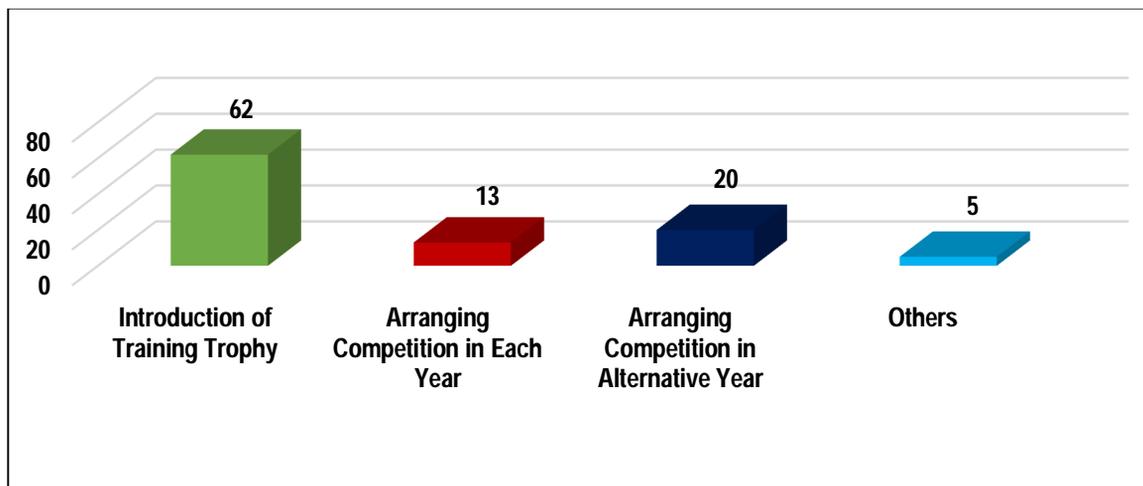

Chart- 4: Suggestions to Enhance Importance in Training

The statistics reveals 62% respondents are in favor of introducing training trophy by Division Headquarters incorporating the cumulative point earned by unit in UT, ST, WT etc. to judge their standard.

Variable Motivation of Under Command   Military training requires positively motivated soldiers who are ready to sacrifice their lives at the time of necessity. Presently it is observed that due to the increased focus on different training and sports competition the administrative workload on the remaining soldiers has increased manifold, thereby training as a whole is compromised. More so, indiscriminate attention and welfare manifested onto the sports events make a negative impact which, in turn, causes variation in motivation to the unit memebrs.

Materialistic Mindset of Under Command   Military profession demands a lifelong commitment to serve the nation rising above the materialistic gain. A soldier is meant to be a true patriot who instills the virtue "service before self" within him/herself. Soldiers, at present, are susceptible to get biased to materialistic gain sacrificing the organizational necessity. Units offer many sorts of rewards and indiscriminate facilities to the winners of different competitions which work as stimulus onto the growing materialistic motivation of the under commands.

Presently, a tradition of rewarding the individuals, performing well in various competitions is practiced in almost all the units in terms of cash prize. The other rewards are adorning with Unpaid Ranks, giving away home appliances, laptop computers, blazers, track suits, even air tickets to holiday destinations. This practice is adding fuel to the rising materialistic mindset of the under commands instead of fighting for the honour and prestige of the unit selflessly.
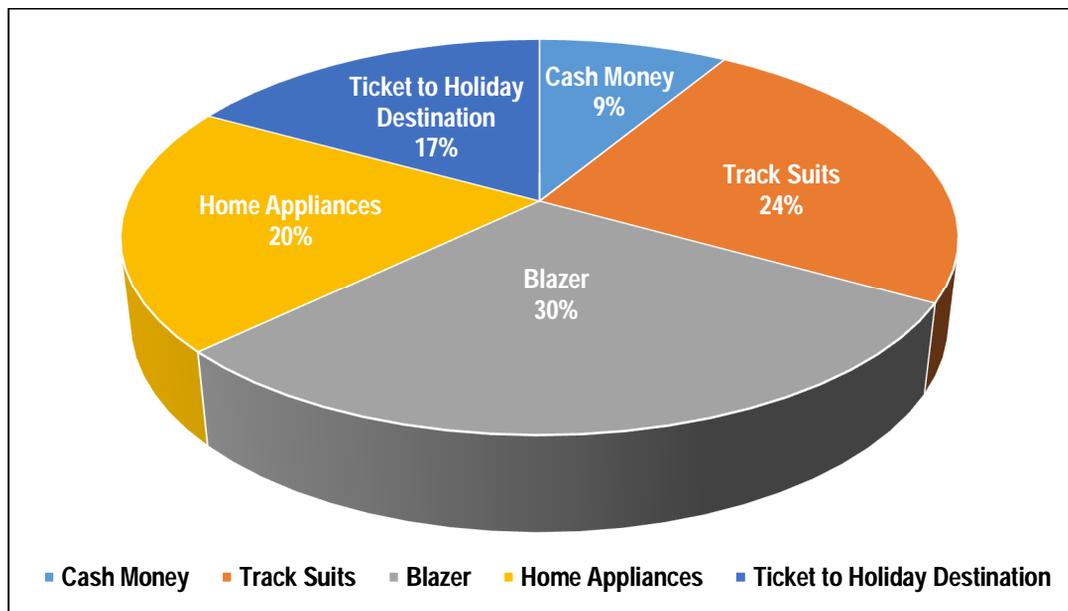
Chart- 5: Preferred Awards at Unit Level on Winning Trophy

The survey result echoes the same as majority of the respondents mentioned that cash prize and the awards which got more financial value than pride are the most preferred form of awards for the better performers in training and sports competition.

Challenges to Maintain Equal Focus On Training Activities and Various Competitions

Every member of our Army addresses unit training to be very important to remain fit to fight a war. However, there are many factors which impede training in the unit. A survey in this regard was carried out, and the findings of the survey are enumerated below at chart 6:
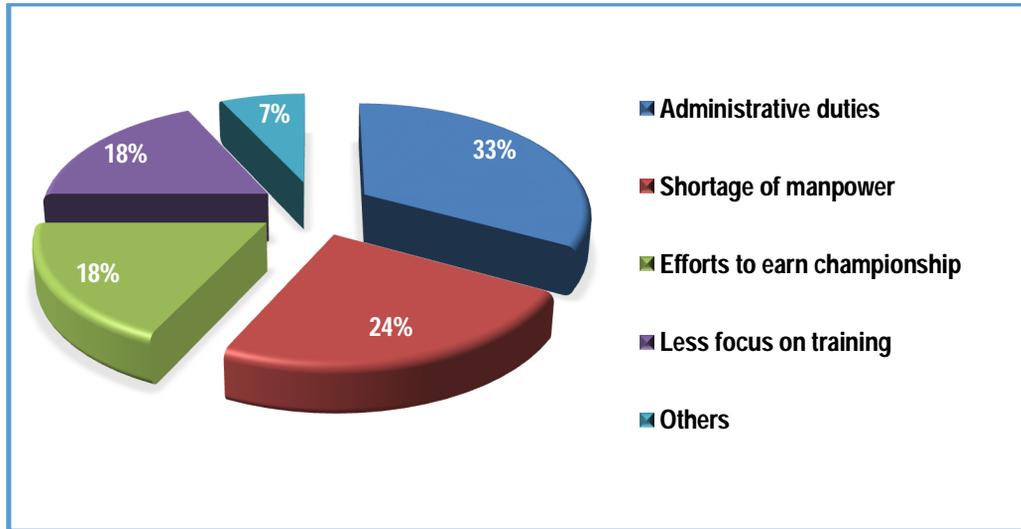
Chart 6: Barriers to Effective Training

The result of survey shows that extensive administrative load due to increased number of competitions coupled with shortage of manpower are the root causes of failure in ensuring effective training. Many have agreed that the priority on training remains confined in paper only. It's on ground application is somewhat absent because of the reasons discussed above.

Manpower Crunch   Manpower crunch is an overarching issue in the Army in present days. It has been observed that, at present, units are running with almost 25% shortage of posted strength from the authorized strength. On top of that, more 10% to 15% of personnel from the posted strength are employed at command or attachment in various institutions. As such, there remains almost 35% to 40% shortage of manpower in the units. When a greater number of manpower are engaged in practice for various competitions, units face increased challenge in balancing between training, administrative and sports commitments.

Increased Number of Administrative Duties   Involvement of the units in various non-operational and administrative duties is at rise in the Army. Many a times Army is entrusted to arrange programmes, with wider dimensions and variety of requirement, at the multitude of national and even international level. To perform these duties meticulously it demands a lot of

attention and scrupulous planning at the unit end. Seemingly, with a smaller number of manpower and urge to put up a high standard, in many cases, the units are left with no option other than compromising with the training.

   Intensity of Competitions   In an average, 16-18 training and sports competitions are organised in a division in each year. A survey was conducted to judge the opinion regarding the intensity of sports competitions in a year considering the training and administrative engagements of a unit. The findings of the survey are given at chart 7 as below:
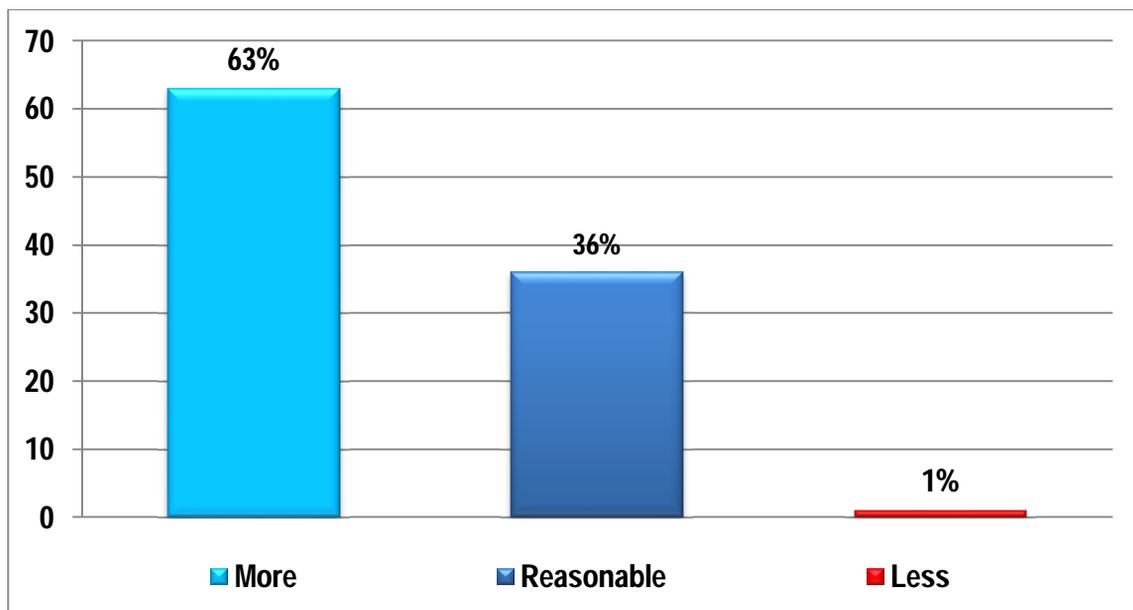
Chart 7: Intensity of Sports Competitions

The survey shows, 63% of the participants opined that intensity of competitions is more.

Effects of Too Much Attention Towards Earning Championship Trophy

   It is no denying fact that competitions develop esprit - de -corps amongst the unit members and generate excitement, enthusiasm and zeal amongst them. Earning a trophy also boosts the morale of a unit. However, many vices of these competitions are distinctive than the regular norms of Army.

   Compromise in Training Activities   Craving to earn too many championship trophies is believed to be a limiting factor for conducting effective training activities in the unit. Every unit aspires to project its efficiency by earning championship trophy in various competitions, be it training, games or sports. With the existing manpower crunch prevailing in the units, it becomes very difficult to ensure proper training besides sparing a considerable amount of manpower to practice for the numerous competitions. This is even found that an individual soldier is involved

in more than one competition and remains busy in practicing round the year. As such, his training gets affected. The overall effect of this craving to earn championship trophies surpasses the attention towards training activities in the unit. Majority of the survey respondents opined that it is hardly possible to put required emphasis on training activities amid participating all the competitions. The result is shown below:
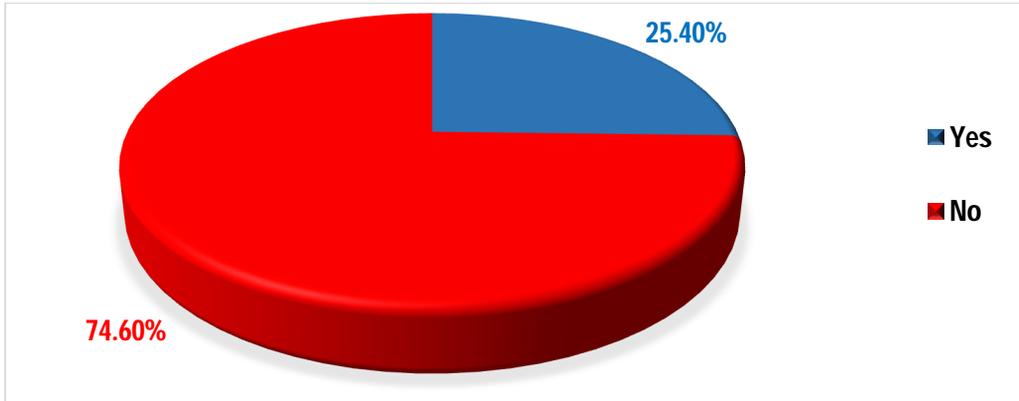
Chart 8: Is emphasizing on training activities and competitions feasible at the same time?

Unhealthy Competitions amongst Units Championship trophies bring glory to a unit. Therefore, all the units compete tough to grab them. A competitive gesture in right spirit is sportsmanship, but unhealthy competition and unethical steps, often witnessed, is definitely unexpected. Sometimes, relationship between two units in a same formation gets strained due to the rivalry generated from the sports competition. The survey result shows the effects of such competitions as chart 9 below:
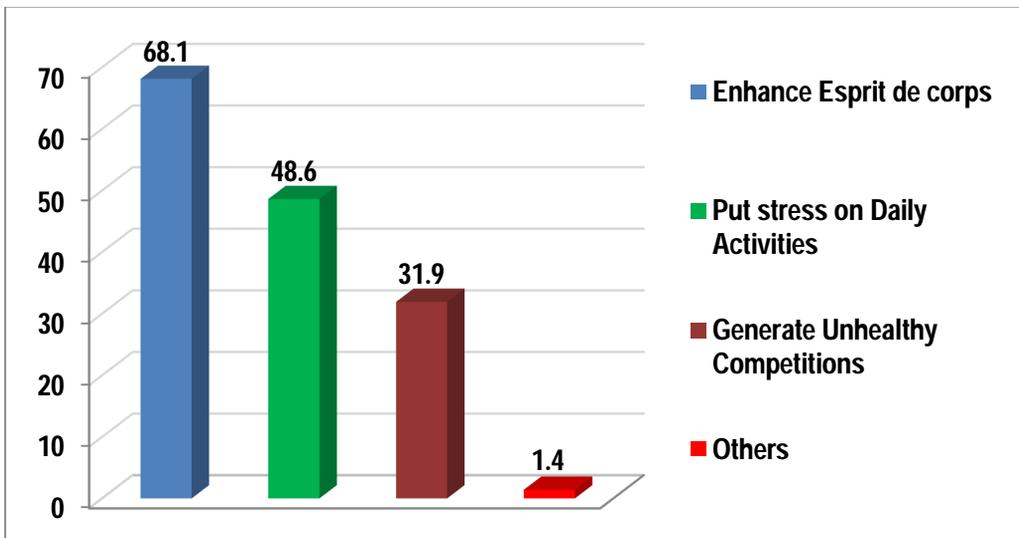
Chart 9: Effects of too much attention towards earning Championship Trophy

According to the survey 68.1% of the participants opined the sports competitions enhance esprit-de-corps among the members of a unit. On the contrary, 31.9% officers expressed that earning championship trophy generates unhealthy relation among the participating units. As such, the noble purpose of sports competitions is compromised to some extent.

Ambitious but Unrealistic Training Concept   Units formulate a training calendar at the beginning of each year with a high aspiration to conduct the training efficiently and ensure sound administration for the under commands. Accordingly, the sub units set the individual soldier's career and leave planning. However, it is observed that in order to put over estimated effort on achieving championship trophy in different competition round the year. both training and administration are hampered greatly. The fundamental training of the soldiers gets affected and remaining soldier's administration aspects are compromised due to the increased workload. At the end of the year units manipulate to cover up the lacking which ultimately reduces the unit's proficiency.

Additional work Load on Soldiers   Because of increased effort by the units to maintain number of training and sports teams, a considerable number of soldiers remain engaged in practice for quite a long time. As per statistics, 48.6 % respondents believe that it puts stress on day to day activities of the units.

Increased Risk of Injury   Besides generating enthusiasm and zeal amongst the members of the teams, various competitions also pose risk of injury to the participants. Ligament injuries, fractures, joint dislocation, breakage of bones are common phenomenan during the practice of these competitions. In many cases, units engage the same soldier, good at physical aspects and skilled in some particular training or sports, in multiple competitions which affect their training as well as the physical health. More so, victims often suffer from irreparable losses and even get medical board out from the Army prematurely.

The directive issued by AHQ MT directorate in 2012 clearly denotes that participation by an individual in the competitions in a single training year is restricted to two only. In 2016 another letter issued by the same directorate amended the previous policy which allowed a person to participate in maximum three instead of two competitions in a training year. If an individual participates in three competitions in a year, it is evident that his/her training gets affected. Most alarmingly, participants involved in competitions which are organised after Summer Training and Winter Training are mostly left out in the cantonment in disguise of different duties or administrative reasons sacrificing their participation in the most important training events of the year.

Ways Forward to Make a Balance

Readjustment of few Competitions   In a division almost 7-10 training competitions and 7-9 sports competitions are arranged in a training year. This creates challenge in maintaining focus on training activities. To reduce pressure from the units, sports competitions might be

organised in alternate year or the participation of the units in the sports competitions might be made optional. Following survey result shows the opinion for interval of sports competitions:
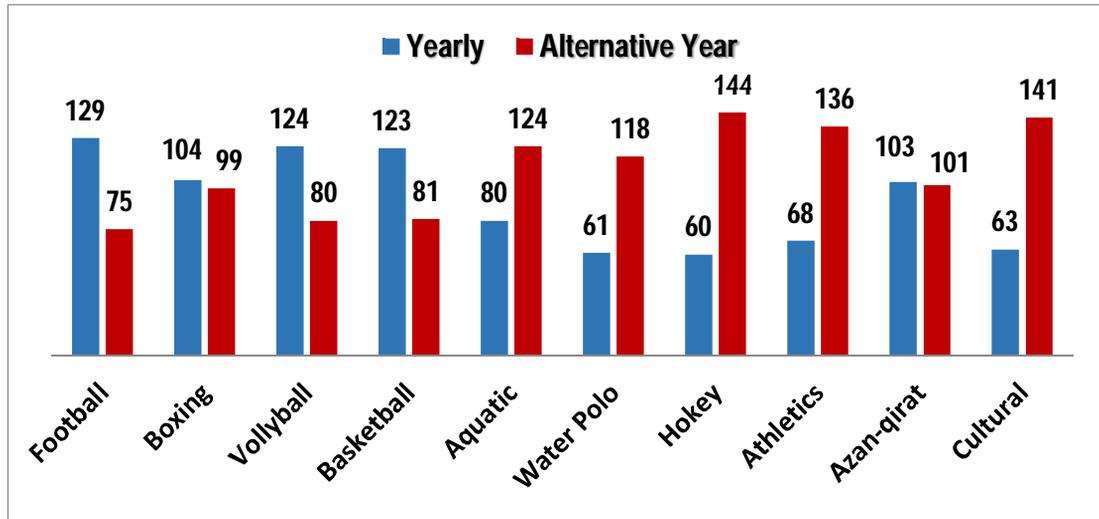
Chart-10: Preference on interval of Sports Competition

The above survey result shows that majority of the respondents opined to organise aquatic, water polo, hockey, athletics and cultural competitions in alternate year.

Another survey result shows the opinion of preferred interval between the training competitions and the result is appended below:
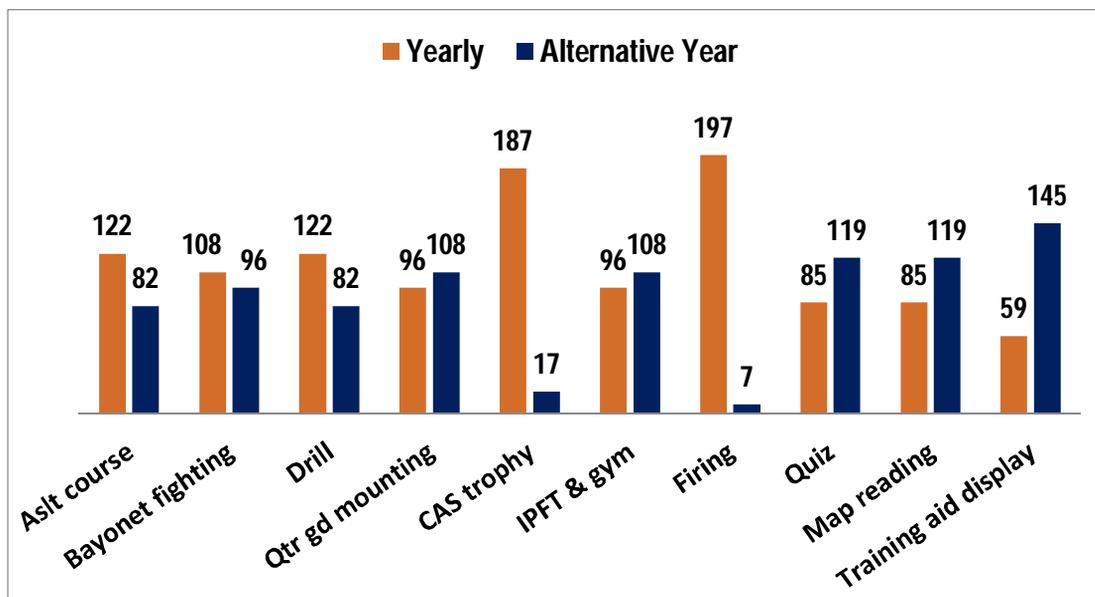
Chart-11:   Preference on interval of Training Competition

The above survey result shows that majority of the respondents opined to organise Quarter Guard Mounting, Training Aid Display, Quiz and Map Reading Competitions in alternate year. There were even suggestions to eliminate few of the sports and training competitions such as, cultural competition, water polo, hockey, quarter guard mounting, training aid display, map reading and quiz etc.

%

Acquatic	Water Polo	Cultural	Hockey	Athletics	Azan Qirat	Qtr Gd Mtg	Trg Aid Display	Quiz	Map Reading
18.3	49.5	51.6	35.5	9.7	10.8	34.4	26.9	23.7	24.7
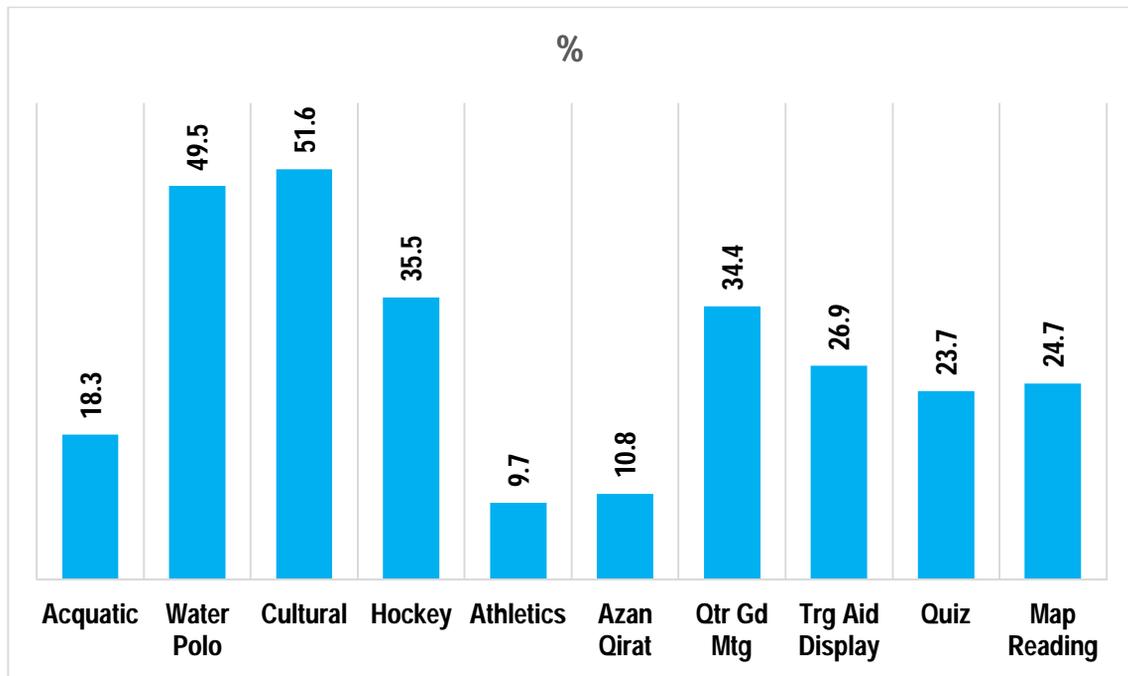
Chart-12:   Suggestions on Elimination of Competitions

Equal Distribution of Training and Games Competitions Throughout the year   The spontaneous survey feedback from the units of various divisions clearly reflects that the shortage of manpower is creating pressure on the unit for participating in many sports and training competitions at the same year. To arrest this, the training and sports competitions might be equally distributed in each training cycle depending on the manpower requirement to arrange and participate in the competitions.

More Focus on Unit Level Competitions within the Sub Units   It is perceived that, Games and Sports Competitions promote esprit-de-corps amongst the unit members and as such, those should be arranged regularly. However, the same can be raised through organising Training Competitions as well. The way non participants enjoy the Sports Competition and encourage the unit team, the same way they enjoy and encourage the Training teams as well. As such, Sports Competition might be kept within the Sub Unit (Company) level and only inter Brigade Competitions on different sports could be arranged. The findings of the survey regarding the opinion of the level of competition to enhance esprit- de- corps are given as chart 13 below:
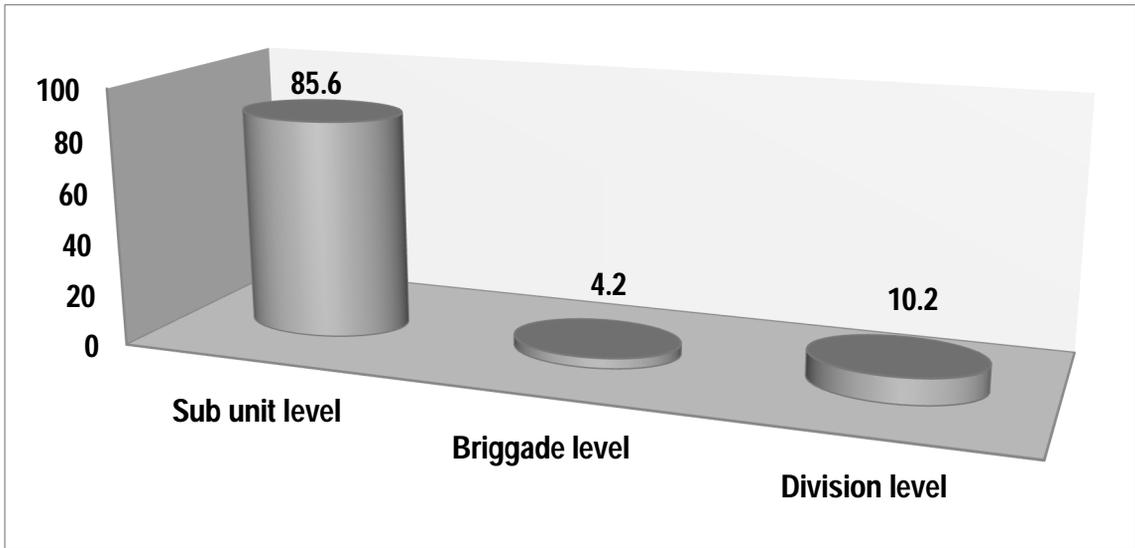
Chart- 13: Preference on level of competition to enhance esprit-de-corps

85.6% respondents opine that esprit-de-corps is enhanced if the competitions are conducted at sub unit level, whereas 10.2% opted for division level.

Limiting Time for Practice Every unit aspires to project its efficiency by earning championship trophy in various competitions, be it training, games or sports. In order to achieve championship trophy in different competitions, the unit teams practice for 2-3 months or even more before a competition. The survey result justifies the same which is enumerated below:
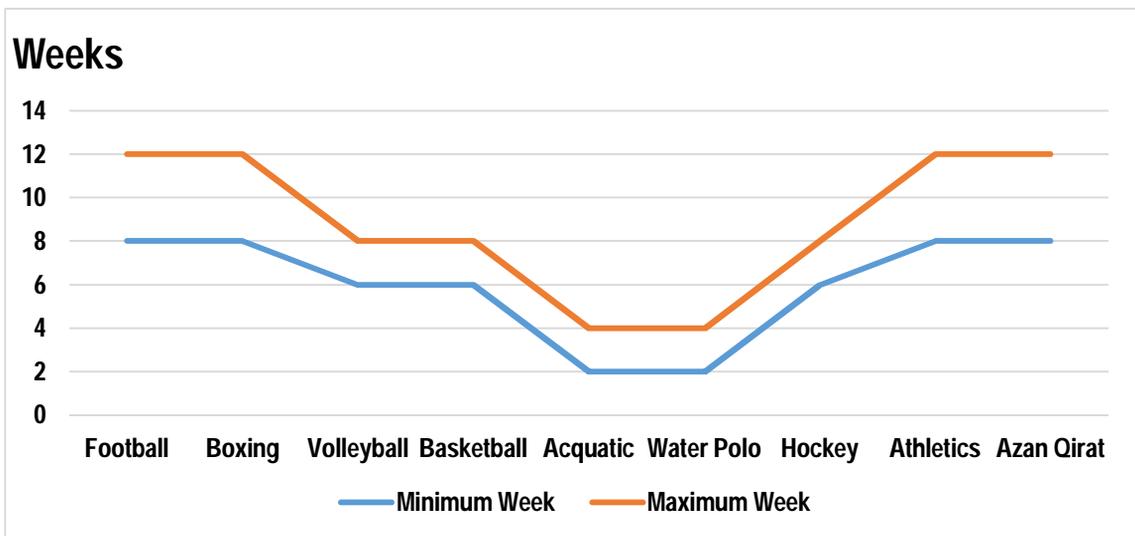
Chart- 14: Time required to organise an effective unit team

Soldiers involved in different competitions are affected from their fundamental training planned for the training year. It is reasonably believed that practice time for any competition should be fixed by the Higher Headquarters to allow effective training to all. Only PT and games period might be utilized for practice so that the training activities are not affected. However, the teams should practice dedicatedly for two weeks prior to the competition.

Readjustment of Training Cycle   As per formation training system, a training year is divided into four cycles. Besides training, different competitions are organised in each training cycle. Unit training is designed to train the entire sub unit simultaneously and bring collective harmony amongst all the members. Presently, with less manpower, a sub unit struggles to conduct training as per tactical grouping. If there are two/three training cycles in a year, a sub unit can undergo unit training with all its components effectively. At the same time, units can employ required manpower for participating in various competitions.

Change of Perception There exists an imbalance between the expectations of winning championship trophy and ensuring proper training in the units. The prevailing tendency of judging the unit proficiency by counting the number of trophies earned and efficiency in arranging various non-training and administrative events put pressure on the units. This, in turn, leads to adopting unethical practices to achieve championship trophy sidelining the emphasis on training. Units neither can compromise the standard of the assigned events nor can reduce the manpower requirement to accomplish the operational duties. Thereby, training is the aspect which gets compromised. Transformation of our mindset is necessary to adjust the expectation from the units considering the existing challenges.

Conclusion

Training is considered to be the most important activity in Bangladesh Army. Every Member of Bangladesh army thus emphasizes on hard training to meet the challenges of battle field. In reality, shortage of manpower, increased number of administrative duties, less focus on training are the major impediments to effective training. Besides these, putting much emphasize to achieving championship trophies in various competitions, is also hindering the training events to a great extent.

Though training and sports competitions hamper the conduct of training of the unit, they offer many positive effects as well. Few of the battle winning factors, such as, esprit de corps, regimental feelings, morale, co-operation, bonding between soldiers, etc. are developed through team work, which is facilitated by these competitions. However, there exists a subtle tendency of promoting unethical practices through these competitions. The urge for achieving trophies in sports competitions sometimes becomes demanding and units often adopt unfair means of different magnitude that eventually degrade the basic military values and ethos. This is a cultural phenomenon which cannot be eradicated overnight.

Military profession is very unique and challenging which demands unquestionable loyalty, strict adherence to discipline and unwavering commitment to the service. To bring a sigh of relief in daily routine of a soldier's life many events are organised throughout the year. Among those, games and sports are considered to be the best source of entertainment to release pressure and freshening up the mind and body. Keeping that point in mind, sports competitions are arranged regularly to generate competitive spirit, zeal and enthusiasm amongst the participating units. Besides, different training competitions also sharpen the professional acumen of our men. However, it is felt that the essence of these competitions is often manipulated and brought into a tussle and unhealthy practices of winning trophies and supremacy. In this context, a balance is to be made between sports and training events and competitions to bring synergy. The main focus on training should never be compromised by the eagerness of earning championship trophy.

Recommendations

Following methods could be adopted to ensure proper attention towards effective unit training:

a.   A formation evaluation team might be formed to determine the "best unit" in the division basing on their performance in training, administration and operations round the year such as, Winter Training, Summer Training, Unit Training, Fitness Inspection, Annual Technical Inspection, Ammunition Technical Officer's Inspection, Annual Course Shooting, Heavy Weapon Firing, Maneuver Exercise, MOOTW and various competitions etc.

b.   A board of officers might be formed at AHQ/ ARTDOC/ Formation level to determine the sports and training competitions to be held in alternate year. A few training competitions, such as Map Reading, Quiz, training aid display should be held in alternate year. Few of the sports competitions might be reduced or even discarded. Nonetheless, to promote and keep the sportsmanship spirit alive, inter brigade competitions on few games and sports might be organised. Better performers from the Brigade level competitions might be identified to form the Division Team. The teams may be kept closed under supervision of the Formation Headquarters in each year so that player's expertise is not lost. This policy should be the same throughout the Army.

c.   In-depth research on reduction/ readjustment of training cycle might be carried out by AHQ/ ARTDOC/ Formation level emphasizing the training as per tactical grouping to bring collective harmony.

d.   A board of officers might be formed at AHQ/Formation level to forecast and limit the practice time prior to any competition. Maximum two weeks time may be allowed for dedicated practice for the competitions.

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NEED FOR SPECIALIZED INTELLIGENCE TRAINING TO COUNTER THE EMERGING INTELLIGENCE CHALLENGES

Lieutenant Colonel Syed Md A s-Sazid, psc, BI R

Abstract

Intelligence had always been the most essential tool in peace and war for commanders at all levels to make important decisions. But intelligence collection and processing during peace and war are getting growingly complex due to the changes inflicted by different socio-economic, political, cultural and technological factors. On the other hand, these factors are giving birth to a number of emerging and non-traditional intelligence challenges. Moreover, the old and traditional intelligence challenges are also surfacing with new high-tech platforms. As such, the emerging intelligence challenges are quite complicated for the traditional HUMINT based intelligence training and work process. Each intelligence problem is different than the others demanding separate ways and means to be dealt with. Although focused towards digitalization and technological advancement, intelligence training system of Bangladesh Army is still HUMINT biased and lagging behind the enormous technological advancement of the intel world. Limited scale of multi-disciplinary and techno-shy intel training might preclude the ability of military intelligence operatives to evaluate and critically analyze the core components of the modern day's techno-savvy intel problems. In turn, operational commanders might also be deprived of the correct analyses and viable recommendations from the analysts. Therefore, it is essential for us to introduce a 'multi-disciplinary techno-biased specialized intelligence training system' to meet the present day's requirements. The specialist intelligence operatives, with their specialized outlook towards an intelligence problem, would be able to identify the Commanders' Critical Information Requirements (CCIR) more precisely and handle them more professionally than ever. It will also help divide and decentralize the intelligence tasks in smaller segments and employ the specialist operatives in respective field of expertise. It will also increase the scope of intelligence training manifold at School of Military Intelligence (SMI).

Keywords: Bangladesh, specialized, intelligence, training, military, commanders, problem, HUMINT.

Introduction

"It is only the enlightened ruler and the wise general who will use the best intelligence tool for spying, and thereby achieve great results".[1] This famous Sun Tzu quotation adequately emphasizes the importance of intelligence as the eyes and ears of the operational commanders. The intelligence gathering is a continuous process to remain updated about potential adversaries

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[1] Lionel Giles, *Sun Tzu on the Art of War*, p 166.

and internal odds, so that the operational commanders may be able to assess the situation well ahead and remain prepared. But the modern day's security threats are multi-dimensional and peculiar due to the complexities of socio-economic, ethnoreligious and geostrategic aspects. Besides, the continuous evolution of modern technologies has complicated the present battlefield environments. Consequently, all these complexities during peace and war have bred new intelligence challenges demanding a specialized outlook to feed the commanders with appropriate and timely intelligence. As such, intelligence studies have been developed and divided into numerous disciplines over the period.

Each intelligence problem is different from others. Understanding the core issue of an intelligence problem and application of the specific tools/means require special intelligence expertise. Specialized training in different disciplines of intelligence is a prerequisite for achieving it. On the other hand, basic intelligence training renders a limited skill to the operatives and impedes their appropriate focus on the underlying intelligence problems. It would not have enough use in analyzing the modern day's intelligence problems and finding out the appropriate measures. Thus, the lack of specialized intelligence training may lead to intelligence failures against emerging intelligence challenges of the current world.

The existing intelligence training system of the Bangladesh Army is biased to the Human Intelligence (HUMINT) with a generalized focus on other intelligence disciplines, which limits our intelligence capacity building in countering the emerging intelligence challenges. Thereby, it has become essential to revise our existing intelligence training system and introduce specialized training on various intelligence disciplines. With this backdrop, this paper endeavors to determine the emerging intelligence challenges, measure the need for developing the existing intelligence training to deal with those challenges and recommend suitable measures. Here the focus will be limited to military intelligence only.

Emerging Intelligence Challenges

"We're at this historic point where the intelligence community is going through a transformation, and technology can present the greatest threat or the greatest opportunity".[2]

~ Amit Yoran

Emerging Threat Platforms

With the advent of modern technology and socio-economic development, security threats are evolving through different technological and non-traditional platforms. According to Brian Katz, "Emerging technologies are already reshaping how the intelligence collector gathers, stores, and processes information but will likely transform all core aspects of the intelligence cycle in the coming decades—from collection to analysis to dissemination".[3] Therefore, the modern day's commanders' intelligence requirements during peace and war have exceeded the traditional

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[2]   Amit Yoran (2018), *www.qhuotehd.comm*
[3]   Brian Katz, *The Intelligence Edge, Opportunities and Challenges from Emerging Technologies for U.S. Intelligence* (2020), p 2

parameters and created a new horizon of challenges for the intelligence community. According to Dan Coats, the former Director of US National Intelligence, "Economy, crime, terrorism and technology form the basis of four major challenges confronting the U.S. intelligence community"[4].

Degradation of social and ethical values, ultra-materialism and drug addiction, etc are considered to be the outcome of current socio-economic changes and technological developments. Practically, these factors are interrelated and responsible for initiating cultural changes. The internet, media, mobile communication, satellite and electromagnetic spectrum are the platforms begetting most of the emerging intelligence challenges.

Combat and Tactical Intelligence Challenges

Counter Intelligence (CI) Challenges   CI provides invaluable support to intelligence operations and law enforcement by disrupting hostile intelligence collection and detecting the spies of Hostile Intelligence Services (HIS).[5] A defensive intelligence strategy is mostly based upon CI. But the evolution of modern technology in the arena of intelligence has rendered the age-old HUMINT based CI measures obsolete and ineffective.

HUMINT Challenges   In the modern world of proliferating sensors and exponential growth in data and computing, Artificial Intelligence (AI) enables the intelligence organizations in automation of collection and its processing.[6] Emerging technology continues to allow tactical HUMINT teams to operate more effectively during future contingencies.[7] But in recent days, HUMINT has also become difficult due to the technological development of CI methods.[8]

Challenges of Intelligence Analysis   In the modern age of the internet and open sources, the first challenge for an intelligence analyst is sifting an enormous volume of data in search of significant information. He needs to relate and compare the present to what happened in the past. The intelligence community is constantly developing new technologies for the collation and processing of information but it always remains a challenge to meet the huge flow of information and evolving threat perspectives. According to Harris Gail, technology changes at the speed of human imagination and as the new technologies develop, so changes the requirements for developing new techniques, tactics, and procedures of intelligence analysis[9].

Challenges of Electronic Warfare (EW)   Heavy and expanding informational reliance on the electromagnetic spectrum increases both the potentials and the challenges of Electronic Warfare in Information Operations. The increasing dominance of software-defined radios, wireless technologies and web-based networks extends both the utility and threat of Electronic Warfare,

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4   Robert K. Ackerman, *U.S. Intelligence Community Faces Four Major Challenges* (2018), Signal, October 2018
5   The Intelligence and National Security Alliance (INSA), *Counter Intelligence for the 21st Century* (2014), p 3
6   Brian Katz (2020), *Ibid.*
7   FM 34-7-1, *Tactical Human Intelligence and Counter Intelligence Operations (2002), p 65*.
8   INSA, *Op Cit, p 4.*
9   Harris Gail, *The Challenges of Intelligence Analysis* (2018), *p 3.*

offering opportunities to exploit an adversary's electronic vulnerabilities and to identify and protect our own from similar exploitation. New modulation and transmission modes and methods, that appeared in the field of military communications in recent years, represent very high challenges for Electronic Warfare[10].

Signal Intelligence (SIGINT) Challenges   Modern combat intelligence is increasingly getting dependent on SIGINT due to the widespread deployment of troops and their dependency on signal communication. The most important challenges of the future may lie in the quantity and quality of what is being transmitted rather than the means of transmission. The ability to filter through the huge volumes of data and to extract the information from the layers of formatting, multiplexing, compression and transmission protocols applied to each message is the biggest challenge of the future. Increasing amounts and sophistication of encryption add another layer of complexity[11].

Imagery Intelligence (IMINT) Challenges   IMINT has gone through a great transformation in the 21st century through the advent of satellite imagery and the use of Unmanned Aerial Systems (UAS). The development of cell phone camera technology and its commercial availability allow anyone to have access to high-resolution imagery. The volume of image data available in social media and other web-based platforms, along with the availability of image manipulation technologies, overwhelms the analysts unless assisted by automated target recognition algorithms or other exploitation tools[12].

Measurement and Signature Intelligence (MASINT) Challenges   MASINT is a Technical Intelligence (TECINT) means for quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, time dependence, modulation, plasma, and hydromagnetic) derived from electromagnetic sensors. This is utilized to identify any distinctive features associated with the source, emitter, or sender and to facilitate subsequent identification and/or measurement of the same.[13] MASINT can be used by potential adversaries to identify underground facilities or weapons that have been masked from the view of a camera or satellite[14]. Continuous development of remote sensing technologies, geospatial intelligence and the use of spectroradiometers for intelligence gathering has added challenges for the technologically inferior national.

Clandestine Intelligence Challenges

Espionage   Like many other fields of intelligence, presently, espionage' is also being prefixed by the word - cyber[15]. For the wide availability of the internet, mobile communication and social media, the members of the armed forces are being increasingly targeted by the HIS. Due to the

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[10]   László Kovács, *Electronic Warfare and The Asymmetric Challenges* (2009), *p 145*.
[11]   Permanent Select Committee on Intelligence, The Intelligence Community in the 21st Century : Signals Intelligence (2018), p 2.
[12]   Permanent Select Committee on Intelligence, *The Intelligence Community in the 21st Century : Imagery Intelligence* (2018), p 1.
[13]   Pike, *Measurement and Signature Intelligence* (2000), p 1.
[14]   Margolis, *The Lack of HUMINT: A Recurring Intelligence Problem* (2013), p 49.
[15]   Darien Pun, *Rethinking Espionage in the Modern Era,* Chicago Journal of International Law, Volume 18 (2017), p 355.

use of superior technology, it has become almost impossible to detect techno-savvy espionage agents. Irresponsible and ignorant use of information technology poses the greatest challenges for information security.

Subversion   Subversion is one of the most lethal soft power weapons against any military force. In the present socio-cultural context, there are immense opportunities for the HIS to exploit the degradation of social and ethical values, ultra-materialistic psychology and influence of social media as means of subversion. The use of modern technology and digital space would render it untraceable and deadlier than ever[16].

Sabotage   Use of remote sensing bombs and Improvised Explosive Device (IED); the collapse of network-based weaponry and surveillance systems; destruction of database and maligning of the national, institutional and personal image by the manipulation of print and electronic media are few of the common sabotage techniques of recent times. The digital space provides effective means for promoting subversion and sedition through cyber-attacks on critical infrastructure, the weaponization of information, and the use of social media to target messaging.

Covert Action   In the present context, covert actions may be employed to control, influence, and counter threats such as nuclear proliferation, global organized crime, information warfare, and hostile foreign governments[17]. The use of TECINT, along with the cyber platform, has added challenges to both the implementation and prevention of covert actions.

Non-Traditional Military Intelligence Challenges

Cybercrime   In general, cybercrime encompasses hacking, cyber-attacks, defamation, pornography, espionage, IT sabotage, propaganda and subversive activities etcetera. Due to the widespread application and use of communication technology, cybercrime has become an important intelligence challenge. Cyber attacks could be launched on an adversary's early-warning, communications, and command and control systems, significantly impairing its response capabilities. For all these reasons, cybersecurity, or the protection of cyberspace from malicious attacks, has become a major national security priority[18].

Degradation of Social and Ethical Values   Lack of social bonding, cohesiveness and religious values; ultra-materialistic view; the influence of social media etc are a few of the important actors behind the overall degradation of social and ethical values. These are mostly the outcome of current socio-cultural and economic changes in our society. Wide connectivity to the greater world through the internet and mobile phones works as a catalyst for such changes. Being a closely connected part of the larger society, the military community also suffers the outcomes of these changes.

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[16]   Sir David Omand, *The threats from modern digital subversion and sedition,* Journal of Cyber Policy, Volume 1 (2018)
[17]   Zachary Potter, *Covert Action: The Delicate Balance* (1996), p 1
[18]   Michael T. Klare, The Challenges of Emerging Technologies (2018)

Evil Effect of Social-Media   Social media is a major contributor to anti-social activities. Important information, knowingly or unknowingly, divulged through social media may be readily picked by the HIS. It may also be conveniently used as means of espionage, sabotage and subversion.

Drug Addiction   Drug addiction has emerged as an important challenge to the intelligence community. The wide availability of narcotic elements; social media influence; degradation of socio-cultural, religious and ethical values; and lack of family and social bonding etc work as catalysts in this regard. Drugs can be used as an effective tool for subversion by the HIS.

Ultra-Materialism   Ultra-materialism may be one of the worst breeds of the current socio-economic changes. It has got serious side-effects like deterioration of the interpersonal relationship, decay of loyalty, lack of cohesion, lack of appropriate professional attitude, degradation of social and ethical values and the tendency for corruption etc. All these weaknesses in an individual or organization may be picked up by the HIS.

Decay of Patriotism and Loyalty   With the current socio-economic changes, unquestionable patriotism and loyalty to the country and authority are being supplemented by individual benefits, which lead to the subversion of the targeted individuals from the Armed Forces.

Indoctrination   Widespread and unregulated use of the internet, mobile phones and social media, as well as increasing interaction with the outside society, may put the members of the Armed Forces under the risk of direct or indirect indoctrination by the HIS in radicalisation, communalism, anti-state and anti-government propaganda and political ideologies. Such indoctrination by the HIS usually leads to subversion, followed by espionage, sabotage and covert actions. Sometimes, these may also occur due to cultural aggression induced by the digital platforms.

Intelligence Challenges in Military Operations Other Than War (MOOTW)

Peacekeeping Operations   Bangladesh is the top peacekeeping troops contributing country in the world. Our peacekeeping contingents often face combat intelligence challenges due to the lack of modern surveillance technology and equipment; socio-cultural and language barriers; geopolitical and ethnoreligious differences; lack of cooperation among the intelligence agencies; and lack of compatibility with other Troops Contributing Countries (TCC). Although intelligence coordination in the mission area is the responsibility of the respective mission and forces headquarters, any failure due to lack of it is always born by the contingents.

Disaster Management and Internal Security Duties   Armed Forces are often deployed 'In Aid to Civil Administration' during different major national events and for disaster management programs. Although recent digitisations have provided common platforms for information sharing, intelligence failures in humanitarian operations and internal security duties mostly result from the lack of coordination with civil administration and other intelligence agencies; lack of timely and relevant information sharing; lack of common situational understanding and absence of well-maintained databases.

Counter Insurgency Operations (CIO) and Counter-Terrorism (CT)   Although Bangladesh does not have any insurgency or terrorism issue at present, the possibilities for reviving the armed conflict at Chattogram Hill Tracts (CHT) and scattered terrorist and miscreant activities like the Holy Artisan Bakery attack and the Atia Mahal Attack cannot be ruled out. Availability of most advanced technologies to the terrorists; lack of information regarding terrorists' front organizations, sympathizers, trans-border support, sources of arms and funds; lack of intelligence sharing and coordination among the intelligence agencies; lack of continuity in intelligence collection and analysis etc are found to be dominant challenges in this regard.

Analysis of The Present Intelligence Training System

"Army Intelligence in the Objective Force Era is globally focused, rapidly deployable and a knowledge-based force composed of expert personnel harnessing the collaborative, analytical, communications and presentation power of modern information technology to support leaders at the point of decision."[19]

~ Keith

Outcomes of Generalized Intelligence Training

During a survey on the existing intelligence training system, most of the serving and ex-intelligence operatives opined that our present intelligence training system is 'Partially Capable' to counter the emerging intelligence challenges. Although Bangladesh Army possesses modern and secured information-sharing platforms and databases; lack of training on specialized intelligence disciplines, along with the lack of modern training facilities, have been projected as the main hindrance in achieving quality intelligence outputs.

In broad terms, the existing intelligence training system has two main limitations; firstly, it is not at par with the cutting-edge technological advancement in the fields of intelligence and thereby less potent against the emerging intelligence challenges; secondly, it is much generalized compared to the complexities of the modern intelligence problems. Most of our intelligence training is HUMINT biased, with little specialization in other different disciplines. Training on modern technologies does not hold a good share in the overall intelligence training curriculum. According to the survey, generalized intelligence training results in the improper use of efforts, the difficulty of analysis, lack of specialized skills, lack of professional approach to the intelligence problems and difficulty in determining the timely and appropriate measures.

Limitations of Generalized Intelligence Training

Lack of Professional Approach.   Lack of specialized intelligence training prevents the operatives from taking a professional approach to an intelligence problem. The analysis is often delayed and misinterpreted with too generalized understanding.

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[19]   Mashback J Keith, *Army Intelligence Master Plan AIMP: The view from the future, Army Intelligence Transformation* (2002), p 2.

Lack of Techno-savvy Training   Due to the lack of availability and focus on the TECINT, intelligence operatives are deprived of the training on high-end technological devices and lagging behind the technological advancement of our potential adversaries.

Absence of Training on Different Disciplines   According to Major David P. Jewell of the US Army, "the new knowledge centres the force may need are meant for specific intelligence disciplines to provide 'expert capabilities to the nation's military forces."[20] But our intelligence training is mostly HUMINT centric, with inadequate focus on other intelligence disciplines.

Potentials and Challenges of Specialized Intelligence Training

'Specialized Intelligence Training' is an emerging concept in Bangladesh Army. In the survey, most of the respondents opined that the intelligence agencies should first be adequately reformed to accommodate the multi-disciplinary and specialized intelligence efforts. Then the requirement of specialized intelligence training should be evaluated. Practically, 'Specialized Intelligence Training' and its application should go hand in hand through an 'organizationally structured' practice of specialized intelligence.

Benefits of Specialized Intelligence Training

Timely and Appropriate Measures against Emerging Intelligence Challenges   With the induction of Specialized Intelligence Training, the intelligence operatives will be able to analyze the intelligence problems more comprehensively. They will be able to take the specific and most appropriate measures against an intelligence problem and handle it more professionally than earlier.

Incorporation of Specialized Intelligence Practice   A well-coordinated, systematic and compartmented practice of specialized intelligence in different intelligence disciplines may be incorporated among the military intelligence outfits through a suitably reformed organizational structure. Subsequently, the specific and time-worthy requirements for specialized intelligence training may be derived from the feedback of those intelligence outfits. As a result, individual operatives and organizations will grow high expertise by training and working continuously in the same field.

Specialization of the Training System   After introducing multi-disciplined specialized intelligence training, gradually the military intelligence training institutes may be structurally modified to incorporate different intelligence disciplines separately. Required specialist instructors and infrastructures may also be made available in due course of time.

Enhanced Cooperation, Coordination and Sharing   Specialized intelligence practice and training will inherently bear the necessity of coordination and sharing among the intelligence agencies of all tiers and disciplines. Because, a particular intelligence problem will be segmented and dealt with by separate specialized intelligence operatives and outfits entailing the necessity of coordination, cooperation and sharing to produce the cumulative output.

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[20]   David P Jewell, Transforming the Core Function of Military Intelligence to Knowledge Management (2003), p 22.

Enhanced Compartmentalization Specialist intelligence operatives, working separately in their designated disciplines and dealing with their respective part of the intelligence problem will ensure better compartmentation. In such a case, on a need-to-know basis, commanders and analysts may have the bigger picture of a particular intelligence problem, while specialist operatives/outfits will deal with their respective piece of the puzzle.

Ensure Continuity of Intelligence. Intelligence outfits will have better institutional memories and their works will enjoy better continuity under specialized intelligence structure. Intelligence products may be preserved by respective sections for future reference. The specialists, being trained and experienced in respective disciplines, may not be frequently moved and assigned with tasks related to other disciplines.

Better Preservation of Intelligence With a generalized intelligence structure, there might be a possibility of losing the intelligence outputs with the change of the operatives or collapse of the database. If specialized intelligence system is incorporated, information/data related to a particular intelligence discipline may be preserved in respective databases and in the memory of the concerned analysts/operatives preventing a total loss of intelligence product.

Ensure Economy of Effort. Specialized intelligence practice will also be able to reduce the duplication of efforts. Because the specialist operatives, expert in their respective arena, will be faster in analyzing and suggesting their commanders with suitable options.

Faster Intelligence Output Expert, experienced and specialist intelligence operatives/analysts may take reasonably lesser time for producing desired output. Moreover, separate specialist operatives and their sections, working simultaneously, may expedite the process and reduce the overall time needed for completing the intelligence cycle.

Challenges for Specialized Intelligence Training

Procurement of Modern Gadgets Development of specialized intelligence training and specialized intelligence structure will warrant procurement of modern and sophisticated intelligence gadgets and technology, as well as their regular update to keep pace with continuous technological development.

Reformation of Organizational Structure To initiate the practice of specialized intelligence, the intelligence outfits may need to undergo some structural reforms to accommodate the multi-disciplined intelligence activities.

Requirement of Specialist Instructor Requirement of instructors qualified in different intelligence disciplines will pop up with the induction of the specialized intelligence trainings. A good number of instructors may be needed to be trained in abroad.

Maintenance of Record A separate intelligence record may be needed to keep accountability of the specialist intelligence operatives and selection of suitable candidates for specialized intelligence trainings.

Options Available for Incorporating Specialized Intelligence Training

Incorporation within the Existing Curriculum   In the survey, a good number of respondents opined for and against incorporating the Specialized Intelligence Training within existing curriculum. The probable challenges of incorporating it within the existing curriculum are as follows:

- Modification of existing training duration and syllabus.
- Reformation and development of infrastructures.
- Training and employment of required specialist instructors.
- Procurement of modernized intelligence gadgets and high-tech facilities.
- Induction of separate specialized intelligence training disciplines.

Specialized Intelligence Training Structures   Probable structures for incorporating the Specialized Intelligence Training are as follows:

- **Centralized Training Structure**   Specialized military intelligence training courses may be conducted at the School of Military Intelligence (SMI), while technical assistance and instructional support may be sought from other institutions.

- **Decentralized Training Institutional Structure**   Specialized intelligence training courses may also be conducted in different relevant training institutions under the supervision of the SMI. As an example, courses related to SIGINT may be conducted at Signals Training Centre and School (STC&S) and CIO and CT Intelligence courses may be conducted at School of Infantry and Tactics (SI&T) under the supervision and with support from SMI (depicted in figure-1).
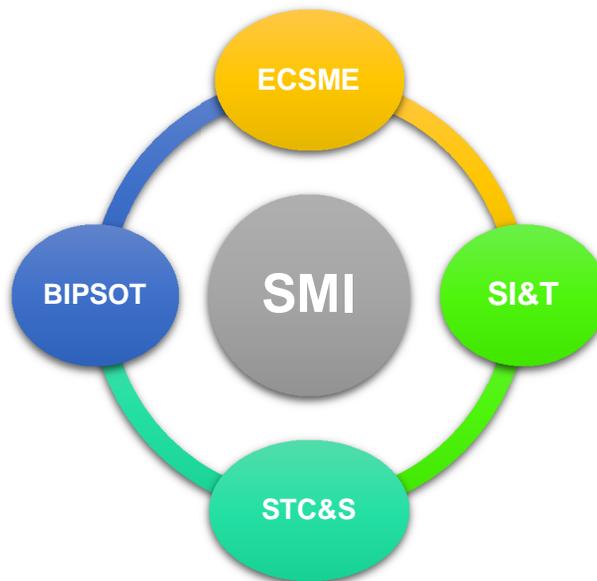
Figure 1: Decentralized Training Structure

- **Satellite Institutional Structure**   In future, the National Intelligence College (NIC) or Defence College of Intelligence (DCI) may be established as the Intelligence Centre of Excellence and the mother institute for intelligence training with several satellite training schools responsible for different intelligence disciplines. Figure-3 may be considered as an example of Satellite Institutional Structure.
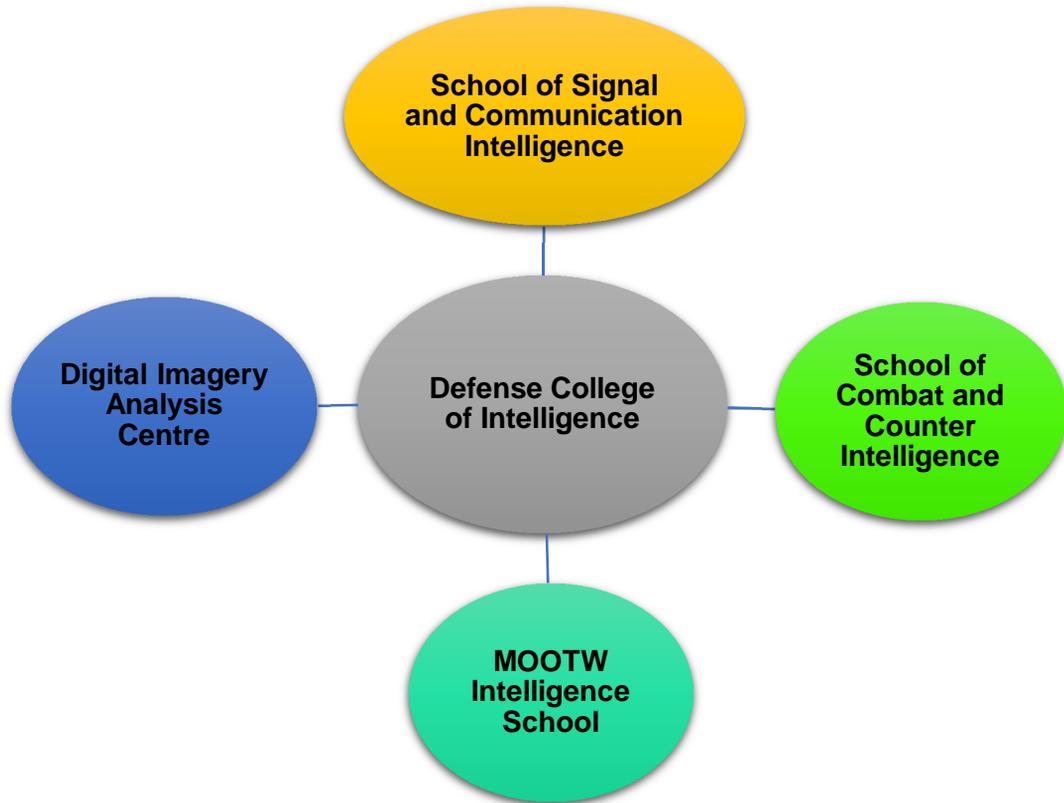
Figure 2: Satellite Institutional Structure

Specialized Intelligence Training in Different Armies

United States (US)

The **US Army Intelligence Center of Excellence**   (USAICoE), located at Fort Huachuca in Arizona, is the US Army's military intelligence training center. This institution offers Advanced Individual Training (AIT), Intelligence Analysts Course, Human Intelligence Collectors Course, Geospatial Intelligence Imagery Analyst Course, UAS Operators Course,[21] Counter-Intelligence Special Agent's Course, Joint Analyst-Interrogator Collaboration Course, Joint HUMINT Officers Course, Joint Interrogation Certification Course and Weapon Intelligence Course etc.[22]

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[21]   Wikipedia, *United States Army Intelligence Center (2021)*
[22]   Fort Huachuca Schools & Courses (2013)

The National Intelligence University (NIU) is the supreme institution for higher studies in the fields of intelligence and national security. It has two separate academic units: the College of Strategic Intelligence and the Anthony G. Oettinger School of Science and Technology Intelligence. The Ridge College of Intelligence Studies and Applied Sciences (RIAP) offers undergraduate and graduate studies programs in intelligence analysis. It also offers graduate certificates in Applied Intelligence, Counterintelligence, and Law Enforcement Intelligence.[23]

United Kingdom (UK)

In the UK, under the umbrella of Defence College of Intelligence (DCI) and Joint Intelligence Training Group (JITG), intelligence training is delivered through Defence School of Intelligence, Royal School of Military Survey, Defence Centre for Languages and Culture, Defence Intelligence and Security School, Defence Special Signals School, Joint School of Photographic Interpretation, Defence School of Photography with several wings under each of them and a good number of other satellite schools.[24] The table below shows the UK institutional intelligence training structure:

Table 1: UK Military Intelligence Training Structure

Defence College of Intelligence			
Defence Intelligence & Security Center			Defence School of Aeronautical Engineering
Defence School of Intelligence		Royal School of Military Survey	Defence School of Photography
Bletchley Training Wing	CI & HUMINT Training Wing	Imagery Intelligence Training Wing	
Horus Training Wing	Medmenham Training Wing	Geospatial Exploitation Training Wing	Defence Academy of the UK
Student Management Department	Training Policy and Management Department	Geospatial Information Management Training Wing	Defence Center for Language and Culture

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[23] Wikipedia, *Mercyhurst University Institute for Intelligence Training (2021)*
[24] Boot Camp & Military Fitness Institute (2013)

India

'Military Intelligence School and Depot' at Pune, Maharashtra, India offers different specialized intelligence training like Combat Intelligence and Security Course, Security and Counterintelligence Course, Intelligence Staff Officers' Course, Advanced Intelligence Staff Officers' Course, Intelligence Staff Course, Satellite and Aerial Imagery Interpretation Course, Intelligence Trade Craft and Practice Course etc. This school also provides Diploma and Post Graduate Diploma certificates from the Savitribai Phule Pune University against each of these courses.

Recommendations

Considering the time-worthy need for specialized intelligence training and different constraints, the following recommendations may be made to incorporate specialized intelligence training in Bangladesh Army:

- Generalized intelligence training may be shortened and more basic oriented. Each operative may be recommended for developing his/her intelligence career in a particular category and trained in at least one specialized intelligence discipline. A central intelligence record office may monitor the selection of intelligence operatives for specialized training and employment.

- Different specialized intelligence training may be incorporated within the existing training facilities of SMI with a future perspective plan of its expansion to decentralized training structure and satellite institutional structure.

- Modern intelligence gadgets/equipment, software and facilities such as UAVs, Digital Imagery Analysis Center, Analytical Software, Artificial Intelligence and different high-tech intelligence acquisition devices should be procured and regularly updated. All intelligence training should be techno-centric with exclusive training on technical intelligence.

Suggested Specialized Intelligence Trainings   Bangladesh Army has already introduced several specialized military intelligence courses at SMI. However, based on this study few potential specialized intelligence trainings, along with recommendations for composite courses, are appended below:

Table 2: Proposed Short and Composite Specialized Intelligence Courses

Specialized Intelligence Courses	Composite Courses
EW Course	Electronic Warfare and Communication Intelligence Course
SIGINT Course	
Crypto-analysis Course	
Electronic Surveillance Course	
Counter-Terrorism Intelligence	Military Operations other Than War Intelligence Course
Counter Insurgency Intelligence Course	
Disaster Management Intelligence Course	
Peace Support Intelligence Course	
Psychological Operations Course	
Intelligence Staff Officers Course	Intelligence Staff Course
Intelligence Analysis Course	
Intelligence Fusion Course	
Measurement and Signature Intelligence Course (MASINT)	Imagery and Measurement Analysis Course
Imagery Intelligence Course	
Cyber Security and Intelligence Course.	Cyber Intelligence and Monitoring Course
Cyber, Mobile and Media Monitoring Course	

Conclusion

Most of the combat and tactical intelligence aspects are getting increasingly challenging with the advent of modern technology. There are also non-traditional intelligence challenges for which there is no conventional countermeasure. Degradation of social and ethical values, ultra-materialism, cybercrime and social media influence are a few of the prominent non-traditional intelligence challenges. HIS are likely to induct superior technological platforms in launching traditional clandestine operations, where a generalized and techno-shy intelligence training will be of lesser use. Difficulty in analysis and interpretation, weakness in determining the intelligence problems, duplication of effort and lack of coordination and intel-sharing are the common results of generalized intelligence training.

To meet the emerging intelligence challenges, Bangladesh Army must strive for the multi-disciplinary specialization of its intelligence training. To kick-off, it may be incorporated within the existing training curriculum and infrastructure of SMI with technological and instructional support from other institutions. However, it will be most fruitful if the organizational structures are also reformed simultaneously at each tier to accommodate the multi-disciplinary specialized intelligence practice. Most importantly, besides specialization, intelligence training must remain compatible and relevant with the latest technological advancement.

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Lieutenant Colonel Syed Md As-Sazid, psc, BIR was commissioned from Bangladesh Military Academy on 27 December 2001 with 45 BMA Long Course in the Corps of Infantry. He is a graduate of Defence Services Command and Staff College, Mirpur. He has also completed his MSc in MDS from Bangladesh University of Professionals, Mirpur and EMBA from American International University, Bangladesh. The officer served at different capacities at several units like 5 East Bengal Regiment, 23 East Bengal Regiment and 10 Bangladesh Infantry Regiment (BIR). He served at Rapid Action Battalion under deputation. In Extra Regimental Employment, he served at Army Security Unit and as the Brigade Major of Headquarters 46 Independent Infantry Brigade. He commanded 10 BIR at 11 Infantry Division and later commanded the Interim Response Force of Rooppur Nuclear Power Plant. He also attended a training on Nuclear Security in India. Presently, he is posted as the General Staff Officer (Grade 1) at Overseas Operations Directorate of the Army Headquarters. He attended Basic Intelligence Course at School of Military Intelligence (SMI), Bangladesh; Intelligence Staff Officers' Course in Military Intelligence Training School and Depot, India and International Intelligence Analysis Training Course in Joint Intelligence Training Group, UK. He also attended online 'Certificate Course on Terrorism Studies' at University of St. Andrews, Scotland, UK. He served at SMI as Instructor Class B and had been the pioneer OIC to develop and inaugurate the Intelligence Analysis Course. As a peacekeeper, in 2008-2009, he served as Company Second in Command of BANBAT in UNOCI, Ivory Coast. Later in 2019-2020, he served as the Military Analyst of the Joint Mission Analysis Center (JAMC) in MINUSMA, Mali. The officer has been decorated with Chief of Army Staff's Commendation (Operational) due to his participation in Holy Artisan Bakery Operation at Dhaka and Chief of Army Staff's Commendation (Non-operational) due to his service as the CO 10 BIR. He also achieved IGP's Exemplary Good Service Badge 2008 for his service in RAB.

BANGLADESH IN UNITED NATIONS PEACEKEEPING OPERATIONS: CONTRIBUTIONS, ACHIEVEMENTS AND OPPORTUNITIES FOR GLOBAL TRADE CAPITALISING THE POSITIVE IMAGE OF BANGLADESHI PEACEKEEPERS

Major Hasanur Rahman, psc, EB

"UN Peacekeeping has evolved as a central pillar of Bangladesh's value-driven foreign policy"
- Sheikh Hasina, Honourable Prime Minister, Bangladesh

Abstract

Bangladesh has been playing significant role in the UN peace keeping operations since its humble participation as an observer in the year of 1988 in UNIMOG (United Nations Iran-Iraq Military Observer Group). In the passage of time, positive image of Bangladeshi peacekeepers has been adorned by dint of professionalism, utmost sincerity, dedication, hard work, discipline and above all the able leadership. While discharging duties and responsibilities, Bangladeshi peacekeepers hold and promote international norms like moderation, diversity, self-government, world peace, care of environment etceteras augmented by their domestic performance. The country had been the partner of peace with many conflict torn countries of the world which was not extended up to the partnership of development in many cases. In the process of peacekeeping operations, therefore, she should waggle her interest further in different fields to reap economic and other benefits for serving the national interest. She may strengthen her economic ties with the mission countries particularly with the Africa both in governmental and non-governmental level and also with UN arena capitalizing the positive image of the peacekeepers. As she has a vast hard working population i.e. farmers, garments workers, real estate makers, experienced peacekeepers; as she has the largest NGOs of the world and an experienced business community; Bangladesh can explore the existing opportunities in the field of trade, investment, manpower export, agriculture etceteras for her economic opulence.

Keywords: United Nations, peace, security, contribution, prospect, manpower, troops, bi-lateral.

Introduction

The charter of United Nations (UN) was signed in San Francisco on 26th June 1945 with the aim of maintaining international peace and security, developing friendly relations among nations, achieving international co-operation, and being a centre for harmonizing the actions of nations. Keeping the aim at the same height, if not more, in 1948 the United Nations Department of Peace Keeping Operations was created as a forum by the UN to resolve the conflicts between nations[1]. This unique organisation has largely been successful in achieving the objectives as the world is enjoying a relatively peaceful environment after its emergence. To be specified, UN operations

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[1] United Nations peace keeping Operations-Principles and guidelines, p.10

take place within a broader national and international political context and often constrained by this integrated core values. The first peace mission was to deploy as UN military observers to the Middle East to observe the armistice agreement between Israel and its Arab neighbors and for last seven decades or so, the UN peacekeeping operations have been deployed to the conflict-torn countries around the globe as the widest response to international peace and security[2]. However, UN peacekeepers are not only playing a vital role in maintaining the peace and security but also in sustaining the political process in the host country following the UN mandate.

Since independence, Bangladesh remains committed to upholding peace and security of the world as its national intent and foreign policy complement with international peace establishment. The country has been vocal about the peaceful and legitimate resolution of international conflicts, hence, grasped the opportunity to join international peace operations once the invitation came by the UN in 1988. Since then, as a loyal and responsible partner, Bangladesh armed forces and Bangladesh police are showing prompt response for the call of international peace and security under UN mandate[3]. The Bangladeshi peace keepers have earned a strong reputation rapidly for bravery, competency, dependability, leadership and professionalism from the commencement of the noble journey; and the name and fame is getting stronger progressively. In 2006, the British Broadcasting Corporation called Bangladeshi peacekeepers the 'cream of UN peace keepers[4]. At present 13 peacekeeping missions are deployed by the UN in different parts of the world where Bangladesh is the top most troops and police contributing country. Reportedly, a total of 6,862 Bangladeshi peace keepers are now stationed with the noble cause of peace in different peacekeeping operations.[5]

Contribution of Bangladesh in UN Peacekeeping Operations

Bangladesh Army stepped into the family of 'Blue Helmets' in August 1988 by sending 15 observers to UNIMOG (United Nations Iran-Iraq Military Observer Group); Bangladesh Navy and Bangladesh Air force in the year of 1993 and Bangladesh police in the year of 1989 sending peacekeepers in different peace missions. The state of glorious participation of Bangladeshi peacekeepers in UN peacekeeping operations is as per table-1. However, her landmark contributions are as follow:

Table-1: Deployment of Bangladeshi Peacekeepers

Serial	Missions	Army	Navy	Air force	Police	Total
1	Completed	1,41,584	5,991	7,115	19,862	1,74,552
2	On going	5,281	346	584	651	6,862

Source- Armed Forced Division

[2] M Eirin,UN Peace Operations, 2017,p.1, published by Routledge 2017)
[3] Iftekhar Ahmed Chowdhury-UN peace operations: Bangladesh Contributions (Institute of South Asian studies)
[4] http://news.bbc.co.uk/2/hi/south_asia/3763640.stm
[5] Bangladesh Armed Forces Website

a.   **A Leading Troops and Police Contributing Country**. Firm   with   belief   in ensuring peace with utmost proficiency, Bangladesh has now been one of the top troops and police contributing countries in the world with remarkable commitments in global peace and security. She regained the top position by sending a 160-member of Quick Reaction Force [6] to Central African Republic on July 17, 2020. As on 30 November 2020, deployment of peacekeepers by top five countries is shown in table-2.

Table-2: Top Five TCC/P Contributing Countries

Country name	Police	UNMEM	Troops	Staff Officer	Total
Bangladesh	650	34	5924	122	6862
Rwanda	1069	35	5205	79	6388
Ethiopia	56	88	6012	104	6260
Nepal	584	42	4990	106	5722
India	177	40	5108	103	5428

Source: Peacekeeping operaqtions.un.org

Since its commencement to serve in different UN missions, Bangladesh has secured the top position number of times in regards to troops and police contribution in last ten years displaying her unquestionable commitments to UN mandate (table-3).

Table-3: Numeric Position of Bangladesh in Last 10 Years

Serial	Position	Number of Time	Year
1.	1st	4 times	2011, 2014, 2015 and 2020
2.	2nd	4 times	2012, 2013, 2017, 2018
3.	3rd	once	2019
4.	4th	once	2016

Source: Bangladesh Armed Forces Division Website

b.   **Sacrifices of Bangladeshi Peacekeepers.**   Responding to the challenges of implementing international peace, Bangladesh sacrificed a lot in respect of lives and severe injury to the peacekeepers. Till date, the country lost 157 of valuable lives, 237 survived with injuries of different level making a declaration of the firm commitment of Bangladeshi peacekeepers in ensuring peace and security around the globe.

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[6] https://www.thefinancialexpress.com.bd/national/bangladesh-top-contributor-of-troops-to-un-peacekeeping-missions-1599994097

Table-4: State of Dead and Injured Peacekeepers

Serial	Category	Army	Navy	Air Force	Police	Total
1.	Death	122	4	9	22	157
2.	Injured	219	1	5	12	237

Source: Bangladesh Armed Forces Division Website

c.   **Contribution in UNAMSIL (Sierra Leone).**   Bangladeshi peacekeepers played a historical role in fighting the rebels during the Sierra Leone civil war under UNAMSIL. They successfully repaired and ensured maintenance of total infrastructure like roads, bridges, culverts, demolished air ports and office buildings of the country. Moreover, as part of social development, many NGOs from Bangladesh, especially BRAC started operating in garments, textile and agricultural sectors. Another bright initiative of Bangladeshi peacekeepers was the 'Food for Education' program for the deprived people of Sierra Leone.

d.   **Contribution in UNMIL (Liberia).**   UNMIL was a peacekeeping force established in September 2003 to monitor a ceasefire agreement in Liberia. Bangladeshi peacekeepers have been deployed in Liberia since 2003 as part of UNMIL and ensured the security of UN personnel, common Liberians and UN convoys; kept MSR free from any threats and also participated in infrastructural development of the country. Moreover, Bangladesh introduced agro farms in different parts of the country which assisted in a great extent to enhance the socio-economic condition of Liberia.

e.   **Contribution in UNMISS (South Sudan).**   In adopting resolution 1996 (2011) on 8 July 2011, the UN Security Council established UNMISS[7]. However, the contribution of Bangladeshi peacekeepers in UNMISS covered a colossal part where they conducted different complex operations to provide security to world food program convoy in high risk zones, demined several areas, destroyed thousands of explosives and unexploded bombs. Bangladesh performed great job in construction road development, repair and maintenance; and humanitarian assistance which made them very close to the common people of South Sudan.

f.   **Contribution in MINSUMA (Mali).** MINUSMA was established to support political process of the country and also to carry out a number of security related tasks. Bangladeshi peacekeepers are playing a vital role in ensuring security, stabilization and protection of civilians; supporting national political dialogue and reconciliation; and assisting the re-establishment of state authority. Beside these tasks, they assist in transportation of exercise combatants, logistic convoy escort operation; VIP, DDR,

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[7]   https://unmiss.unmissions.org/

MILOB escort operation; Zone Control operation, Domination patrol force led special operation medical outreach etc. under multiple threats[8].

g.   **Contribution in MINUSCA (CAR).**   Concerned with the security, human rights and political crisis the Security Council authorized MINUSCA on 10 April 2014[9]. Its initial tasks included as to support for the transition process; facilitating humanitarian assistance; promotion and protection of human rights; support for justice and the rule of law; and disarmament, demobilization, reintegration and repatriation processes. Bangladeshi peacekeepers are fully involved and committed to establish peace under UN mandate in MINUSCA.

h.   **Contribution in MONUSCO (DR Congo).**   MONUSCO   has   been authorized to use all necessary means to carry out its mandate to the protection of civilians, humanitarian personnel and human rights campaign planner under imminent threat of physical violence and to support the Government of the DRC in its stabilization and peace consolidation efforts. Bangladesh under the UN mandate continued to implement multiple political, military and rule of law; and capacity building tasks in the ongoing conflicts.[10]

Achievements of Bangladesh in Participating UN Peacekeeping Operation

Bangladesh is keen on strengthening her partnership with the UN and other stake-holders contributing global peace and security. The country is proud of the services and sacrifices made by the peacekeepers deployed in different peace missions around the globe. Her most valued achievements can be listed as follow:

a.   **Positive Image and Glory around the Globe.** Being   deployed   around   the globe, the Bangladeshi peacekeepers made the best effort to improve the socio-economic and political scenario of host countries. They proved their professional excellence, leadership and dedication which immensely built up the positive image of Bangladesh. In respect of Bangladeshi peacekeepers, Sierra Leone made Bengali as their official language which bears the testimony of love and respect of the common people of the country towards Bangladeshi peacekeepers[11].

b.   **Recognition by the UN**.   Former Secretary General Mr. Ban Ki Moon recognized the contribution of Bangladesh in UN peace keeping operation while visiting

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[8]   https://www.afd.gov.bd/un-peacekeeping/bangladesh-in-un-peace-operationa/minusma
[9]   https://www.un.org/en/ccoi/minusca-central-african-republic
[10] https://www.afd.gov.bd/un-peacekeeping/bangladesh-in-un-peace-operation/monusco
[11]   Colonel Humayun Quyum, afwc, psc-Accolade of Bangladesh Peacekeepers: Opportunities beyond peace keeping (Bangladesh Army Journal may 2020)

BIPSOT[12]. He said "I have seen your troops in some of the harshest climates and the most difficult terrain. They may not know the language, but they sacrifice every day for the greater global good". UNMISS said[13] on its official Twitter account, "Take a bow, Bangladesh! No less than 861 of your troops, including 19 women, have received UN medals for excellent protection of civilians work for the people of South Sudan". Mr. Kofi Anan, former Secretary General, also praised Bangladeshi peacekeepers several times in his speech.

c.   **Role Model to World Peacekeeping Mission.**   The UN core value i.e. professionalism, integrity and respect for diversity are been strictly maintained by the Bangladeshi peacekeepers. SEA case is about zero in Bangladeshi contingent[14]. Most interestingly, Bangladeshi peacekeepers cordially mix up with both the conflict groups and bring them in a single line to medicate the unresolved issues. Moreover, they are very willing to implement the UN mandate showing maximum respect to UN authority and also well trained up, well-disciplined and hard working.

d.   **Recognition for Gender Mainstreaming.**   Only a total of twenty women served as UN peacekeepers between 1957 and 1989[15] . The concept of gender mainstreaming was first proposed at the third conference on women of 1985. Thereafter in 2000, Bangladesh played a landmark role in the adoption of UNSCR 1325, the resolution on women, peace and security as a non-permanent member of the Security Council. Colonel Dr Nasima Begum led a contingent in Ivory Coast in 2016 as first female contingent commander of Bangladesh [16].

Table-5: Participation of Bangladeshi Female Peacekeepers

Serial	Forces	Participated	Currently Deployed	Total
1.	Army	405	118	523
2.	Navy	18	6	24
3.	Air Force	98	15	113
4.	Police	1,407	162	1,569
	Grand Total	1,928	301	2,229

Opportunities of Global Trade Capitalizing the Positive Image of Bangladeshi Peacekeepers

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[12] https://www.un.org/press/en/2011/sgsm13944.doc.htm
[13] https://www.aa.com.tr/en/asia-pacific/un-awards-over-800-bangladeshi-armed-forces-personnel/2040850
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[15] Karim and henry (n5) p. 391
[16] UN security council resolution(SCR)1325 (n3)

As of 2020, Bangladesh's GDP per capita income was estimated as per IMF data at US\$5,139 (PPP) and US\$2,064 (nominal)[17]. Economic growth of Bangladesh in the last decades has been among the bests in the world where the average GDP has been 6.7% and in the financial year 2018-2019 it was 8.1% setting new record[18]. Bangladesh is now the 43 largest economies in terms of nominal GDP. Figure-3 shows the gradual developing export value of Bangladesh as per financial year.

Figure-1: Export Growth Rate of Bangladesh
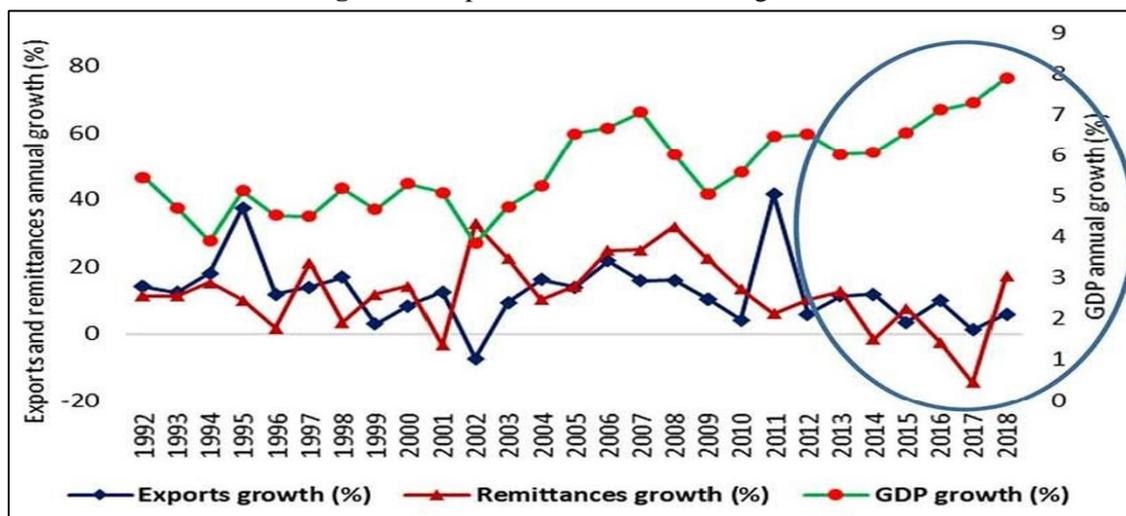
Source: BBS Bangladesh Bank

Bangladesh gets lion share of her export income from garments and clothing accessories. Beside these, leather goods and; fish and sea foods have a remarkable contribution to national GDP. However, top ten export goods of Bangladesh in 2019 are shown in the table below:

Serial	Item	$ US	% of Total Exports
1.	Knit or crochet clothing, accessories	20.3 billion	44.5
2.	Clothing, accessories (not knit or crochet)	19.4 billion	42.4
3.	Footwear	1.1 billion	2.4
4.	Miscellaneous textiles, worn clothing	1 .0 billion	2.2
5.	Paper yarn, woven fabric	603.3 million	1.3

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[17] https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=BD
[18] Bangladesh progress and development report 2019:CRI

6.	Fish	532.9 million	1.2
7.	Leather/animal gut articles	368.3 million	1.0
8.	Headgear	332.6 million	0.7
9.	Raw hides, skins not furskins, leather	139.8 million	03
10.	Plastics, plastic articles	113.2 million	0.2

Table-6: Top 10 Export Goods of Bangladesh

Source: Bangladesh International Trade Centre

However, to exploit a sustainable economic growth rate, Bangladesh needs to explore new commercial markets for trade and commerce build up where mission countries specially the African countries and UN arena can be lucrative focusing points. So far Bangladesh has contributed peace mission in 42 countries where her peacekeepers exhibited exemplary positive attitude in case of dedication, professionalism, hard work, leadership and discipline to establish long term peace which may act as catalyst to facilitate her business ties.

Opportunities of Global Trade with UN and Sister Concerns

UN has many agencies and sister organisations where huge business opportunities prevail in the form of global trade system. As a top troops/police contributing country, Bangladesh can patronize her business communities to be strong global trade partners with UN and sister concerns. Presently, 16 Department of Peacekeeping Operation (DPKO) and 11 Department of Political Affairs (DPA) led missions are ongoing[19]. In the field of transportation, shipping, storage, refining, trading, distribution (Industrial, commercial or retail) and commodity supply, she can directly engage or provide expert manpower to strengthen her commercial build up. Following may be the leading UN arena for Bangladeshi business magnets to explore global trade[20]:

    a. Host Countries of Peacekeeping Mission.
    b. United Nations Procurement Division (UNPD) at UN HQ.
    c. United Nations Global Marketplace (UNGM).
    d. United Nations Global Compact (UNGC).

Opportunities to Explore the Global Trade of Host Countries

Presently, Bangladesh is operating her peacekeeping mission in DR Congo, Mali, Central African Republic, Sudan and Western Sahara. Moreover, she has completed missions in African countries like Liberia, Ivory Coast, Rwanda, Sierra Leone etc; Arab countries like Lebanon,

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[19] *Major Habibullah Md Sohel, psc*-supporting peacekeeping and business with una new opportunity forBangladeshs' business community (BIPSOT journal-2018,p.67

[20] https://www.un.org/en/sections/resources-different-audiences/business/index.html

Syria, Kuwait; and countries like Bosnia, Cambodia, Croatia, Georgia, Kosovo, Tajikistan etc. War torn African countries are also getting stabilized in terms of political situation and good governance and stepping towards modernization with the help of UN peacekeeping missions. African countries are full of natural resources where multi-dimensional business and investment opportunities are awaiting with excellent return on investments and also with profitable trading environment. Industrial and infrastructural development sector possess better possibilities in this concern. Clothing and garments items as well as foot wears have special demand to the people of African nations where these are mostly imported from different countries[21].

Table-7: Main Products Imported by African Countries.

Serial	Products	Value in $USD(billion)
1.	Motor cars for persons	17
2.	Medicaments	11.4
3.	Telephone sets	11.2
4.	Wheat	10.6
5.	Motor vehicles for the transport of goods	6.3
6.	Rice	6.3
7.	Parts and accessories for motor vehicles	6.1
8.	Iron and steel	5.9
9.	Plastic goods	5.5
10.	Fish and sea foods	4.3

Source-Africon.com.org

Actors Ruling the Economic Sectors in War-torn Africa

The African region is mainly dominated by Economic Community of West African States (ECOWAS) consisting of 15 countries which works on a range of economic and political issues including conflict resolution. Former colonial powers are strongly inhering in the political, economic and diplomatic issues of the region. EU (European Union) and AU (African Union) are also strong actors. The United States plays a vital role establishing different NGOs and aid groups making a good collaboration with other actors. China surpassed the US in 2009 to become the largest trading partner of Africa where bi-lateral trade agreements have been signed between China and 40 countries of the continent. In 2000, China-Africa trade amounted to $10

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[21]   https://www.africon.de/africas-top-imports-in-2018/#:~:text=The%20other%20top%20products%20imported,billion%20 USD)%2C%20and%20parts%20%26

billion, by 2014 it reached to $220 billion and by 2021 it will be $500 billion[22]. India is also emerging as an influential business partner by importing crude oil, gold, coal and other minerals where she primarily exports refined petroleum and pharmaceuticals. These two products make up 40% of total exports to African markets, according to a 2018 analysis of African and Indian trade by the two countries export banks.[23]

Bangladesh in Economic Race

Bangladesh, the rising sun in the world economy, strengthened her international business with Europe, America and the Middle East countries where Africa is less prioritized. Realizing the fact, the government has planned to sign free trade agreement with some African countries to boost the country's export earnings. Bangladesh is well recognized for her manpower export to different parts of the world. The country already swept from Least Developing Country to Developing Country in 2018. Therefore, the business communities of the country can explore the African new horizon of business probability which may contribute a lot for the economic opulence of the country[24].

Figure-2: Bangladesh Economic Growth

Source: http://wits.worldbank.org/CountryProfile/en/BGD
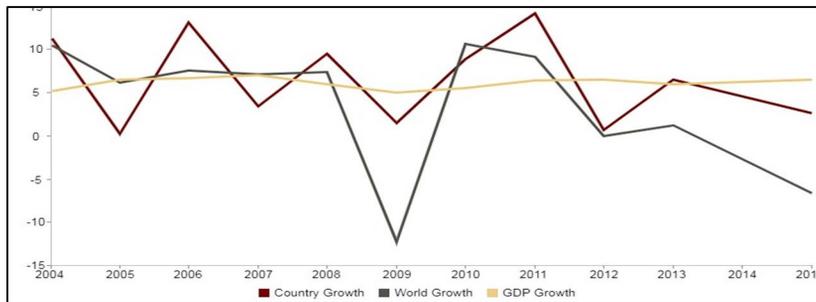
Probable Sectors of Global Trade for Bangladeshi Business Communities in African Host Countries

Role of Bangladeshi peacekeepers in establishing international peace is manifold. Professionalism, dedication, courage, leadership and discipline of Bangladeshi peacekeepers have been appreciated by the UN as well as by the host nations. Therefore, a partnership of nation building activities with the war-torn host countries can be flourished for long term peace and development.

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[22] https://www.google.com/search?q=role+of+china+in+african+business&rlz=1C1CHBD_enBD871BD872&oq=role +of+china+in+african+business&aqs=chrome.69i57j33i22i29i30.13727j1j4&sourceid=chrome&ie=UTF-8

[23] https://www.google.com/search?rlz=1C1CHBD_enBD871BD872&sxsrf=ALeKk02PUZZlPFpdm7QPYhKH-HDv DsAgJA%3A1607277848552&ei=GB3NX86jIZOb4-EPnsuGoAs&q=role+of+india+in+african+business&oq =role+of+india+in+african+business&gs_lcp=CgZwc3ktYWIQAzoHCAAQRxCwAzoHCCMQsAIQJzoICAAQBx AFEB46BggAEAgQHjoECCEQCIClDlhAdY3LgHYK7WB2gBcAB4AIABfYgBvwiSAQQwLjEwmAEAoAEBqgEHZ 3dzLXdpesgBCMABAQ&sclient=psy-ab&ved=0ahUKEwjOj9_J-LntAhWTzTgGHZ6l AbQQ4dUDCA0&uact=5

[24] https://wits.worldbank.org/CountryProfile/en/BGD#

Figure-3: Probable Economy of Bangladesh in the Year of 2034
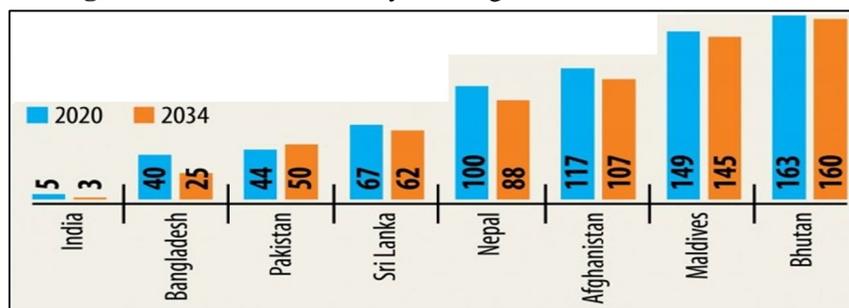
Source: WELT 2020

Moreover, Bangladesh can contribute providing expert workers in agricultural, garments, industrial and medical sector. Number of recognized NGOs from Bangladesh like BRAC, Grameen Bank are operating in different parts of the world. These NGOs can take steps to make strong bi-lateral relations with the host countries. As such huge opportunities exist to make strong business ties which will be beneficiary for both ends in the purpose of achieving economic excellence. Daily star published a business report on 05 January 2020 which revealed that Bangladesh will be the 25th largest world economy (figure-10) by 2034[25]. Moreover, to touch upon the dream of being a developed country by 2041, Bangladesh should explore all possible opportunities to grasp the global trade market in African host countries and encourage the private entrepreneurs with bright thoughts.

a. **Opportunities in Infrastructural Developments and Engineering Services.** Infrastructure of Africa is getting a gradual progress with the stability of African nations indicating a critical enabler for productivity. Investment in infrastructure merits half of the recent improvement in economic growth in Africa. Bangladesh is also getting expertise in infrastructural development works and by 2030 to meet her infrastructure needs, she will need to invest nearly $25 billion annually[26]. Bangladesh has already got expertise in this sector. War torn mission areas generally get huge infrastructural damage. The countries need strong engineering support including development experts. Exploiting this opportunity, Bangladeshi business communities can/may get involved in the major infrastructural development projects including roads, bridges, highways, land ports and sea ports.

b. **Opportunities in Manpower Sector.** Bangladesh exports manpower to 168 countries around the globe. As of November 2019, the total number of workers sent abroad was 604006, while in the year 2018 it was 734181[27]. Accordingly, Bangladesh

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25 https://www.thedailystar.net/business/bangladesh-economy-be-25th-largest-in-15-years-1849591?amp
26 https://www.trade.gov/country-commercial-guides/bangladesh-infrastructure-development-and-engineering-services
27 https://www.thefinancialexpress.com.bd/economy/manpower-export-awaits-big-boost-in-2020-1578221917

received US $ 16,667.79 million remittance till November 2019 while it was US$ 15,544.68 during the corresponding year[28]. According to data received from the Bangladesh Bank, the remittance inflow in July was $1 billion or 62.89% higher than the $1.59 billion inflow in July last year. The inflow of remittance increased from US $764 million in 1991 to $14.9 billion in 2015-2016 and $18.21 billion in 2019-20[29]. The government has planned to explore new destination of manpower export zones. War torn Liberia, Sudan and many other countries of West Africa needs skilled manpower in the field of industry, agriculture, garments, infrastructure development works, etc.

Figure-4: Remittance Inflow of Bangladesh
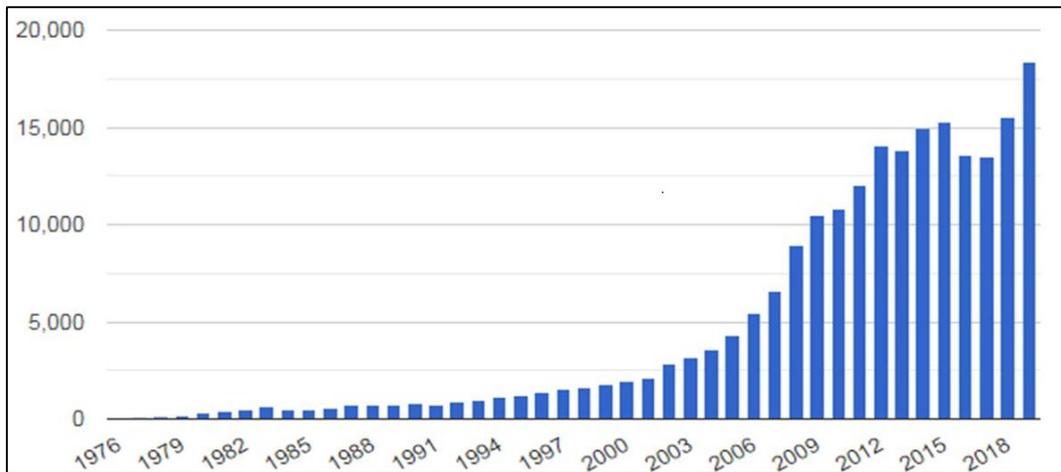
Source: Global Economy.Com

c. **Opportunities in Agricultural Sector.**   As most agricultural production in African countries is characterized by traditional subsistence farming, therefore, the importance of developing new agricultural technologies in this region merits extra attention. Bangladesh may create huge opportunities in regards to agricultural production and domestic farming in African countries. Making bi-lateral ties for contract farming, joint venture agro based projects, fruit processing industries, land lease for farming, etc. will provide expected dividend for her economic excellence. Moreover, agricultural equipment and technology; agriculture inputs including feed, seeds, and fertilizer; dairy processing equipment; fish processing equipment; canning equipment and technology; agriculture infrastructure consulting services and solutions, including silos and cold chain/cold storage facilities can

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[28]   ibid

[29]   https://www.google.com/search?q=statistics+of+remitance+inflow+bangladesh&rlz=1C1CHBD_enBD871BD872&oq =statistics+of+remitance+inflow+bangladesh&aqs=chrome.69i57j33i10i22i29i30l3.13582j0j4&sourceid=chrome&ie=UTF-8

be regarded as the best opportunities[30]. Total market size of Bangladesh agriculture is shown in table below.[31]

Table-8: Total Market Size in Agricultural Sector

	2015	**2016**	**2017**	**2018**	**2019**
Total Local Production (USD in millions)	28,365	30,424	33,374	35,882	38,095
Total Exports	1,619	1,488	1,625	1,418	1,600
Total Imports	6,653	5,991	9,470	5,952	8,000
Total Market Size	33,398	34,927	41,219	40,417	44,495

Source-Bangladesh Country Commercial Guide

d. **Prospects in ICT Sector.** In 2012 around 197.6 million people in Africa availed with the facilities of internet, which correspondence to 18.6% of the total population. Presently broadband coverage is about 16% which will rise up to 99% by 2060[32]. Bangladesh Association of Software and Information Services (BASIS) stated that registered software and IT-related companies have reached around 1500 in recent past and the number is getting increased with the digitalization of the country[33] . The ICT sector, excluding telecommunications, employs around one million professionals, while ICT export earnings are estimated to be worth over $1 billion, with North America the main destination[34]. War torn African countries have huge demand in ICT development and Bangladesh can invest in the sub-sectors like ICT infrastructure and equipment, including telecommunications towers and related infrastructure; data centers; and related equipment and services[35].

e. **Prospects in Fish and Sea Foods.** Bangladesh has secured the third position in producing fish in inland water-bodies while it is the fifth in aquaculture production and earned 4500 crore by exporting around 69000 metric ton of fish and fish products. Fish and Sea foods contribute a lot in the GDP growth which is shown in the table below[36].

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[30] https://www.trade.gov/country-commercial-guides/bangladesh-agricultural-equipment-and-machinery
[31] ibid
[32] https://www.afdb.org/en/knowledge/publications/tracking-africa%E2%80%99s-progress-in-figures/infrastructure-development#:~:text=Infrastructure%20development%20is%20a%20key,productivity%20and%20sustainable%20economic%20growth.&text=Investment%20in%20infrastructure%20accounts%20for,potential%20to%20achieve%20even%20more.
[33] https://www.trade.gov/country-commercial-guides/bangladesh-information-and-communication-technology-ict
[34] bid
[35] bid
[36] https://www.sciencedirect.com/science/article/pii/S2468550X20300010

Hence, African countries can be a prospectus global market for Bangladeshi fish and fish products using the good reputation of Bangladeshi peacekeepers.

Table-9: Contribution of Fish and Sea Foods in National Economy

Year	Contribution in National GDP
2007-08	3.79
2008–09	3.78
2009–10	3.73
2010–11	3.73
2011–12	3.68
2012–13	3.68
2013–14	3.69
2014–15	3.69
2015–16	3.65
2016–17	3.61

Source- Bangladesh Country Commercial Guide

f.   **New Windows in Tourism and Resort Sector**.   Bangladesh generated 1,25,000 international tourists in 2014 and earned US$ 1.5 trillion in export earnings and international tourist arrivals grew by 4.3% in 2014 to 1.133 billion. A strategy document revealed that Ivory Coast will be the 5th largest tourists' generator by 2025 in Africa. Other nations are also taking adequate steps to attract the international tourists. Exploiting the good will of Bangladeshi peacekeepers, the government can establish strong bi-lateral relation with Ivory Coast and other African countries to enhance relations in tourism sector. Table below shows the international tourists arrival in African country (in million)[37].

Table-10: Tourists Arrival in Africa

Year	1995	2000	2005	2010	2015	2016	2017
Africa	18.7	26.2	34.8	50.4	53.6	57.8	63
North Africa	7.3	10.2	13.9	19.7	18	18.9	21.7
Sub Shaharan Africa	11.5	16	20.9	30.7	35.6	38.9	41.3

Source- Tourism in Africa

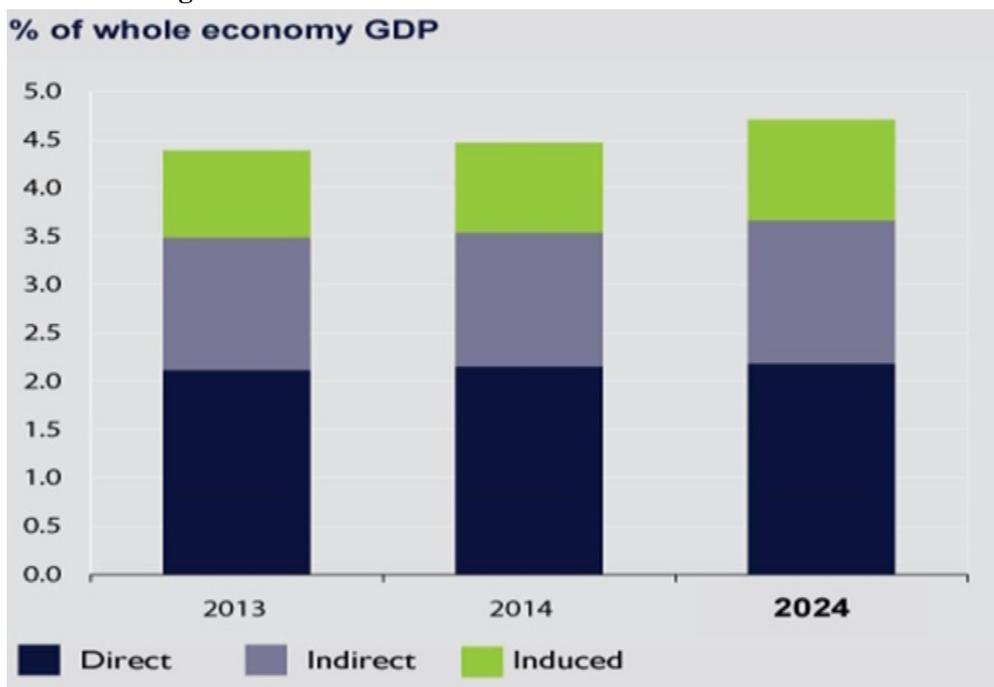However, a positive campaign plan in Africa will also be effective to draw the attention of African tourists to visit Bangladesh. Figure below shows the contribution of tourism sector in national GDP of Bangladesh[38].

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[37]   https://link.springer.com/chapter/10.1007/978-3-030-41735-2_2
[38]   https://researchleap.com/tourism-in-bangladesh-present-status-and-future-prospects/#prettyPhoto/3/

Figure-5: Total Contribution of Travel and Tourism to GDP

Source: WEEC Travel and Tourism Economic Impact 2014

g.   **Export Opportunities for Medical/Pharmaceuticals Sector**.   Bangladeshi pharmaceuticals industries meet around 98 percent of the local demand; the estimated market value is around $3 billion per year. Bangladesh exports medicine to 145 countries including the regulated markets of the USA, Europe, and Australia.[39] African countries need   better health care i.e. over half million additional hospital beds, huge pharmaceuticals products, medical supply, about 90,000 doctors, 5,00,000 nurses and 3,00,000 community health workers[40].

h.   **Scope on Footwear and Leather Goods.**   The leather goods market value in Africa will reach 21.23 billion USD by 2025. The leather industry in most African countries remains an unorganized sector. India set a target to export 8 billion by the year 2020[41]. Due to the availability of raw material Bangladesh can explore the market of African nations for her economic build up. Figure below shows the export performance of our leather industry.

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[39]   https://www.google.com/search?q=exports+opportunuties+in+pharmaceuticals+in+Bangladesh&rlz=1C1CHBD_en BD871BD872&oq=exports+opportunuties+in+pharmaceuticals+in+Bangladesh&aqs=chrome.69i57j33i22i29i30.1593 5j0j4&sourceid=chrome&ie=UTF-8
[40]   https://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/healthafrica feature
[41]   https://tradingeconomics.com/bangladesh/export-prices

Figure-6: Export Performance of Leather Industry July-November2018/19

Source: https://tradingeconomics.com/bangladesh/export-prices
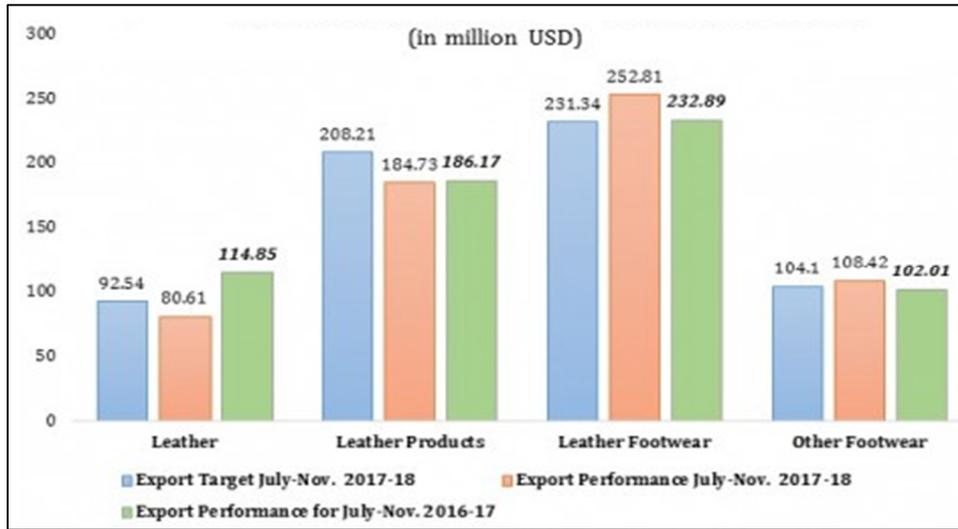
i.   **Scopes of Other Export-Import Commodities**. African countries have huge demand on few goods like plastic products, chemicals, electric appliances, leather items etc. Bangladesh can look for suitable scopes to establish diplomatic ties with these countries to explore new fields of export-import business[42]. In this regards, mission units can act as ambassadors with the reputed name and fame. Total export value of Bangladesh is shown in the figure-7.

Figure-7: Total Export Value of Bangladesh
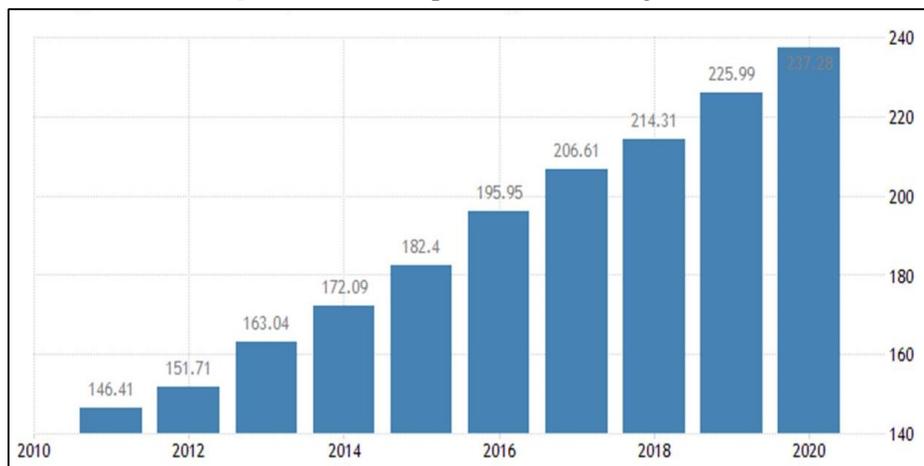
Source: Trading Economics.com/ministry of Finance

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42   https://www.google.com/search?q=bangladesh+export+statistics+2019&rlz=1C1CHBD_enBD871BD872&sxsrf=A LeKk03RC7XUsmOCzyvecAfRjuBJhil2xA:1609002238783&tbm=isch&source=iu&ictx=1&fir=vMyTOn53_Gqs6M %252CugXEFMvCH6erdM%252C_&vet=1&usg=AI4_-kSuAhQzvfmFjfMKdLoLfbDOIGE47w&sa=X&ved=2ahUK EwiGnoq3kOztAhUMA3IKHdYqDEAQ9QF6BAgdEAE#imgrc=rafIKYHDzucrqM

Opportunities of Global Trade with UN Procurement Division (UNPD)

The UN meets its worldwide operational requirement through the purchase and delivery of goods and services from 195 countries. UNPD is the hub of all purchase and procurement of UN and her customers covers wider range of UN HQ like ITSD, FMS; DPKO HQ and peacekeeping mission, the office away from HQ and other organisation required procurement support services. Following the procedures and fulfilling registration criteria, Bangladesh can avail the business opportunities of such a strong business concern of UN trading her contribution to the peacekeeping operation.

Figure-8: Annual Statistical Report on United Nations Procurement

Source: https://wwwe.ungm.org/shared/knowledgeCenter/pages/ASR
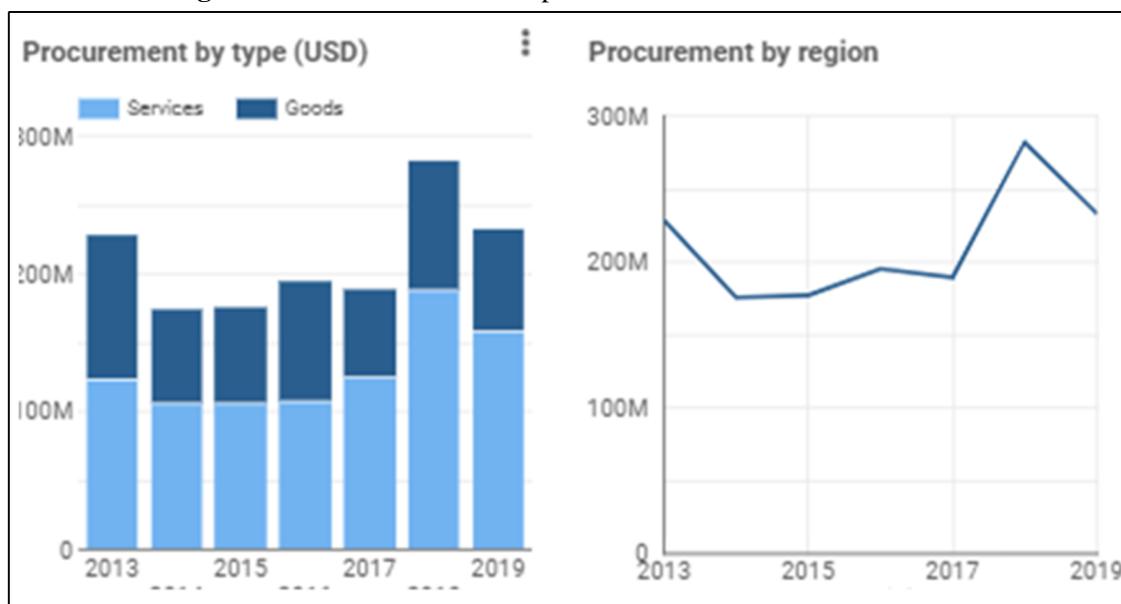
Business Opportunities with UN Global Marketplace (UNGM)

UN spending on goods and services from least developed countries compared to 2018 which has increased by $395 million USD and reached a total amount of $3.9 billion a 11.4% increase. Nearly 40% of this was procured from developing countries, countries with economies in transition and least developed countries[43]. The main functions of UNGM[44] are as follow:

a. Provide suppliers with a central and unique registration process for 29 UN organisations;

b. Provide suppliers and the general public with access to UN procurement opportunities and contract awards and;

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[43] https://www.ungm.org/Shared/KnowledgeCenter/Pages/ASR#:~:text=UN%20spending%20on%20goods%20and, organizations%20%E2%80%93%20the%20largest%20procurement%20segment.

[44] https://help.ungm.org/hc/en-us/articles/360012897239-What-is-the-United-Nations-Global-Marketplace-UNGM-

c.   Disseminate relevant UN procurement and UN market information.

Table-11: Top Suppliers 2019

Supplier Countries	Procurement value in USD (million)
Italy	323.2
Russia	291.2
Germany	288.7
Ethiopia	282.7
Iraq	273.1
Jordan	252.9
China	246.4

Source: ungm.org/ASR

UNGM, the common procurement system of UN, brings together the UN procurement staffs and vendor community keeping over USD $15 billion annually for all types of products and services. However, it provides an excellent scope to advertise different products and services to many UN organisations, countries and regions once the country completes the registration formalities. Therefore, to fulfill her economic goal, Bangladesh can grasp the business opportunity in this sector.

Opportunities of Global Trade with UN Global Compact (UNGC)

UNGC runs its all business activities following ten principles affiliated to human rights, labour, environment and anti-corruption. UNGC offers business opportunities in two categories[45]:

a.   Company: Any legal entity engaging in business with at least 250 full time direct employees and/or any state owned company.

b.   SME (Small and Medium Enterprise): Same as company but less than 250 full time employees. Companies are required to have at least one direct employee or operations.

UNGC involves helping suppliers, especially in the developing world, to become more efficient and competitive in larger market, therefore, Bangladesh government and business community can grasp this opportunity for greater aspects of economic opulence of the country.

Roles of Bangladesh Agencies and Chamber of Commerce to Build Up a Strong Commercial Ties

Different government and private organisations are keeping close association with the international business communmities to strengthen the business ties of Bangladesh to reach the goal. Even though following organisation have certain responsibilities to bring a coordinated results.

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[45] https://www.unglobalcompact.org/what-is-gc/mission/principles

a. **Export Promotion Bureau (EPB).** The EPB must be the principal coordinator of export development efforts at different sectors and production levels as well as formulating and adopting policies for active promotion of expoprts. They must carry out promotional activities for exploring markets at abroads including collecting and disseminating trade informations to the stakeholders; organising participation in international trade fairs abroad, etcetera[46].

b. **Federation of Bangladesh Chambers of Commerce and Industry (FBCCI).** FBCCI is the organisation standing to keep the interest of the private sector in trade and industry in Bangladesh. This organisation must strengthen its involvement in forging strong bi-lateral ties between host countries as well as UN components to raise the business opportunities. As FBCCI has many overseas business delegations Bangladesh's permanent missions and embassies abroad with specific duties and responsibilities, it's to maintain close relation with foreign trade and industrial associations including related economic associations[47].

c. **Chief Controller of Imports and Exports (CC&E).** CC and E must assist Ministry of Commerce and Industry to formulate policy and ground implementation of the Import Policy Order (IPO). Any dispute relating to trade and commerce must be settled as soon as possible to promote exports facilities. It must monitor information relating to exports and imports[48].

d. **Permanent Mission of Bangladesh to UN.** Permanent mission of Bangladesh in UN Headquarters may play a vital role to find out the opportunities for the global trade for Bangladesh. This mission cell may carry out feasibility study upon the global trade opportunities applicable for Bangladesh in close coordination with all business communities and governmental organisations. The cell may act as a connecting bridge with private entrepreneurs and governmental organisations exploring the global trade market in host countries as well as UN arena.

Combined Effort to Build Up an Effective Business Ties

To bring an obvious impact on commercial build up, all stakeholders must make a combined effort with integrating information, resources and expertise to strengthen the business ties with the UN and related host countries. Concerned ministry should undertake comprehensive and coordinated efforts to grasp the existing opportunities as well as to prepare the future fields. Responsibilities must be vested on following organisations:

a. Bangladesh Armed Forces.

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[46] Major habibullah Md Sohel-Supporting peacekeeping and business with una new opportunity for Bangladeshs' business community, bipsotjournal-2018
[47] ibid
[48] ibid

b. Ministry of Labour and Employment.

c. Ministry of Commerce.

d. Ministry of Civil Aviation and Tourism.

e.   Ministry of Food and Disaster Management.

f.   Ministry of Shipping and Inland Water Transportation.

g. Ministry of Foreign Affairs.

h. Ministry of Primary and Mass Education.

j.   Ministry of Forest and Environment.

k. Ministry of Science and ICT.

l.   Ministry of Law, Justice and parliamentary Affairs.

m.   Ministry of Textile and Jute.

n. Department of Immigration and Passport.

p. BEPZA, BGMEA, BKMEA, NBR.

Conclusion

In the last three decades of services and sacrifices, Bangladesh has kept huge contribution in UN peace keeping operations. She has faced both traditional and non-traditional security challenges while working some of the hotspots like Mali, Central African Republic, Darfur, D R Congo, etceteras for establishing effective peace as per UN mandate. Surely Bangladesh has earned a unique and credible position as a global peacekeeper whereas the world has learnt about a positive Bangladesh. She has become a brand name in peacekeeping operations and assured the UN to strengthen her hands by providing rapid support all times in any circumstances within the capabilities.

UN peacekeeping missions are not merely peace support operations now-a-days, rather a strong media to build up socio-economic connectivity and bi-lateral relation with the host countries. Presently, Bangladesh is running peace operations in 8 countries around the globe. Using the obvious goodwill of the peacekeepers, the country can take the opportunities to get involved in the nation building activities of the host countries. Moreover, Bangladeshi business communities have the opportunities to be a trusted partner of UN and sister concerns global trade arena as she is one of the top troops contributing countries. As such remaining focused on economic development; the government can inspire and patronize the private entrepreneurs to invest in agricultural, farming, industrial and infrastructural development sector of the host countries. Therefore, to settle the ambitious dream of becoming a developed country by 2041, Bangladesh must take strong diplomatic effort to grasp maximum possible global trade

opportunities out of UN peacekeeping operations arena capitalizing the positive image of the Bangladeshi peacekeepers.

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https://www.thefinancialexpress.com.bd/national/bangladesh-top-contributor-of-troops-to-un-peace keeping-missions-1599994097

13. Bangladesh Armed Forces Division, Foreign mission cell

14. The Success of Peacekeeping in Liberia

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Major Hasanur Rahman, psc, EB was commissioned on 20 December 2005 with 53 BMA long course. He served in various Infantry units namely 3 Bangladesh Infantry Regiment, 5 East Bengal, 11 East Bengal. Apart from his regimental appointments, he served as General Staff Officer-2 (Intelligence) of Headquarters 24 Infantry Division and General Staff Officer- 2 (Operations and Planning) of Aviation Directorate, Army Headquarters. Major Hasan also served as Deputy Director, Special Security Force. The officer participated in UN mission in D R Congo as a contingent member. He is a graduate from National University of Bangladesh. He is also a graduate of Defense Services Command and Staff College, Mirpur and obtained MSc on Military Studies from Bangladesh University of Professionals. Presently, he is serving as a peace-keeper in Mali (MINUSMA).

BUILDING CAREER AS AN AVIATOR IN BANGLADESH ARMY: A FEMALE PILOT'S PERSPECTIVE

Major Shahrina Bintea Anwar, Ordnance

Abstract

Since its inception in 1978, Bangladesh Army Aviation has traversed a long way in providing integral air support to Bangladesh Army. Bangladesh Army Aviation is expanding with more number of aircrafts. As such, the need for qualified pilots is increasing day by day. Such growing demands of qualified pilots may be viewed as an opportunity to fill the gap with female pilots. The induction of female officers in Bangladesh Army has become a history for 20 years. Up to 2014, no female officer was interested in exploring this field. The requirement of female military aviator was felt during the early stages of 2014, and the authority opened the door for female officers to pursue their career in Army Aviation. It was time demanding decisions, and interested female officers have undergone all possible training with male colleagues. Female pilots have become an integral part of aviation nowadays, and the author herself has become the history of the conquest of the sky. Considering the inherent risk involved and the level of expertise required of an aviator to provide efficient output, all over the world aviators' careers are regarded as separate careers by themselves. Female pilots have been currently facing considerable challenges concerning the pursuance of a career in aviation. In pursuing a career and balancing family life, most of the time, female aviators end up prioritizing one leaving the other due to the apparent difficulty. Dedication, motivation, and individual mindset will help her to mitigate those challenges and reach the goal. Motivation is the most excellent tool that can persuade anybody to attain proficiency amidst all odds. Working for the just cause can give the aviators the required motivation to achieve efficiency as a pilot. But in a demanding career like aviation where the continuation of flying plays a significant role, female pilots find difficulty attaining required operational efficiency due to maternity and other breaks due to the need to address ground-level challenges of female pilots to get better output. Thereby gender mainstreaming in this sector will be achieved, and Bangladesh Army will be benefitted.

Keywords: Female pilots, aviator, gender mainstreaming, career, motivation, women, Bangladesh Army Aviation.

Introduction

In recent years, when she stood for women's right to fair pay, Mrs. Samira Ahmed became the BBC news headlines. In a change that started when the company was forced to reveal details of the gender pay discrepancy in 2017, she is the first BBC presenter to take her equal pay argument to the court. Finally, the BBC awarded 758 wage raises on either equal pay or "fair

pay" grounds in November 2019[1]. Despite women's major contributions from the beginning, aviation has been a man's game for decades. Many women are discouraged from participating in some of the most competitive and significant occupations, particularly in male-dominated areas, like the aviation field, due to the lack of family role models, stereotypes about the nature of "women's work", discouraging workplace environments, and structural problems within those organizations.

The Honourable Prime Minister ponders women's employment to create a situation where both males and females will lead Bangladesh to prosperity[2]. In that process, today, women are proving their credentials almost in every sector. Following that flow, women are being inducted into Bangladesh Army Aviation as pilots since early-2014 on a merit basis[3]. In today's world, gender is no more a criterion for being a combat pilot. One key element has been missing in Army Aviation Group for a long since – female pilot. There was also an unproven concern that in aviation, the female body is not adept at handling the increased G-forces experienced by combat pilots. But by overcoming all confusions, female officers could complete the aviation training. And today, female pilots are conducting various sorties with confidence in a very professional manner showcasing Bangladesh Army Aviation.

This article represents the first scholarly effort to map out ways for building a career as a military aviator in Bangladesh Army. A quick glimpse of methods has been shown to become an army aviator. Later, the process of gender integration of military pilots in the Army Aviation Group has been discussed. The article provides an overview of how women, men, and gender equality in aviation have been regulated. This article briefly covered the challenges that a female aviator faced in the Army and ways to mitigate those. Thus, an attempt is taken to identify how best Bangladesh Army will be benefited from inducting female pilots in the gender mainstreaming approach. The study's scope has been focused on Bangladesh Army only with particular emphasis on current courses. A critical analysis of the prevailing system in the army can help in identifying the challenges in the present system and can suggest the best for female aviators. This paper is aimed to comprehend the potentials of induction of further female aviators in Bangladesh Army Aviation and crafting their appropriate career profile to fulfil the organisational goal of Bangladesh Army.

Women in Male-Dominated Industries and Occupations: Quick Take

Based on a survey it was found that in the United States between 2016 and 2018, women's employment increased by 5.0% in industries consisting of two-thirds men. Yet the statistics are not as healthy as expected as shown in Table 1:

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[1] Source:https://www.stylist.co.uk/life/samira-ahmed-newswatch-bbc-equal-pay-claim-win-gender-pay-gap-sex-discrimination-case/343002

[2] Source: MoWCA. (2016). Prime Minister Sheikh Hasina's CommitmentGender Equality and Women Empowerment. Retrieved from https://mowca.portal.gov.bd/sites/default/files/files/mowca.portal.gov.bd/publications/ e3a8842d_ab43_42f8_91b1_2e18356cd888/Women%20Empowerment%20%20Flyer%20Final%20%2002102016.pdf.

[3] Source: Bangladesh Army Aviation Group Letter No 23.01.901.779.12.055.40.06.08.06 dt Aug 2019 (NOTAL).

Table 1: Comparative Statement of Employed Percent Women by Industry (2019)[4]

Employed Women by Industry	EU (%)	France (%)	Germany (%)	Netherlands (%)	Sweden (%)	Switzerland (%)	UK (%)
Construction	10.2	10.2	15.4	9.7	8.2	11.4	12.5
Manufacturing	29.6	29.9	27.1	22.7	24.2	29.7	26.1
Transportation and Storage	21.7	25.4	25.2	24.4	22.3	24.5	17.7

Statistics show that female employment in different job sectors has increased remarkably over the years. Besides aviation offers new opportunities for female. The overall aviation industry has a shortfall in preparing qualified pilots. Canadian Aviation Electronics (CAE) prepared a report on 9 November 2020[5]. Canadian training and simulator provider, CAE predicts that despite an industry slump that has seen mass pilot layoffs, the global civil aviation industry will still require an estimated 27,000 new pilots by the end of 2021, or 264,000 over the coming decade[6]. The forecast also says, despite the short-term decline in the number of active pilots due to the impact of Corona Virus Disease-2019, the civil aviation industry is expected to require more than 260,000 new pilots over the next decade[7]. The Asia-Pacific region will require the newest pilots – about 91,000 over 10 years, equating to about one-third of total demand[8]. North America will need a combined 65,000 new pilots; Europe 42,000; the Middle East 25,000; South and Central America 16,000; and Africa 4,000, CAE projects[9].

As we can see, there is no remarkable improvement in female representation in aviation. This is further emphasized by comparing the numbers to other industries that have been dominated by the males over the years. What is with the aviation sector that makes it exceptionally difficult for females to penetrate or thrive in?

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[4] Source:https://www.catalyst.org/research/women-in-male-dominated-industries-and-occupations/
[5] Source: https://www.flightglobal.com/strategy/aviation-will-need-27000-new-pilots-in-2021-as-shortage-continues-despite-downturn-cae/141036.article
[6] Ibid.
[7] Ibid.
[8] Ibid.
[9] Ibid.

Photo-1: A Group of Female Pilot Walk Across the Tarmac as They Prepare to Take Up Ferrying Duties for the US Army Air Force, 1940s

Photo-2: Integration of Women in Aviation

The exigencies of war caused female pilots to be recognized as a needed resource during the early 1940s[10]. What have been the historical trends of women pilots? The data from 2009 to 2018 only shows a snapshot of the status of women in aviation but does not find any remarkable improvement in representation. In 2018, only 4% of those holding Airline Transport Pilot (ATP) certificates (the certification needed to fly passengers and cargo as a professional pilot) were women[11]. However, the workforce report also showed that over 13% of students are women. It is a clear picture in front of us that the numbers of women in aviation are growing and things are moving in the right direction.

Bangladesh Army is currently expanding its aviation operations. However, aviation is facing a shortage of pilots[12]. In Bangladesh Army, the increasing shortage of pilots further stresses the importance of getting more women in the cockpit. In addition to sustaining families and children, pioneer female military pilots of Bangladesh Army should be encouraged to show the young generation that a high-flying career in aviation is achievable. Worldwide, there is growing recognition that simply being 'Gender aware' is not enough and that significant, sustainable change requires in every challenging sector like military aviation.

Gender Mainstreaming Initiative by Army Aviation

Women are accounted for Army Aviation as female pilots in recent years. This parity reflects the recognition of female talent in these professions and our belief that talent diversity generates numerous benefits, including innovation, emulation, engagement and performance. The contribution of female pilots translates as a signatory of Women Empowerment Principles[13]. Gender mainstreaming will not be achieved without men. There are no womanlike values or manlike values, just human values. The ultimate goal of mainstreaming is often described as

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[10] https://www.thehistorypress.co.uk/articles/doing-their-bit-the-female-fighter-pilots-of-world-war-ii/ , 'Doing their bit': The female fighter pilots of World War II

[11] https://www.flyaeroguard.com/blog/women-in-aviation/, Women in Aviation: Past, Present and Future, date March 3, 2020

[12] Commander, Army Aviation Group has mentioned the shortage of pilots during interview.

[13] Source: https://asiapacific.unwomen.org/en/countries/china/weps

achieving gender equality in every sector. Gender equality requires a strong commitment from governance bodies and tangible measures to encourage women to take up opportunities and pursue Army Aviation careers as military pilot. A military aviation career can ease the financial burden of civil training. This is a desirable option for military women.

Throughout history, ground breaking female pilots has shattered the glass ceiling by taking to the skies. The hurdles for females to get into aviation are huge. There needs to be a change in the social paradigm for people to see female pilots as being just as competent as male pilots. The selection procedure for Army Aviation is a grey area for many, even junior female officers are not aware of this opportunity which is highlighted in the subsequent paragraph.

How to Become an Aviator of Bangladesh Army?

At the young stage of army career many of us dreamt of becoming a pilot in aviation. But most of us do not know the exact process of how to become a pilot in Bangladesh Army. Bangladesh Army has taken a great initiative to include female aviators in aviation at the year 2014. Each alternative year or as and when required, Army Headquarters Military Training Directorate prepares a selection examination schedule. Willing candidates may apply from respective units or through formations as per the Military Training Directorate's programme. Irrespective of gender anyone apply, but the candidate has to fulfil the criteria as mentioned below[14]:

1. **Age Limit/ Service Length**. The candidate must be an officer of Bangladesh Army. An applicant has to be aged within 26 with a minimum one-year service length the day he or she will apply. Most of the female officers can not apply due to the age bar. From 61 BMA Long Course only 3 female officers applied[15].

2. **Physical Standard**. The candidate has to qualify in the physical ground from the Central Medical Board of Bangladesh Air Force.

3. **Education**. To be an aviator of Bangladesh Army; one needs to get GPA-5 in HSC/ equivalent examination. He or she must be from science background. All female officers are not from science background, which is another factor of less participants.

4. **Military Training**. The applicant must obtain minimum 'B' grading at their introductory course from respective arms/services[16].

Candidate Selection Procedure

To be an aviator is a matter of pride and entirely optional for officers of Bangladesh Army. There are specific selection procedures. Primarily selected candidates have to face five hours flying test as per the availability of aircraft and weather. Military Secretaries Branch shall call the selected

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[14] Source: Army_Avn_GP_ltr no 23.01.901.779.12.055.40.06.08.06 dt Aug 20219 (NOTAL) and AHQ, GS Br (MT Dte) ltr no 23.01.901.026.01.08.08.19(Avn) dt 08 Aug 2019 (NOTAL).
[15] Source: Military Secretary Branch.
[16] Source: BAO-304/2014.

candidates for Aviation Basic Course as per the vacancy given by Army Aviation[17]. The selection process quite often suffers from a lack of choice as many female officers remain committed to family issues besides general military career. So, the timely availability of competent female candidate most of the time severely affects the aviation training system. In the interview, this aspect was identified by Commander Army Aviation Group. To be candid, another aspect is the lack of proper understanding of aviation selection procedure by female officers.

Considerations before Designing Female Aviators' Career

Considering the inherent risk involved and the level of expertise required of an aviator to provide efficient output, an aviators' career is considered as specialized career by itself. Bangladesh Army has taken the initiative to encourage women in aviation as well as inspire them to move forward matching up with other military globally. But Bangladesh Army is facing scarcity while selecting female pilot.

Why the Number of Female Participant in Aviation is Less?

Army Aviation Basic Course is not planned at regular intervals. It's a long duration course of 65 weeks, cannot be conducted every year. Due to weather factors and other associated issues, often the duration of the basic course extends its limit. Officers from some of the courses do not get the scope to apply. Officers' profile of few courses with effect from 60 BMA LC to 63 BMA Long Course depicts this problem:

Table 2: Comparative Statement – Female Officer of Bangladesh Army[18]

Ser	BMA Long Course	Present Total Strength	Age Limit (Within 26)	Academic Background (Science in SSC/HSC)	Eligible Female Candidates	Applied Female Candidate	Eligibility for Aviation Basic Course (ABC)
1.	60th	04	02	03	02	-	ABC-9
2.	61th	15	13	10	06	03	ABC-9
3.	62th	16	16	11	01	-	ABC-9
4.	63th	04	04	03	03	-	ABC-9 & 10
5.	64th	13	10	08	05	-	ABC-10
6.	65th	02	02	01	00	-	ABC-10
7.	66th	03	03	02	01	-	ABC-10
8.	67th	03	03	03	03	-	ABC-10
9.	68th	03	03	03	02	-	ABC-10
10.	69th	05	05	04	03	-	ABC-10
11.	70th	03	03	02	02	-	ABC-10

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17 Source: BAO-304/2014 and Army Trg Instr-2019.
18 Source: Developed by the author based on data collected by the Military Secretary Branch.

To reach an appropriate gender ratio at Army Aviation it is necessary to recruit at least a few female aviators every year. During Aviation Basic Course-9 as many as 129 officers applied including 03 female officers[19]. 67 male officers applied for Aviation Basic Course-10[20].

Eventually none of the female officers opts for the aviation course as expected. Surprisingly at the moment, Army Aviation is running Basic Course-11; without any female participation. There are many reasons of female officers not joining Bangladesh Army Aviation, mostly due to not fulfilling the entire criteria for aviation, not familiar with aviation, and cannot apply due to the non-availability of female officers in the unit. Amongst the eligible female candidates, some remain in United Nations Mission, few belong to technical Arms thereby joins the Military Institute of Science and Technology, Bangladesh University of Engineering and Technology, Bangladesh University of Textiles, etc. Maternity state is another major issue for eligible female candidates. Altogether, it canalizes the scope for applying in aviation. Development of career in Bangladesh Army is a prime responsibility of female officers. The organisational approach also plays an important role in the development of officers' career. Every female member needs to build her career systematically. Individual endeavour seems to be the key aspect of designing her career pattern in the Army and subsequently in the aviation sector without compromising the organization's specific demand.

Specific Demand of the Organization to be Fulfilled.

Before considering the preferred options in designing female aviators' careers, first, it is required to identify the key requirements of aviation. Female aviators' career design should fulfil the following organisational demands:

    a.   Better intake.
    b.   Availability of female candidates not compromising any of the requirements.
    c.   Qualified female candidate at a young age.
    d.   Full motivation and dedication for aviation.

Bangladesh Army is making a concentrated effort to encourage women into the cockpit, so why is not the needle moving? It is certainly not because of ability or strength. Women, for example, played a pivotal flying role during World War-II[21]. There is hardly any female pilot in Army Aviation of our neighbouring country.

Female Pilots in Other Services and Countries

Most of the developed armies in the world maintain strong army aviation. The researcher first analysed the career profile of female aviators of the Bangladesh Air Force (BAF), then the aviation of some other countries. Few pertinent countries are discussed below:

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[19]   Source: Military Secretary Branch.
[20]   Ibid.
[21]   https://www.thehistorypress.co.uk/articles/doing-their-bit-the-female-fighter-pilots-of-world-war-ii/ , 'Doing their bit': The female fighter pilots of World War II

a.   **BAF.**   BAF has introduced female pilots at the same time as Bangladesh Army Aviation. The career pattern of BAF female aviators is quite set. Initially, female officers were taken from different branches. Now they are selected directly from Air Force Academy. Since flying is their bread and butter, they attain qualification quite early. Fulfilling flying qualification is a prerequisite for their promotion[22].

b.   **Indian Army Aviation.**   Indian Army Aviation was raised in 1986 and it became a separate corps in 1987. The induction system of pilots in aviation is similar to Bangladesh Army Aviation. But after four years of aviation service, a board selects pilots to continue with their aviation career based on the requirement of aviation. On Tuesday, 12 Jan 2021, Indian Army Chief General Manoj Mukund Naravane said that female will be inducted as pilots in the Army Aviation Corps from next year[23].   Till now, female is only part of ground duties in the Army Aviation Corps. The Indian Air Force has 10 women fighter pilots[24]. In the Indian Navy, female pilots are flying the Dornier aircraft and also as observers onboard helicopters and P8I surveillance aircraft. Other than the 10 fighter pilots, the IAF has 111 women pilots who fly transport planes and choppers[25].

c.   **Pakistan Army Aviation**.   Pakistan Army Aviation was raised in 1958. It gained full Corps status in 1977. The pilot induction system is quite similar to Bangladesh Army Aviation. There is no female pilot in their aviation.

d.   **Indonesian Army.**   Indonesian Army Aviation was raised in the year 1959. In the year 2006, they raised Army Aviation Corp with the name Penerbangan Angkatan Darat (CPN). Indonesian Army Aviation does not have any female pilot while the Indonesian Air Force has got one last year.

e.   **Republic of China Army.**   First female army pilots from the Republic of China Army to graduate soon. The first 10 female flight students trained by the People's Liberation Army Ground Force are expected to graduate and join operational units in 2021. The PLA Ground Force said in a statement that the female trainees were selected from high school graduates across the country in 2017 when the Ground Force began to recruit women for flight training. They are now students at the PLA Ground Force Aviation Institute[26].

f.   **USA Army.**   The history of the USA Army is very rich. They are well forward in inducting female army pilots. Sally D. Murphy was the first female U.S.

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[22]   Source: Air Secretary Branch, Bangladesh Air Force.
[23]   Source: https://economictimes.indiatimes.com/news/defence/women-to-be-inducted-as-army-pilots-army-chief/ articleshow/80234993.cms?from=mdr
[24]   Source: https://www.thehindu.com/news/cities/Delhi/indian-air-force-has-110-female-pilots/ article32508819.ece
[25]   Source: https://economictimes.indiatimes.com/news/defence/women-to-be-inducted-as-army-pilots-army-chief/ articleshow/ 80234993.cms?from=mdr
[26]   Source: https://www.chinadaily.com.cn/a/202009/24/WS5f6be521a31024ad0ba7b5fe.html

Army helicopter pilot to graduate from flight school at Fort Rucker, Alabama on June 4, 1974[27].

Photo-3: Elizabeth "Betty" Wall was One of America's First Female Military Pilots

Countries with the Highest Share of Female Pilot in the World in 2020.

In addition to the military pilot, some commercial pilots are skilled at flying fixed-wing and rotary-wing aircraft. Kaniz Fatima Roksana was the first Bangladeshi female commercial pilot. The world's female pilot in commercial airlines is shown below[28]:
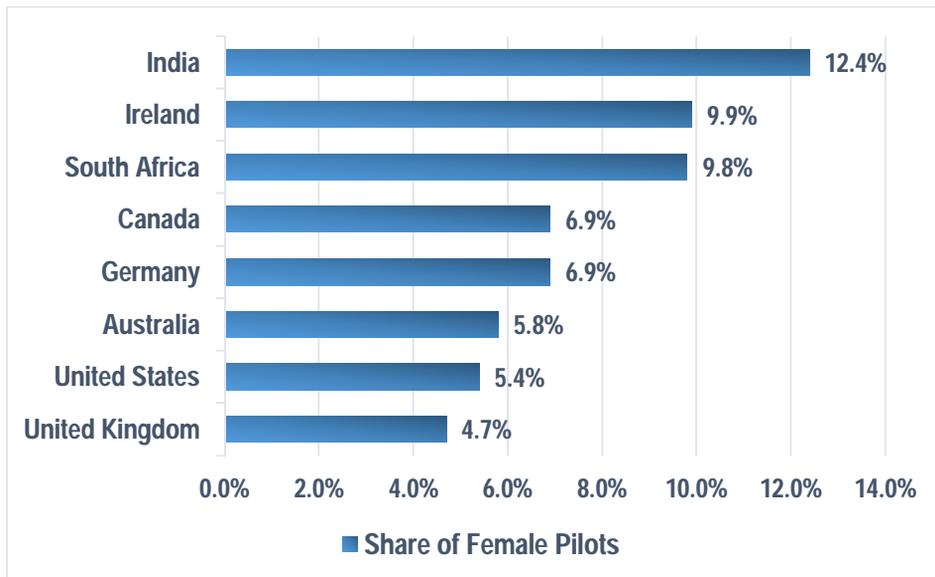

Figure-1: Countries with the Highest Share of Female Pilot in the World in 2020

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27   Source: https://en.wikipedia.org/wiki/Sally_Murphy_(U.S._Army_officer)
28   Source: https://www.statista.com/statistics/1177746/female-pilots-countries-worldwide/

Findings

Analysing all data and statistics it is vivid that Bangladesh Army has inducted its female pilots much earlier than others, but yet to design a suggested career pattern for female pilots. In the United States, women are very significant force in the military's helicopter fleet. In 2014, about 10 percent of US Army helicopter pilots were women, according to a report released by the US Army that year[29]. Many female aviators in the US Army have operated the world's most powerful attack helicopter, Boeing's AH-64 Apache (US media has reported).

Women's participation in the field of aviation has increased over the years. India has successfully employed close to 12.40% woman airline pilots, which is much higher than the world average of 5.40%. Indian Army Aviation is lagging behind in employing their female, whereas, female pilots from Bangladesh Army Aviation steadily marked their entry. It would be a promising sector and female pilots would unfold the vast scope in Bangladesh Army Aviation.

Scope for Female Officers in Bangladesh Army Aviation

Today, after a short interval, Bangladesh Army promises one of the most brilliant and respectable career opportunities to the young and energetic female officers in its aviation sector. Besides offering excellent training facilities at home and abroad, it provides a chance of lifetime employment with ever-new thrill and excitement. After introducing the aircraft, a female officer goes through a curriculum of the elaborate course in Army Aviation School in aviation science and liberal arts and practical flying training. Such a dynamic training package takes her a long way in her future life as a person of extensive knowledge of modern thinking, having a broad outlook in his professional and private life. Her daily life is a blend of space explorations with the latest in aviation technology. She handles and flies one of the front-line aircraft of the world.

An aviator in Bangladesh Army lives a life of pride, honour, dignity, and adventure. At the same time, she has an enviable social status and reputation. In a developing country like Bangladesh, it is one of the few professions where one could live proudly. Ex Commander, Army Aviation Group, Brigadier General (Retired) Abdullah-Al-Azhar, in his interview pointed out the fact that, if one is looking for a career full-on honour and adventure, charm and glory, and meaningful life, Bangladesh Army's flying career is undoubtedly the right choice for female officers[30].

Life of a Female Military Aviator: Choosing it as a Profession

Until a person doesn't see the view from a thousand feet, she can't have an idea what she is missing. It's magical. An aviator enjoys that view every time she flies. One of the best parts about being a pilot is access to combat aircraft. Aviators enjoy the privilege of driving right up to the terminal and walking right onto an aircraft. It's a privilege to put on military cover all and sit in the cockpit. Flying a military aircraft is an honour. Getting behind a huge machine controls,

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[29] Source: https://stories.wf.com/story-one-americas-first-female-military-pilots/
[30] Source: Author has a personal interview session with Brigadier General (Retired) Abdullah-Al-Azhar

pushing the throttle forward, and taking off from the runway is a blast. It is fun to try perfect manoeuvres and land on the threshold. Not to mention, there is a real sense of accomplishment when a pilot land safely after each flight, knowing that she was behind the controls. After weeks of practice, when a pilot finally comprehends aerodynamics and will be able to manoeuvre the aeroplane for that perfect crosswind landing, a new flyer will be overwhelmed with flight science[31].

Photo-4: Soldiers are Boarding in a Military Aircraft

When she is flying alone on a dark, moonlit night with only the light of the red and green position lights on either side of her, she feels like she is the only one in the world. When an aviator is up so early in the morning that she catches the sunrise during take-off, she will be reminded of its significance. As a pilot, these awe-inspiring moments that I left with left no other choice but to fly.

Although the article may seem exhaustive, the subject matter here actually only scratches the surface of the benefits one female officer gets from Army Aviation. Choosing a profession is everyone's business. Describing a profession as feminine or masculine has to start to become irrelevant practice nowadays, as everything depends on a human's abilities and talents.

Attributes of a Female Military Pilot

Being a successful pilot requires a combination of skills. It is not all about mathematical and technical skills. A pilot needs to think creatively, act under pressure and adopt a mentality fitting for the role of such responsibility. Pilots require leadership qualities that inherently a military officer possesses. The pilot needs to communicate and work well as part of a team[32]. One of the perks of being a female military pilot is having a cool head and a good sense of creativity. The researchers report in the Aviation Space and Environmental Medicine journal pointed to

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31 Source: Wolfgang, L.-c. (1951). 'A Flier' s World' and Reitsch, H. (2009). 'The Sky My Kindom'.
32 Source: Munson, J. W. (1972). 'History of Aviation'.

male pilots' poor decision-making risk-taking and inattentiveness, whereas women are generally found to be more cautious[33]. Attributes of the female pilot are described below:

    a. **Communication Skill**. While clear communication skills help in almost any job, it matters for pilots. Inadequate or incomplete pilot-controller communication is a factor in around 80 percent of flight incidents or accidents[34]. Accurate ATC instructions such as radar vectors, weather, traffic information, or advice in emergencies must be appropriately communicated to ensure flight & landing safety. Female pilots are smart enough to establish a project of this communication skill[35].
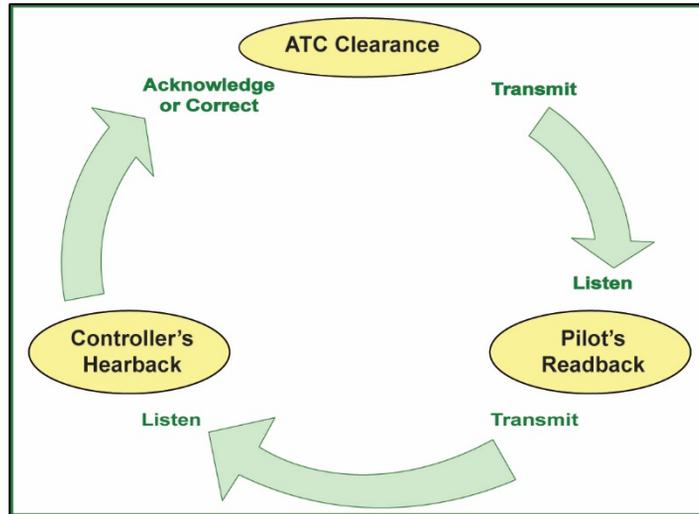

Figure-2: The Pilot Controller Communication Loop

    b. **Situational Awareness**. Appreciating everything that is going on throughout flying, controlling, and maintaining an aircraft is termed as situational awareness. Pilots must have a clear mental picture of the location, flight conditions, configuration, and energy state of their aircraft and any other factors that could affect its safety. Poor situational awareness could result in Controlled Flight into Terrain, loss of control, or an encounter with adverse weather conditions.

    c. **Decisiveness and Quick-Thinking Skills**. Time and resource constraints can make decision-making challenging for pilots. Pilots always have to keep a cool head despite knowing that making the wrong decision can result in a fatal outcome. Tight schedules with only a small amount of time to rest and settle into their personal lives also create additional stress, fatigue, and pressure for pilots.

    d. **The Ability to Remain Calm**. It is a simple rule that a pilot cannot be panicked in any circumstance. Such attributes often involve shifting or muting our personality traits. When we fear, our mind races, and it clouds our judgments. Rational decisions

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[33]   Source: https://www.businessairnews.com/mag_story.html?ident=102749 Do women make better pilots?
[34]   Source: Pilot Controller Communication (OGHFA BN).
[35]   Source: https://www.skybrary.aero/index.php/Pilot Controller Communications_(OGHFA BN)

become stiff and consequently, poor choices or indecisiveness have a detrimental impact on our performance as a pilot. Pilots are trained to remain calm and to deal with abnormalities or emergencies following their training. Intense flight training ensures she is confident enough to make sound decisions and execute tasks/checklists under pressure.

e.   **Leadership.**   Leadership is both an inherent personal quality and a learned set of skills for army officers. Aviators must understand both the components of effective leadership and the consequences of poor leadership. To achieve leadership, pilots need to effectively manage their cockpit using SOP and CRM to ensure the correct procedures are always in place[36]. These are to be followed in every phase during the flight to minimize the risk of errors and deal with unforeseen threats that might arise. The pilot leads their crew. Therefore, it's essential to set the tone for the flight by creating an environment of safety, commitment, skill and passion. A pilot in command and co-pilot must boldly lead the crew towards success in any moments of crisis. Significantly, leadership hinges on respect. A team will strictly follow commands if they recognize and respect that the leader improves their safety & success.

f.   **The Ability to Understand Technical Information**.   Military aviators should have a clear understanding of the full function of aircraft, need to know how their aircraft works[37]. There are a set of typical procedures and technical tasks that pilots carry out.

g.   **Combination of Mathematics and Creative Skills**.   Flying requires critical thinking in both realms of mathematics and creative thinking. Military aviators have to know the numbers for the aircraft and perform mental arithmetic calculations quickly on demand. But that's not to say the estimates are particularly tricky. Most of the time, it's essential addition and subtraction.   Accuracy and speed are what's required. Besides mathematics, pilots have to know the procedures and the checklists, use them appropriately, and deviate from them, which means thinking outside of the box to solve a problem, where the creativity part comes in.

Findings

The nature of the study in aviation is completely different from the military study. The sophisticated instruments and machines used in aviation demand regular study and practice. Pilots have to memorize and follow all checks and procedure for flying. Every time with a break in flying a pilot has to refresh them all. The cockpit does not identify who is in the seat-male or female, ab initio or expert. The machine acts the way inputs are given. The rules of air including the flying environment and airmanship aspect need continuous touch. But for obvious reasons, female aviators will be detached from flying for quite some time. Organisational support for

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[36]   Source: https://searchcustomerexperience.techtarget.com/definition/customer-managed-relationship-CMR
[37]   Source: Aviation Law Precis of Aviation Basic Course and Note: CMR means Customer Relationship Management and SOP stands for standing Order Procedure.

female aviators is a must. Flying in combat does bring some unique challenges for female. A proper career plan for them can mitigate the challenges they face.

Challenges Need to be Negotiated by Female Pilots

If Bangladesh Army truly wants to get female pilot percentages into double digits, they need to address the real barriers preventing female officers from taking a seat in the cockpit. Several factors explain this situation, notably the historic contingent of military pilots. The difficulty of reconciling family life and professional life is relatively hard to sustain as an argument, given that the constraints are pretty much the same for cabin crew as flight crew in civil airlines. Nevertheless, we can point out that professional training, which comes on top of flying hours, could deter certain women from envisaging a pilot career. In reality, the main obstacle may be awareness; many female officers may not be aware of the career opportunities open to them in Bangladesh Army Aviation. Female candidates are still in the minority. The main challenges a female pilot needs to negotiate are:

a. **Pregnancy and Maternity**. Once a pilot is on maternity way, she cannot fly the aircraft due to her safety. She remains away from flying duty for a reasonable amount of time. For the whole nine months, it's risky to conduct flying. On completion long six months of maternity leave, she finds herself out of track. Again, she needs to start her flight slowly, which is not a single time occurrence; in some cases, female pilots need to go through this occasion more than once. But women can cover up the gaps if she is dedicated to her profession. It's possible to keep the same pace with male pilots once her children are again grown up. So is communicating clear career paths that show women they can be pilots and mothers — a potential army officer — without compromising either role.

b. **Family Issues**. A joint family may cause a problem for a female pilot if the family members are not supportive. Flying needs a cool head and tension-free state. Family backbiting may destroy the career of a female pilot. Another factor is that the mother has to take care of her children as well as other family members. Only a little support from all members of a joint family may reduce her pain. The joint family turns into a blessing if they change their mentalities towards a mother. The spouse can play a vital role in this regard. Female pilots are held back because, unlike males, they are encouraged to make accommodations with a joint family, such as going part-time and shifting to internally facing roles, which derails their careers. Again, becoming a pilot means becoming part of a big family. As a new pilot, the more experienced colleagues will be supported, and they will never make her give up. Every pilot is unique in his or her way, but all share the same passion. In the past five years, I flew with many different potential pilots and learned from everyone.

c. **Child Care and Family Maintenance**. The biggest challenge for working mothers is the idea that they must be available around the clock both at home and in

the office. New moms have got the incredible gift - her baby and the hardship of balancing work-family together. Yet when flying sorties hits again, our responsibilities and concerns at home continue to mount as we resume our duties at the office. Female aviators who become working mothers are no less committed to their job. They want to be proficient, get their work done, and spend a couple of waking hours a day with their children. Female pilots most often are the ones who adjust their schedules and make compromises when the needs of children and other family members collide with the flying plan. In August 2019, USA Air Force (USAF) released a new lactation policy requiring units to provide room for nursing mothers[38].

Photo-5: More than a Pilot: Mother and Fighter

d.   **Social Barrier.**   The induction of female aviators in the Army is an appreciable step that dramatically changed Bangladesh Army. Bangladesh, as a conservative country, the religious and social barriers may impede the movement. Changing a mindset is also a big concern. Society needs to change a few dimensions in line with its prejudices. Thereby, female military aviators will be accepted wholeheartedly.

e.   **Away from Family.**   Flying is uncertain most of the time. Many factors are associated with it like weather, type of sorties, aircraft and situation, etc. Sometimes pilots need to stay away from family for an uncertain period. Frequently pilots fly from one place to another and get disconnected from family. This time other family members should support her.

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[38]   Source: https://www.airforcemag.com/article/erasing-artificial-barriers/ , Erasing Artificial Barriers , By Amy McCullough date 01 Nov 2020.

f. **Stand-by Days**.   Pilots have some stand-by duty days every week. On stand-by duty days, she cannot plan anything. If any medical evacuation or casualty evacuation comes stand-by duty pilots need to be present in army aviation within a short period. The mission will be executed shortly, no matter if it is midnight. Urgency is the priority. Here comes the motto of Army Aviation, "accuracy and speed."

g. **Individual Mindset**.   Combat pilots have the high, tested ability, both intellectual and physical. A personal mindset is the first and foremost thing of a pilot. There will be obstacles in the way, but women need to overcome them with strength and perseverance. Women can do anything and everything. The only thing that needs willpower. Flying is addictive, no doubt about it. Once a woman sets her mind, she can conquer the difficulties. There are many dangers that flight poses. So, pilots need to be firm and courageous. In recent past years, there have been numerous initiatives designed to raise female officers' awareness of aviation career opportunities and open the doors for them. Female officers need to be hailed and encouraged.

h. **Maintaining Fitness**.   Maintaining physical fitness is a must for a female pilot. It's a challenge, but to do it. Female pilots need to take extra effort to keep their physic. There will be a physical check-up before commencing every flight. Flight under any medication is not allowed in aviation.

i. **Balance between Professional and Personal Life**.   There will be unlimited family issues that need to be solved very meticulously. Organisational setup will play a vital role in this regard. Thereby, increasing the number of developed day care centres, couple adjustments while posting, and proper schooling facilities may quickly reduce family barriers or issues.

The outcome of, negotiating challenges will help to improve retention rates, advance recruitment practices and eliminate gender gaps. Bangladesh Army Aviation provides a supportive and flexible working environment for females. In few aspects, aviation needs to pay attention such as flying eligibility after maternity leave. Formulation of policy for female aviators may solve the issue. Today, female aviators can have a successful career alongside raising a family.

Feedback from Senior Aviators and Senior Officers

Maximum senior aviators and officers from Bangladesh Army opined that female pilots are very sincere and responsible as a whole. Bangladesh Army made a significant contribution towards including female pilots since 2014. Few limitations have been derived from their opinions like inherent various types of family commitments and social prejudices prevailing in Asian countries.

They also mentioned that those problems can be mitigated by making little adjustments and by adopting a sustainable organisational setup. Female aviators would have fewer family barriers once their children are grown up from infancy. All of them opined that aviation needs more female pilots in near future.

Bangladesh Army Aviation now actively seeks and recognizes the empathetic skills of female pilots. The young generation of female officers must embrace these opportunities presented to them and continue to pave the way for future generations.

Survey amongst Female Aviator and Officers of Bangladesh Army

Survey has been carried out amongst female military aviators from Bangladesh Army and Bangladesh Air Force. From the survey, it is observed that the majority of them agreed on the issue of female aviator's high standard of sincerity and dedication for flying. Few mentioned that their career pattern especially maternity policy is not properly designed. At the same time majority opined that parental support for taking care of children plays a vital role to develop a professional career for female military aviators. During the survey, young female officers opined that more numbers of female aviators can be inducted if a waiver is given in selection criteria without compromising the safety aspect.

General military career for female officers in Bangladesh Army and aviation career for them are two separate domains. Without having proper career opportunity for female aviators, they will not be interested in this sector. Formulation of a suitable carrier for female aviator is of the utmost importance.

Suggested Career Pattern for Female Military Aviator

Performing as an integral air arm of Bangladesh Army had always been a challenging task for Bangladesh Army Aviation. The author has consulted many articles and research papers related to Army Aviation. Most of the writers concentrated on restructuring and modernizing Bangladesh Army Aviation. However, no article was found with regards to female pilots' career and the effect of integration of female pilots on the operational efficiency of Bangladesh Army Aviation. The author has made an effort to review a few of the works of literature related to her core topic which has increased her knowledge largely on the subject matter. However, Bangladesh Army has two female pilots now. Female aviator's induction system, career planning and training are the prerequisites of any development of aviation. It is not possible to highlight the total array of the subject in one single paper within the given scope. But, a suggested career pattern has been drawn from a female point of view. Female pilots have chosen their life in the military. She needs to make some own arrangement so that career is not jeopardized while prioritizing family life. The chronological development of a flying career plays a significant role

to nurture a pilot in the right direction. The author has figured out a career design for female aviator from her viewpoint as follows:

Table-3: Suggested Career Design of a Female Military Aviator[39]

Service year (1st-3rd)	Service year (3rd – 6th)	Service year (6th –15th)	Service year (15th –21st)	Service year (21st and onwards)
Initial career building (Basic course and conversion)	Family planning and resuming normal career pattern	Mid-level courses and career projection	Fully operational pilot and taking responsibilities	Higher command and taking responsibilities

Some other key aspects will also be required to be addressed as following:

a. A strong supervising authority may be established to ensure the formulation of a sequential training plan for a female pilot, maintenance of correct training standard and timely completion of training.

b. Maternity time to be considered. Flying gap to be covered immediately with priority. An effort to be made to prepare her operational as early as possible. Even after maternity leave till, she is physically fit for flying duty, she may be employed in other aviation-related duty like Aviation Flight Safety Officer, Regiment Operation Officer, to remain in a flying environment. She can be posted in command or staff duties of her corps, Rapid Action Battalion Air Wing, Border Guard Bangladesh Air Wing etc. Mentionable, in BAF a pilot does not need to fly throughout his/her career. After gaining certain status, officers from BAF are also doing other Extra Regimental Employment or Staff Duties as well for a certain period.

c. Female pilots in aviation are a new terminology in Bangladesh Army. Their issues to be addressed properly by making everything within a policy. The training guidance given in the Aviation Policy is not synchronized with female aviator's career. As a result, this training guide is difficult to implement. There is no set plan or policy for lactating aviators. Policy formulation regarding female pilot is of utmost importance.

d. All the aircrafts bought in army aviation is male-friendly. Like the vast majority of Army Aviation's aircraft and equipment's are designed to meet the anthropometric specifications of a male pilot. 'It is a hidden barrier with multiple layers', said Lt Col Jessica Ruttenber, a U.S Air Force mobility planner and a leader of the Women's Initiative Team that advocated for the change in anthropometric standards[40]. Changing the policy is one thing. Changing the platform is another. Even after a waiver is granted

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[39]   Source: Author's Self-Construct.
[40]   Source: https://www.airforcetimes.com/news/your-air-force/2020/08/19/to-get-more-female-pilots-the-air-force-is-changing-the-way-it-designs-weapons/

for female, the pilot will remain disqualified from certain platforms regardless of her aptitude. Bangladesh Army Aviation may include few female-friendly aircraft in future.

e. Female pilots may be selected directly from Bangladesh Military Academy (BMA). An aptitude test may be conducted at BMA. Thereby more female officers would get an opportunity to fly and certainly, the number will be more subsequently. Early recruiting will enhance the professional efficiency of flying organization. A young pilot has sufficient time to nourish her career for a longer duration. Gradually, she will develop her flying career and, in the process, she will embrace motherhood. She will quickly fill up the gap and again will gain a handsome flying hour. This substantial flying hour will also bring confidence in herself and she can solely use this confidence for accelerating the professional efficiency of the organization.

f. Early recruiting of female pilots will ensure more qualified pilots in aviation. Therefore, they can be made instructors to run various training sorties and young instructors will be more confident in performing challenging missions like casualty evacuation (CASEVAC), medical evacuation (MEDEVAC), Very Important Personage (VIP) transportation etc. Female pilots may participate in fly past. On 26 January 2021, Flight Lieutenant Bhawana Kanth became the first Indian female fighter pilot to participate in a Republic Day flypast at Rajpath[41].

Women always wanted to prove that they are capable of flying as fast and as their counterparts. Now female pilots can perform the same flying duty in combat roles as their male counterparts. Serving in Army Aviation as a female pilot is a unique opportunity and great pride for any female officer in her entire career.

Benefits of Inclusion of Female Pilots in Bangladesh Army

Female Leadership   Women's participation in the field of military aviation has increased over the years. It has motivated female officers to take up the challenges. Thus far, following this initiative's success, albeit unsatisfactorily, it must be continuously implemented to make it easy for women to enter the aviation industry and progress up the career ladder. It is necessary to put females to encourage female leadership. It also urges the females in the Army to take on professional challenges. Moreover, if females are employed in such challenging duties, it will open the horizon for females to take challenges in other military sectors.

Abating Shortage of Pilot through Induction of Female Pilot   Female pilots are the proud members of Bangladesh Army Aviation nowadays. The time is now to encourage women to pursue a career in this field, especially in lucrative leadership positions where gaps are the largest, and ensure a work-life balance is obtained and maintained for the future. In 2016, only two female officers were trained as pilots, and still, the numbers have not been increased. More numbers of aircraft have been included in Army Aviation in recent years, especially after 2016. It

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[41] https://zeenews.india.com/india/bhawana-kanth-becomes-first-indian-woman-fighter-pilot-to-participate-in-republic-day-flypast-see-her-journey-2337909.html

is essential to look at the pilot demand in Bangladesh Army Aviation to fill the female pilot gap. Thereby gender balancing in this sector will be easily minimized, and ultimately Bangladesh Army will be highly benefitted.

Conclusion

Becoming an aviator is a long venturous and painstaking process. It includes an extended selection procedure, training, fitness, theoretical and practical training, etc. For being a pilot, there are few processes to be followed that include the selection process and practice. As such one may think, there is no place for women in the aviation sector. But by the course of time, female officers of Bangladesh Army have proven the whole thinking as wrong. Despite having several obstacles and back drags, our female officers have qualified to complete and fulfil all requirements, which was only possible because of Bangladesh Army's timely and presuming decision, which opens the door for our potential female officers.

Most passengers overlook the level-off that often occurs when the airplane is about to enter the approach environment or descend, but the pilots go through the checklist by that time. Flying needs lots of patience and practice. It might not happen overnight, but eventually, an aviator has these moments when he or she understands the magnitude of flight; how immense of a privilege it is to be a pilot. Female officers are doing incredibly well in aviation. Bangladesh Army is always very positive about female empowerment. The induction of female pilots in Bangladesh Army has made a new era to create gender balance and gender mainstreaming. There exists no evidence that female officers are less capable as pilots than are men other than gender bias. Furthermore, the inclusion of women in aviation was part of the larger project of mainstreaming gender in all areas of society, a prerequisite to maintaining the self, national and international image of Bangladesh Army as a vanguard of gender equality.

Perspective is earned through experience from life. A female perspective is different to that of a male. Not better, not worse, just different. Being a female pilot, the author is looking forward to giving a little bit of a female perspective on aviation. Females are having many challenges in their path of being a pilot. But, female pilots of Bangladesh Army Aviation have proved that it is possible to overcome the barriers. Besides having her family and other obstacles, it is possible to perform a pilot's duty by a female. Little support from family and colleagues, this way, becomes much more comfortable. Furthermore, having more female pilots will be a great way to minimize the gap in pilots' requirements now and in future. It also encourages females to take on professional challenges. As the Government of Bangladesh is currently pursuing gender equality, having more female aviators in the Army will add essence to this initiative.

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FALLACIES IN YOUNG MILITARY MINDS – CONSEQUENCES AND CURE: AN ANALYSIS TO SECURE FULL POTENTIALS OF YOUNG OFFICERS

Colonel Shams Mohammad Mamun, psc

"Facts are stubborn, but not half so stubborn as fallacies" _ L.M. Montgomery

Abstract

Young officers in Army are the raw talents and the most effective contributors at tactical level. Their correct grooming at the nascent stage of military life bears strong significance in shaping their character and greatly influences their performances in the unit/Army. Hence, it is of utmost importance to groom them in a caring and learning environment to instil a sound mindset. Unfortunately, some of the young officers suffers from fallacies at their emerging stage being influenced by their early environments. These fallacies when allowed to persist in young minds for long can cause significant impacts. Fallacy is defined 'as a misconception, delusion or a mistaken belief, especially one based on unsound arguments'. A distorted and uncared mind provides the breeding ground for fallacies. Young officer suffers from the influence of delusions face consequences in their unit, later in their military career, and even in the life after retirement. Fallacies restrict young minds to methodically develop themselves with the knowledge and skills needed to be an accomplished military officer. They eventually grow with a large void in them. So, scepticism and disbelief accompany them throughout their military career. Their laid-back attitude slashes their sincerity, enthusiasm, and productivity. With all that emptiness in minds and attributes, they may even be rejected in outside professional world. They are also like to suffer from serious social setbacks for being less relevant to the community. There is no magic cure for not getting into fallacies. Young officers have their individual roles to play. They must be dedicated to their leadership responsibilities, various unit affairs, and constant self-developmental efforts. A caring and responsive environment is the prerequisite, which can shape them with balanced leadership traits. Again, negligence in their grooming may make them vulnerable from being influenced by bad company and wrong perceptions. A CO in the unit needs to be at the forefront to keep the youngsters away from such undesired influences. Unit COs shall assist the youngsters through his constant guidance for their appropriate cognitive development and creating positive mindset. An understanding environment coupled with individual efforts can assist young officers to unleash their full potentials for the organizational cause.

Introduction

"Two lieutenants were appearing an Individual Physical Fitness Test (IPFT). While attending 3-kilometer run, one desired to run faster challenging his previous timing and aiming to complete the race at first in his group. The other lieutenant thought differently; finishing the run just on time was his goal. Although they were together at the start, their diverse mindset fetched them different outcomes at the end. First one was hailed for an expected bright performance at the finish line, while the second one just managed to pass with no apparent recognition. After the run, the slow runner asked the first one what he achieved more by running so hard enduring much pain when result shows 'pass' against both of their names? He also explained how smartly he ran slow taking full benefit of the allotted time. Although came last, he apparently felt like a winner.'' This typical military story indeed indicates an insightful reality – Individual thinking process is the basis of his/her quality of performance. The young officer in the story who did not find the justification of enduring little more hardship for better performance was induced and influenced by a kind of fallacy. It was a kind of delusion that restricted him to think mere passing to be the smart approach.

The word 'fallacy' derives from two Latin words, 'fallax' meaning 'deceptive' and 'fallere' meaning 'to deceive'. Inexorably following its root, fallacy is defined 'as a misconception, delusion or a mistaken belief, especially one based on unsound arguments.'[1] A fallacious argument may be deceptive, as it appears to be more logical than it really is. Some fallacies are committed intentionally to manipulate a cause, while others are committed unintentionally due to carelessness or ignorance.[2] Human mind has no natural guide to the truth, nor does it naturally love the truth. What the human mind loves is itself, what serves it, what flatters it, what gives it what it wants, and what strikes down whatever 'threatens' it.[3] Here lies the reason for fallacies to flourish in human minds. Fallacies are not the truth; they are delusions which when allowed to persist for long can cause life-changing impacts in one's life.

Young military minds are susceptible for growing fallacies. Being the representatives of new generation in military, young officers are expected to have profound influence of the contemporary society where freedom of mind, materialism and self-interest are exceedingly resonated. These social influences are sometimes conflicting to the military spirit but complimenting to the growing delusions in young officers. Such fallacies/misconceptions make some of them feel eccentrically confident and empowered to conduct in a strange and unexpected manner. These may indulge them in wrongdoings and instil lacklustre attitude towards military profession. Ironically, if such fallacies are allowed to prevail for long, the already tainted souls may find them in big disappointment in the long run. Hence, both young officers and their Commanding Officers (CO) in the unit must have a clear understanding of the issue.

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[1] Definition from Oxford Language. https://www.lexico.com/en/definition/fallacy. Accessed on 20 July 2020.
[2] https://en.wikipedia.org/wiki/Fallacy. Accessed on 20 July 2020.
[3] Paul, Richard & Elder, Linda (2006), The Thinker's Guide to Fallacies: The Art of Mental Trickery and Manipulation, Preface.

Young officers in Army are the raw talents and the most effective contributors at tactical level. Their correct grooming at the nascent stage of military life bears strong significance in shaping their character and greatly influences their performances in the unit/Army. Arguably the mark of the regimentation remains with most officers throughout their military career. To groom young officers effectively, a leader (CO) must understand their minds. And 'to understand the human mind, one must understand self-deception.'[4] The paper is basically an effort to understand the probable fallacies and their influences in young officers based on observations, command experience, and inquisitive study on some interesting behavioural patterns. Written in plain and practical language, this article shall address few common fallacies prevailing in some young officers, related consequences in their military career and beyond, and finally suggest some effective measures to deny the influence of fallacies.

Common Fallacies in Young Minds – 'Does Anything Ring the Bell?'

No fallacy acts single to influence a mind. Rather, delusions and misconceptions often come in a package and contaminate someone's thought process. Usually, a distorted young mind, influenced by the associated environment, provides a breeding ground for fallacies to grow. Soon those fallacies turn into erroneous beliefs and gradually, individual starts acting upon them. Although the influence of fallacies on an individual is quite vivid, the affected one does not notice it much. Eventually, delusions not only take the young officer away from the positive line of thinking, but also enthral him to act in an undesirable manner. Few common fallacies often observed in some young officers are delineated subsequently.

Avoiding Physical Events is a Mark of Smartness   Our young officers are expected to be tough and robust enough to lead the troops in physical events like physical training (PT), assault course, bayonet fighting, drill, and various sports competition. At times, few of them strangely nurture a distaste for any physically intensive training curriculum. Some even think that showing strong performance in such activities will fetch them continuous physical hardships and that is no way a 'cool' trait for a newly borne 'General' in the unit. According to those delusional minds, dodging physical events is a kind of smart thing to do.

Staff Responsibility is a Trap, Deny by All Means   This is no denying fact that staff appointments like Adjutant and Quarter Master (QM) are demanding duties at the unit level. These appointments provide excellent opportunities to learn staff works, human resource management, logistic management and provisioning etcetera. Staff duties demand sincerity, environmental awareness, hard work, a knack for details, and spending longer time in the unit, which definitely curtail a lot of personal time and much desirable social media hours. Some young officers intentionally desire to bypass those excellent learning opportunities just to avoid busy schedules in their units. They prefer easy life over time-investment for future.

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[4] Quote by Anon, a legendary Greek thinker.

Extracurricular Activities does not Fetch Extra Salary, 'Why to Work Hard? Stick to Routines' Problematically a lot of officers received such advice in their regimentation periods at the early stage of their military careers in varied forms. Extra work does not fetch extra money indeed. But hard work, new challenges, and adversity temper one's character into firmness, tolerance, and determination.[5] Reading history/philosophy or anything of interest, writing articles, engaging in co-curricular activities, or even watching documentaries/movies definitely broadens someone's mental horizon. These activities yield more long-term benefits than short-term. However, seeing no apparent benefit in immediate vicinity some of our youngsters decide to engage in nothing beyond routine works. They think that's the smart approach to adopt.

'Somehow Passing' is the Ultimate Benchmark For all tests, whether it is firing or physical efficiency test, Army set benchmarks for various standards, lowest being the yardstick for mere passing. Just passing automatically denotes the struggling status of anyone's performance. Unexpectedly some of our young officers quickly resort to that standard often with a foolish statement *"Why should I spare time to the Army?"* intending to use maximum time allowed to pass. With such mindset youngsters miss the opportunity to trial their own limit and gradually become the victim of their own prey. By not trying hard for improved performance, they take permanent backseats in their group. One fine morning, they start struggling even to pass in the test. This issue of not responding to the 'higher calling' i.e. taking 17'-59'' (pass timing 18') to pass 3.2 km run or learning to give only minimum required efforts is indeed caused by a fallacy.

Doesn't Matter Attitude – 'I Still Have My Job and Draw the Same Salary' Each unit has its own goals to achieve. Sometimes few of our young officers fail to project commitment to support their units achieving those goals. "*It doesn't matter to me personally*" type thinking instils a self-serving attitude in them. This bunch hardly commit themselves in any unit affair, whether it is leading a team in the competition, or administering a sub-unit, or taking initiative in conducting training. *"What is there in it for me"* is a reckless question they ask themselves often only to prove their emptiness of mind in spirit and good teamwork. Such an attitude from officers not only restricts a unit in achieving its goal, but also cripples the very basic of 'military values and ethos' in him.

Copy Paste is the Ultimate and Smart Lifesaver In the era of information overload, finding previous references for any job is very easy. No doubt references ease up one's job, but such consultation is helpful when one knows his requirement and accordingly takes some guidelines from previous references. Blind copy-pasting or following a previous reference

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[5] Smith, Margaret Chase (1952), a former US Air Force Colonel and later a US Senator in his speech to graduating women naval officers at New Port, Rhode Island.

without understanding the context is a breach of military conduct. Unfortunately, this phenomenon amongst young officers is on a rise. Instead of learning, consulting and drafting an original note, some of them heavily rely on previous references even without understanding the actual requirement. Such attitude impacts overall standard of the unit and slays the originality and integrity of an individual.

Being Bad/Indiscipline is the New Cool Although not a very common fallacy, 'being bad is new cool' ideology does occupy some of the extreme minds. They think outlaws are the new cool in the society, often influenced by the gangster movies or hip-hop culture. They care less of maintaining discipline, getting busted by the seniors, and earning a bad reputation for them or their units. This fallacy is contagious and to be uprooted as quickly as possible. This is the ultimate destructive delusion that can ruin an individual career and a complete unit environment.

Consequences of Fallacies – 'Karma's a Bitch'

There is no 'Reset' button in life. One cannot take anything back and undo anything. All actions have consequences, and the things one says and does today will have a lasting impact on the rest of his life[6]. Today or tomorrow, one needs to brace for consequence for his/her own deeds. It is also true that 'every misconception (fallacy) is a poison, there are no harmless misconceptions[7]. Some are dreadful, some are just disturbing at the individual level. Allowing fallacies to flourish in young minds at the early stage may have serious consequences on their performance and credibility. Impacts of fallacies can be felt first in the very unit they are serving, then later in their military career, and sometimes in life after retirement.

Effects in Unit Life – 'Do Young Officers Desire/Deserve It'? An officer leading his life in the influence of fallacies first get impacted in his very own backyard– the unit.

a.   **Low Recognition**.   When a young officer suffers from multiple fallacies, he/she consequentially becomes an outcast in the unit. Being influenced by delusions, he does not commit himself to anything good in the unit and eventually grows a slipshod attitude towards unit affairs. With such apathy, one fails to make his presence felt. His insignificant contribution to the unit draws him very little or no recognition. As a result, the young officer becomes a stranger in his own unit.

b.   **Irrelevant to Under Command**.   As discussed, fallacies often act on a person in a package. An officer who choose not to commit himself/herself for the unit's cause, usually does not care much of under commands either. The laidback attitude towards designated responsibilities as a leader restricts him/her to know his/her men properly and address their issues carefully. Hence, he/she fails to command them

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6   https://www.quotemaster.org/consequence+to+your+actions#&gid=1&pid=1, accessed on 25 July 2020.
7   A Calendar of Wisdom, https://www.pinterest.com/pin/583145851720048752/?nic_v1, accessed on 26 July 2020.

effectively and inevitably loses relevance to the under command. When one becomes irrelevant to his/her under commands, he ultimately loses everything as an officer.

c.   **Obesity**.   This is a common outcome for a delusional individual. A young officer suffering from fallacies often disregards the urge to maintain the desired physical fitness. He/she takes it as an extra burden and makes fitness regime as the luxury to his/her lifestyle, instead of taking it as bread and butter. With such insolence one inevitably becomes obese in due course of time. As a result, he/she soon starts failing in physical efficiency tests and avoids all physically intensive unit activities, which in turn permanently places him/her in an obese slot.

d.   **Insecurity**.   Insecurity is an aggregated impact of the aforementioned three issues. When someone grows obese, enjoys no recognition in his den, and becomes irrelevant to his under commands, he starts feeling apprehensive deep inside. As he let go of his learning opportunities, avoided responsibilities, and relaxed more than he needed, he suddenly discovers a large gap in him. When his mates with positive mindsets are rolling with recognition and responsibilities, he finds himself with no apparent significance in the unit. He starts feeling insecure, which turns him to a shady, hiding character. Such a sense of insecurity may have intense far-reaching impacts in one's life in uniform and beyond.

e.   **Turning into a Pariah**. This is another collective impact on an officer being driven by fallacies. With insecure posture and apparently irrelevant status in the unit, an affected young officer tends to hide from unit affairs and colleagues. He prefers to stay alone in the unit or mess and look for alternatives to feel better. He discovers himself as an outcast from his mainstream colleagues. Finding himself as a perceived 'persona non grata' in the unit or mess, he then looks for other people in his league either within the garrison or even outside. Such a state of mind may appeal to someone for drug abuse and even self-destruction.

Consequences Felt in Later Military Life – 'Is It Too Late'? Fallacies may not ruin only the unit life of an individual at the early stage, those negativity and delusions are likely to draw impacts later in one's military career.

a.   **Groomed with Void, hence Scepticism Rules**. Fallacies instil sloppy attitude in an individual. Such an attitude is counterproductive to almost all good traits usually the Army looks for in a young officer like initiative, enthusiasm, seeking responsibility, sincerity, integrity etcetera. An officer contaminated with fallacies often loses opportunities to learn and nurture the necessary skills. Essentially, he remains inferior in knowledge, skills, and management techniques compared to his contemporary mates. At a later part of his military life when assigned with a task, he starts suffering from distrust

and scepticism within himself, even if he is willing now to accomplish the task sincerely. Although unfortunate, it is sometimes observed that few unit and sub-unit commanders suffering from distress after being assigned with apparently routine tasks by the brigade or formation (i.e. conducting study period or arranging a VIP visit or preparing oral orders for under commands). Fallacies at their early stage restricted them from learning and doing things methodically. So, they found them in the constant company of scepticism in later life.

b. **Low Promotion Prospect**. This consequence is a second-order effect[8] and quite self-explanatory. When groomed with scepticism owing to lack of knowledge, skill, and confidence, an officer is likely to be an underperformer. His/her annual performance reports, course reports, and impressions are expected to reflect that too. Hence, he/she is likely to fall short of standards that the Army looks for while promoting one to a selective rank.

c. **Social Impact**. All human beings possess some kind of self-respect. At the early stage, young officers may not be that careful about it. With the growing age, everybody wants to be recognized and respected in the community. But respect is something that needs to be earned by deeds and attitude, which cannot be earned overnight. Dodging at the formative stage, settling for minimum contribution in the unit, and posturing dreadful defiance may not fetch an officer a well-respected position in the community at the later part. Besides, the rank in the military and affiliated recognition matter a lot for all military officers. Lack of social recognition does not only hinder individual peace of mind, but also takes a heavy toll in his/her family.

Impact of Fallacies in Life after Retirement   Fallacies at the early stage of military career may significantly influence the shaping up of individual characteristics[9]. It may instil some sort of faulty work ethics and abnormal behavioural pattern in an individual, which may impact his/her post-military professional conduct and personal life too. Self-interest, apathy, and shallow knowledge are the common outcomes of the fallacies and are not much-appreciated qualities in any professional environment.

Panacea for Fallacies – 'Do We Have Any Cure?'

There is no magic cure for not getting into fallacies. Although it's easier said than done, it is the only one's positivity that sets him/her free from this venom. A good and caring

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[8] Second Order Effect refers to the idea that every action has a consequence, and each consequence has a subsequent consequence.

[9] Paul & Elder, op cit.

environment is the prerequisite to deny the influence of delusions in young minds. Young officers have their individual roles to play and their units have responsibilities to offer them a soothing environment. A CO in the unit needs to be at the forefront to keep the youngsters away from such undesired influences.

Individual Role – 'Gather Your Acts, Fellas'.

a.   **Know Your Job**.   To remain out of the influence of fallacies, one needs to start with the ABC, the basics of one's job and responsibilities. As a leader, even in the tiniest measure, all officers have dedicated responsibilities, some pronounced and some indiscernible. Young leaders must comprehend those responsibilities and learn to execute/perform them in the best possible way. They can easily get help from the people around i.e. company officers, warrant officers, and even experienced soldiers. They just need to be willing and focused to do so.

b.   **Give Your Best**.   Nobody wants the world's best performance from a young officer. What a unit or a CO desires from a new officer is the highest sincerity and devotion in his/her work. Performance standard may vary from person to person, but how much effort one will put into a job that solely depends on an individual. One needs to be convinced with the purpose, know the desired standard or the expected output from that job and accordingly put up the best. Even in case of a failure or shortfall from the desired standard, the sincerity and integrity of a young officer will always be appreciated. That encouragement inspires him/her for the higher calling in the next assignment.

c.   **Know Your Limit/Level**.   Not all human being is created with the exact same utility pack. Individuals are designed with unique capabilities, limitations, and utilities. Similarly, a young officer may be good at something, but may not be good at others. It is the individual who needs to know where he/she is good at, utilize that strength and perform accordingly in a given situation. If a young officer is physically tough, he/she shall contribute in assault course, bayonet fighting, and similar physically demanding events. If one is gifted with artistic/cultural attributes, there are plenty of opportunities to build on that strength too i.e. event organizing, creative designing, organizing cultural performances, and so on. One just needs to know one's area of strength and exploit that for the unit's cause. Besides, a young officer shall also work out on his/her limitations.

d. **Challenge Your Limits**. 'Do not limit your challenges, challenge your limits.[10]' One should thrive for excellence by challenging itsown limits. A young officer must not settle into what he/she already is and rather should continuously challenge his/her limit to pursue excellence. While appearing various tests, whether it is physical training or firing, any other competition or even daily activities, an enthusiastic young officer shall set his bar high and try to achieve that as far as possible. That's the way one can unleash his true potentials.

e. **Have Small Resolutions and Try to Achieve Them**. In military, each officer grows in wisdom and skills with the age. A young officer may be thoroughly involved with unit affairs, still he may have some limitations persisting in him i.e. weakness in writing ability, physical weakness etcetera. Understanding own weakness, an individual can design his/her own development goal, have small resolutions to achieve in a certain period, and spare some personal time to work on them. Dedication in fulfilling small resolutions at the early stage offers a long-lasting impact in military career.

f. **Use Social Media, Let's Not Abuse/Misuse**. In this information era, expecting a youngster to live without social media influence might be an impractical option. As a sensible member of the community, a young officer must know the military instructions on using social media and follow them strictly. Adherence to those instructions is a part of expected loyalty. As a young adult, an officer must be able to differentiate between 'good and bad' and exploit social platforms for constructive networking, positive communication and knowledge sharing. It's worth remembering that 'Social media shall improve your life, not become your life.'[11]

g. **Being Innovative/Productive is the New Smart/Normal**. Everyone likes an innovative and productive guy by his side. Shortage of officers and multidimensional tasking have become common trends in the unit now-a-days. Hence, the significance of having a young officer capable of producing results with limited supervision has increased in manifolds. All young officers should now thrive to learn to adapt in a complex, tight timing scenario, and be innovative at their work spheres and maintain productivity for the unit's cause. Originating new ideas, techniques, processes, procedures or formats to save time, to increase efficiency at work and for easing up the unit functioning are the smart things to do now. So, young officers must learn to be innovative, remain productive, and adapt to the complex work environments.

Environmental Support – 'Good Seeds also Need Good Harvester' To remain out of the influences of fallacies and negative delusions, one needs to try to remain positive and committed to his responsibilities. But commitment and positivity also need an environment to

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[10] Jerry Michael Dunn, an inspirational American basketball coach and entrepreneur.
[11] Patrick Driessen in https://www.pinterest.ca/pin/58054282673201426/, accessed on 28 July 2020

flourish. Here comes the role of the unit, especially the role of a CO. Here are a few suggestions/actions that may keep the young officers motivated, dedicated, and out of the peril of misconceptions:

a. Unit must offer due importance to a young officer. CO can give his young officers a feeling of importance by asking their opinions in unit affairs and considering their recommendations in their company/platoon related decisions. Unit must ensure the chain of command is effectively functional, and all related issues of their men are processed/routed through them.

b. A lone sheep is always more susceptible for being in danger. For that, all contemporary officers of the unit must display a tangible unity in their appearances and actions. A CO can ensure that with a consistent message and constant engagement. When young officers move around the unit together, they have a healthy life devoid of wrong thinking. In that way, their unit life is more fun, secure, and productive.

c. Young minds need to be cared for, young hearts need to be nurtured. Senior officers in the unit, especially CO, shall show care to their youngsters. They must be in constant communication so that they can speak out their minds. CO can engage them in informal chats, asking about their friends and families, their liking and disliking, their hobbies, and favourite time pass. That's the way CO can understand why they act in a certain way. CO can appreciate their positive sides/ strength and provide them the opportunity to exploit/display them.

d. Recognition provides fuel for the run, inspires young minds to accomplish further. Unit or CO must recognise young officers for small success. Recognitions may have different forms. A light patting at the shoulder at the appropriate moments can ignite a young officer to unleash his best for the unit cause. Sometimes, praising a young officer in front of his team/men or recognising him in the Darbar becomes an inspiring moment for his life. So, young officers must be praised for their good deeds, even it is a small one.

e. A CO must assist his young officers in their cognitive development. This is the most sacred responsibility of a CO. He/she must induce the habit of reading, writing, delivering, and presenting in them. He can encourage his young squads for good reading i.e. editorials, selective scholarly articles, and join them in informal chat when they are done reading. He shall also try to instil in them selflessness, camaraderie, empathy, and 'espirit de corps'.

f. Finally, A CO must earn the trust of his young officers. He/she should give them a feeling that they can depend on their commander for anything good or bad, no matter

what. A CO must own his officers and care for their best. He/she shall take corrective measures as they go wrong, but he must embrace them all the time unquestionably. Such owning inspires young officers to contribute to the unit and think positively for the organization.

Conclusion

Young officers are one of the most important contributory clusters of any military unit. They translate CO's vision to the men and produce results by their direct involvement. They are expected to be agile, committed, and forthcoming for the unit's cause. Sometimes, under influence of fallacies, some young officers project lack of commitment, apathy, and disregard to military discipline. Under the influence of fallacies, they unjustifiably feel empowered and conduct in an undesired manner.

A distorted and uncared mind provide the breeding ground for fallacies. Fallacies have far-reaching impacts on one's life. Young officer suffers from the influence of delusions face consequences in their unit, later in their military career, and even in the life after retirement. Fallacies restrict young minds to methodically develop themselves with the knowledge and skills needed to be an accomplished military officer. They eventually grow with a large void in them. So scepticism and disbelief accompany them throughout their military career. Their laid-back attitude slashes their sincerity, enthusiasm, and productivity. With all that emptiness in minds and attributes, they may even be rejected in outside professional world. They are also like to suffer from serious social setbacks for being less relevant to the community.

Young officers are like mud at their early stage; they are likely to be shaped as the environment dictates. A good environment can shape them with balanced leadership traits, which can be immensely beneficial for the rest of their career. Again, negligence in their grooming can make them vulnerable from being influenced by bad company and wrong perceptions. Young officers as individuals and units as an entity shall work together to deny entry of fallacies in their minds. Youngsters must be dedicated to their leadership responsibilities, various unit affairs, and constant self-development. Unit COs shall assist them through sheer guidance for their appropriate cognitive development.

Colonel Shams Mohammad Mamun, psc *was commissioned from Bangladesh Military Academy in 1996 with 35 BMA Long Course in the East Bengal Regiment. He was the recipient of the coveted 'Sword of Honour' of his Course. He underwent several professional training courses both at home and abroad. He is a graduate from two reputed staff colleges; Defence Services Command and Staff College (DSCSC), Mirpur and US Army Command General and Staff College (CGSC) at Fort Leavenworth, Kansas. He also attended 'Strategic Management Course' in Cranfield University Defence Academy, UK and 'Infantry Officers Weapons Course' at Infantry School, MHOW, India. He also attended few specialized courses on Chemical Weapons Convention (CWC) while serving as coordinator of Bangladesh National Authority for Chemical Weapons Convention (BNACWC) in Armed Forces Division (AFD). Colonel Shams holds two masters degrees – Masters in Military Science and Masters in Business Administration (MBA). He stood first in both occasions and received the 'Chancellor's Award' for MBA. He served as an instructor of Tactics Wing, School of Infantry and Tactics (SI&T), and also as a Directing Staff in DSCSC. He Commanded 22 Bangladesh Infantry Regiment. His staff appointments include Deputy Assistant Military Secretary-1 at Army Headquarters, General Staff Officer–1 (BNACWC) and Colonel Staff at AFD. At present, he is serving as a Senior Instructor (SI) in Defence Services Command and Staff College, Mirpur.*

NONVERBAL LANGUAGE: AN EFFECTIVE TOOL IN MILITARY COMMAND ENVIRONMENT

Colonel S M Saiful Islam, psc

Abstract

Despite being widely used tool, nonverbal language is yet to be completely conceptualised and perceived in the command environment of Bangladesh Army. This paper embodies the idea of interpreting nonverbal languages and attempts to conceptualise these with their scope, significance, and plausible implications in the military command scenario. A set of cue modalities of nonverbal languages including body language, facial expression, gestures, dress, handshake, salute, and parade, have been appreciated for their effective use in executing command responsibilities. The identified scope of these nonverbal modalities in any military communication is also presented in the paper as an enabler towards selection of appropriate content for communication. Particularly, uncovering the missing information is found more effective with a deeper intention and the capability of listening to what is not being told. Besides, nonverbal communication challenges such as noise, mental filter, and rigidity have also been studied to minimise the distortion while retrieving maximum intelligence from specific interaction. Thus, the findings of the paper could potentially address the challenges in effective interpersonal communication and contribute to apprehending a better understanding of nonverbal communication and its practical use in improving the overall command climate of Bangladesh Army.

Keywords: Nonverbal language, interpersonal communication, command environment, military.

Preamble

Communication is a natural phenomenon genetically inherent in all living beings including humans. It is an art of expressing one's feelings, ideas, and emotions. Humans mainly communicate through words, expressions, appearance and gestures. Successful communication occurs between sender and receiver with the exchange of the *content* or information through a *channel* and the effectiveness is ensured through *feedback*.

Effective and successful interpersonal communication plays a vital role in the military like the other professions do. However, military is more than a profession; it is a way of life. As different organs of a human body make coordinated communication among themselves to ensure human body functions seamlessly; military, being a way of life, also demands its organisational elements to communicate each other for its effectiveness. As said by Dwight Eisenhower, "*Leadership is the art of getting someone else to do something you want done because he wants*

to do it", which emphasises understanding the undercommands in accomplishing the commander's vision.

Interpersonal communication procedures and standards followed by militaries worldwide are structured and authoritarian. They are mostly verbal and do not differ much from military-to-military. The majority of the battlefield communications at tactical level are verbal. There are also various customs and practices, named as nonverbal communications, which are essential for understanding the workplace environment. These standards have been developed through long practices of traditions and cultures, continuous evaluation of needs and necessities, and gradual understanding of people and demography. Communication practices of Bangladesh Army had been inherited mostly from British and Pakistan regime. Though there are some changes in the communication channel in the modern era, the content and procedures did not change much from legacy.

Statement of the Problem

Our life pattern in modern globalised world is redefining our expectations from the society and workplace, which creates barrier in the interpersonal communication process. Workplace environment in Bangladesh Army has also turned more complex than ever before, which sometimes impacts the leader and led relationship. In addition to listening to what is said, a commander is also expected to extract from what is not expressed in words i.e. *nonverbal language*. It is thus important for the leaders to consciously observe the workplace environment and interpret the nonverbal languages with a view to ensure healthy command environment.

Significance of the Study

Like verbal language, nonverbal language is also inherent in all human being. We knowingly or unknowingly express a lot through nonverbal language every day. Besides *sender* and *receiver,* barrier free communication *channel* is equally important for successful communication process. Alongside verbal communication, our understanding and assimilation of the nonverbal expressions in the workplace environment and their cautious application in the command environment is likely to eradicate the barriers in the communication process. This is especially applicable for the leaders to prepare appropriate communication content observing the workplace environment i.e. *nonverbal language* and communicate in a manner understood by the subordinates.

Literature Review and Concept Development

Though organisational communication is an age-old concept, researchers of this era have given it a new dimension by relating theories with cultures and practices. Senge[1] has developed new theories on organisational communication that help to learn organisation and systematic thinking on *what to communicate* from the available information in the environment and *how to*

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[1] Senge, Peter Michael, *The Fifth Discipline: The Art and Practice of the Learning Organisation*, 1990.

communicate them effectively. Lesikar[2] has one of the most modern approaches to organisational communication that says, communication is a process by which activities of the society are collected and coordinated at individual and collective level. He identified nonverbal language as an essential means of organisational communication. Nonverbal communication also requires an understanding of how the *bounded rationality* differs from the *perfect rationality* in the communication process as exemplified by Simon[3].

Majority of the concepts mentioned above focus on the organisational cultures and practices in the corporate environment. However, Joseph[4] and Carl[5] have viewed military organisations to be different in essential elements like community life, hierarchy and rules and discipline. Powel[6] and Doty[7] narrated their long military experiences relating to contemporary organisational theories. These literatures give an insight of the challenges of military command environment and emphasise on understanding the undercommands more closely.

Meherabian[8] views organisation as an entity of mechanical process, in which roles and tasks of different entity are interchangeable, i.e., what works in one organisation, is likely to fit in other similar organisations with some variations according to culture. For example, there are variations in the culture among the armies of different nationals or different arms and services within the same army; but the basic soldering is similar worldwide. Therefore, understanding of the nonverbal communications practiced in other successful organisations would be helpful in interpreting the existing challenges in the command environment of Bangladesh Army. Thus there is necessity that modern organisational communication concepts, especially the effectiveness of nonverbal communication being understood in the military as an effective tool in the command environment.

Communications within Organisation

Organisational communication is a process by which activities of the societal behaviours are collected and coordinated at the individual and collective level. Theoretically, it is defined as observable and replicable behaviours that can be transformed into variables by some form of measurement[9]. On the contrary, interpersonal communication is exchanging information between two or more people within the organisation. It is important for building motivation and creating inspiration.

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[2] Rentz, Catherine & Lentz, Paula, *Lesikar's Business Communication: Connecting in a Digital World*, 13th Edition, 2016-17.
[3] Simon, Herbert A., *Concept of Bounded Rationality*, 1996.
[4] Joseph, Soeters, *Handbook of the Sociology of the Military*, 2018.
[5] Carl, Brian, *Command Climate and Ethical Behavior: Perspectives from the Commandant's of the Marine Corps*, 2018.
[6] Powel, Colin, *It Worked for Me in Life and Leadership*, 2012.
[7] Doty, Lt. Col. Joseph & Gelineau, Maj. Joe, *Command Climate*, 2008.
[8] Mehrabian, Albert, *A Wealth of Information about Nonverbal Communication*, 2018.
[9] Senge, Op Cit, p. 19.

Types of Organisational Communication

According to the structure of the organisation, communications can be formal or informal. It is often said that informal expressions are also formally expressed in military. Communication can also be vertical or lateral as per the hierarchical position. Communication between peers or neighboring organisations is lateral that does not involve any authority, while vertical communications move up and down with authority and accountability.

According to the expression, communications are verbal, written, and nonverbal. Verbal and written communication borrows their usual meaning. In the military, verbal communication is as effective as written communication, especially in the battlefield. Effective communication between the leader and led is mostly verbal in the military. Different forms of organisational communications has been summarised below:
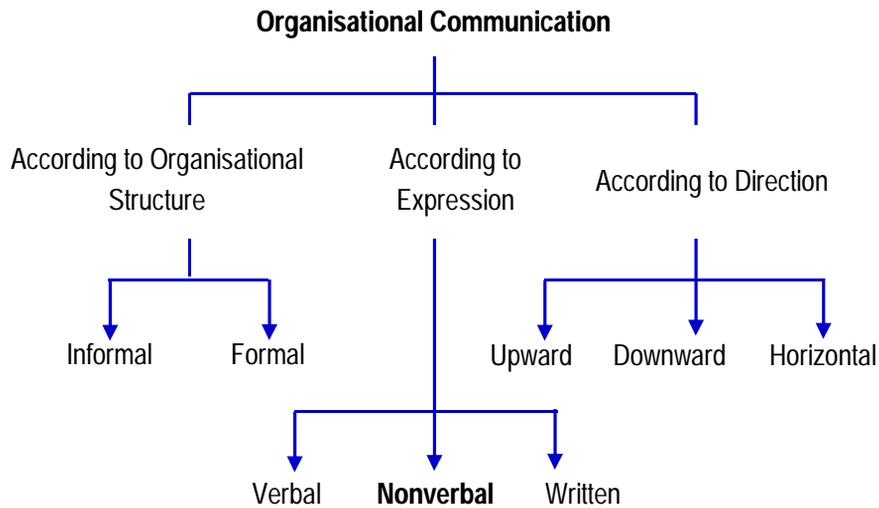
Organisational Communication

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According to Organisational          According to              According to Direction
        Structure                     Expression

    Informal    Formal          Verbal  Nonverbal  Written    Upward   Downward   Horizontal
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Figure-1: Forms of Organisational Communication[10]

Verbal and Nonverbal Communication

Verbal communications are directional and target-oriented. These are most effective ways for upward and downward communication and are suitable for communicating instructions and orders. Verbal communications directly impact the followers' job role in developing their motivation, inspiration, and trust in their leader[11].

Nonverbal communications, on the other hand, occur without words. "It is the body language and environmental context involved in any communication" as defined by

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[10] Compiled by the author having consulted reference footnotes 1 and 2.
[11] Powel, Op Cit, p. 65.

Bajracharya[12]. It is actually how the content is delivered or expressed, not precisely the words spoken. Nonverbal communication differs from organisation-to-organisation and culture-to-culture. There are different nonverbal communications like body language, gesture, handshake, facial expressions, etc. Few nonverbal expression sometimes become similar to signs and signals when they are inherited from culture and tradition.

Both verbal and nonverbal communications are important in the military. Verbal communication is to *say* what one has made up his mind for while nonverbal communication helps to *decide what to say*. One can act rationally if he has access to all the information needed to make rational decisions. According to the concept of bounded rationality, people making decisions in organisations will seldom have complete information. Even if more information is available, they are inclined to pick the first acceptable option[13]. Such access to first-pick information is nothing but nonverbal language. It specifically impacts our understanding and assessment of the workplace environment.

Nonverbal Communications in Military

The military is characterised by a strict organisational hierarchy where commanders make decisions and subordinates execute. Therefore, it is essential that commanders and subordinates must communicate effectively[14]. Alongside verbal communications, nonverbal communications also have prolonged impact on military life. It begins with the first appearance in the morning PT, with the cleanliness and tidiness of the dress and face, with the morning greetings to friends and colleagues, etc Commanding Officer (CO) can easily understand from his adjutant's first appearance of the day if he had a sound sleep on the night before. The morning smile, the dress, the exchange of greetings, shaking hands, etc, are the examples of daily nonverbal communications.

Body Language

Body language is a type of nonverbal communication. The physical behaviours like body posture, movement of eyes, facial expressions, etc, are used to convey information while interpreting body language. It complements verbal communication during personal or social interaction. It is a significant contributor to the overall nonverbal language a person conveys to others. As per Mehrabian's 7%-38%-55% rule, "7% of what is communicated is via what is said, 38% is via tone of voice, and the majority, 55%, is via body language"[15]. Despite having debate about the percentage, it is principally agreed that body language has a vital role in interpreting the attitude of a person.

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[12] Bajracharya, Shraddha, *Non-verbal Communication in Different Cultures*, 2018
[13] Simon, Op Cit, p. 121.
[14] Joseph, Op Cit, p. 251.
[15] Meherabian, Op Cit, p. 240.

Body language is not exactly the sign language. In fact, sign language is complete like spoken language with defined syntax and grammar[16]. Body language does not have any specific grammar system; rather the communicator interprets it in isolation. Therefore, different body languages may bear different meanings to different receivers depending interpretation. Though body languages differ in different countries or cultures, there are some common interpretations of specific behaviour in a community, so does in armed forces. For example, junior soldiers in our armed forces pays a welcome greet to their seniors first by standing on feet (nonverbal) followed by social or religious greeting (verbal).

Facial Expression

Facial expression is inseparable from body language when expressing emotions. The face and the body are observed concurrently in natural proportions while interpreting a nonverbal expression. Facial expression encompasses eyes, eyebrows, nose, lips, movement of cheek, etc. Research shows that interpretation of body postures are more accurate when it is compared with a different or neutral emotion[17]. For example, a soldier feeling angry would probably dominate over others comparing to a soldier in stress would feel weak and submissive. A person shows approaching tendency in dominating situation and avoidance tendency when he is submissive.

Gestures

Gestures are the movements of hands, arms, and fingers during expression. The movements may be voluntary or involuntary. There are different interpretations of Arm gestures. For example, upon entering into someone's office or chamber, it is usually not a welcoming gesture if the individual remains in seat without movement or even moves with folded arms. It could also mean the person is not a mood to listen to the speaker. This is mainly important for staffs to understand commander's state of mind. On the other hand, if the commander notices his officer having an arm crossed over the other during a presentation, which otherwise exposes a lack of confidence, he should make an endeavour to create conducive environment so that the officer regains his dilapidated confidence. Such initiative attributed from a simple gesture not only manages the situation smartly, the commander also owes respect from the undercommand.

Finger gestures are also important to understand. It is sometimes used to retranslate an expression or may express state of well-being of a person. Different positions of the head, (up or down or in an angle), bears different state of mind during personal interaction. A military leader must be able to read these gestures, as far as possible, to ensure that he is communicating effectively.

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[16] Klima, Edward S, & Bellugi, Ursula, *The Signs of Language*,1979, p. 266.
[17] Marina. *Asymmetries of Influence: Differential Effects of Body Postures on Perceptions of Emotional Facial Expressions*, 2013, p. 17.

Dress

One of the leading and effective nonverbal communications in all organisations is dress, which is a symbol of one's status of mind[18]. Dress bears visible facts like color, cleanliness, and style; but gives away lot of information about the communicator. Each set of dress within the dress code is designed for a specific purpose and impression; therefore, seeing the specific dress, one can assess the purpose of the moment and act accordingly. For example, seeing the cadets of Bangladesh Military Academy in a black dress in the class, the instructor quickly understands that cadets possibly had an outdoor class on that day. This communication helps the instructor to make up his mind about the conduct of the class that the cadets are likely to be sleepy. On the contrary, an odd dress in a formal gathering gives out the impression about the individual's state of discipline, choice, and status. Usually, color and texture in dress are influenced by geography, demography, and climatic condition; however, it also portrays one's status and state of mind, especially when there is no color fixed in the dress code.

Handshake

Handshake in the social life is like opening the door for discussion and closing it with an agreement or dismissal. But a close scrutiny reveals much more. Because of the widespread acceptance of this ritual, handshakes are almost impossible to avoid. They are as integral to making a first impression as your cloth, smile, eye contact, or opening remarks. Hands are the messengers of the subconscious mind. Handshake reveals a vast array of feelings: sincerity or insincerity, dominance, submissiveness, inferiority, apathy and deceit[19]. Handshake is a regular greeting ritual in the armed forces on various occasions. It usually indicates confidence and emotion level of an individual.

Salute and Parade

Salute is another important nonverbal communication and widely practised in armed forces. It is a way of exchanging military greetings between superiors and subordinates. A good salute, represented by the smart turn-out, hand position, and proper eye-contact, gives the impression that the individual takes pride in his profession. It is said that a well-disciplined regiment is recognised by the quality of their parade. It shows zeal and enthusiasm and displays high quality of fitness, endurance, and unity.

Impact of Nonverbal Communication in the Command Environment

Command Climate in Bangladesh Army: The Past and the Present

"Command climate refers to the environment set by the commanding officer that enables success for the unit" as said by Carl[20]. It is measured by the core values of the institution. In fact, command climate is not a static behavior of a command environment; it is dynamic over time and

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[18] Rentz & Lentz, Op Cit, p. 540.
[19] Brown, E Robert & Johnson, Dorothia, *The Power of Handshaking for Peak Performance Worldwide*, 2004.
[20] Carl, Op Cit, p. 207.

space[21]. For example, the command environment of an infantry regiment in 1980 and in 2018 is different; it is also different for the same regiment operating in Rangpur, Bandarbans (Chattogram Hill Tracks), or South Sudan (United Nation Mission) i.e. in different geographical locations.

The command environment of Bangladesh Army after its birth in 1971 was mostly influenced by individual heroism. As the army turns out to be structured, institutionalisation took over the individual influence. The command climate is now more complex and challenging than ever before. Significant shift in the command environment was noticed in 90s especially in the post Chattogram Hill Tracts (CHT) crisis period. Operational load reduced and focus shifted to training and administrative excellence. Training gradually became more structured with new books and précis that enhanced our knowledge domain. But the psychological domain of the training, which inspires us to apply acquired knowledge on ground, was partially overlooked. In the history, training was mostly mentoring, which not only makes the trainee effective on ground, but also builds a relation of trust and gratefulness between the trainer (usually commander) and the trainees (mostly subordinate). So, when structured training started to dominate over mentoring, it indirectly impacted the traditional leader-led relation.

Every person in an organisation has value and wants that value to be recognised; every human being needs appreciation and reinforcement[22]. Alongside officers getting more educated and trained, subordinates' educational and social standard also had been upgraded in Bangladesh Army. As per Maslow's need of hierarchy, every human, irrespective of the social and professional position feels right for self-esteem if other needs are fulfilled. When these needs are ignored, the person feels inferior. Factors like zero-error syndrome, micromanagement, accountability without authority, etc in the command environment create barrier in the process of reinforcing the value an individual has.

Impact of Nonverbal Communication in the Command Environment

Human communication is complicated. The verbal and nonverbal expressions have distinct connotation with *personality* and human *behaviour*. As said by Ajzen, "personality is a stable and consistent pattern of thoughts and emotions while the behaviour is an expression of personality in context"[23]. For example, *what we are* is our personality and *what we do* is our behavior; thus, personality usually does not change, but behaviours do. Research shows, behaviour changes when someone's psychological domain is influenced alongside the knowledge domain. As discussed before, majority parameters in the psychological domain is expressed through nonverbal language.

Leaders in a poor command climate hamper subordinates' trust in the command channel. Often when expediency and outcome is prioritised over truth and honesty, truth is likely to be

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[21] Doty & Gelineau, Op Cit, p. 22.
[22] Powel, Op Cit, p. 44.
[23] Ajzen, Isec, *Attitude, Personality and Behavior*, 2nd Edition, 2005, p. 04.

replaced with falsehoods or mixed with half-truths just for showcasing the expectation of higher leaders. As seen in the command environment with micromanagement and undermining authority, leaders hardly show trust to the subordinates' capability. However, subordinates these days generally do not prefer being delegated with task breakdown that leaves no or little room for flexibility in execution; they instead prefer innovation in the outcome than merely following a process.

Because of the increasing dominance of ceremonial activities, written and formal communications dominate in the armed forces over verbal and nonverbal communications. Though written communications being target-specific are more accurate, sometimes the content may not be appropriate if not created from assessing the environment. On the contrary, nonverbal communications have touches of emotion, inspiration, and motivation. With a written order into effect, one can at best deploy troops on the battlefield, but the bullets will turn into firepower only by a motivational oral order, which comes from commander's confidence and trust on the subordinates. Commanders gain such confidence through continual observation and assessment of different nonverbal languages present in his command environment.

Commanders today are expected to be proactive to observe the workplace environment around him, especially his people's gestures and body language. As an accomplished leader, one should identify the changes in the command environment, utilise his personal art of reading these nonverbal languages, and act appropriately.

An Example of Effective Nonverbal Communication from the History

Bangladesh Army is one of the rare armed forces in the world which was born as a necessity of time in 1971. Despite a chaotic situation in the army in the pre liberation days, the Bengali soldiers could effectively communicate to the call for independence by the Father of the Nation Bangabandhu Sheikh Mujibur Rahman. There was no clear verbal order for the Bengali army officers and soldiers stating any specific mission about when and how to revolt, but everyone reacted in harmony as if it were a planned operation. This remains as one of the brightest example of communication through nonverbal language. However, this success did not come overnight; rather the soldiers had been living in a command environment where their silent tears used to be delicately addressed by the native officers.

Common Challenges of Nonverbal Communication

Organisational cultures are continuously in progress, implying that there are numerous challenges in organisational communication. According to Paul Eckman the six basic emotions are "happiness, sadness, disgust, fear, anger, and surprise"[24]. All other expressions may differ from culture-to-culture, age-to-age, and gender-to-gender. Therefore, miscommunication may at times take place depending on the interpretation of a specific nonverbal language.

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[24] https://www.verywellmind.com/an-overview-of-the-types-of-emotions-4163976

Noise

As the orders and instructions flow vertically up and down, *noise* may interfere with the message body. Noise refers to anything that interferes with the communication process between the *sender* and *receiver*[25]. Though noise directly affects the verbal communication, it also influences effective communication process especially during interpretation of content if not observed directly by the communicator. Noise may form part of the original message that it may be filtered or recreated with other's perspective at every stage of message transfer in the communication channel. Thus a leader receiving information with noise, may wrongly interpret the information and would probably be misguided to choose appropriate content for communication. Ultimately the content communicated by the leader down the chain of command will not reflect subordinates' expectation.

Mental Filter

Nonverbal communications is highly impacted due to mental filters. Mental filter is implanted from faulty thought patterns or intellectual distortion. A person with mental filter usually focuses on negative and filter out positive ones[26]. For example, a clear mind sees a glass half-full while a person with mental filter sees it half-empty. Education, training, and social background are notable mental filters among different levels or classes of military personnel. Though commanders have the authority, mental filters of the subordinates often end up with unsuccessful communication.

Rigidity

Sometimes commanders are too rigid to the rules and regulations. Rigidity may establish a leader as honest and upright but often fails to earn subordinates' loyalty. It may be helpful to remember that being rigid to rules and laws in blind eyes is expected from a judge, but a leader is expected to have his eyes open and mind inquisitive. A leader should secure his undercommands' devotion through continuous observation of the nonverbal expressions, interpret those in the right perspective, and bring timely changes in the communication content.

Conclusion

Communication, once initiated, should be successful. As discussed, nonverbal communication is equally important like verbal one especially in the military. Effectiveness of verbal language depends on *how to say* while nonverbal language helps to determine what to say. Therefore, appropriate communication content facilitates successful communication.

As shown statistically that majority contribution to what has been actually communicated is via nonverbal language. Moreover, effectiveness of the communication especially selection of

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[25] Sanchez, Nick. *Communication Process*, UKEssays.com, 2015.
[26] Simon, Op Cit, p. 325.

communication content also vastly depends on individual art of interpreting nonverbal language. Therefore, understanding of the nonverbal language is very important for any workplace. Bangladesh Army is one of the most traditional and reputed organisations in the country. Apart from the common nonverbal languages used as part of the day-to-day work e.g. body language, facial expression, gesture, dress and handshake, the army has few distinct nonverbal languages like uniform (dress), salute and parade.

Organisation being a mechanical process, understanding and interpretation of the nonverbal communications in the workplace environment of other organisations may be helpful in the command environment of Bangladesh Army. However, cultural blending should not be misunderstood with copying from others; rather an organisation should promote its own unique culture. The right cultural elements should be blended in the command environment to uphold the uniqueness of the organisation.

Every person in the organisation demands recognition and reinforcement of the value he has in the society. However, these needs were sometimes overlooked due to some perplexed factors interpolated in the command environment, which otherwise creates barrier in the communication process. Removing noise in the communication channel ensures the content has been delivered unaltered while addressing mental filters through motivation and mutual respect ensures receiver's mindset at an understanding level to that of the communicator. Military communicators also requires to avoid being rigid while interpretation of the nonverbal languages. Since military communications are organisationally more formal, selection of appropriate content would eradicate miscommunication and ensure effective interpersonal communication.

The efficiency in terms of organisational communications can be improved upon every day. The effectiveness of interpersonal communication depends on the receiver's perception of the content, and the efficiency depends on how accurately the commander could assimilate the untold contents from the workplace environment. The faster (reactive) and assertive (proactive) the leaders understand the nonverbal language, the effective and efficient they will be in creating healthy command environment.

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