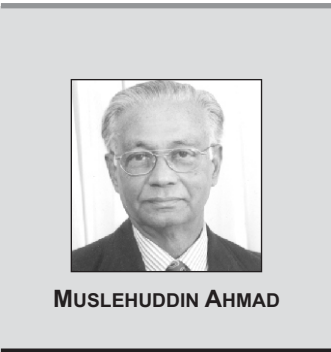


Only possession of nuclear weapon First Muslim woman Nobel laureate can stop unilateral attacks!



PRIME Minister Tony Blair told the members attending the Labour Party's last Annual Conference that "I can only go one way. I've not got a reverse gear". "Going one way" means he has only fixed steering and that also is guided by "remote control". It seems that he does not have even a brake. One feels sorry for the democratic and conscientious British people who are in a state "vehicle" which goes "only one way" and one day may land the British people in a dangerous situation. Time has come to change such a dangerous "vehicle". He also said he would "take the same decision again" -- sounding like a dictator vowing to continue to bulldoze the British opinion on the issue. The leader with such a one track mind may prove himself really dangerous to the world as he already has the finger on the weapons of mass destruction that Britain possesses. The danger is real and could be devastating particularly when such one track mind is under a unilateralist "remote control" across the Atlantic.

After the unilateral attack against a sovereign country -- Iraq, it is difficult to find any difference between "rogue" states and so called "sane" states. Therefore, the argument that weapons of mass destruction in the hands of a "rouge" state is dangerous turns out to be meaningless. Now it seems that unilateralism is the real enemy of world peace and only the possession of nuclear weapons by a state is the only safeguard against unilateral attack!

The proof is already there. Only a dream or ambition to have weapons of mass destruction led to the fall of Saddam and his country lost sovereignty. The situation is quite different with N. Korea which allegedly has the capability to produce nuclear weapon. Only the news that North Korea has some 6 to 12 nuclear bombs has so far prevented military action from America. America knows any preemptive attack against North Korea will put America's ally South Korea and Japan under nuclear attack from North Korea. It's true that North Korea cannot feed its people, but it knows how to defend its sovereignty. After what has happened to Iraqi people, it's no good arguing any more that food is more important than sovereignty. As the world is now facing the real threat of unilat-

SPOTLIGHT ON MIDDLE EAST

crazy unilateral action must be reversed by the UN heavy weights like France, Russia, China, Germany and some others. Their actions so far in the UNSC have shown good results; America is bending gradually towards their position. All efforts must be made to bring the UN back to the driving seat. The UN must take over full control of Iraq and deploy peace keeping forces which practically all countries will contribute.

eral military attack, the only option for a state is to go nuclear in order to defend its sovereignty; there is no other option. As every state has, under the UN Charter, right to defend itself, the development of nuclear weapons, a real deterrent, does not seem to be against the basic common law and justice. Indeed (!) the Nuclear Non-proliferation Treaty (NNPT) today, in the face of unilateralism, stands unjustified, as it is a one-sided treaty that favours the right of some states to have nuclear weapons.

Such a treaty (NPT) appears to have gone against the fundamental provision of the UN Charter and has indeed taken away the rights of sovereign states to defend themselves. If Iraq, like North Korea and other nuclear states, had nuclear weapons, the US would have never dared to attack it. Because such an attack would have forced Iraq to release its nuclear weapons against Israel. As NPT is a one-sided treaty, several countries did not sign this and some had withdrawn from NPT. Today nine countries have nuclear weapons. These are five permanent members of the UNSC and India, Pakistan, Israel and North Korea. If nine countries can have nuclear weapons, what is the harm if 90 other countries have them provided they can afford? Such a situation will stop unilateralism and make the world safer.

As stated before, the "rogue" states, "evil empire" (former Soviet Union) "axis of evil" are the inventions of American Administration. Iran being a member of so-called "axis of evil" is being pursued by the IAEA on the basis of nuclear traces found there, but neither the UNSC members nor the IAEA have ever raised the issue of Israel -- whether it is necessary to look into the Israeli nuclear arsenal. Why the USA and the UNSC members are not asking Israel to declare its nuclear assets? Israel would obviously say it does not have any, but IAEA should be allowed unrestricted access into Israeli military arsenal. Otherwise, IAEA does not have any moral justification and indeed the right to go after other countries on the basis of so-called intelligence reports. It has become necessary to know why there is not even a single intelligence report from USA and UK on

such matters against Israel. Of course, today even such intelligence reports are under severe criticism by their own politicians and law makers as these are often based on second hand reports or even pure guesswork. The worst is the reports by the dissidents (e.g. Iraqi and Iranian dissidents), which are taken as "truth" and placed before the politicians and lawmakers for their policy decisions. This is nothing but cheating in order to pursue a particular regime's own agenda.

It is encouraging that the people and many of the lawmakers of those countries have started expressing grave doubts over their Administration's intentions. Inquiries over these issues have shaken both Bush and Blair regimes. It is so unfortunate that these two regimes have destroyed a country in the name of liberating the people. What has happened is one dictator Saddam -- has been replaced by three Bush, Blair and Bremer, undoubtedly, some form of democracy. Only problem is they don't have the Iraqi citizenship. Apparently they don't need it as Iraq does not have any sovereign status. However, in the process many Americans and Britons sacrificed their lives for no good reason. The poor American soldiers are dying everyday and Rumsfeld was reportedly comparing their deaths with those dying in New York and elsewhere in America.

Bush-Cheney-Rumsfeld have done greatest harm to the people of America. The Americans who were loved around the world for their achievements in scores of areas including education, research, medicine, law, democracy etc. are now not only hated, they are unsafe in many parts of the world and particularly in the Middle East. This means that the ordinary Americans are now paying the price for their administration's disastrous unilateral actions that defied the UN Charter. The UN has not only been marginalised, it has been made irrelevant by such unilateral action. If a man like Blair, so educated and intelligent, certainly much different from his good friend from the other side of the Atlantic can "go only one way" which was, of course, a wrong way, anybody at the helm of affairs

of a state can decide to "go one way" -- the way of his choice. The choice could be what Bush-Blair have shown -- unilateral action.

This type of crazy unilateral action must be reversed by the UN heavy weights like France, Russia, China, Germany and some others. Their actions so far in the UNSC have shown good results; America is bending gradually towards their position. All efforts must be made to bring the UN back to the driving seat. The UN must take over full control of Iraq and deploy peace keeping forces which practically all countries will contribute. The US and the UK forces must leave. This will automatically bring confidence among the Iraqis and restore calm in Iraq. This would also be good for America as there will be no more American casualties and for America this will be an honourable exit from the veritable desert hell.

Muslehuddin Ahmad, a former Secretary and, is Ambassador Vice Chancellor (Designate) of Presidency University



THE Iranian female human rights activist Shirin Ebadi (56) suddenly became a celebrity all over the world on October 10. A lawyer and one of Iran's most prominent human-rights defenders campaigning on behalf of women, children and outspoken Iranian dissidents received the 2003 Nobel Peace Prize. She became the first Muslim woman to win this honor in the prize's 102-year history. On the 10th of December this year, she will receive a medal and US \$1.3 million.

Ebadi has pursued her human rights activities criticizing the rigid interpretation of precepts of Islam, in particular to the divorce and inheritance laws. She once said, "My problem is not with Islam, it is

with the culture of patriarchy." She told Britain's Guardian newspaper in June, "Practices such as stoning have no foundation in the Qu'ran". For twenty years, she has been putting out the message, it is possible to be Muslim and have laws that respect human rights. She said, "What is worse is that people who have power in Muslim countries, violate human rights in the name of Islam."

Ebadi has had a chequered career. Although she became the first woman judge in Iran in 1974, she lost the post during the Islamic revolution in 1979. She turned to teaching in the university and at the same time became a human rights activist. She maintained a high profile in her feminist struggle by writing many books and articles. She has continued her pioneering role setting up a non-governmental organization, the Center for the Defence of Human Rights, in Iran.

She also defended Iranian dissidents in the courts. It was reported that two of her clients, liberal intellectuals, Daryoush and Forouhar were stabbed to death in a series of killings in 1998, which allegedly turned out to be the work of 'rogue elements' in the intelligence ministry. She spent time in jail for attending a conference in 2001 on Iranian reform in Berlin. She also suffered a professional ban. All this brought her increasing outside recognition from human rights groups abroad.

Ebadi was selected from a field of 165 candidates for the prize, among them Pope John Paul II and former Czech President Vaclav Havel who was a human rights activist during the communist regime. The Oslo-based Nobel Committee awarded the prize to her with the following citation, 'for her efforts in democracy and human rights.' Reacting to the news, Ebadi said in Paris that she would return soon to Iran and the prize was very good for me, very good for human rights and very good for democracy in Iran.'

She wasted no time in pursuing her bold fights for human rights, calling for release of political prisoners in Iran but warned the USA not to intervene in her country's affairs. In a direct swipe at the United States which had singled out Iran along with Iraq and North Korea as the 'axis of evil', after winning the award, she said, 'the fight for humans rights in Iran is conducted by the Iranian

BOTTOM LINE

Ebadi stands for tolerant Islam and believes that conservative interpretation of the fundamentals of Islam does not bring any benefit to Muslims. Islam is a religion for all times as it professes peace, harmony and compassion to all. The Nobel Committee said Ebadi's struggle for human rights in Iran was daunting and that it hoped the prize would encourage those inside Iran promoting human rights and democracy.

and we are against any foreign intervention in Iran.'

Ebadi also criticized the situation in Iraq under the US-led occupation since the war to topple Saddam Hussein. She said, 'Today in Iraq people have no drinking water and electricity. Without these basic needs met how can you have human rights?' She also described the state of human rights in other Muslim countries in the Middle East as not good.

While supporters of the reform movement in Iran were delighted, hardliners who do not share her liberal views were not pleased to see the outside world honouring her. However, two women MPs out of 13 in the Iranian Parliament, told the French news agency AFP, that it was a source of pride for Iran's intellectuals. Shar Banu Amani, MP, said, 'I hope that the people who do not approve of her will now reconsider their position.' Elaheh Koulale, another reformist female MP, said, 'the prize shows the world community that the democratic process in Iran is going forward.'

However, critics and observers inside and outside of Iran say that the prize was politically motivated as was in the case of Aung San Suu Kyi in Myanmar, who received the Peace prize in 1991. Iran incurred displeasure in the West for allegedly building nuclear weapons. Furthermore this year students demonstrated on the streets for more democratic reforms as promised by 'President Khatami but rejected by the hardline clerics.. A commentator from a hard-line newspaper *Resalat*, Amir Mohebian, reportedly said, This prize carried the message that

Europe intends to put further pressure on human rights issues in Iran as a political move to achieve its particular objectives.' Some political observers see it as a further attempt by outsiders to intervene in Iranian politics.

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Barrister Harun ur Rashid is a former Bangladesh Ambassador to the UN, Geneva.

Communication in organisation

A few novel methods on hand

KAZI ALAUDDIN AHMED

FOR the manager of any organisation, communication is inevitable. In fact, his achievements, successes and failures depend much on how effective he has been in communicating with his men. Communication, or rather, effective communication can be a real boost to improving individual performance on the job. Failure on the part of the manager to give his reaction to someone's output is likely to impede the flow of production. It can also deprive that person of the essential information that could have a positive effect on his performance. Conversely, the manager's failure to find out what is going on in his organisation, or what his people are thinking, deprives him of some essential information that he needs to effect improvement to his own performance.

Some managers hoard information like treasure. They feel that as long as they hold some information others do not have, they have control. It is true that sometimes having relevant information can keep oneself in charge. However, deliberate concealing of information can create unholy division within the enterprise and internal rifts, eventually destroying the integrity of the organisation. The working relationship is thus terribly impaired at the cost of the organisation itself.

It is for the manager to ensure free and unimpeded flow of information and in this, he plays the role of a captain, not a mere referee. Just as a successful football game requires that the team hear the captain's signals, successful performances demands that the members of the organisation have all essential information to build their own collective and individual strategies. There is yet another way restricted information flow weakens the organisation. If the manager is keen to take all the credit for the work performed by his subordinates, he is unknowingly inviting them to find their own sources of communication. As a result the manager finds himself isolated from the inward flow of information because people from outside learn to contact the real sources of output.

The manager must make his own decisions and he has hardly anyone to turn to in the decision-making process. However, he cannot keep himself aloof from his associates. It is true that aloofness and isolation still linger in the modern organisation, but the element of isolation assumes dangerous proportions when it turns into insulation instead. This is a phenomenon often seizing a manager in dealing with others. In such a situation he refuses to listen to others and appears more prone to be complacent with his own knowledgeability or expertise. Such attitudes are the real barriers to communication.

Accessibility and responsiveness are essential to effective management. Certain experiments in the past have proved beyond doubt that the productivity of individual employees can be raised by formal recognition of their importance in the organisation.

In many works on communication we have glimpses of the several rules which go a long way to make communication really effective. The numerous elements in these rules comprise clarity and precision of expression, timeliness of message, and the dynamics of action. A manager's communication strategy consists of at least five techniques of particular importance.

Briefly, the rules are:

i) The manager will neither be afraid to tell his subordinates whenever he finds them doing a thing in a wrong way as may affect their performance. It has to be assumed that the people at work want to do their jobs properly. Unless they are told that they are doing their work wrongly they will never know, and remain somewhat complacent with their performance. They must also be told how they can do their job in a better way. If the manager demonstrates his genuine interest in the welfare of any individual employee, the latter will surely accept the criticism in good grace.

ii) In the same breath the manager has to ensure that the message communicated is understood by those whom it is meant for. Care has to be taken that highly specialised jargon does not get in the way of understanding. The specialist must adapt his message to the language of his audience as far as possible. This may necessitate replacing some technical terms with non-technical ones in order to enable easy understanding of the target people. The use of pictures for illustration may also be of great advantage in such a situation. In any case, the level of understanding of the audience will have to be seriously kept in view.

iii) The third rule embraces the path of influence. Here, attention is drawn to the two interesting features of human enterprise. They are designated as formal and real organisations. The first appears only on paper while the second is extant in actual practice. The lines in the organisation chart indicate the span of control and accountability of each individual position. But they do not speak of communication. Despite indications of the power centre in an organisation chart, the actual power vests with the people who take care of the daily activities of the enterprise. These are the people to whom all communications have to be addressed for taking necessary action. For here lies the real sources of authority that get things rolling irrespective of their position in the hierarchy.

iv) Inward flow of information should brook no delay from a manager's point of view. The manager quite often will have to go hunting for information. The essential qualities of an effective executive, among others, are that he must be both a prober and a questioner. The individual who is shy of asking questions, fearing his ignorance will then be exposed, can hardly have a responsible place in management.

v) Finally, the managers should have at his disposal the means to disseminate information, ideas, and directions. He can do this directly or indirectly through the use of "trial balloons" and planned "leaks". Indirect means of communication have the advantage of maintaining anonymity and leaving room for retreat. They also provide a shield against initial criticism of an unpopular idea. Indirect communications can also gradually condition employees to accept ideas that they might otherwise oppose.

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