

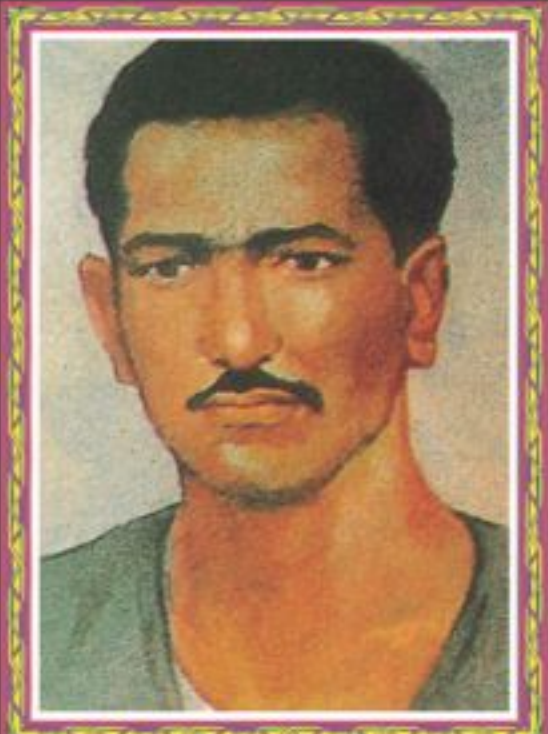
THE VALIANT SONS OF OUR SOIL-WE WILL EVER REMEMBER YOUR SUPREME SACRIFICES



Shaheed Captain Mohiuddin Janangir, Bir Sreshtho



Shaheed Sepoy Mostafa Kamal, Bir Sreshtho



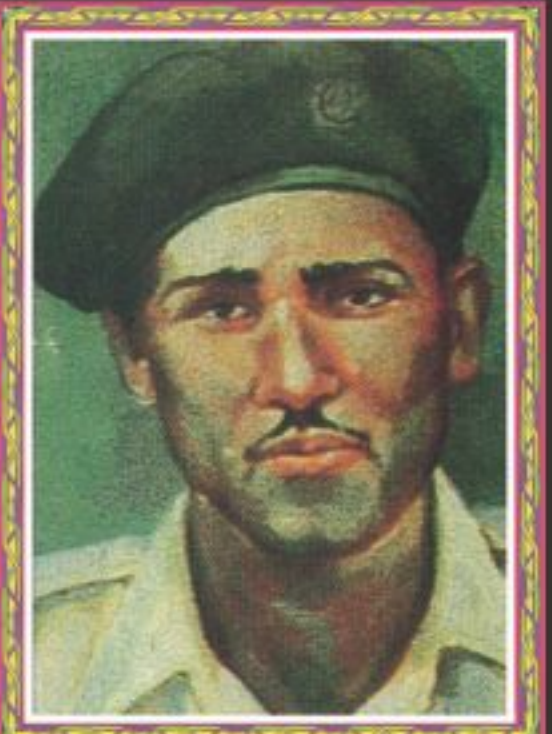
Shaheed Sepoy Hamidur Rahman, Bir Sreshtho



Shaheed Engine Room Artificer-1 Md. Ruhul Amin, Bir Sreshtho



Shaheed Flight Lieutenant M. Matiur Rahman, Bir Sreshtho



Shaheed Lance Naik Nur Mohammad, Bir Sreshtho



Shaheed Lance Naik Munshi Abdur Rouf, Bir Sreshtho

ARMED FORCES IN NATION BUILDING ACTIVITIES

Wing Commander Munsur Ahmed, Engineering

(continued from first page)



f. **Development Works in Hazrat Shahajalal International Airport:** Bangladesh Army could successfully complete the works of land scaping & grading along with shifting of 'STORM WATER DRAIN' of western side of the runway to bring the

state of Drainage system of the Hazrat Shahajalal airport up to international standard.

Bangladesh Navy: Bangladesh Navy remains ever alert in safeguarding the sovereignty of national sea areas. Bangladesh Navy also actively remains involved in various nation building and development activities as follows:

a. **Anti Smuggling Drive:** Bangladesh Navy conducts anti-smuggling drive throughout the year. The anti smuggling cell of Bangladesh Navy could seize various smuggled items worth of remarkable value from smugglers in the Bay of Bengal during its routine patrol in last one year.

b. **Relief, Rescue & Salvage Activities:** In the recent past Navy was instrumental in all natural disasters to help the distressed people of southern districts and different islands of the country. In addition, Navy is one of the first organisations to respond to any marine accident, salvage and fire hazard at sea or adjacent areas.

c. **Keeping Seaport active:** Import & Export activities of both the seaports Chittagong and Mongla are in full swing under the direct management and supervision of Bangladesh Navy.

d. **Operation Jhatka.** Bangladesh Navy seized around 43 lac Square Meter illegal fishing nets (current net) and Jhatka fish of worth around Taka 32 crore during Jhatka operation of FY 2011-2012.

e. **Maritime Industry:** Construction of 14 ships is undergoing in Khulna Shipyard with relentless efforts of Bangladesh Navy, which is a matter of great pride for our country. Specially, the first ever warship building project in Bangladesh is underway in Khulna Shipyard. Besides, Narayanganj Dockyard is contributing to the national economy through manufacturing and repairing of Ro-Ro ferry, Tug Boat, Inland Water Vessels etc.

f. **Technical Education:** Bangladesh Navy Dockyard Technical Institute provides technical education to a considerable number of jobless youths and private Marine Academies every year to convert them into skilled manpower.

Bangladesh Air Force: Bangladesh Air Force remains ever vigilant to keep the airspace of Bangladesh free from all hostile intruders. Few salient nation building activities of Bangladesh Air Force are:

a. **Disaster Management:** Three Helicopters of Bangladesh Air Force are kept ready round the clock for conducting search and rescue operation after any natural disaster. Due to such preparedness, Bangladesh Air Force could reach the Sidr and Aila affected victims of south and south west part of Bangladesh within shortest possible time.

b. **Fire Fighting and Rescue Operation:** Bangladesh Air Force has been extending all-out support to the civil administration in times of need for mass scale Fire Fighting and post-accident rescue operation. Helicopters of Bangladesh Air Force reached immediately over the scene of fire accident that occurred in NTV building and Bashundhara City Complex in 2007 and 2009 respectively.

c. **Support in Hilly Areas:** Bangladesh Air force regularly supplies ration, medicines and carry out medical evacuation and troops transportation for Bangladesh Army deployed in hilly region.

d. **Vigilance at Sea:** Air force is regularly assisting Navy for the overall safeguarding of sea area through air surveillance and search and rescue service.

e. **Economic Development:** Bangladesh Air Force is carrying out maintenance, repair and overhauling of almost all types of fighter aircraft, helicopters and other relevant equipment which ensures saving of foreign exchequer. It is expected that the recently established 'Bangabandhu Aeronautical Centre' will be able to successfully carry out maintenance, repair and overhauling of F-7 fighter aircraft.

Bangladesh Armed Forces in International Arena:

a. **UN Mission:** In establishing global peace, today Bangladesh has become a renowned name worldwide. Bangladesh Armed Forces have so far completed 54 missions with the participation of 1,13,146 members since 1988 successfully.

b. **Rescue Operation:** Bangladesh Armed Forces have been playing important role in disaster management both at home and abroad. A C-130 cargo aircraft of Bangladesh Air Force was sent with relief items to Japan in 2011 to provide support to earthquake and Tsunami victims.

Armed Forces in National Development:

a. **MRP and MRV Projects:** Bangladesh Army has been in close co-operation with the Ministry of Home Affairs in implementing Machine Readable Passport (MRP) and Machine Readable Visa (MRV) projects since 2009.

b. **Education Sector.** Armed Forces of Bangladesh have been imparting quality education facilities in primary, secondary and higher secondary level. Each individual service maintains schools and colleges inside cantonments. Besides, civil students are also getting admission facilities in Bangladesh University of Professionals (BUP), Military Institute of Science and Technology (MIST) and Armed Forces Medical College (AFMC) etc.

c. **Welfare of Autistic Children.** For physical and

psychological development of the retarded children, special autistic children school 'Proyash' run by Bangladesh Army and 'Ashar Alo' by Navy are making commendable efforts in this field.

With the spirit of Liberation War of 1971 in the heart, the members of Bangladesh Armed Forces are working shoulder to shoulder with people of all strata of life in nation building and development activities. The Armed Forces are the symbol of our sovereignty and in any critical juncture of our

MANAGEMENT OF DEFENCE IN THE 21ST CENTURY

Air Commodore SM Shahnewaz, ndc, psc



resources. The rapid expansion of industries in the west, during the 19th century boosted the knowledge-based theories on management. The new researches in the 21st century have given an impetus in learning and understanding the skills of effective management.

Drawing lessons from the past history, in today's context a set of management tools or functions are derived which are as relevant as those were centuries ago. These tools are applied regardless of whether management is taking place in the public sector or in the private sector. These commonly known and widely used tools are Planning, Organizing, Commanding (or Leading), Co-ordinating and Controlling.

Tools of the Management Task

Planning. Without a clear plan, it is not possible to know the objectives to be achieved using the various resources. The best plans start with good information which has always been an important resource. Collection of information, use of appropriate information and ultimately management of information help commanders formulating his plan of action. The theorists in the current days have formulated that a planning should be 'SMART'-meaning to say, S for Specific, M for Measurable, A for Achievable, R for Realistic and T for Time-related.

Organizing. After the proper planning the task of organizing becomes easier. For effective implementation of the plan, it is necessary that resources, like People, Money and Equipment are brought together to be used to their best effect. As defence equipment is increasingly getting expensive, so the requirements need to be balanced against the demand and financial capability.

Commanding. Effective command essentially concerns the direction and leadership in the defence. A commander needs to take ultimate responsibility for which there must be authority. A good commander, rather than relying on authority, will try to persuade or motivate others to do their jobs better, faster and more efficiently.

Co-ordination. The co-ordination task deals with uniting and combining the efforts of all parts of an organization in the achievement of the goals as defined in the planning stage. It involves integration of various sections, ordering and linking the various activities that need to be carried out and maintaining effective communications.

Controlling. The task of controlling begins with the standards, which are determined in the objectives of the planning role and ends with a satisfactory completion of the same. A proper controlling ensures quality and performance monitoring, which allows for corrective actions and avoids waste of resources and efforts.

Challenges and Changes

Defence is a complex, dynamic and at times, a difficult task to manage. Globally, no two countries will adopt a single best way to plan, organize, command, co-ordinate and control the defence functions. For a defence force, at the national level, a set of policies needs to be translated into doctrinal principles that will provide strategic directions and in turn help shaping commander's strategy at the appropriate levels. The scarcity of tangible assets, specially money makes the task of governing and managing defence a demanding subject.

Over the last few decades, there had been a process of transformation in the defence sector. The development of information technology allowed the collation and distribution of information on a scale that would have been nearly impossible using manual systems. The resulting approach to managing defence brings together two main streams of thoughts. One is the institutional economics which advocates that the policy and doctrine should uphold the principle of choice for service users. The other school of thought called managerialism which indicates that management expertise should take precedence over other professional or technical knowledge. While these two approaches do not necessarily lead to the same end state, the fusion of the two leads to a clear set of doctrinal principles which should be administered by good orders and impartial bureaucracies.

By and large, effective commanders require good managerial skill and specialist know-how if they are to deliver good jobs, if true value for money is to be achieved. It also demands for integrity, wisdom and courage to fulfil the interest of the nation or state. Eventually, commanders' managerial practices must be open and transparent to scrutiny and individuals at all levels must be held accountable for their actions as well as organizational outcomes.

End Comments

Globally it has been seen that the military is as susceptible as the rest of the society to the effect of changes and transformations. Armed forces around the world are embracing democratic reforms to ensuring good governance

with a positive approach of good management and leadership to professionalize their forces. This ultimately contributes to the wider security of the state. The concept of changed society tends to be managed with a vision and plan. The vision tells us about the destination which is the ultimate goal. The realization and implementation of that vision is neither an easy nor straightforward issue. It needs careful strong leadership and a competent management and it is expected that our Armed Forces would also successfully embrace this changed new concept and manage their forces for greater national interest.

MARITIME CRITICAL

INFRASTRUCTURE PROTECTION

Cdr M Waseem Maqsood, (G), psc, BN



The nexus of globalization - one of the macro trends of the late twentieth and early twenty-first centuries has proven to be the key contributor for the growth of maritime trade on the global commons. It led the countries to expand Maritime Infrastructure (MI), containerized trade, sea based energy supply chains etc. Bangladesh, being a littoral country is economically dependent on maritime trade. As a maritime nation, Bangladesh should ensure necessary measures against an attack on Maritime Critical Infrastructure (MCI) which may cause major economic disruption. Considering current maritime multi-agency capabilities, logical and effective solutions can be devised for Maritime Critical Infrastructure Protection (MCIP).

Nearly 60% of the world's population live within 100 km of the water front. Linked with maritime trade, the littorals are the nucleus of intense economic activity of the world and pivot on a complicated maritime infrastructure which provides the sinews for the economic growth and comprehensive development of the state.

MI is fundamental in maintaining the link to the sea. MI includes Ports, Maritime Transports, Oil and Gas Terminals, Inland Harbours, Ship Building and Repair Industries, Naval bases etc. Therefore, a successful attack against these infrastructure could incur long-term detrimental effects on our national economy.

Threat Matrix

Threat matrix in this era has put the whole maritime domain under pressure and the world economy at stake. Specially after 9/11, the Global War on Terror has created a number of vulnerabilities in this traditional outlook. No country is left out from this threat matrix and our country is not the exception. In this situation, the probable threats to our MCI are:

Internal Threats from Rogue Actors: These actors may be internal elements, who have an intimate knowledge of operations & facilities and access to transportation and port assets.

Growth of Maritime Criminal Activity: Robbery and petty theft in the coastal area is a concern for Bangladesh. Terrorists/miscreants can mimic or partner with criminal enterprises and cause havoc to our economy.

Lack of Monitoring: Bangladesh lacks in sufficient means to monitor maritime activity. Terrorists in peace time and enemy in war time can capitalize on this weakness.

Stand-Off Attacks from the Sea: Threat of short-range missiles and cruise missiles from enemy will be a major concern during war time.

Likely Impacts

Economic Impact: A successful attack on MCI would affect the trade in far greater proportion than the actual damage. For example, during the Persian Gulf Re-Flagging Operations of the late 1980s, the greatest impact on the shipping of oil was not only the damage to tankers inflicted by the Iraqis and Iranians but it increased insurance cost of operation considerably higher.

High Visibility/High Casualties: Ports are located in major centers of commerce, usually surrounded by large cities. An attack on a port could be highly visible and potentially the scene of mass conflagration.

Ease of Attack: Sea presents distinct advantages to a dedicated attacker, particularly when using maritime terrorism. The recent attack in Mumbai is an example. Water is not only an efficient transport medium but also a legitimate commercial traffic for enemy for any mask movement prior to an attack.

MCIP - A Modern Concept

The SPECTRONIC (Security System for Maritime Infrastructure, Ports and Coastal Zones) initiative addresses observation and protection of MCI. All accessible means of observation of those infrastructures are networked via an Onshore Control Center for ultimate security of MCI against being damaged, destroyed or disrupted by deliberate acts of any potential enemy.

Maritime Domain Awareness (MDA): Optimization of collection of information allows achieving the MDA, where trends can be identified and anomalies can be differentiated.

Fix the Security System: Security system will be fixed properly through developing facilities of Port Control, Offshore Radar System, automated Identification System, Port Control Camera System, Waterside Security System and Thermal Imagery System.

Interoperability: Interoperability and sharing of information among authorized maritime agencies on required sectors through regulatory bodies will help eliminate the threat.

Public-Private Information Sharing: Automated Targeting System (ATS) will have to be introduced, where all commercial data like better cargo descriptions, identification of seller and purchaser, the goods point of origin, country from which goods' are exported, ultimate

consignee, exporter representative, name of broker, shipment etc could be included.

Improve International Cooperation: Adopting SPECTRONIC will encourage the international community for cooperation or global partnerships. It will help to facilitate the rapid and most effective deployment of forces to meet crisis even against multiple threats.

The overall Maritime Security System for MCIP in a developing country like Bangladesh may seem as a luxury due to her budgetary constraint. However, considering the highly equipped non-state actors, this step is urgent for country's survival.

LIBERATION WAR & BANGLADESH ARMED FORCES

Lt Col K M Amirul Islam, AEC



The Independence War of 1971 is the brightest chapter in the history of Bangladesh. In quest of our own motherland, we had to sacrifice three million precious lives of this soil. The supreme sacrifice of those martyrs earned us the red-green national flag and our rightful place in the world Atlas. In those decisive nine months long war, either directly or

indirectly, all men and women folk participated with unprecedented cohesiveness. Bangladesh Armed Forces came into being in the backdrop of that armed struggle. The three forces' valiant members along with all other freedom fighters formed an invincible resistance, conducted combined assaults on the brutal Pakistani forces and outsmarted the strength and morale of the occupation forces. The Armed Forces Day takes us back to those countless days epitomizing the unparalleled examples and selfless sacrifice of countless freedom fighters.

The Pakistanis in accordance with a well designed plan waged the war against us. Before the month of March, two Infantry Battalions (13 Frontier Force and 22 Baluch Regiment) were brought in, many Bangalee officers and soldiers were posted to West Pakistan and 29 Cavalry was brought into Rangpur from Rawalpindi. In the pretext of "Operation Search Light", on the dark night of 25 March, 1971, the Pakistani forces initiated a genocide of the Bangalee nation cracking down on the intelligentsia, political leaders, journalists and innocent civilians including women and children. Our only option was to put up an armed resistance.

Immediately after forming the temporary Government in Mujibnagar on 17 April, 1971, Colonel (Retd) M A G Osmany (Later General) was appointed the Commander-in-Chief of the Liberation War Forces. General M A G Osmany, with his mostly raw and young freedom fighters led a war against heavy odds and fought against a trained, numerically superior regular army. For further precision in the theatre of operations, all the sector elements were divided into two groups. One of those comprised of the regular forces and members of EPR (presently BGB) and the other one consisted of guerrilla forces trained in different sectors.

The military officers led the sectors and sub-sectors against the Pakistani aggressors. All the freedom fighters with philanthropic zeal fought for the motherland, but the involvement of various Bengal regiments merit special mention. At the same time, invincible mindset of a significant number of Bangalee Army officers formed the nucleus of the Liberation war. Sense of patriotism and dutifulness as conscious citizens inspired our Bangalee soldiers to accomplish such a daring task. The prudent political support and directive from the temporary government helped our Commander-in-Chief to shape up a formidable fighting force against the militarily superior Pakistani Force.

Since late April, in more than a hundred training camps in India, youths from refugee camps were recruited. After a short guerrilla training, they got spread throughout Bangladesh with limited arms and ammunition. Initially, in combating the Pakistani forces, the Freedom Fighters used to follow the conventional mode of operations. Realizing the unconventional war i.e. the pin-pointed guerrilla attacks to be more effective, the Freedom Fighters were sub-divided into numerous groups to cut off the enemies' road communication and routes of reinforcements.

From the beginning of our resistance against the oppressors, many Bangalee officers and men left the Pakistani Navy and Air Force and joined the Bangladesh Forces in land operations. Eight highly trained Bangalee Submariners then serving in newly acquired Pakistani submarines in France escaped and joined the freedom fighters in Bangladesh. They organised naval commando training for the selected youngsters of different refugee camps. It was due to the concerted attacks by the naval commandos that the Mongla and Chittagong sea Ports became ineffective for the Pakistani forces.

In combating the Pakistani force in air space, Bangladesh Air Force started its journey with 58 air crew on 28 September, 1971. Those Air Crew having obtained training at Dimapur, Nagaland of India, with only one Otter, one Allouette and one Dacota-3 launched a resolute assault against the Pakistani forces. At last, the Joint Forces of India and Bangladesh since 3 December inflicted the killing punch to the enemy leading to the final victory on 16 December 1971 through the historic surrender of Pakistani Forces.

Our treasured independence was achieved through the direct engagement of the people from all walks of life in the battlefield. The Bangalee members of Army, Navy & Air Forces were fully motivated to lay their lives for the cause of the motherland and gallantly fought shoulder to shoulder with all the common mass. Therefore, let us vow on the occasion of the Armed Forces Day that we all will stand as one unity against the enemy to safeguard the sovereignty of our beloved motherland at any cost