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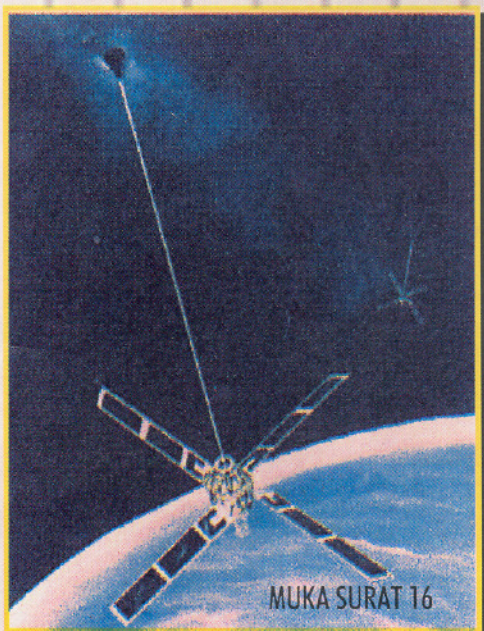
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JURNAL TENTERA DARAT MALAYSIA

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REVOLUTION IN MILITARY AFFAIRS FORCE DEVELOPMENT: A MALAYSIAN PERSPECTIVE

Lt Jen Dato' Adenan bin Hj Mohamad Zain

INTRODUCTION



In military affairs, necessity often is the mother of revolution. Throughout the history of warfare, nations pursued innovation to increase relative military effectiveness. There were significant times when innovators under the pressure of wars, drew together key technologies into unusual tactical and organisational applications. The Germans for instance developed "infiltration" tactics by small units during 1917-1918 in an effort to overcome the defensive fire power of the machine gun against massed infantry. The British, during the same period, developed the "combined-arms" infantry artillery tactics to address the same problem. When the Germans later integrated their "infiltration" tactics of 1918 with tanks, radios, Stuka dive bombers, a tactical doctrine emphasizing individual initiative, and the organisational structure of the Panzer division, the result was the "Blitzkrieg" (lightning war) of World War II¹. Whether such transformations are better described as evolutionary rather than revolutionary may be debated.

Throughout history there have been a number of the so-called "revolutions". Gunpowder produced an early military revolution in the western world, is believed to have transformed both land and naval warfare. During the mid 19th

Century, industrialisation revolutionized warfare through railroads, telegraphs, steam engine, rifled guns, and ironclad ships. In more recent times, the mechanisation of warfare during inter-war period led to the development of Carrier Aviation, Amphibious Warfare and Strategic Bombing². The accelerating pace of technological change at the end of the 20th Century combined with associated operational and organisational transformation have altered the character of war over the last two hundred years. Whether evolutionary or revolutionary, many pursuers of warfare confirm that technology driven Revolution in Military Affairs (RMA) have occurred in the past and can be expected to occur again in the future.

The debate over RMA goes on. Given the potential impact and long-term implications of RMA, even the historians have joined in the academic cross-culture discourse³. According to some historians, RMA may have begun as early as the 14th Century and continued with increasing frequency.

In the 1980s, when a variety of new generation weapons entered combat service in the United States (US), it brought along a qualitative change in the way wars would be fought in the future. Many analysts believe that for the first time in history it allowed military- tactical as

¹ NG Review, issue One, Feb 1999-http://northgrum.com/news/rev_mag/review_08.

² Jeffrey McKittrick, "The Revolution in Military Affairs"-http://www.airpower.maxwell.af.mil/aircronicle/chap_3.html.

³ William Murray, "Thinking About Revolution in Military Affairs", JFQ Summer 1997.

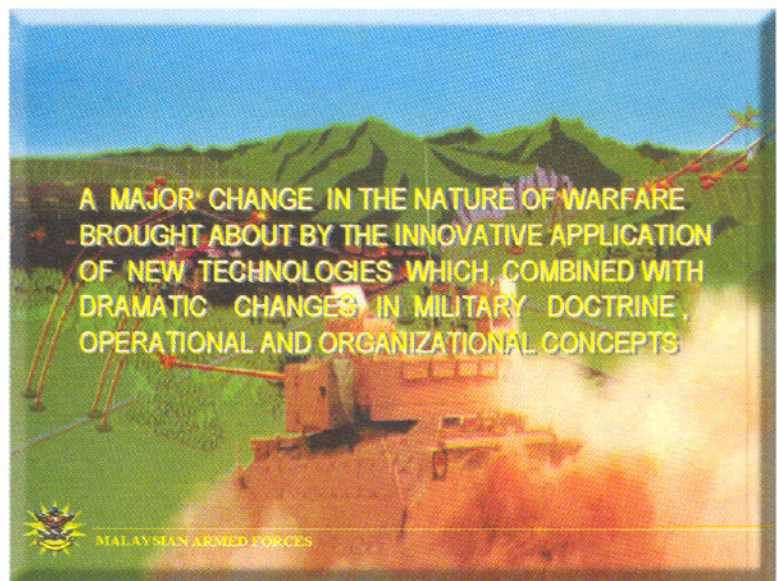
well as military-strategic goals to be achieved at the beginning of a war without necessarily having to go through the tactical and operational phases. In 1984 the Chief of the Soviet General Staff, Marshall NV Ogarkov who observed these developments including those of automated reconnaissance and strike complexes and new control systems defined the phenomenon as a "Military-Technical Revolutions" (MTR)⁴. But analysts in the US who looked at it as nothing more than historical discontinuities in the conduct of war caused by the advent of new technologies and weapon systems, called it "Revolution in Military Affairs". It is believed that this change of terminology was meant to capture the non-technical dimensions of military organisations and operations, the sum of which provides a large part of the overall military capabilities⁵.

Many military analysts feel very strongly that the potential of this RMA was actually displayed during the Gulf War of 1990-91, calling it a demonstration of possibilities. Since then, the terminology has stuck with US military. Consequently, many nations and armed forces of the world are seriously considering RMA in their force developments.

Therefore, the aim of this article is to discuss the Malaysian perspective of RMA with specific reference to the force development. The objective of this discussion is to examine how Malaysia vis-à-vis the Malaysian Armed Forces should approach RMA in developing its own forces in the light of its economic, military and social obligations.

INTERPRETATIONS

RMA is interpreted differently by different people as advanced by a variety of military officers, civilian officials and academic analysts. The notion that the world has entered a period of revolutionary change in the conduct of war has several origins. Those who subscribe to such view that RMA has begun, sees RMA as a major change in the nature of warfare brought about by the innovative application of new technologies which, combined with dramatic changes in military doctrine and operational and organisational concepts. They are of the view that RMA fundamentally alters the character and conduct of military operations⁶. Such RMA is now occurring and those who understand it and take advantage of it will enjoy a decisive advantage on future battlefields.



According to those who propagate such theory, history would appear to suggest that the synergistic effect of common preconditions of technological developments, doctrinal innovation and organisational adaptation alone could enable

⁴ Theodore W. Galdi, "Revolution in Military Affairs?" CRS 95-1170F-<http://www.fag.org/man/crs/95-1170.htm>.

⁵ Jeffry, op cit.

⁶ Eliot E Cohen, "Advanced Technology and Future Warfare," Mideast Security Policy Studies. No 28 Sept 2001.

full realisation of RMA. They reiterated, that even as technological advancement would serve as a prerequisite for RMA, technology alone cannot provide enhanced cutting edge cost-effectiveness. In the "Blitzkrieg" of World War II, only when the Germans combined speed, surprise and deception with superior tactical and operational performances were they able to attain a level of operational superiority to which the allies were unable to adopt in time. It is the increasing recognition of the importance of the doctrinal and organisational elements that has led to the term RMA gaining currency over expression such as Military Technical Revolution which implied that technology alone was the predominant factor. Mere invention of technologies, it is argued, is not enough. This must be developed into practical military systems, or "a system of systems" as technologies becomes more complex.

There is another school of thought, which advocates that many of the changes highlighted by the debates over the Revolution in Military Affairs may take place in the relatively distant future. They argue that even in the wake of the overwhelming victory of the coalition forces in Operation Desert Storm, a good deal of discussion is still taking place, whether the world had witnessed a Revolution in Military Affairs. They contended that the concept of RMA itself, its constituent elements, and the timing of its occurrence remain subjects of continuing debate. It is their belief that a true Revolution in Military Affairs is unlikely but rather there will be continuing evolution in equipment, organisations and tactics to adjust to changes in technology and the international environment.

The difficulty that arises in following the current debate over the RMA is because some

use the term as referring to *the revolutionary technology* itself, which is driving change⁷. Meanwhile, others use the term as referring to revolutionary *adaptations* by military organisations that may be necessary to deal with the change in technology or the geopolitical environment⁸. And still, there are others who use the term to refer to the revolutionary *impact* of geopolitical or technological change *on the outcome* of military conflicts regardless of the nature of that particular technology or the reaction of the participants to the technological change⁹.

Further impasse has been created when some other parties argue that the present day interest in RMA concept stems largely from the Information Technology (IT) revolution and the realization of its potential military applications. These proponents of IT pointed out that this is particularly so in the areas of command and control, communications, intelligence, surveillance, reconnaissance and electronic warfare¹⁰. Of great importance in this sphere of the said revolutions are the military applications of combining IT developments with developments in other technology areas for example stealth technology, space technology (especially communications satellites) and in precision guided munitions. Quoting "Operation Desert Storm" of the Second Gulf War in 1991 and "Operation Allied Forces" in Serbia and Kosovo by NATO forces in 1999, the advocates of IT revolution swear that there were two large scale demonstrations of a new style of warfare incorporating these technologies. They concluded that the synergy from combining the separate technological development has opened up possibilities that were scarcely imaginable even two or three decades ago.

From the foregoing arguments, it is quite obvious that there is a major problem in interpreting such a complex phenomenon. Some writers suggest that it could be made relatively easier perhaps by having a common definition of RMA. However, there is no guarantee that this

⁷ Kapil Kak, "Revolution in Military Affairs-An Appraisal"-[Http://www.lidsa-india-org/inappr-01.html](http://www.lidsa-india-org/inappr-01.html).

⁸ Paul Herman Jr., "The Revolution in Military Affairs", Strategic Review, Spring 1996.

⁹ Theodore W. Galdi - op cit.

¹⁰ Michael J. Mazarr, "The Revolution in Military Affairs, A Framework For Defense Planning," Jun 1994 - <http://www.carliste.army.mil/ussasi/ssipubs/pubs94/rma.htm>.

common definition will be accepted universally as different nation state have different visions of the desired RMA. Each country faces a different future. Each is constrained by a different reality. Those who choose to embrace RMA will approach it with different motivations and each also has different capability and capacity to realize their visions.

Therefore, there is no worthwhile benefit in any attempt to stipulate a common and universally accepted definition. Perhaps it should be best left to national aspiration and vision to interpret it. However, the dispute is not over yet especially for the policy and decision-makers and those calling themselves planners and managers of "violence". There is still a need to arrive at a consensus before planners can plan, decision-makers decide and the "forces of violence" execute it. For the purpose of proceeding with the discussion, it is proposed that the following attributes of RMA could be used as parameters:

- No true Revolution in Military Affairs is a narrowly military phenomenon.
- It is a product of a broad social and political transformation which gives rise to new military organisations and technologies.
- It demands a substantive reform in existing methods of conducting warfare.
- It is both a revolution in warfare and in the weapons, doctrines and organisations which fight it.
- The core of the RMA and the substructure that holds its framework is information.

Now that the picture of RMA is placed in perspective, the next few questions to be answered are critical to the nation's plan and strategy such as what is the relevance of RMA in the context of developing nations like Malaysia? Are we ready for it? What is it that is essential, affordable and operational? Do we have in place concepts, and organisational systems that can best evolve and exploit advanced technologies for greater effectiveness on the ground, at sea and in the air?

MEETING THE CHALLENGE

It is discernable that an RMA confers an initial military advantage on the party that puts the RMA into effect. This provides a powerful incentive for a military force to be an agile, intellectually alert and adaptable organisation able to recognize and seize new opportunities rather than be conservative or complacent. Failure to be aware of and respond to emerging RMAs of potential adversaries can lead to military defeat and force the defeated party to devise new ways to neutralize the adversary's advantage. Even if a party does overcome its initial disadvantage, it will measure the cost not only in money but blood.



Evidently, there is wisdom in any armed forces attempting to pursue RMA before it is too late. A corollary to that could be the experience of US military in Kosovo where General Wesley Clark said, "It was neither the conflicts we had prepared for, nor the war we wanted to fight... We had to learn a new kind of war while we were fighting it".¹¹

In meeting the challenges of RMA, a developing country like Malaysia has a number of options to choose from. It can either choose to be a leader like the US, or a follower or a bystander (observer) who ignores the existence of RMA. Before contemplating to adopt any of these options, Malaysia need to be mindful about its own motivation for RMA vis-à-vis what is the end objective? What is needed is a careful analysis of operational concepts and new organisations in the offing that might best help realize the full potential of these new systems and technologies. To reach that level of analysis, there is a no need to begin with an appreciation of the historical and geo-strategic context in which the RMA may unfold. It is sufficient to ask what motivated past changes in the conduct of warfare to understand how it may be of relevance to warfare of the future. But, one of the most important questions that must be asked and answered in order to derive at a logical game plan is who might be our future competitors militarily and what will be their political and military objectives? Typical of a military appreciation, the answer to this particular question may indicate how these competitors might choose to organise and equip militarily to achieve those objectives. The answers to all these questions will assist the start in identifying new RMA warfare areas and in turn help identifying what new military capabilities the nation requires in tandem with the nation's vision and objectives.

For most countries, RMA will not mean keeping up with the dominant power. Instead, it

will be about staying relevant to the new world and solving a key national problem related to defence and security in an innovative manner. RMA will not be embraced by a developing nation because it is fashionable to do so. Rather, it may be a response to deep cuts in the defence budget and the size of its forces just as the classic RMA efforts of Sweden which centred upon the concept known as "Dominant Battlespace Awareness". As a matter of interpretation, it could be said in the Swedish case that desperate situation provided a powerful driver for change. Better still if we would foresee such situation coming and preempt it as in their case, more could be done with less manpower and defence budget.

With the possible exception of the introduction of nuclear weapons, RMAs are not just about the introduction of new technology. They are about the way the technology is introduced and applied. They are also about people and human organisation and their ability to foresee the need for change and before it is too late. In these circumstances is it not oxymoron to just remain a bystander to the ongoing at RMAs with the hope of getting alms from some donor state? All armed forces need to stay relevant by recognizing the new reality and adapting ourselves to it. The approach to be taken can vary significantly between being a leader or a follower but simply ploughing through following the RMA of the month or solving routine problems may not be good enough as it will mean Routine Military Affairs rather than Revolution in Military Affairs.

So what prospect and incentive are there for one to be a leader as a first option? Douhet, said, "Victory smiles upon those who anticipate changes in the character of war, not upon those who want to adapt themselves after the change occurs"¹². Leadership in defence, may mean more than just having advantage over the adversaries, perhaps may after the result of war from defeat to victory.

¹¹ Clark, Wesley K, "Waging Modern War: Bosnia, Kosovo and The Future of Combat" First Edition, New York Public Affairs, 2001

¹² Guilo Douhet, "The Command of The Air", translated by Dino Ferrari, Arno Press, New York, 1972.

A LEADER OF RMA

At the onset, a leader has the advantage of setting boundaries or even limits of exploitation in the areas he wishes to apply the new technology. He can even dictate the scope and focus of RMA development at international level in areas that he has a competitive edge over others. It can, therefore, be argued that a leader can dominate militarily through the application of his RMA initiative. But what does it take to be a leader in RMA? Since technology is one of the vital component to RMA, the leader must have a well-developed technological infrastructure to embark on his research, tests or even experimentation. As the experiments may fail or may need to be repetitive, there is a need for a "big budget" in order to sustain. As a matter of comparison in 2001, the US defence budget is close to US\$300 billion out of which 13% is spent on research and development, test and evaluation. Can other nations who aspire to take a leading role in RMA measure to that of the US in terms of affordability? Staying at the leading edge of fundamental changes in warfare is not easy, even for a nation as far ahead as the US appears to be today.

In spite of such colossal budget requirement, some militaries may still want to take an RMA lead but in certain niche areas because of the unique demands they face. These countries may have no choice but to lead if they are at the edge of chartered water and there are compelling reasons to go where no one has been. For instance, they may be the only armed forces that want to fight a battle without trading off an inch of their land, then they need to invent systems that are different. In that sense, the leadership role pursued under such compelling circumstances will be restrictive and specific in scope. The benefits to be accrued from such RMA could only be realized if and when the innovation is tested in real battlefield conditions. Meanwhile, the need to sustain the lead will be expensive and prohibitive. Under the grey clouds of economic

constraint, Malaysia may not wish to take that type of leadership role which is uneconomical, restrictive and prohibitive as long its forces are able to defend itself and its sovereignty with its present conventional force capability.

A FOLLOWER OF RMA

On the other hand, the choice of becoming a follower in RMA is not necessarily an inferior position in world society and such opportunity is ever present for most developing nations to adopt. A follower may not enjoy the complete freedom of innovation but definitely is protected from the developmental risks that confronts the leaders. Not necessarily like "a beggar who has no choice", a follower can pick and choose from what is available in the open market. A follower can even attempt to leapfrog the leader by concentrating resources on adopting and improving the new technologies that have already been proven by the leader. It may even be inexpensive and less risky way to move forward and get the best of both worlds.

An RMA might not be discernable until it is put into practice. It is the implementation during conflict of the new combination of technology, organisation and doctrine that proves whether the combination is revolutionary or not. Neither is RMA just about keeping up with neighbours nor is it a "morning after" session that miraculously produces result. RMA is about solving problems, real and serious problem. RMA is about insights and discovering new frontiers and taking the road less travelled by the "bona fide" traveller. A successful RMA can take a long time before it becomes apparent. The feedback loop for military application is not immediate. It will take a war (may be not to the tune of the Gulf War) to determine the efficiency of a new RMA.

Perhaps the qualitative difference between that of a leader and a follower is that a leader is not only an instrument of change, he is a

catalyst for change. As portrayed by Abraham Lincoln way back in 1864, "his obsessive quest for results tended to create a climate for risk taking in innovation"¹³. Inevitably there were failures, but Lincoln had great tolerance for failure because he knew that if his generals were not making mistakes, they were not moving. He once quipped to General Grant, "Always glad to have your suggestions". He also once advised General George McClellan, "I say try, if we never try we shall never succeed".¹⁴

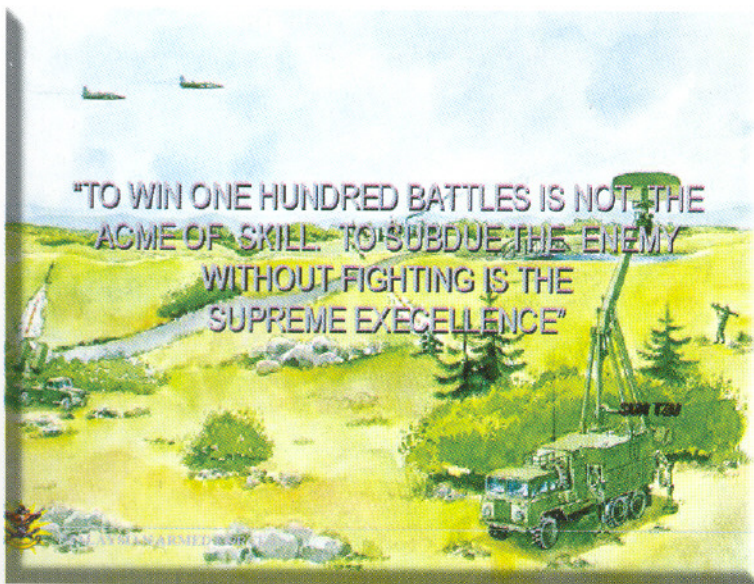
LEADER – FOLLOWER OPTION

Since only oxymorons adopt followership, the passion of a by-stander to "wait and see" is also a domain of nincompoops. So where do we go from here? Is there such a thing as being a leader-follower of RMA all at one breath. Reading Sun Tzu's Art of War, one would realize that his basic thesis is to try to overcome the enemy by wisdom, not by force alone. He pointed out that, "To win one hundred battles is not the acme of skill. To subdue the enemy without fighting is the

supreme excellence"¹⁵. Taking that as an analogy, there must be some wisdom in being a leader follower. As the saying goes, "there is more than one way to skin a cat."

Is the option of being a leader-follower practical? It is affirmative depending on what the vision and objective of the nation is. An often overlooked component of leadership is the ability to learn from people and experiences, from success and failures. The best leaders never stop learning. They possess a special capacity to be taught by those with whom they come into contact and in the process this ongoing accumulation of knowledge prepares the organisation for change. Therefore there is nothing illogical of being a leader-follower. We can be a follower in technology but a leader in organisational process innovation since most of us can be innovative adopter as beneficiaries of proven technology by opening up a new strategic trend. Yes, we all have inherent limitations and face unique circumstances which we need to overcome, but if we are bold enough to experiment and try new approaches to doing business, we can have our version of RMA without having to reinvent the wheel. The option is not as costly and technologically demanding, but instead it can be a high leverage option to achieve results efficiently.

How do we develop the building blocks and structure the game plan in adopting to be an innovative and successful leader-follower approach? At the outset let us be clear that there are the "hardware" and "software" of RMA. The hardware is the breakthrough or the emerging technology upon which the RMA is built. Evidences are abound in history that people inventing the technology do not



¹³ Donald T Philips, "Lincoln On Leadership," Warner Book, New York, 1992.

¹⁴ Donald T Philips, Ibid.

¹⁵ Tao Hanzong, "Sun Tzu's Art of War, The Modern Chinese Interpretation", translated by Yuan Shihing, Eastern Dragon Book, ISBN 983-9629-91-3, 1991.

always bring about RMA. The British invented the tank. The tank was first used in the Battle of Somme in 1916. But it was the Germans who achieved the breakthrough in the form of "Blitzkrieg".

Software refers to the innovativeness in organisation and process. How an organisation is prepared to change and adopt into the new reality can make a world of difference. Rather than inhibiting progress or sapping energy, innovative thinking actually increases an organisation's chances of survival. With today's technology changing so rapidly, modern corporation simply must be able to respond and innovate. For example, in the case of the computer industry, today's greatest, most advanced invention is often tomorrow's dinosaur if there is no innovation. As pointed out earlier, RMA is not just about a technological challenge but also of an organisational and cultural one and technology in RMA does not always have to be the latest. Therefore, we must avoid the pitfalls or sandtraps of getting caught up purely with the technical aspects of RMA. What is needed is a framework to integrate the efforts by developing innovative concepts using existing technology.

RMA is also about organisational culture, process, and values to constantly evaluate. There is a need to ensure that the organisation is able to absorb technology and does not lag behind the progress of technology. With regard to organisational structure there is a need for the organisation to map out a strategic view of the future and the changes ahead. The strategic picture does not only show the direction that we wish to go but also lays out the vision. Perhaps it is not much to ask the organisation to be bold to bet on the future with imperfect information and certainty. Experimentation allows new ideas to be tested in small ways first before they are fielded. However, doing something bizarre and catching an adversary off-balance once is too fleeting an outcome to be considered an RMA.

THE STRATEGIC EXECUTIVE PLAN

All said and done but in practical terms how do we implement it when it comes to the economic aspect, financial that is? The way the organisation allocates its resources has a direct impact on its approach to RMA. It is not a question of where the resources are to come from but more of a problem of where resources are allocated to. In order to realize RMA, resources have to be invested early. The ability "to RMA" depends on resources, processes and values of the organisation. Process includes planning and budgeting. Values are the basis upon which priorities are made. Should we spend billions of Ringgit on capital equipment or should we spend the same amount experimenting new operational concepts? This really is a value judgement that calls for greater discussion.

The subject of value for money brings into discussion the relationship between the armed forces and the corporate world vis-à-vis defence industry. In the case of Malaysia, the idea of developing the Malaysian defence industry was mooted in the 1970s in order to prop-up one of the pillars of Malaysian Defence Policy of "Self Reliance". The defence industry is initially created to ensure that the Malaysian Armed Forces is able to sustain at least in terms of the critical spare parts in peace and in times of conflict. By early 1990's the defence industry sector has grown impressively from infancy into a capability of production in areas of small arms and their ammunitions. In order to harness the full potential of the capacity and capability of the defence industry, the Ministry of Defence formalized the umbrella organisation overseeing them in the name of Defence Industry Council. This move will enhance the efforts of Ministry of Defence Malaysia to realize the vision of YB Dato' Seri Mohd Najib bin Tun Hj Abdul Razak, the Honourable Minister of Defence Malaysia, in ensuring that our defence industry

becomes and remain viable, competitive and sustainable¹⁶.

If Malaysia wants to partake in RMA seriously, the defence industry will have to play a bigger role. With respect to ICT, Malaysia prides itself with the creation and development of a world class Silicon Valley and mothership known as Multimedia Super Corridor (MSC) in Cyberjaya. Therefore, collaboration with MSC in the realms of ICT is definitely a move of many steps forward towards RMA. This augurs well with the efforts made since the early 1990's by Malaysian Armed Forces to incorporate information communications technology into its systems and doubling its efforts to exploit the RMA which has invaded the armed forces around the globe. In this regard, Malaysia has also taken a bold and serious approach towards equipping itself with a capability to handle cyber warfare by establishing agencies and organisation at the highest level.

From the foregoing discussion, it is fair to summarize that the Malaysian Armed Forces has great potential of being a leader-follower of RMA. As explained by General Tan Sri Dato' Seri Mohd Zahidi Zainuddin, the Chief of Defence Forces Malaysia in an exclusive interview with Asian Defence Journal, the Malaysian Armed Forces recognized the impact of RMA and the crucial role of the military to exploit emerging technologies. "As such we have developed the force structure in line with the RMA's ongoing development. To keep abreast with the onslaught of RMA, we are continuing to integrate high end technology into the Malaysian Armed Forces to give it the cutting edge and to overcome manpower resource constraints. To better harness technology and to increase efficiency, we make necessary changes to organisations to accommodate this new infusion and focus the acquisition and upgrading of assets with the "state-of-the-art" technology"¹⁷. In his efforts to create

a long term cadre of trained human resources, the Chief of Defence Forces impressed upon his audience that in complementing the development of integrative technology into the Malaysian Armed Forces, "we have infused automation and computerisation in our service's training institutions to prepare our officers and men to operate state-of-the-art systems"¹⁸.

The Malaysian Armed Forces has also embarked on a more structured approach to its training by sending its officers and men to institutions of higher learning both local and overseas. The Malaysian Armed Forces has established more technology-based professional training with local universities to expedite the programme. This move is an initiative to further complement the efforts of the Malaysian Armed Forces Academy or ATMA that is constantly churning out graduate officers with relevant degrees in engineering, science and technology.

It is no rhetoric, therefore, to summarize that the platform for Malaysia and in particular the Malaysian Armed Forces is now ready for pursuing and realizing the leader-followership stance in RMA. As the Honourable Defence Minister has inscribed in the special message inaugurating the Malaysia's New Generation Patrol Vessel (NGPV) programme, "The Government of Malaysia has placed heavy emphasis on cultivating a knowledge-based society, as this is the key to the creation of a knowledge-based economy or K-economy society"¹⁹. He further acknowledged the fact that the Government is committed to nurture the national maritime industry in terms of both production of cutting-edge hardware in state-of-the-art manufacturing facilities as well as for the related vendor development initiatives. In his view, collaborating industrial participation ventures is one way of exploring mutually beneficial business prospects and initiatives which will further widen the horizons.

¹⁷ Asian Defence Journal April 2002.

¹⁸ Asian Defence Journal April 2002, Ibid.

¹⁹ Asian Defence Journal, October 2001.

¹⁶ Sorotan Darat, T 3209, Jil 2 Bil 38 Dis 2001.

In a nutshell, it is quite evident that Malaysia as a developing nation, acknowledges the fact that another revolution, like revolutions in past, is underway with respect to warfare. The Malaysian Armed Forces being the guardian of the national sovereignty has proactively make preparation for that eventuality. A number of changes has occurred with regards to organisation within the Malaysian Armed Forces. The vision from the top leaderships has been translated and transmitted down through the chain of command and the impetus for change has flowed through the entire organisation including through the education system. In definite terms, there is already a change in the outlook within the Malaysian Armed Forces. What need to be done is to tie some loose ends in terms of coordination between agencies within MINDEF and Armed Forces and seek further indulgence by other external agencies in order to translate visions into reality. Perhaps to sharpen the cutting edge of the Malaysian Armed Forces more significantly a few courses of action may deem necessary.

Firstly, to create a long term thinking on RMA, organisationally, a "think tank" committee or "Future Concept Centre", may need to be set up consisting of a group of senior military and civilian officers from all 3 services, academics and representatives of the captains of industries. This centre will be responsible to coordinate all aspects of possible RMA needs right from visions and objective to the stage where some core competencies are developed. Second, the concept of smart partnership between the Malaysian Armed Forces with the captains of industries and the industries themselves must be more intimate and deep-sitting and not just as sleeping partners in transferring of technologies but must be "partner-in-arms" in conceptualizing, experimenting, R & D and in developing these core competencies. Collaboration must be total. At a minimum, military customers will expect greater innovation "outside-the-box" thinking from industry. And, thirdly, to foster innovation, there must be a modification to the present

structural, procedural and financial processes and acquisition norms up to the national level.

CONCLUSION

In attempting to examine the options available for Malaysia and the Malaysian Armed Forces to approach RMA in its force development, the paper has deliberated on the historical evolution of the concept of RMA. The debate with regards to interpretations and definitions which bears upon the understanding of what is RMA has unfolded various descriptions of the revolution. However, it is much more apparent now that the description is neither definitive nor conclusive.

The discussions on the elements that constitute RMA which were identified as hardware and software is an attempt to examine leadership position in both technological development and innovative organisational process. It is sufficiently indicative that not all countries can afford to be leaders in technology but may have the attribute to lead in concept, organisational and process innovation. Although the discussion on financial capability is value added, nevertheless it is relevant in all pursuits of RMA and perhaps a core issue.

The possible approach arrived at the end of the discussion is not a prescription but merely descriptive in nature. It is intended primarily to stimulate thinking in unique and meaningful ways about how warfare in the 21st century could be fundamentally different than it is today. And of equal importance is to have a useful discourse on how we evaluate ourselves and what should we be doing now to prepare for that eventuality. The Revolution in Military Affairs is such a dramatic intellectual and force planning challenge that many are led to assume the response to RMA requires a bold stroke such as holographic, infrasonic, seismic or interplanetary weapons. In reality, however, one of possible course is combining the prudent modernisation of assets,

introspective self-examination and steadily progressing towards strategic defence capabilities. To be successful and long lasting, the change if we want to change, must be institutionalized and flow through the entire organisation and perhaps into

the national fabric too. None of this will be easy. But a concerted, sustained and focus efforts by all would pay dividends in the decades to come, even if it is incremental. Thus, a further study of this prospect would be in order.

Note:

The views expressed in this article are those of the author and do not necessarily reflect the official policy and position of the Ministry of Defence or the Malaysian Armed Forces.

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**NOBODY PLAN TO FAIL
BUT
MANY FAIL TO PLAN**

SISTEM PERISIKAN PADA ALAF BARU

Lt Kol Ghazali bin Ismail

*When the five intelligence all occur
together,
And none know as of the method,
This is called the Divine Web,
It is the treasure of the Ruler.*

- Sun Tzu, *The Art of War*, Fifth Century B.C

PENDAHULUAN

Sejak berakhirnya ancaman Parti Komunis Malaya (PKM) pada tahun 1989, Angkatan Tentera Malaysia (ATM) telah disusun semula dari segi keanggotaan, persenjataan dan peralatan untuk menjadikannya sebuah angkatan perang yang lebih kredibel dan berwibawa bagi menghadapi perang bercorak konvensional. Selaras dengan penyusunan itu, keupayaan mobiliti, kuasa tembakan dan komunikasi berasaskan teknologi tinggi terus diberi perhatian dan diambil oleh pelbagai pihak dalam ATM. Usaha-usaha itu penting kerana ATM sedar bahawa perang konvensional khususnya pada alaf baru ini menekankan bukan sahaja kepada kepantasan dan ketepatan bertindak malah memenangi peperangan dalam masa yang singkat.

Bagi memastikan kepantasan dan ketepatan bertindak itu diperolehi, ATM perlu

membangunkan sistem perisikan yang berasaskan teknologi maklumat dan komputer atau dalam bahasa Inggeris, *Information, Computer and Technology (ICT)* yang cekap dan berkesan. Keperluan itu jelas kerana sistem perisikan berasaskan *ICT* telah terbukti berkesan bukan sahaja untuk mengutip, mengumpul dan memproses maklumat bahkan menyebarkan perisikan kepada para pengguna dengan cepat dan tepat pada waktu yang diperlukan. Persoalannya, adakah sistem perisikan yang diaplikasikan oleh agensi perisikan ATM ketika ini tidak mampu melaksanakan tugas dan tanggungjawab itu? Tidak keterlaluan jika dikatakan ya, ini disebabkan sistem perisikan yang diaplikasikan sekarang terlalu bergantung kepada keupayaan dan kemampuan *Human Intelligence (HUMINT)* dan *Signal Intelligence (SIGINT)*. Ini tidak bermakna pula kedua-dua elemen perisikan itu boleh diketepikan kerana ia terbukti berkesan semasa peperangan melawan insurgency walaupun keupayaan dan kemampuan teknologinya ketika itu amat terbatas untuk digunakan bagi perang konvensional.

Ketidakpekaan mengenai aspek ini akan menyumbang kepada pelbagai kecelakaan yang boleh membawa implikasi buruk kepada sesebuah negara. Sebagai contoh, serangan ke atas Bangunan Perdagangan Dunia (WTC) dan Pentagon pada 11 September 2001 yang didakwa berpunca dari kelemahan dalam aspek *HUMINT*. Perkara ini hangat diperdebatkan oleh banyak pihak di Amerika Syarikat (AS) malah mendapat kritikan dari agensi-agensi perisikan Barat. Ianya

diakui oleh AS seperti yang tersiar dalam majalah *Jane's Intelligence Review* yang mana sejak berakhirnya era perang dingin, perbelanjaan untuk *Central Intelligence Agency (CIA)* bagi melaksanakan aktiviti-aktiviti *HUMINT* telah dikurangkan sebanyak 20%. Dalam konteks ini jelas menunjukkan bahawa pembangunan sistem perisikan pada alaf baru wajar mengabungkan perisikan yang berasaskan teknologi maklumat dan komputer dengan elemen *HUMINT* serta elemen-elemen lain seperti *Electronic Intelligence (ELINT)*, *Imaginary Intelligence (IMINT)* dan *Signal Intelligence (SIGINT)*.

ATM perlu membangunkan sistem perisikan yang berteraskan teknologi terkini bagi menangani ancaman global masa kini ... sistem yang diaplikasikan sekarang amat terbatas keupayaannya.

KEPENTINGAN SISTEM PERISIKAN PADA ALAF BARU

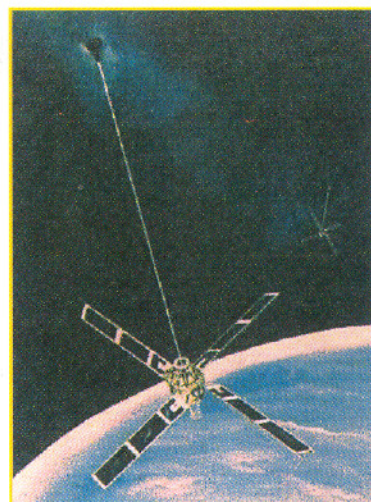
SISTEM PERISIKAN BERTERASKAN ICT

Selaras dengan kemajuan sains dan teknologi, negara-negara membangun dan sedang membangun terus berusaha meningkatkan keupayaan dan kemampuan Angkatan Tentera masing-masing baik dari segi sistem pengurusan (AT), persenjataan, logistik mahu pun perisikan. *Revolution in Military Affairs (RMA)* itu dilakukan dengan kesedaran bahawa peperangan pada alaf baru ini kena ditangani bukan sahaja dengan kekuatan ketenteraan malah kepantasan membuat keputusan dan ketepatan bertindak ke atas sasaran. Kedua-dua faktor itu penting bagi mengurangkan kecederaan, menghalang tipu helah, mengoptimumkan tenaga atau aset yang sentiasa tidak mencukupi malah yang utama ialah untuk menjamin kejayaan dalam peperangan.

Sejarah telah membuktikan bahawa kepantasan membuat keputusan dan ketepatan bertindak ke atas sasaran tidak akan berhasil sekiranya sesebuah AT itu tidak memiliki sistem perisikan yang cekap dan berkesan. Menyedari

akan hakikat ini, maka sistem perisikan yang berteraskan teknologi maklumat dan komputer yang komprehensif dan bersepadu perlu dibangunkan oleh sesebuah negara pada setiap peringkat pemerintahan dalam AT dan diaplikasikan dalam semua dimensi sama ada di daratan, lautan, udara, mahu pun di angkasa raya. Secara ringkasnya, keupayaan dan kemampuan sistem tersebut bukan sahaja mampu membantu mengatasi kelemahan-kelemahan manusia malah menghasilkan maklumat-maklumat perisikan yang cepat, tepat dan terkini (real-time). Dalam konteks peperangan, keupayaan dan kemampuan itu penting bagi "*strategic, operational and tactical edge*" kepada AT sesebuah negara.

Tidak keterlaluan jika dinyatakan bahawa sistem perisikan berteknologi maklumat dan komputer mendapat perhatian ekoran kejayaan tentera Amerika Syarikat (AS) menyerang Iraq ketika Perang Teluk pada tahun 1991. Dengan bersandarkan sistem tersebut, tentera AS bukan sahaja mendapat maklumat yang tepat mengenai semua pergerakan dan aktiviti tentera Iraq malah semua kedudukan markas-markas utama dan senjata-senjata beratnya. Secara dekatnya, maklumat-maklumat itu dihasilkan secara bersepadu oleh elemen-elemen



Penggunaan satelit boleh menghasilkan maklumat yang tepat dan "real-time"

ELINT, IMINT, HUMINT dan *SIGINT*. Keupayaan elemen-elemen tersebut jelas telah membantu tentera AS dalam membuat keputusan dan seterusnya bertindak dengan tepat ke atas sasaran-sasarannya di Kuwait dan Iraq. Di atas kejayaan tentera AS itu, ungkapan seperti "*technology is the new principle of war for the Armed Forces of tomorrow*" bukanlah suatu yang asing lagi bagi sesebuah AT.

Bukti terkini mengenai keunggulan sistem perisikan berteknologi ialah ketika AS melancarkan serangan untuk menghapuskan Osama bin Laden dengan rangkaian, Al-Qaeda di Afghanistan pada 24 Oktober 2001. Dengan bantuan peralatan yang canggih, AS bukan sahaja mampu mengesan kedudukan kubu kuat pejuang Taliban malah berjaya memusnahkannya. Keadaan ini juga memberi ruang kepada AS untuk menguji keberkesanan peralatan dan senjata yang canggih di samping mencipta senjata-senjata baru. Antara lain AS telah berjaya mencipta bom yang boleh membunuh pejuang-pejuang Taliban yang bersembunyi dalam kubu di kawasan pergunungan.

Secara umumnya, walaupun AS gagal untuk mengesan dan mengenalpasti kedudukan Osama bin Laden tetapi mereka telah berjaya melumpuhkan perjuangan Taliban yang didokongi oleh Osama. Perkembangan terkini kejayaan AS dalam membantu Tentera Filipina memerangi Kumpulan Abu Sayyaf (KAS) di Mindanao, Selatan Filipina juga turut memperlihatkan keberkesanan penggunaan persenjataan berteknologi tinggi. Antara lain, peralatan yang dimaksudkan ialah 'spy plane' yang berjaya mengesan kedudukan kubu dan tempat persembunyian KAS di Basilan. Maklumat tersebut nyata telah digunakan sepenuhnya oleh Tentera Filipina bagi memberi tumpuan kepada sasaran-sasaran yang telah dikenalpasti. Situasi ini telah meletakkan KAS dalam keadaan yang tertekan dan menyebabkan mereka telah berpecah kepada kumpulan kecil untuk mengelakkan daripada diburu oleh pihak tentera.

Bagi menjelaskan secara dekat mengenai kepentingan dan kemampuan sistem perisikan berteknologi *ICT* itu, Angelo Cordevilla dalam bukunya *Informing Statecraft*, "*regardless of whether one calls AWACS' product 'intelligence', airforces guided by AWACS (Airborne Warning and Control System) ... shot down 40 Iraqi planes in air-to-air combat, not one allied plane was lost therein. By the same token, J-STARs (Joint Surveillance Target Attack Radar System). It figures out who can best hit whom, and passes along the information. US forces 'killed' 3000 tanks while losing three*". Berasaskan kepada kenyataan itu, maka tidak hairanlah Tentera AS mampu membuat keputusan dan mengambil tindakan dengan pantas dalam menangani konflik tersebut dengan mudah meskipun terpaksa menghadapi keadaan muka bumi yang sukar.

Dengan kejayaan itu, Tentera AS terus melaksanakan berbagai penyelidikan dan kajian secara usahasama dengan industri-industri pertahanan tempatan bagi membangunkan elemen-elemen atau aset-aset yang lebih canggih dalam sistem periskannya. Antara aset-aset penting yang terus diberi tumpuan untuk pembangunan ialah satelit, "*Unmanned Aerial Vehicle (UAV)*", radar, komputer dan lain-lain lagi. Berdasarkan statistik, anggaran belanjawan bagi pembangunan tersebut menelan harga berjuta-juta ringgit. Namun bagi AS, walaupun kos bagi penyelidikan dan pembangunan yang terpaksa ditanggung adalah amat tinggi, ia perlu dilaksanakan demi kesinambungannya sebagai negara "*super power*" dan 'polis dunia'.

Kejayaan AS itu telah banyak mempengaruhi dan mendorong negara-negara lain untuk membangunkan sistem perisikan mereka berlandaskan teknologi maklumat dan komputer yang moden lagi canggih. Di rantau ini khususnya, AT Republik Singapura (ATRS) terus mendahului negara-negara lain dalam memoden dan meningkatkan keupayaan sistem periskannya. Buat masa ini, ATRS memiliki beberapa aset perisikan berteknologi tinggi yang tidak dimiliki

oleh negara-negara serantau seperti *Airborne Warning and Communication System (AWACS)* dan *UAV*. Dalam sedikit masa lagi, aset-aset tersebut akan diperkukuhkan lagi dengan sistem satelit hasil kerjasama teknologi dengan rejim Israel. Secara halusny, sistem perisikan yang dibangunkan oleh ATRS bukan sahaja dapat membantu melancarkan '*decision making process*' malah memastikan keupayaan dan kemampuan '*pre-emptive* dan *main strikenya*' berkesan selaras dengan konsep pertahanan hadapan yang digubal oleh negara tersebut.

KEPENTINGAN PERISIKAN ICT DALAM ATM

Bagi ATM, sistem perisikan berteknologi tinggi ini diakui penting kerana negara ini masih menghadapi ancaman luaran dan dalaman. Menyentuh tentang ancaman luaran, ia boleh dikaitkan kepada berbagai isu seperti isu sempadan dengan negara jiran, isu tuntutan bertindih di Laut China Selatan, isu tuntutan ke atas Sabah oleh Filipina, isu lanun di Selat Melaka, isu kumpulan pemisah negara jiran dan lain-lain lagi. Isu-isu tersebut masih belum ada penyelesaian konkrit yang boleh menjamin keamanan dan keselamatan serantau. Sebarang kesilapan dalam menangani isu-isu tersebut oleh mana-mana negara mampu menjurus negara ini amnya dan ATM khasnya ke kancan peperangan. Oleh kerana isu-isu tersebut melibatkan negara-negara jiran serta melibatkan kawasan-kawasan daratan dan perairan yang terpencil, adalah wajar sistem perisikan berteknologi tinggi diaplikasikan oleh ATM bagi memantau setiap aktiviti atau tindakan yang bakal dilakukan oleh negara-negara terlibat dalam menangani isu masing-masing.

Selaras dengan ancaman itu, PAT dalam ucapannya sempena menyambut Hari AT Ke-68,

...kepentingan membuat keputusan dan ketepatan bertindak tidak akan berhasil sekiranya sesebuah angkatan tentera itu tidak memiliki sistem perisikan yang cekap dan berkesan... satu sistem yang berteraskan teknologi maklumat perlu dibangunkan.

menyatakan, " ... ketegangan yang semakin meruncing di Timur Tengah menimbulkan kebimbangan terbaru. Ini kerana persengketaan di Timur Tengah boleh menjadi punca persengketaan global kerana ia melibatkan pelbagai aspek sama ada dari dimensi agama, ekonomi dan politik. Justeru, ATM perlu mengambil iktibar daripada perkembangan baru ini supaya angkatan tentera kita sentiasa berwaspada, bersedia untuk memperluaskan diri bagi mempertahankan kedaulatan negara kita". Bersandarkan kepada kenyataan itu, adalah wajar ATM berusaha membangunkan sistem perisikan berteknologi tinggi bagi membantunya merancang dan melaksanakan langkah-langkah pertahanan yang bertepatan selaras dengan ancaman yang bakal dihadapi.

Pembangunan perisikan berteraskan teknologi juga selaras dengan hasrat YAB Perdana Menteri melalui kenyataan beliau semasa merasmikan Pameran Udara dan Maritim Antarabangsa Langkawi 2001 pada 10 Oktober 2001. Beliau menyarankan agar diwujudkan satu sistem dan teknologi pertahanan baru bagi membanteras keganasan yang tidak hanya memadai dengan penggunaan senjata moden yang sedia ada. Perdana Menteri menegaskan bahawa negara memerlukan sistem baru dalam mengumpul maklumat risikan, penggunaan peranti elektronik baru, kemampuan pengawasan, gambar yang lebih baik dari penggunaan satelit, keupayaan awal mengesan kimia beracun serta penggunaan pesawat kawalan jauh.

Menyentuh tentang ancaman dalaman, ia boleh dikaitkan dengan pelbagai isu seperti isu Pendatang Tanpa Izin (PTI), isu lanun di perairan Sabah dan Selat Melaka, isu keagamaan, politik dan

perkauman, isu penyeludupan senjata api dan bahan letupan dan lain-lain lagi. Adalah lebih membimbangkan kerana sejak kebelakangan ini, isu keagamaan, politik dan perkauman terus dibangkitkan dan diperdebatkan melalui "International network" atau Internet. Walaupun tindakan membendung dan membentasi isu-isu tersebut terletak sepenuhnya di atas bahu Polis Diraja Malaysia (PDRM), ATM pada sebilang masa dikehendaki bersedia membantu PDRM jika keadaan memerlukan. Atas dasar itu, ATM memerlukan sistem perisikan berteknologi tinggi bagi membolehkannya turut memantau isu-isu atau aktiviti-aktiviti yang boleh mendatangkan ancaman terhadap negara.

KEPENTINGAN HUMAN INTELLIGENCE (HUMINT)

Sepertimana telah dinyatakan bahawa aspek HUMINT tidak seharusnya dipandang ringan. Aspek ini sewajarnya dibangunkan secara bersama (hand-in-hand) dengan sistem perisikan berasaskan ICT. Bukti yang jelas di atas ketidakpekaan dalam aspek ini telah membawa padah kepada AS ekoran tragedi pada 11 September 2001. Tragedi tersebut jelas menunjukkan kegagalan agensi perisikan AS terutamanya CIA mengenalpasti ancaman dari Osama bin Laden dan rangkaianannya, Al-Qaeda. Agensi tersebut didakwa gagal untuk memberikan amaran awal tentang rancangan serangan yang telah meragut hampir 4,000 nyawa. Pelbagai pihak mendakwa bahawa punca kegagalan tersebut disebabkan pengurangan peruntukan sebanyak 20% kepada CIA untuk melaksanakan aktiviti-aktiviti perisikan selepas berakhirnya era perang dingin. Di samping itu, CIA juga dipersalahkan oleh kerana lebih memberi fokus kepada proses pengumpulan perisikan berteraskan teknologi

...sistem perisikan berteknologi tinggi adalah perlu bagi ATM kerana negara ini masih berhadapan dengan ancaman luaran yang melibatkan pelbagai isu... sebarang kesilapan dalam menangani isu-isu tersebut dengan mana-mana pihak yang terlibat boleh mencetuskan konflik...

seperti penggunaan satelit, SIGINT dan UAV daripada HUMINT. Para pengkritik juga menyatakan bahawa CIA telah menutup stesen-stesen perisikan sulit (covert intelligence stations) di beberapa buah negara membangun di mana aktiviti-aktiviti Al-Qaeda dilaporkan telah wujud dan bergerak aktif. Pada tahun 1995, pengarah CIA, John Deutch juga telah mengurangkan jumlah informer dan sumber kemanusiaan (human resources). Langkah ini telah menyumbang kepada kejayaan penganas merancang dan melancarkan serangan pada 11 September 2001 tanpa dapat dikesan oleh agensi perisikan AS. Para pengkritik juga turut menekankan bahawa peperangan menentang keganasan masih memerlukan kaedah pengumpulan perisikan secara tradisional serta tumpuan kepada aset HUMINT pada masa akan datang.

Pada dasarnya bidang ini bukanlah asing bagi agensi perisikan ATM berdasarkan pengalaman dalam peperangan melawan insurgency. Pembangunan dalam bidang ini sewajarnya diberikan penekanan sepenuhnya. Walaupun keadaan dan senario yang dihadapi berbeza namun pendekatan yang sedia ada masih relevan dan boleh digunapakai untuk tujuan tersebut. Dalam konteks ini organisasi perisikan ATM perlu terus membangun dan memperbaiki sistem HUMINT yang sedia ada. Pegawai-pegawai yang berpengalaman dan bekas-bekas pegawai yang terlibat dalam operasi perisikan semasa era peperangan insurgency perlu digunakan dengan sepenuhnya dari segi pengalaman dan pengetahuan mereka untuk memantapkan sistem yang sedia ada. Pegawai dan anggota generasi baru perlu didedahkan dengan sebanyak mungkin ilmu HUMINT agar mereka berkemampuan dan berkeupayaan melaksanakan tugas perisikan yang lebih mencabar.

Namun demikian aspek HUMINT bersendirian tanpa sokongan peralatan yang canggih tidak akan memberi kesan dan impak secara menyeluruh. Sebagai contoh, dalam kejadian rampasan senjata oleh Kumpulan Al Maunah pada 2 Julai 2000, staf-staf risik formasi yang terlibat gagal menyediakan perisikan yang tepat bagi pasukan-pasukan yang akan terlibat dalam melancarkan serangan ke atas kedudukan kumpulan tersebut. Begitu juga dengan kejadian serangan dan penculikan kedua oleh Kumpulan Abu Sayyaf di Pulau Pandanan, Sabah yang mana staf-staf risik TD gagal mendapatkan maklumat mengenai ancaman tersebut. Sekiranya dihalusi, salah satu faktor yang menyebabkan kegagalan tersebut ialah disebabkan ketiadaan aset-aset berteknologi tinggi yang dapat membantu mereka dalam melaksanakan tugas-tugas perisikan. Di antara alat-alat yang dimaksudkan seperti *CSR* dan *UAV*.

Menyentuh tentang perisikan, satu perkara yang tidak boleh diketepikan adalah aspek-aspek yang berhubung dengan tugas-tugas risik balas. Tugas-tugas tersebut penting bukan sahaja untuk mengesan dan mencegah malah untuk menghalang musuh dari membolosi dan memusnahkan sistem perisikan ATM. Buat masa kini, secara amnya semua cawangan risik perkhidmatan bergantung kepada keupayaan dan kemampuan HUMINT dalam melaksanakan tugas-tugas tersebut. Keupayaan dan kemampuan HUMINT agensi-agensi tersebut agak terbatas kerana ketiadaan aset-aset berteknologi tinggi yang dapat membantu dalam melaksanakan tugas-tugas berkaitan risik balas. Ini disebabkan pihak musuh akan menggunakan segala elemen *ELINT*, *IMINT*, *SIGINT* dan *HUMINT* bagi membolosi dan memusnahkan sistem perisikan ATM. Dalam konteks ini adalah amat wajar sekali sekiranya semua cawangan risik perkhidmatan menggunakan elemen perisikan yang sama bagi

...tugas risik
balas masa
kini
bergantung
kepada
keupayaan
"HUMINT"
yang mana
keupayaannya
adalah
terbatas...ketiadaan
aset-aset
berteknologi
tinggi boleh
menjejaskan
keberkesannya
dalam tugas
tersebut...

mengesan, mencegah, menghalang dan memusnahkan mereka.

ULASAN

Kemajuan teknologi maklumat dan komputer mampu membawa banyak perubahan dan manfaat kepada dunia ketenteraan baik dari segi pengurusan, pertempuran, persenjataan, peralatan, perisikan dan lain-lain lagi. Dalam aspek perisikan, kemajuan teknologi tersebut jelas membantu meningkatkan keupayaan dan kemampuan sesebuah agensi perisikan dalam menghasilkan maklumat-maklumat perisikan yang cepat, tepat dan terkini. Bersandarkan kepada hakikat ini, sudah tiba masanya sistem perisikan ATM dirancang dan dibangunkan berasaskan teknologi terkini demi untuk membantu ATM khasnya dan negara amnya dalam menghadapi sebarang bentuk ancaman dan peperangan pada alaf ini. Bagi memastikan pembangunan tersebut dapat dicapai, rancangan-rancangan tindakan jangka pendek dan panjang mestilah digubal dan diimplementasikan secara bersepadu, penuh kesungguhan dan komitmen yang tinggi oleh semua pihak yang bertanggungjawab dalam ATM.

Dalam konteks ini, sepertimana telah dibincangkan bahawa tumpuan kepada teknologi tinggi semata-mata tidak mungkin dapat memberikan impak dan kesan yang menyeluruh dalam mencapai sesuatu misi. Justeru, elemen-elemen perisikan yang berkaitan dengan HUMINT perlu dibangunkan secara bersepadu selaras dengan pembangunan perisikan berteraskan ICT. Dengan demikian segala perancangan dan pembangunan sistem perisikan pada alaf baru ini hendaklah mengambil kira kedua-dua aspek tersebut. Penubuhan sistem tersebut sekiranya menjadi kenyataan dijangka akan dapat mengatasi kelemahan aspek perisikan yang dihadapi dan sekali gus meningkatkan

kemampuannya untuk membantu misi seseorang komander di medan peperangan.

Tidak dapat dinafikan dalam usaha untuk membangunkan sistem perisikan yang berteknologi moden, pihak perancang terpaksa berhadapan dengan berbagai cabaran dan rintangan. Sekiranya dihalusi, cabaran untuk mendapatkan peruntukan kewangan adalah lebih sukar berbanding dengan cabaran-cabaran yang lain kerana dasar kerajaan ketika ini lebih mengutamakan pembangunan sosio-ekonomi dari

aspek pertahanan. Di atas hakikat itu, adalah wajar satu pelan induk (blueprint) dirancang dan dibentuk secara komprehensif bagi membangunkan sistem perisikan dengan mengambil kira keperluan dan keutamaan aset, pembangunan sumber manusia dan infrastruktur. Sebarang cabaran dan rintangan seharusnya dapat ditangani sepenuhnya oleh BSPP dan semua cawangan risik perkhidmatan demi kejayaan ATM khususnya dan negara amnya dalam menangani sesuatu konflik yang timbul.

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DISASTER: ITS PREPAREDNESS AND COORDINATOR-A MEDICAL PERSPECTIVE

Kol (Dr) Hj Samsudin bin Hj Suirman

INTRODUCTION



Malaysia is a rapidly Industrial-Programmed developing country with a dynamic cosmopolitan population of nearly 22 million people, and not

lying in an earthquake, volcanic or any natural disaster belt, Malaysia's effort at disaster management have been mainly in the urban and semi-urban environments except, on very few incidents occurring in the interior. Over the last thirty years, ever since the civil disturbances in May 13, 1969, the country have gradually geared itself to manage a variety of disasters such as the Penang Jetty Collapse in 1988, Bright Sparkles Factory Explosion in 1991, the Highland Towers Tragedy 1993, Genting Highland Landslide 1995, Bus Tragedy at Genting Highland 1996 and "Greg" Storm incident at Keningau, Sabah 1997 – just to mention a few.

Disasters are tragedies that overwhelm communities, destroy properties and harm population. The **United Nations General Assembly**, recognising the magnitude of the problem, has declared the **1990s The International Decade of Natural Disaster Reduction** and has called for a worldwide effort to reduce the loss of life and property.

Since the Highland Tower incident in 1993, the Malaysian government has set up a committee of Inquiry at Cabinet level chaired by the Prime Minister himself. As a result, the National

Security Council in the Prime Minister's Department has been given the task to reorganise interagency and inter-ministry involvement in the management of mass casualties. Malaysia now has a **Special Malaysian Activities and Rescue Team (SMART)** and an aviation **Search And Rescue Team (SAR)** established by the Department of Civil Aviation and the Malaysian Armed Forces. With the tremendous rate of growth and development in Malaysia, disaster preparedness is a necessity in the event of a human related disaster. The lessons learned from the experience of mass casualty events in Malaysia have been used to set up and review standard operational policy and emergency response plan of each agency involved in the management of mass casualty incidents. With all the agencies, Malaysia does have the necessary facilities and expertise needed to handle any disaster.

DEFINITION

Disaster is derived from the Latin word "antrum" meaning "star". In ancient Rome, disasters were thought to be due to mal-alignment of the stars. In modern context, disaster is a sudden disproportion between hostile elements and the survival resources that are available to counter-balance these in the shortest period of time.

A disaster can be viewed as an emergency that disrupts normal community function, causing concern for the safety of the citizen, including their

lives and property. Disasters that involve a number of the injured victims are also referred to as **Mass Casualty Incidents**.

Medical disaster is a subset of a disaster which likewise, can be defined as an occurrence when the destructive effect of a disaster overwhelms the ability of a given community to meet the demand for health care. The epidemiology of disaster will vary with the type of disaster and the physical, socio-economical and biochemical milieu in which it happens. Risks will also vary from region to region, and one must be familiar with the hazards in each community.

A disaster can be viewed as an emergency that disrupts normal community function, causing concern for the safety of the citizen including their lives and property.

planning an effective local medical responses to disaster.

The characteristics of the disaster depends on the types of disaster that hit an area. For example, if a great flood hits a most urban area directly, it may result in a serious and extensive difficulties of the daily life of tremendous number of people. In addition to the destruction of homes, damages to the infrastructures in the form of the destruction of water, electricity and city gas supply, sewage disposal, garbage collection and so on makes life unbearable. If it occurs in the rural areas, there is a great possibility that communications may be cut-off.

TYPES OF DISASTER

Some similarities exist, however, as to the pattern of physical damage, type of medical and health needs, and the aftermath effect, and the like, depending upon the type of a disaster. For instance, **Natural Disasters** such as earthquake, tsunami, and cyclone can cause widespread, extensive damage including destruction of infrastructure, extensive loss of human lives and properties. In most of **Man-Made Disasters**, on the other hand, except for war, terrorism, civil strikes, racial conflicts that may result in extensive, and long-lasting damage, the effect are fairly localized with infrastructure still intact.

Concern for disaster is becoming increasingly relevant because of the increasing population density and population shift towards the more disaster-prone and high risk areas and increased technologically risks in our modern society, makes it likely that one may encounter disaster more frequently and that the effect may be more extensive and more severe. Consequently, it must be emphasized that sound epidemiologic knowledge of the effects in the society caused by various disasters is essential when

PHASES OF DISASTER

For long, the approach to disaster relief has been crisis dominated. In the past three decades or so, there has been an increasing awareness that Natural Disasters and Man-Made Disasters should be systematically managed. The emphasis has shifted from post-disaster improvisation to prevention and pre-disaster planning.

Within this perspective, disasters can be viewed in terms of a time of a time scale, as a sequence of four arbitrary phases namely:

- The anticipative phase.
- The pre-impact phase.
- The isolation post-impact phase.
- The relief phase.

Within each of these phases, epidemiology can provide the necessary

intelligence for designing appropriate measures. Some disasters will be preceded by a build-up period which, if recognized, can provide advance warning to affected areas and populations. Other disasters occur with little or no advance warning, thus requiring efficient mobilisation and commitment of a jurisdiction's resources. **Disaster Management Activities** are often associated with these phases. However, not every disaster necessarily includes all activities.

... most of the problems and failures in the disaster management because of the system failure or coordination failure...

The Anticipative Phase. It is the time for prevention and pre-disaster planning. This phase has agencies, government and non-government, to address disasters by implementing programs namely, **Prevention Programmes and Preparedness Programmes.** Prevention programmes are designed to prevent or mitigate the effect of emergencies and include measures such as building codes, building use regulations, hazard mapping, vulnerability analysis, education of the population and legislation. Preparedness programmes are designed to ensure the individuals and agencies will be ready to react effectively once emergencies have occurred, and include measures such as emergency plans, mutual aid agreements, inventory of resources for rescue and relief, establishment of crisis management structures, training of personnel, warning procedures, disaster simulations and emergency communication systems.

The Pre-Impact Phase. It is the time for alarm and warning. It corresponds to the period during which indications of an imminent disaster are accumulating. Many, but not all, disasters are preceded by preliminary signs. This is the time for warnings based on appropriate prediction techniques. The number of deaths will depend for a large part on the early recognition of an impending disaster which would allow the population enough time to take evasive or

protective measures. The timing of the warning is all-important. A decision has to be made whether to be on the safe side and run the risk of giving a false alarm or to wait for definite signs of a disaster and perhaps give the alarm too late. The problem is similar to the dilemma of sensitivity versus specificity of criteria in a health survey.

The Impact Phase. It is the period during which the disaster strikes. It may last from a few seconds (Earthquake) to weeks (Floods). It is the time for self-help, when the community is isolated and left to itself, while outside assistance is yet to arrive on the spot. During this phase, emphasis is placed on control of the situation, saving lives and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government agencies, related private sector and non-government agencies. Also, during this phase, the emergency operations centers are activated, emergency medical care set up, and emergency instruction issued to the public. As the emergency situations continues, further emergency assistance is provided to the victims of the disaster and efforts are made to reduce the likelihood of secondary damage. If the situation demands, mutual aid is provided, as well a search and rescue of, shelter and care for, and identification of victims.

The Relief Phase. It begins when assistance from outside starts to reach the disaster area. This stage is often characterised by the intervention of ill-informed and unprepared personnel. Provision of aid may be based on stereotypes and myths, such as the need for sophisticated field hospitals. Swarms of well-intentioned volunteers invade the disaster area bringing with them no appropriate skills whatsoever, simply clogging the area and needing to be accommodated, fed and provided with transport.

Immediate aid can indeed be rather non-specific, calling for rescue materials, shelters and survival items (such as food and blankets). But subsequently, relief should be more carefully directed. An immediate assessment of needs and damage is vital, including the number, type and localization of casualties, the transmissible diseases, environmental hazards (gas, fire, powerlines, storage of toxic materials), as well as an inventory of preserved structures, facilities, supplies and manpower.

...an Incident Command System (ICS) should be design to facilitate a response that involves the interaction of all agencies and organisations...

After the emergency, action is taken to enhance the effectiveness of recovery operations. Recovery in a short-term activity is to return vital life-support systems to minimum operating standards and, for a long-term activity is to return life to normal levels. During recovery, planning should include a review of ways to avert future emergencies and mitigate future disasters. During the relief phase, damages are assessed, disaster application centers are opened and hazard mitigation surveys are performed.

DISASTER PREPARENDNESS AND COORDINATION

Disaster Planning

A disaster is a multifaceted event that requires expertise in many areas. Response to disaster may vary by type, size and location of the disaster, and the available resources. In planning a disaster response, the initial step is to conduct a careful survey of the jurisdiction to identify the potential disaster threats. A response network must then be designed, incorporating the multiagency, multidisciplinary, and multijurisdictional coordination and information sharing.

Many of the problems occurred during disaster responses in so many cases are mostly related to poor interagency coordination; lack of a common organization, poor on-scene and interagency communications, inadequate joint planning, inadequate resource management, lack of valid and timely intelligence, just to name a few. It is recognized that most of the problems and failures in the disaster management stem from the system failure or coordination failure.

Disaster Management System And Command Structure

To have a well coordinated disaster response from various agencies and community organizations, an **Incident Command System (ICS)** should be designed. Its structure is designed to facilitate a response that involves the interaction of many agencies and organization. It is also designed to be adaptable to any emergency response operations of all type and complexities. The basic ICS structure should comprise the five sections namely:

- **Command.** It is responsible for overall emergency policy and coordination through the joint efforts of government agencies and private organizations.
- **Operation.** It is responsible for coordinating all jurisdictional operation in support of the response to the emergency through the implementation of the organizational level's action plan.
- **Planning/Intelligence.** It is responsible for collecting, evaluating, and disseminating information, developing the

organizational level's action plan in coordination with the other functions, and maintaining documentation.

- **Logistics.** It is responsible for providing facilities, services, personnel, equipment and material to the Emergency Operation Center and to the needs of the incident.

- **F i n a n c e / Administration.** It is responsible for financial activities and administrative aspects, not assigned to the other function.

With this system being implemented, existing government agencies, private sectors and non-government agencies are minimally disturbed. The system's simplicity minimizes cost and encourages universal acceptance. The system's organizational structure will have representatives from all community and local government agencies. Although this may initially cause some overlap in responsibility, with time it allows autonomous agencies and emergency services to be integrated into a centralized organization, thereby ensuring the use of standard terminology and communications.

The organization should be governed by the concept of a unified command. A command structure permits centralized supervision of the several discipline involved. The central command group should designate a Disaster Commander and employs a Management-By-Objective style. The representatives of the various agencies and private sectors should be selected for their intelligence, training and experience. They should be involved early in planning process and their

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personnel must know the plan and be comfortable in the field, and be well-trained in disaster management.

The disaster commander's function is to command and coordinate the response network during the response activation. He should receive at all times the early and accurate information to activate and direct the overall disaster response activities.

Disaster Drills

Experience is a key element in the success of a disaster response. The alternative to first-hand experience is the disaster drill. The disaster drills must be run periodically to assess the disaster plan's effectiveness and to identify the problems area. The drills should be preceded by an adequate training to make the plan familiar to those who use them.

Level of Disaster Response

Disasters, however are not classified according to the absolute number of casualties, but according to the level of resources needed to meet the demands adequately. A **Level 1 Emergency** requires an escalated response by the local Emergency Medical Services system in cooperation with local government agencies, private sectors and non-government agencies. A **Level II Incident** requires regional response involving the critical special equipment and skilled personnel that may be available only from the private sector, such as heavy construction equipment and machine. A **Level III Disaster** necessitates the involvement of state and federal authorities to cope with massive and widespread destruction. The **Armed Forces** can provide assistance at the request of federal or state authorities.

Key Components Of Disaster Response

Communications. Good communications is required to activate, coordinate, and conclude the response. Yet communications difficulties are the problem that are most frequently arised. They include equipment failures and human errors. Accessibility to the system should be tested on the need-to-know plan, which ensure that appropriate agencies and personnel remain in the information loop and receive continual updates; the rescue team in the field, the command post at the scene, the emergency operations centers and the hospitals. The persons involved should use a standard language, not the jargon of their agency, and should communicate only essential information.

Supplies And Equipment. The disaster plan must anticipate the need for supply, both normal and special, and the problems associated with managing them. Staging areas should be established in separate but safe location near the site. The official in charge may authorize the delivery of supplies as they are requested. Ultimately, the ability to manage the deluge of donated supplies may prove to be a greater problem than the lack of them.

Personnel. Personnel problems include the inevitable onslaught of well-meaning volunteers. If volunteers are managed properly, they can accomplish much. If not, they can hinder the response because they are neither knowledgeable nor trained. Rescue personnel perform best at tasks that are similar to their day-to-day activities. Personnel must also be able to recognize other's job and ranks easily during the rescue operation. The use of vests, jacket, or jumpsuit that are coordinated by task and rank simplifies identification. The **On-Scene Commander (OSC)** must organize and enforce timely breaks during which personnel may be

Triage is an ongoing process that occurs at various stage during a victim's medical care

debriefed and updated, encouraged, and evaluated for stress reactions.

Phases Of Response

Initial Response. The first responders to arrive at the site of a major tragedy are the Police, the Emergency Medical Service, the Fire Department and the Civil Defence. For all disasters, site organization is placed under a civil authority, usually the Police. The Police are also responsible for the overall command and control, cordon, traffic flow within the area and the management of the casualties. They take charge, immediately surveying the area and carefully assessing the scene, the number of victims and their injuries. Once the disaster plan is activated, they should implement it by establishing an emergency operations center to direct and coordinate manpower, resources and communications. An **On-Site Command Post** is established and begin to implement the response. The Fire Department's responsibility is to identify and eliminate further danger before the start of the rescue of the operations. Fires, downed power lines and gas leaks are prime dangers. These situations requires specialized response teams that are trained to recognize and identify harmful materials. The Fire Department should also work closely with search-and-rescue personnel to manage the extrication of trapped victims.

Search And Rescue. Probably the most physically and emotionally demanding medical duty associated with the disaster response is the Search-And-Rescue (SAR) operation. The On-Scene Commander (OSC) directs the search for casualties by teams consisting of fire personnel, emergency medical technicians, the civil defense personnel and volunteers. Rescue must be properly prepared or emotional trauma may render them ineffective. Rescue works may directly involve the SMART team. Once the victims are located, personnel must quickly perform Triage in accordance with the pre-

established protocols. After apparent victims have been found and the triage is complete, rescue personnel should again search the scene systemically for undiscovered victims.

Triage. Triage is an ongoing process that occurs at various stages during a victim's medical care. It is based on the likelihood of survival (Prognosis) – not on the basis of diagnosis, given the resources available at the time. The word 'Triage' comes from the French word 'Trier' – 'To sort out' apparently coffee beans. It is first used in the Napoleon Wars by the French's Surgeon. This sorting out of 'Casualties' can be carried out at various levels in the '**Chain of Care of the Trauma Victims**'. At the disaster sites, the triage officers assess each patient's injuries, classify his or her condition, and designate priorities for the treatment and extrication. Basic efforts to stabilize the patient's condition, confined to treatment of airway and bleeding problems, are administered during this first triage. The decision to provide further care is based on three factors: the patient's condition and accessibility; the availability of personnel, time and supplies; and the presence of dangers.

Casualty-Collection Points. Casualty-collection points are the second stage in the triage process and the final station for all victims at the disaster sites. They should be established in a safe place, with easy access to both the flow of victims and traffic lanes. Ideally, the medical officer in charge should be a highly trained and experienced physician commanding a staff of trained medical personnel. Under this officer's direction, more definitive triage, stabilization and treatment are provided before the patients are evacuated. The level of care offered is determined by the availability of hospitals as well as the presence of personnel, equipment, and supplies at the collection points. Emergency Ambulance Service must be organized. Additional medical and/or ambulance teams from the Malaysian Red Crescent Society and the Saint John Ambulance are also in place. Further assistance, especially

in term of ambulances and stretcher bearer assistance may involve the Malaysian Armed Forces. Communications equipment may be provided by the Telecoms. The deployment of medical elements may be in the centralized or decentralized mode. Command and control is achieved through a medical communications net. The medical Command Post is also in close communications with the Police Ground Command and Control group via radio and liaison personnel and also with Ministry Of Health Headquarters for coordination of casualty evacuation to hospitals.

Emergency Departments And Hospitals. The third and final stage of the triage process for casualties at the hospitals. Disaster officials must know the capabilities and capacity of each hospital at all times in order to select the appropriate hospital for each victim.

Transportation. Proper routing of patients requires available transportation and ongoing communication between the casualty-collection points and the receiving hospitals. Plans must be made to ensure that the patients will be transported in a manner determined by triage. Typically, ground transportation is preferable, because rescue vehicle staffed with emergency personnel offer distinct advantages in the continuum of care. Occasionally however transport by helicopters or fixed-wing aircraft is needed.

Fatality-Collection Points. Plans must be made for the fatalities of a disaster as well as the survivors. Those responsible should establish temporary morgues near the casualty-collection-points but in a separate location well protected from public view. Separate transportation should be implemented for the dead.

Record Keeping. Accurate keeping is important in order to identify patients and their locations, provide an on-going record of the patient's care and condition and, evaluate the response of the disaster.

Post-Disaster Actions. The immediate care of the injured is the focus of the medical community during a mass-casualty incident. During the recovery phase, there may be substantial numbers of delayed injuries and potential health problems. The surviving population will require food, water, shelter and clothing. Public-health officials must provide adequate sanitation facilities to minimize the spread of communicable diseases and make ongoing health and medical care available in cooperation with the medical community.

"For disaster planning to be effective, there must be an inter-organisational interagency"

PROBLEMS AND ISSUES

A study carried by Dr. Takashi Ukai, Deputy Director as well as Head of Emergency and Critical Care Medical Centre, Osaka City General Hospital, Japan before the Hanshin/Awaji Earthquake on 7 January 1995 revealed that less than 50% of hospitals in Osaka and Hyogo areas in Japan had disaster plans and only 10% had exercised the disaster drills. These numbers were quite alarming. Had it occurred in other earthquake-prone areas with better coordinated preparations, the medical response and management may have been quite different. The mere existence of a written disaster plan does not assure that the institution is actually prepared. Unless it is accompanied by the training of all the emergency personnel involved in disaster response and by the repeated drills, it only serves as an illusion of preparedness. Many of the logistics problems faced in disaster are not caused by the absolute shortage of medical resources, but rather from failure to coordinate distribution.

Disaster tends to cross geographical, jurisdictional and political boundaries. It is always a rule that execution of daily administrative works by any government agency in any country is guided by precedence, never by improvisation. Unless the plan with legitimacy is jointly worked out and mutually agreed on by agencies involved,

it is doomed to failure from the outset. Points that may be taken in addressing on the problems in Disaster Management are as follows:

- Because of the limited resources available, disaster preparedness proposal needs to take cost effectiveness into consideration.
- Interest in disaster preparedness is proportional to the horribleness and extensiveness of the last disaster.
- Disaster planning should be based on what people are likely to do rather than what people should do.
- For disaster planning to be effective, there must be an inter-organizational interagency.
- In disaster, what is thought to be communications problems are often 'coordination problems' in disguise.
- Panics is no a common problem in disaster but getting the people evacuated to safer place is.
- Adequate disaster preparedness requires planning, with a media rather than for the media. Many of the questions that will be asked by the reporters are predictable and the procedure can be established in advance for collecting necessary information.

CONCLUSION

No one expects disasters, but they happen. With living comes natural calamities. With industrial and technological advances come accidents. With socio economics and political stagnation or change come dissatisfaction, terrorism and war.

Proper preparation and planning enable the community do deal better with devastation and death in the wake of disaster. The involvements of all members of the community especially, the organizations designated, is critical. Some personnel will choose to be knowledgeable and trained in disaster management, allowing them to participate in the process of leadership and planning. Others will become skilled in providing

management and medical care on the scene, altering their philosophy of care, allocating the resources, and modifying routine priorities and procedures. In any case, the organizations must understand its roles and limits, acknowledge the value of others responding to the crisis, and most important, make good on its commitment to respond when called.

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PERANAN PERISIKAN DALAM DUNIA YANG SALING BERGANTUNGAN (INTERDEPENDENCE)

Lt Kol Roslan bin Hj Saruan

PENDAHULUAN



berakhirnya kemelut perang dingin telah membuatkan organisasi perisikan barat berada dalam dilema apabila memikirkan tentang masa depan dunia perisikan terutamanya dalam memenuhi tanggungjawab dalam membantu mencorakkan dasar luar negara, aspek keselamatan serta pertahanan. R V Jones dalam penulisannya menyatakan bahawa *"In the past war, the nature of the weapons, the brilliance of our sources and the mistakes of our enemies all weighed the balance of favour. It may well not remain so in the future"*¹. Kenyataan beliau ini jelas memperlihatkan akan perubahan yang bakal di hadapi oleh organisasi perisikan seperti CIA, NSA, FBI, MI 5, KGB atau organisasi-organisasi perisikan negara-negara kuasa besar dan maju yang lain.

Keadaan ini berlaku kerana apabila berakhirnya perang dingin, negara-negara di dunia menjadi semakin saling bergantung antara satu sama lain yang menimbulkan persoalan sama ada keadaan saling bergantung ini akan meningkatkan atau mengurangkan 'probability' untuk berlakunya peperangan atau sebaliknya. Persoalan di atas menjadi semakin rumit apabila meningkatnya *"economic interdependence"* antara negara-negara kuasa besar dengan negara-

negara maju seperti Jepun, China dan Eropah Timur. Dalam masa yang sama wujud pula keadaan yang sesebuah negara terlalu bergantung kepada sumber asli atau ekonomi sesebuah negara lain yang secara tidak langsung meletakkannya dalam keadaan keselamatan yang tidak terjamin.

"INTERDEPENDENCE" DAN KESANNYA KE ATAS KONSEP KESELAMATAN

Teori "Interdependence" telah di pelopori oleh Norman Angell pada tahun 1913 melalui penulisannya dalam *"The Journal of War and Peace"* serta bukunya yang bertajuk *"The Great Illusion"*. Dalam hipotesisnya beliau menekankan bahawa *"International economic interdependence"* telah menjadikan peperangan sebagai sesuatu yang tidak relevan. Ekoran daripada kenyataan beliau yang konsisten mengenai kewarasan untuk berperang, menjadikan namanya sinonim dalam bidang akademik di mana beliau sering dikaitkan sebagai orang yang memelopori idea bahawa peperangan adalah sesuatu yang mustahil berlaku dalam dunia yang saling bergantung².

Angell tidak memberikan definasi yang khusus terhadap konsep *"interdependence"* ini tetapi telah menggunakannya dalam kontek yang berlainan. Sebagai asasnya, Angell mendefinisikan

¹ R V Jones dalam Allan E Goodman, "The Future of US Intelligence", Intelligence and National Security, Vol II, October 1996, No 14, p 645.

² Jaap de Wilde dalam James N Rosenau dan Hylke Tromp ed, "Interdependence and Conflict in World Politics", Avebury, 1989, p 13.

konsep "*interdependence*" sebagai "*structural linkage of fates*", dan dalam bidang ekonomi sebagai "*an interwining of interest*" sementara dari sudut politik pula ditakrifkan sebagai pengaruh bersama yang tidak dapat dielakkan iaitu sama ada mereka bersatu atau bergerak seiring antara satu sama lain³. Secara teorinya definasi-definasi tersebut di atas boleh dirumuskan sebagai penguatan, perluasan atau pengukuhan perhubungan bagi menjamin kepentingan dan pengaruh bersama yang tidak dapat dipisahkan kerana perhubungan tersebut akan mencorak dan menentukan masa depan negara-negara tersebut.

Bagi menerangkan konsep "*interdependence*" dengan secara lebih jelas lagi Angell telah merujuk kepada dua aspek iaitu aspek *normatif* dan aspek *pragmatif*. Aspek *normatif* berhubung kait dengan pemikiran bahawa sekiranya sesebuah negara ingin menyelamatkan diri daripada menjadi mangsa tekanan dan dominasi negara lain, haruslah mengawal kecenderungan untuk menggunakan kekerasan dan bersedia untuk bekerjasama dalam membendung serta menangkis tekanan dan kekerasan. Keadaan ini amat jelas sekali di mana sesebuah negara itu tidak akan dapat mengawal kepentingannya secara berkesan melainkan jika ia bersedia untuk menghormati, mengakui dan bersedia untuk turut mempertahankan kepentingan negara lain⁴.

Dari sudut pemikiran *pragmatif* pula, beliau berpendapat apabila wujud sikap saling bergantung yang tinggi, kekerasan akan dapat dibendung sebagai satu cara melindungi kepentingan sesebuah negara. Sepertimana menurut Jaap de Wilde, "*bertambahnya*

... konsep "*interdependence*" dari sudut *pragmatif* adalah apabila wujud sikap saling bergantung yang tinggi, kekerasan akan dapat dibendung sebagai satu cara melindungi sesebuah negara.

"*interdependence*" antara satu sama lain akan meningkatkan lagi kualiti kerjasama antara negara dan sekaligus memupuk kepercayaan bahawa peluang untuk berjaya dan hidup dalam aman damai adalah lebih baik apabila bekerjasama daripada menggunakan kekerasan dan dominasi"⁵.

Dari segi pengaruh konsep '*interdependence*' ini terhadap konsep keselamatan negara, menurut Gunnar Myrdal, terdapat empat bidang yang telah meningkatkan konsep saling bergantung yang berbeza dengan konsep keselamatan tradisional di mana ia memerlukan kerjasama antarabangsa iaitu:

- Bagi tujuan keselamatan dan mempertahankan diri, setiap negara bergantung kepada aspek persiapan perang negara-negara lain.
- Ancaman terhadap kemerosotan sumber alam semulajadi akan memberi kesan yang berbeza-beza kepada negara di dunia kerana setiap negara mempunyai tahap bergantung yang berbeza sama ada sebagai pengimpot atau pengeksport. Contohnya ialah keperluan minyak mentah.
- Aspek alam semulajadi semakin menonjol di mana masalah pencemaran tidak mengenal sempadan dan merebak di serata dunia melalui air dan udara.
- Pembangunan kewangan dan ekonomi negara bergantung kepada pembangunan di negara lain di mana sering berlaku ketidakseimbangan pembangunan antara negara-negara maju dan dunia ketiga⁶.

³ Ibid, p 25.

⁴ Norman Angell, "The Great Illusion", Harmondsworth: Penguin Books, 1938, p 281.

⁵ Jaap de Wilde, p 26.

⁶ Gunnar Myrdal, "Increasing Interdependence Between States but Failure of International Cooperation", Gothenburg University, 1978, p 6.

Keempat-empat aspek 'international interdependence' ini sentiasa wujud dalam struktur antarabangsa tetapi peningkatannya semakin ketara dalam era Pasca-Perang Dingin.

KONSEP KESELAMATAN SEMASA ERA PERANG DINGIN

Secara tradisinya, ancaman terhadap keselamatan antarabangsa dan negara dirujuk kepada perhubungan di antara negara - negara. Ini adalah kerana negara-bangsa merupakan satu-satunya faktor yang berperanan dalam menentukan suatu tindakan politik. Dalam struktur politik antarabangsa yang berbentuk anarki ini, telah menyebabkan negara sentiasa merasa tidak selamat akibat kekurangan yang dihadapinya terutama apabila negara tersebut terlalu bergantung kepada sumber-sumber dari negara lain. "Disebabkan akan ketakutan ini telah menyebabkan negara tersebut cuba mengawal apa yang mereka perlukan, yang kelak akan menyebabkan perluasan skop kawalan dengan menggunakan kuasa dan tekanan"⁷. Sepertimana menurut John Mearsheimer, "negara yang bergantung kepada yang lain ke atas sumber ekonomi yang kritikal sentiasa berada dalam ketakutan, takut sekiranya disekat daripada terus menikmati sumber-sumber ekonomi tersebut atau diperas ugut dalam suasana krisis atau peperangan. Oleh itu negara tersebut akan cuba memperluaskan kawalan politiknya terhadap sumber ekonomi tersebut yang secara tidak langsung akan menyebabkan meningkatnya bahaya berlakunya konflik dengan pemilik sumber-sumber yang di perlukan itu atau negara-negara lain yang turut memerlukannya"⁸.

Menurut Robert E Bedeski pula, secara umumnya ancaman terhadap konsep keselamatan era sebelum dan semasa Perang Dingin dibandingkan dengan era Pasca-Perang Dingin dan masa akan datang adalah berkisar dalam aspek-aspek berikut:⁹

- Penggunaan kuasa ketenteraan.
- Motif dan ancaman yang jelas melibatkan sebuah atau beberapa buah negara.
- Menunjukkan kekuatan kepada lawan.
- Penyusunan semula struktur negara yang ditawan mengikut kehendak mereka.
- Penilaian semula hubungan antara negara.

Persidangan Antarabangsa mengenai perhubungan antara Perlucutan Senjata (Disarmament) dan Pembangunan yang diadakan di PBB pada 24 Ogos 1987 mendefinisikan "Keselamatan" selain daripada maksud tradisinya, turut meliputi aspek-aspek lain bukan ketenteraan seperti yang dipersetujui oleh 150 negara anggota. Persidangan tersebut memutuskan bahawa keselamatan merupakan satu keutamaan bagi kelangsungan sesebuah negara dan ia turut melibatkan aspek-aspek berkaitan dengan politik, ekonomi, sosial, hak asasi manusia, bantuan kemanusiaan dan aspek-aspek berhubung kait dengan kerosakan ekologi¹⁰.

PENTAFSIRAN SEMULA KONSEP PERISIKAN

Dengan perubahan senario dalam politik antarabangsa dan berakhirnya perang dingin

⁷ Kenneth Waltz, "Theory of International Politics", New York: Random House, 1979, p 106.

⁸ John J Mearsheimer, "Disorder Restored", dalam Graham Allison dan Gregory F Treverton, eds, *Rethinking American's Security*, New York: W W Norton, 1992, p 223.

⁹ Robert E Bedeski, "Unconventional Security Threat: An Overview", NPCSD, Working Paper No 11, May 1992, p 2.

¹⁰ Dietrich Fisher, "Non Military Aspect of Security: A System Approach", UNIDIR, Great Britain: University Press, 1993, p 9.

didapati bahawa masalah-masalah yang berhubung kait dengan keselamatan lebih kompleks dan berpunca dari pelbagai dimensi. Perubahan ancaman terhadap keselamatan tersebut sering mengatasi kuasa dan keupayaan sesebuah negara. Menurut Jacques Delors, ancaman keselamatan masyarakat global masa kini jelas menunjukkan betapa kompleksnya ancaman dan masalah yang bakal dihadapi oleh masyarakat dunia masa hadapan. Menurutnya, *"All around us, naked ambition, lust for power, national uprisings and under development are combining to create potentially dangerous situations, containing the seeds of destabilization and conflict, aggravated by proliferation of weapons of mass destruction"*¹¹.

Bagi mengenalpasti perubahan konsep keselamatan tersebut maka kajian semula ke atas konsep keselamatan perlulah dibuat dengan memberikan fokus terhadap aspek-aspek lain dalam kehidupan moden yang didapati bersesuaian dengan keselamatan dalam suasana era Pasca-Perang Dingin. Menurut Barry Buzan, aspek yang menonjol dalam konsep keselamatan masa kini meliputi *"bidang politik, ekonomi, budaya masyarakat dan alam semulajadi"*¹².

Robert Latham pula berpendapat bahawa untuk mendapatkan keputusan terbaik dalam mengkaji konsep keselamatan, *"kajian perlulah memfokus kepada aspek bahawa ancaman kepada sesebuah negara dan masyarakat turut melibatkan elemen-elemen lain selain daripada pencabulan atau campurtangan kuasa ketenteraan yang dirancang iaitu ancaman-ancaman yang*

*melibatkan pemusuhan dan gangguan terhadap alam semulajadi, ketidakstabilan politik, pengagihan kekayaan dan ekonomi yang tidak sama serta masalah-masalah yang berkaitan dengan keganasan dan jenayah, penyeludupan, dadah dan pendatang haram"*¹³.

Walaupun pada dasarnya kekuatan tentera merupakan elemen penting dalam melindungi keselamatan sesebuah negara dan secara tradisinya ia digunakan dengan meluas pada masa-masa lalu bagi menyelesaikan dan menjauhkan diri daripada masalah-masalah keselamatan bercorak tradisi, namun perubahan dalam suasana konsep keselamatan telah menyebabkan ia tidak lagi relevan. Masalah-masalah yang berhubung kait dengan kemusnahan alam semulajadi, pertambahan jumlah penduduk, kekurangan pembangunan ekonomi dan kekurangan bahan-bahan semulajadi merupakan sesuatu yang diluar skop pengawalan sesebuah negara dan memerlukan tindakan bersama antarabangsa. Bagi menghadapi perubahan ini, General John J Sheehan berpendapat bahawa *"konsep keselamatan masa kini memerlukan reaksi multilateral dan tindakan bersama antarabangsa iaitu ia boleh dibendung melalui tindakan daripada gabungan sektor politik, ekonomi, budaya masyarakat dan ketenteraan"*¹⁴.

Konsep keselamatan yang harus difikirkan masa kini berkait rapat dengan kesannya terhadap kehidupan dan *'kelangsungan'* manusia di dunia ini. Lakaran di bawah menunjukkan bagaimana aspek-aspek keselamatan tersebut memberi kesan terhadap keamanan dan kemakmuran masyarakat dunia.

¹¹ Jacques Delors dalam Dr Zbigniew Brzezinski, "The Consequences of the Cold War for International Security", Adelphi Paper 265, p 7.

¹² Barry Buzan, "Peoples, State and Fear: An Agenda for International Security Studies in the Post-Cold War Era", 2nd ed, Boulder: Colorado Lynne Rienner, 1991, p 19.

¹³ Robert Latham, "Knowledge and Security in a Post-Cold War World", *Items*, Vol 49, June-September, 1995, p 43.

¹⁴ General John J Sheehan, "Building The Right Military for the 21st Century", *Strategic Review*, Summer 1997, p 8.

ANCAMAN TERHADAP KESELAMATAN¹⁵

Ancaman	Sumber Dalaman	Sumber Luaran	Sumber Global
"Survival"	Jenayah ganas, persengkitaan etnik, perang saudara, "genocide" dll.	Penggunaan kekerasan, campurtangan ketenteraan, keganasan.	"Nuclear Winter"
Kesihatan	Perdagangan dadah dan kimia bertoksik.	Kawalan bagi ubatan kritikal, boikot, "embargo" dan sekatan.	Perdagangan dadah secara global.
Kemakmuran Ekonomi	Rasuah, rompakan dan sabotaj.	Kawalan terhadap ubat-ubatan kritikal, boikot, "embargoes" dan "blockades".	Kadar pertukaran yang tidak adil dan peningkatan kadar faedah.
Alam Semulajadi	Vandalisma terhadap ekologi dan alam sekitar.	Peperangan ekologi, penahanan sumber air dan bahan asli kritikal.	Pertambahan penduduk, penggunaan bahan asli berlebihan, kepupusan haiwan, pencemaran laut, udara dan penangkapan sumber laut berlebihan.
Hak Berpolitik	Rampasan kuasa, penipuan pilihanraya, kediktatoran, diskriminasi, penderaan dan pembunuhan tanpa keadilan.	Aktiviti subversif dan propaganda.	Sumber maklumat didominasi negara-negara kuasa besar, memutarbelitkan fakta.

¹⁵ Dietrich Fisher, 1993, p 18.

PENTAHSIRAN SEMULA PERANAN PERISIKAN

Cabaran-cabaran baru yang harus ditempuhi oleh komuniti perisikan memerlukan pendekatan serta teknik yang lebih komprehensif dan canggih. Peranan perisikan dalam menyalurkan maklumat serta menganalisis terhadap bentuk ancaman yang baru amat sukar dilaksanakan. Ini mengakibatkan peranan organisasi perisikan semakin kecil. Sebagai contoh, ketiadaan maklumat untuk memberi amaran mengenai kejatuhan nilai Peso dan rizab simpanan Mexico telah mengakibatkan kesan buruk kepada negara-negara di rantau Amerika Selatan, ketiadaan maklumat mengenai sebarang ancaman penganas ke atas pangkalan-pangkalan Tentera Amerika Syarikat di Arab Saudi telah menyebabkan berlakunya letupan di kuarters penginapan anggota Tentera Amerika yang menyebabkan berpuluh-puluh kematian dan kecederaan malah ketiadaan maklumat mengenai bahaya serangan peluru berpandu 'Stinger' (yang di berikan oleh CIA kepada gerila Afganistan bagi menembak pesawat Soviet semasa Perang Dingin), kini mungkin di miliki oleh penganas-penganas antarabangsa yang mungkin di gunakan ke atas pengangkutan udara awam.

Contoh-contoh di atas jelas menggambarkan betapa ketiadaan maklumat yang tepat dan jelas berkaitan dengan ancaman memerlukan pentafsiran semula tentang fungsi serta peranan agensi-agensi perisikan bagi membolehkannya beroperasi dengan lebih efektif. Jika dahulu organisasi perisikan memainkan peranan utama dalam aspek pengumpulan maklumat berkaitan pengawalan jumlah penempatan senjata-senjata nuklear namun kini peranan tersebut telah bertukar kepada usaha pengawasan 'dismantlement' dan penempatan alat-alat yang

... konsep keselamatan masa kini memerlukan keselamatan "multilateral" dan tindakan bersama antarabangsa meliputi aspek politik, sosio ekonomi, budaya dan ketenteraan demi kelangsungan kehidupan manusia sejagat...

fissionable' yang memerlukan kemahiran yang berbeza dalam pengumpulan maklumat¹⁶.

Ekoran daripada perubahan konsep keselamatan tersebut, Allan E Goodman berpendapat, "organisasi perisikan dilihat dalam keadaan yang tidak terurus di mana keupayaan perisikan dalam memberikan maklumat-maklumat dengan tepat dan pantas amat terbatas". Beliau telah menggariskan beberapa punca kemerosotan tersebut seperti berikut:

- Perkhidmatan 'clandestine' dan tindakan 'covert' oleh masyarakat perisikan dalam keadaan tidak menentu ekoran daripada kekurangan serta penarikan diri anggota-anggota perisikan profesional dalam bidang tersebut.
- Permintaan terhadap sumber-sumber analitikal perisikan begitu meluas dan menjadi rebutan antara agensi-agensi kerajaan yang lain, serta badan-badan bukan kerajaan yang melibatkan aspek ekonomi, sosial dan sektor kesihatan yang kini menganggap mereka juga pengguna utama maklumat-maklumat perisikan tersebut. Keadaan ini mengakibatkan agensi perisikan mengalami masalah dalam menyediakan maklumat-maklumat dan analisis perisikan yang tepat dalam masa yang singkat.
- Organisasi-organisasi yang bertanggungjawab dalam pengumpulan maklumat perisikan kini dibebani dengan pelbagai misi dan aktiviti. Situasi ini menyebabkan mereka hilang perhitungan dalam keutamaan tugas untuk menentukan

¹⁶ Allan E Goodman, "The Future of US Intelligence", Intelligence and National Security. Vol 11, Jkt 1996, No 4, p 645.

kepentingan maklumat serta menetapkan garis sempadan antara tugas untuk memenuhi keperluan pengguna tradisi (bidang ketenteraan) dengan keperluan dari bidang-bidang yang melibatkan aspek keselamatan era Pasca-Perang Dingin.

Keadaan ini telah menyebabkan komuniti perisikan mengalami masalah dari segi kehilangan sumber tenaga pakar, sumber kewangan serta keupayaan teknologi bagi membolehkan mereka berfungsi dengan lebih efektif.

PERANAN PERISIKAN PADA ABAD MENDATANG

Jawapan bagi menyelesaikan masalah berhubung dengan ancaman perisikan pada abad akan datang tidak boleh ditemui melalui pendekatan teknologi dalam meningkatkan langkah-langkah keselamatan. Pendekatan ini bukan sahaja kurang efektif malah tidak dapat menangkis ancaman-ancaman yang semakin meningkat dengan bertambahnya faktor sama ada individu mahupun organisasi yang boleh mengatasi sistem-sistem keselamatan tersebut. Bagi menghadapi ancaman-ancaman berbentuk baru ini, beberapa penganalisis perisikan dan ahli akademik telah mencadangkan beberapa pendekatan seperti berikut:

- Allan E. Goodman mencadangkan beberapa peranan seperti berikut:

Peranan "Espionage". Aktiviti "espionage" akan memainkan peranan sebagai alat kepada polisi luar negara di mana penggunaannya diperkecilkan dan hanya tertumpu kepada menyokong

... kini peranan perisikan telah bertukar kepada usaha pengawasan "dismantlement" dan penempatan alat-alat yang "fissionable" yang memerlukan kemahiran yang berbeza dalam pengumpulan maklumat.

penggubal dasar. Peranan utama masyarakat perisikan ialah untuk menghuraikan kenyataan sebenar sesuatu objektif supaya boleh mengurangkan tahap kesangsian penggubal dasar apabila menghadapi masalah. Perisikan dapat memainkan peranan yang berkesan dengan memberikan maklumat jelas kejadian-kejadian yang mungkin berlaku dan situasi luar negara serta mengariskan permasalahan yang mungkin dihadapi oleh diplomat dan pegawai kerajaan dalam penguatkuasaan sesuatu dasar. Cabaran utama di sini ialah untuk menggunakan kebijaksanaan dalam menjalinkan hubungan yang baik dengan penggubal dasar. Dalam hal ini Sherman Kent pernah menyuarakan kesangsian kira-kira 50 tahun dahulu, "Tidak ada tahap dalam urusan perisikan yang lebih penting daripada perhubungan yang rapat antara agensi perisikan dengan orang yang menggunakan produknya. Anehnya, perhubungan yang diharapkan berlaku secara automatik ini, tidak terjadi seperti yang diharapkan".

• **Perubahan Pemikiran.**

Organisasi perisikan sendiri mestilah menerima dan mengakui akan perubahan yang berlaku ke atas konsep keselamatan, bentuk ancaman dan masalah dalam mengumpul maklumat. Organisasi perisikan tradisi harus beranjak daripada terlalu bergantung kepada maklumat-maklumat perisikan yang diperolehi dari sumber yang formal kepada sumber maklumat dari agensi-agensi di luar kerajaan, individu, kesatuan dan sumber bebas. Dengan bekerja secara "side by side" dengan individu dan agensi di luar kerajaan ini, sumber maklumat yang di luar jangkaan mungkin ditemui.

- Kevin A O' Brien pula mencadangkan empat pendekatan:

"Peoples & Human Intelligence Skill" (HUMINT).

Teknik menggunakan peningkatan teknologi untuk menghadapi ancaman yang tidak diketahui asal usulnya, adalah agak tidak relevan. Penggunaan satelit dan peralatan komunikasi yang canggih mungkin berkesan dalam beberapa aspek tetapi dalam menghadapi ancaman yang bakal datang dari pengganas, penjenayah, penyeludup dadah, pendatang asing dan penyakit berjangkit adalah sesuatu yang sukar dilaksanakan. Justeru itu sumber serta teknik kepakaran yang berlainan diperlukan dan cara terbaik ialah menggunakan tenaga manusia pakar untuk bergerak secara fizikal dalam masalah atau kumpulan ancaman itu sendiri. Ini adalah kerana profesional perisikan yang terlatih sedemikian dan dilengkapi dengan peralatan yang canggih serta mempunyai motivasi yang tinggi akan berupaya untuk memantau, menyusup dan seterusnya menyalurkan maklumat atau memusnahkan ancaman-ancaman tersebut.

"Open Source Intelligence (OSINT)"

Mendapatkan maklumat dari sumber yang tidak formal dapat memainkan peranan utama dalam memantau potensi ancaman yang melibatkan keganasan, jenayah serta kerosakan alam semulajadi. Sumber dan teknik pemantauan harus berubah mengikut keadaan dan masa. Bagi Organisasi Perisikan menjalankan tugas tersebut sepenuhnya agak sukar lebih-

... perjanjian dan kerjasama perisikan memainkan peranan utama dalam menangani sebarang bentuk ancaman namun ia masih sukar dilaksanakan kerana terdapat sebilangan negara yang takut akan kehilangan kawalan ke atas sumber perisikan masing-masing...

lebih lagi skop ancaman yang luas dan sukar dikenalpasti. Teknik ini membolehkan peranan perisikan lebih fleksibel dan bergerak melebihi atau seiring dengan pergerakan ancaman-ancaman tersebut.

Penggunaan "Non-Official Cover Agents". Penyusupan masuk agen-agen di kalangan mereka yang pakar dalam bidang ancaman itu sendiri atau di kalangan pengancam itu sendiri merupakan pendekatan yang terbaik. Dengan cara memahami perjalanan organisasi atau individu yang mempunyai kepakaran terhadap sesuatu bentuk ancaman itu akan membolehkan langkah mengenal pasti aktiviti-aktiviti mereka sekaligus memudahkan penganalisis mengkaji aktiviti dan motif kumpulan tersebut.

"Co-operative Intelligence".

Walaupun perjanjian dan kerjasama antara negara memainkan peranan utama dalam menangani ancaman terhadap keselamatan, ia masih sukar dilaksanakan kerana terdapat negara-negara yang takut kehilangan kawalan ke atas sumber perisikannya. Sebagai contoh US 'Department of Defence' (DoD) berpendapat perjanjian antarabangsa dalam menangani keganasan akan menghadkan kajian mereka sendiri dalam aspek tersebut. Namun demikian, hanya melalui kerjasama semua negara dan agensi sama ada tentera, agensi perisikan kerajaan dan bukan kerajaan serta sektor swasta sahaja akan dapat membantu menangani ancaman-ancaman era pasca Perang Dingin ini sepertimana menurut David Charters, *"a symbiotic relationship to achieve a synergistic collection, analysis and exploitation effort"*.

PENUTUP

Dalam keadaan dunia yang saling bergantung serta perubahan kepada konsep keselamatan sepertimana yang telah dihuraikan di atas jelas menunjukkan bagaimana kedua-dua faktor tersebut telah membawa kepada perubahan ke atas peranan perisikan agar dapat berfungsi sealiran dengan ancaman-ancaman bentuk baru tersebut. Peranan perisikan yang diperlukan jauh

berbeza dengan bentuk tradisi kerana selain daripada bergantung kepada perkembangan sains dan teknologi dalam proses pengumpulan maklumat, sumber-sumber lama dengan pendekatan dan teknik baru seperti penggunaan sumber manusia pakar, agen-agen tidak rasmi serta kerjasama perisikan antara negara dan semua agensi akan membolehkan perisikan bergerak dengan lebih berkesan dan efisien.

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Lt Kol Roslan bin Hj Saruan telah ditauliahkan ke dalam Kor Armor Diraja pada 31 Mei 80 dan bertukar ke Kor Risik Diraja pada 16 Sep 86. Beliau pernah menjawat beberapa jawatan penting di pasukan, Markas Formasi dan di Kementerian Pertahanan. Beliau berkelulusan Maktab Turus dan memiliki Diploma Pengurusan Sumber Manusia dari UM dan Diploma Lanjutan Pengajian Strategik dan Keselamatan dari UKM. Beliau kini menjawat jawatan Komandan di Pusat Latihan Perisikan (PULARIS).

SEJARAH YANG DAHULU MENGAJAR MANUSIA MEMBINA SEJARAH BARU

THREAT PERCEPTIONS IN SOUTH EAST ASIA

Mej Saiful Anwar bin Ali

INTRODUCTION



outheast Asia, the region of uncertainty in terms of security and has been aptly characterized since the Cold War era as a 'region of revolt'.¹

This is because the perceptions of threat still persist and it is something to do with its historical background of being colonized couple of decades and even centuries. The psychological fear emerged prominently when dealing with security either external or internal. According to Robert O. Tilman, the perception is based on projection and later transformed into perception using five dimensions and these were structural, geopolitical, historical, sociocultural and economic.² In the structural dimension, he was concerned with the political and bureaucratic machinery through which foreign policy is formulated. In addition, individuals inside and outside the government influence policy makers in interpreting the messages that have been forwarded to them through normal bureaucratic channels, the media, or words of mouth. The geopolitical dimension is something to do with long-range and short-range threat due to its proximity with the threatened states, while the historical dimension presents

numerous complexities, and to be considered on at least two levels: personal and collective. In the sociocultural dimension, foreign policy formulation may also be influenced by the ethnic, cultural, and religious makeup of a country and its policy makers. Finally, the economic dimension has several contradictory influences that must be considered. Foreign investment creates reciprocal obligations between investors and the host country, and these obligations may influence the content of policies. Policy execution benefited certain personal, or peer group, or to enhance family fortunes.³

Threats, according to Stephen M. Walt, are a function of power, geographical proximity, offensive capabilities, and perceived intentions.⁴ Anyhow, when mentioning threats, it is something to do with danger to certain values. There may be threats but not necessary danger. Who interprets, perceives or misperceives, creates to legitimize, dictating the degree of threats will go back to fundamental question: threats to whom, state or regime? Some perceived that threats are the politics of the people or the peoples' agenda. They may concern with health and environment, quality of life and freedom of information, individual rights and civil liberties, human dignity and community interests, political participation and accountability of governance, which been used by them as their interests.

¹ Chai-Anan Samudavanija and Sukhumbhand Paribatra, Development for Security, Security for Development: Prospects for Durable Stability in Southeast Asia, see Kusuma Snitwongse and Sukhumbhand Paribatra, (eds), *Durable Stability in Southeast Asia*, Singapore: ISEAS, 1987, p 3.

² Tilman, Robert O., *Southeast Asia and the Enemy Beyond*, Colorado: Westview Press, Inc., 1987, p 7.

³ Ibid., pp 7-9.

⁴ Walt, Stephen M., *The Origins of Alliances*, Ithaca: Cornell University Press, 1987, p vi.

Countries in Southeast Asia are more concerned with the internal threat because they believed it has a relation in conjunction with external threat. During the Cold War era for example, they were busy dealing with the communist ideology in their countries because China and Soviet Union were sponsoring the idea. Until today, countries in the region are more concerned with issues of domestic stability. Massive political turmoil with riots and disturbances still exist in Indonesia with no sign of the law and order being established to cool down the situation. Social stability, which is being undermined by the rise of unemployment and the prospects of illegal immigration remains a potentially destabilizing issue. The economic crisis recently gave an impact to its political and security implications on Southeast Asia and this impact varies from country to country and the most seriously affected were Indonesia, Malaysia and to a much lesser extent, Thailand. Tensions over the Spratlys with the navigation and flight over the disputed areas created the prospect of low-intensity conflicts arising. Should conflicts arise, they would invite the involvement of big powers in the region.

Having said all these, the aim of this article is to determine the threat perceptions in Southeast Asia, taking the region as the level of analysis, and arguing that non-conventional threat perceptions are more prominent in the post-Cold War era.

THREAT PERCEPTIONS IN THE COLD WAR ERA

In the first decade after 1945, the region basically underwent the tumultuous period of decolonization, more often than not, bloody as the previous colonial masters were either removed through violence or in more orderly fashion through peaceful means. In the second and third decades, the new countries (except of course Thailand which was never colonized and had been and 'old' society) adjusted to the realities of their

post-colonial status but also had to endure the domestic challenge of political legitimacy (especially that of communism) and the predatory nature of international politics gripped in the vise of the Cold War. The PRC has maintained political ties with Maoist revolutionary parties throughout Southeast Asia, some but not all of which have been dominated by indigenous Chinese leadership. Although the PRC frequently reiterates that party-to-party policies must not be confused for state-to-state relations, Southeast Asia are often unconvinced that the same leaders can separate their government and party. General memories of past Chinese policies and a tendency to perceive the Chinese of China through lenses colored by experiences with their own domestic Chinese populations have affected PRC relations with every ASEAN member. However, these historical memories vary throughout the region, as have the experiences of individual nations with their domestic Chinese.⁵ But beginning from 1975, concomitant with the fall of South Vietnam to North Vietnam, Southeast Asia basically became, as has been stated, a 'region divided' between two diametrically opposed camps of communism (Indochina) and noncommunism (ASEAN). During this time, the influx of Indochinese refugees and displaced persons into the ASEAN region had continued unabated causing a burden to the countries of first refuge of ASEAN. The presence of these refugees presents political, economic, social and security problems to the ASEAN countries. This phenomenon forced the Heads of Government to reaffirm that ASEAN will continue to take serious efforts with other parties concerned to find an effective solution to the problem. By 1990, however, and related in large part to the collapse of communism itself, the real divisive issue of regional geopolitics in the form of independence of Cambodia was resolved, setting the pace for a new era in regional security.⁶

⁵ Tilman, Robert O., *Southeast Asia and the Enemy Beyond*, p 86.

⁶ Professor Zakaria Haji Ahmad, Issues and Prospects in the Security of Southeast Asia, *Agenda Magazine*, Vol. 1, No. 1, September 1995.

For Southeast Asia in the Cold War, two distinct approaches may be identified: a communist notion which accepted subservience under the larger struggle of communism as was pursued by the communist states, but caught between the leadership of either Moscow or Beijing, and a noncommunist version which tried on the other hand to be neutral or non-aligned but on the other hand also relied on the US as an insurance through Washington's security umbrella.⁷ In short, the issue in ASEAN during the Cold War was to prevent not only communist domination but keeps the region safe from Indo-Chinese invasion.

Countries in Southeast Asia are more concerned with the internal threat because they believed it has a relation with external threat

The other principal source of political instability throughout Southeast Asia during this period was the ethnic heterogeneity. It had been seen as the most critical factor affecting political stability and that it interacts with all other factors. Walker Connor quote the words of one recognized authority on the region:

[T]he multi-ethnic character of practically every Southeast Asia [country] is indeed the fundamental source of major problems of stability in Southeast Asia, both at the domestic level of individual countries as well as in intra-regional relations ... [E]thnic realities ... are to be found everywhere and at every level of society.⁸

The ethnic heterogeneity could be seen through the ethnic map of Southeast Asia, which portrayed the complex and asymmetrical nature and had its own characteristics. Connor divided the characteristics as follows:

⁷ Ibid.

⁸ Connor, Walker., Prospect for Stability in Southeast Asia: The Ethnic Barrier, see Kusuma Snitwongse and Sukhumbhand Paribatra, (eds), *Durable Stability in Southeast Asia*, Singapore: ISEAS, 1987, p33.

- Each of the states contains a number of ethnic groups.

- Numerical data on ethnic composition must be used only in conjunction with the ethnic map, because the traditional homelands of the ethnic minorities are often much larger and strategically more significant than the numbers would indicate.

- Lending additional strategic significance to the territory of a number of ethnic minorities is the fact that, with very few exceptions, it is the minorities and not the state's dominant group that populate the border regions.

- With few exceptions, the region's land borders bisect ethnic homelands.⁹

The peoples that live in the homeland demonstrated different behavior than those living outside. Living within the homeland manifests a much stronger ethnocentrism, and gave resistance to other cultures and had a feeling of hostility towards other groups. They also claimed that they possessed a primal and exclusive proprietary claim to that territory.

Consequently, the non-members of the ethnic group within the homeland are viewed as aliens, even if they are compatriots. Hence, there was a barrier towards the feelings of freedom and total independence of the minority ethnic groups. In sum, the cultural richness stemming from the great diversity within Southeast Asia makes generalization difficult. Balance between the requirements for growth and stability, authority and freedom, regional interdependence and nationalism, and modernization and cultural integrity have to be put in a closer gap, otherwise the resistance demonstrated through series of riots as illustrated in Indonesia will emerge and this phenomenon would make the region vulnerable.

⁹ Ibid.

THREAT PERCEPTIONS IN THE POST-COLD WAR ERA

Northeast Asian region demonstrated the Cold War structure and will give greater impact to the Southeast Asia in the future. The rise of China as an economic and military power and uncertain of its future foreign and security policy orientations created uncertainty environment to the region. Furthermore, the uncertainty of US strategic presence in a long-term as a stabilizing element for continuing economic development occurred. The worry that, given the unpleasant historical memory which the Chinese have of Japanese imperialism, attempts by US to permit or persuade Japan to take a more independent or active security posture in the region would likely provoke an arms build-up by the Chinese, which might in turn lead to a regional arms race.

On the other hand, the Spratly islands and other territorial disputes with China, and the directness of the economic and security impact on the individual country of China's activities in South China Sea exists. The collapse or expansion of the North Korean state, or any conflicts between North and South Korea, China and Taiwan, or China and Southeast Asian countries over the disputed South China Sea territories, would divide the Asia-Pacific into two mutually antagonistic blocks, drawing in the US and Japan on one side, against China, with perhaps Russia, on the other, with small and weak Southeast Asian states caught helplessly in the middle.¹⁰

Territorial disputes among the countries in the region also could be seen as the potential conflicts. This is because the territorial aspect of the national state is important in the dynamics of international relations because of the exclusiveness of territorial occupation. This means that one nation can generally expand only at the expense

of another; an increase in the territory of one is achieved only at the expense of a decrease in the territory of another. This makes for a potential conflict situation.¹¹

Taking into consideration that Southeast Asian region comprises the Third World states except Singapore, I tend to agree with Caroline Thomas when she mentioned that the majority of Third World states and peoples now face non-military threats to their security which no weapons, military alliances or individual governments can counter. Moreover, some such threats are of equal concern to the developed states, and it is becoming increasingly apparent that a holistic strategy to global security must be adopted if the international system as a whole is not to be ravaged by economic chaos, environmental degradation and an unfettered scramble for unaffected resources. The problem of debt, poverty, population growth, the environment and drugs are all interconnected: it is impossible to solve one without tackling the others. Thus, development and international cooperation are vital components of any strategy aimed at increasing security in the Third World globally.¹² These new security agenda will give greater impact to political survival and economic security to the region in the post-Cold War era. According to Marc A. Levy, for any environmental threat to be security threat, there must be some demonstrable connection to some vital national interest. In the case of ozone depletion, the connection is to public health and human lives; in the case of environmental refugees, the connection is to humanitarian concerns, migration and regional stability.¹³

¹⁰ Chien-peng Chung, Southeast Asian Perceptions of Major Power Relations in Northeast Asia, *Pacific Forum CSIS*, Pacnet No. 30, July 28, 2000.

¹¹ Boulding, Kenneth E., National Images and International Systems, see James N. Rosenau, (ed), *International Politics and Foreign Policy*, New York: The Free Press, 1969, p 47.

¹² Caroline Thomas., Third World Security, see Roger Carey and Trevor C. Salmon, (eds), *International Security in the Modern World*, New York: St. Martin's Press, Inc., 1996, p 105.

¹³ Levy, Marc A., Is the Environmental a National Security Issue?, see *International Security*, Vol. 20, No. 2, Fall 1995, p 43.

Environmental degradation constitutes a direct physical threat to the security interests when environmental damage results directly in the significant loss of life or welfare of the peoples. A thinning of the ozone layer that threatens to kill and blind hundreds of thousands people is easy to identify a security risk. The problem of stratospheric ozone depletion has much in common with conventional security risks. The values that are threatened are the lives and well being of peoples, ecosystem, health, crop productivity, and materials destruction. The threats are too highly important to national values, and they stem from global, not merely domestic sources.¹⁴

Territorial disputes among the countries in the region also could be seen as potential conflicts... the territorial aspect of the national state is important in the dynamics of international relations...

The range of effects is much wider in global climate change and they involve biological and physical systems less well understood than stratospheric chemistry; they involve a far greater range of industries; and the diplomatic constraints are much more pressing. The possibility that a build-up of greenhouse gases, especially carbon dioxide might cause the earth's temperature to rise and cause traumatic climate change was first raised in 1896. Various national assessment since 1979 have estimated global warming arising from a doubling of carbon dioxide emissions to be from 1.5 to 4.5 degrees Fahrenheit. The consequences of such a temperature rise have been estimated for fresh water resources, sea level rise, erosion, wetland loss, agricultural productivity, biodiversity, air quality, human health, and urban infrastructure.¹⁵ Taken all together, these effects would constitute a security risk if they threatened such a severe upheaval to the domestic economy that region would suffer greater hardship.

Human health is the only risk that by itself might constitute a security risk and will affect the order of a few percentage points of gross national product (GNP). Health also is vital to security. Disease is a transnational phenomenon that can have a devastating effect and whose transmission pays no heed to territorial boundaries. The impact of AIDS virus will have repercussion to the next generation as a whole sector of people suffered from long-term malnutrition. Therefore it makes sense to consider climatic changes as the perceived threat because of potential economic upheaval and potential loss of lives of the peoples.

Socio-cultural security also contributed to the threat perceptions in Southeast Asia. According to Muthiah Alagappa, illegal immigration, trade in and use of drugs, and cultural imperialism and pollution are among the socio-cultural concerns that have been identified as endangering security.

- Large-scale illegal immigration, as well as large-scale internal migration, is perceived to affect social and political stability at the local levels, and in some case make for or intensify interstate tensions.

a. **Drugs.** (i) Revenues from the narcotics trade are perceived to have been used to support insurrections, insurgencies, and terrorist activities leading to a breakdown of law and order, encouraging war-lordism, and loss of government control in parts of their territories. (ii) In addition to creating a number of social problems, drug addiction is perceived as having the potential to undermine national vitality and productivity and may even subject the country to foreign domination.

¹⁴ Ibid., pp 46-49.

¹⁵ Ibid., p 51.

- **Cultural Pollution And Imperialism.** (i) Concern that the West is seeking domination through the projection of its values as universal. (ii) Concern over a threat to the socio-cultural essence of the nation. (iii) Concern over the importation of the social ills associated with foreign (read Western) culture. (iv) Concern over the possible consequences for political stability and regime legitimacy.¹⁶

It is viewed that these socio-cultural threats are often diffused and of long-range action, which would leave behind long-range effects.

Conventional weapons transfers in the region is another factor created for threat perception in Southeast Asia. Weapons transfers can mean three areas of activity: (a) purchase of major platforms or weapons systems (b) upgrades in equipment and (c) purchase of components and parts. In Southeast Asia, different countries have approached these areas of activity quite differently, based on political, economic and military considerations. Of the ASEAN states, Singapore has been the most advanced in terms of upgrades, but it also has become a second-tier producer of small arms and artillery pieces on a limited scale. On the whole, the Southeast Asian countries are basically importers of conventional weapons.¹⁷

A perception prevails in Southeast Asia is that the end of the Cold War has resulted in Southeast Asia becoming a 'buyer's market' as arms manufactures scramble to sell their wares given declining sales in North America, Western Europe and the former Soviet Union. The ready availability of equipment that had been poised for

the Cold War worldwide then and the excess supply suggests these weapons are now being offered at 'bargain-basement' prices.¹⁸ Since they are not costly as before, the certainly are more attractive to countries that have acquired purchasing power or find weapons acquisitions now more affordable. Offers of equipment at bargain-basement prices are naturally attractive and it is perhaps not surprising that Indonesia decided to acquire 39 former East German Warships (16 corvettes, 14 tank-landing ships and 9 minesweepers) from Germany at a cost of US\$ 1.1 billion. On the other hand, cash-rich Singapore has been spending some 20 to 30 percent of its national budget on defence in the last decade but continues to draw on Western suppliers for its equipment.¹⁹

Basing on that scenario, it might be expected that the arms trade will become more complex as Southeast Asia transits further into the post-Cold War era, reacting diverse choices and much more competition among major exporters and as a function of defense industrialization which in turn is a component of export-led economic growth of which a large portion of this growth comes from the manufacturing sector. The increase in conventional weapons purchases in Southeast Asia is explained by Derek Da Cunha as being a function of the following factors:

- Increased resources available to the defence sector as a result of robust economic growth experienced almost region-wide.
- The requirement to replace aging military equipment coming to the end of its useful service life of 20 to 25 years.
- A partial switch in defence doctrines by the Armed Forces of a few

¹⁶ Muthiah Alagappa., Construction of Security in Asia, A paper presented at the second workshop on Asian Conceptions of Security held at the Regal Ballroom, Hotel Imperial, Singapore, March 21-25, 1996.

¹⁷ Amitav Acharya, *An Arms Race in Post-Cold War Southeast Asia*, Singapore: ISEAS, 1994, pp 63-65.

¹⁸ Zakaria Haji Ahmad, Conventional Weapons Transfers and Southeast Asian Regional Security, paper presented at the seminar on "Conventional Weapons Transfer After the Cold War in Tokyo, March 16-17, 1995.

¹⁹ Ibid.

countries (the Philippines, Malaysia and Thailand) from counter-insurgency warfare to conventional military operations.

- The increasing important place the Spratly Islands holds in the overall defence policy of a number of countries, especially in the aftermath of the March 1988 naval clash between Chinese and Vietnamese forces over the disputed atolls, which put the issue remains prominent as a result of the contradictory signals put out every few months by China-the singularly most important actor in the dispute.

- A new requirement to protect 200 nautical-mile exclusive economic zones (EEZs) which, within the narrow confines of Southeast Asia, mean an overlapping of EEZs among several states. This requirement – EEZ protection – arose in the 1980s as a result of the stipulations of the Law of the Sea Convention and this, in turn, encouraged a significant build-up by Southeast Asian states of their naval capabilities.

- The important role which the military continues to play in the domestic politics of a few countries (Thailand and Indonesia being especially prominent), and which is reflected in the sizeable budgets allocated to their defense ministries.

- A need to increase defense self-reliance, especially for a country like the Philippines, in the light of the near-complete withdrawal of US forces from the region, in contrast to the relative increase in the military shadow cast over Southeast Asia by an emergent China whose intentions are not always crystal-clear.

- The surfacing of latent traditional tensions among some of the ASEAN states

brought about by more unilateral, and less coordinated, approaches to certain foreign policies after the end of the Cold War and the resolution of the Cambodian imbroglio. (This is especially exemplified by Malaysian Prime Minister Mahathir Mohamad's Vision 2020 policy). Under this rubric, modern and sophisticated armed forces are viewed as reflecting a country's standing in the regional pecking order. Here, elements of friendly, and occasionally not-so-friendly, competition in the defence sphere translate into manifestations of arms racing, albeit at this stage minor and manageable.²⁰

In evaluating the relationship between weapons transfers and regional security in Southeast Asia, it might be argued that a 'security paradox' is at work. This phenomenon created instability and uncertainty regarding the threat prevails among the countries in the region.

Having said about economic and financial causes, it cannot be denied that economic factors contributed to the crisis. While there is a debate among economists as to whether the crisis is essentially a currency crisis or a financial crisis involving balance-of-payments, it is clear that the crisis was not born in the physical economy. Nonetheless, the tremendous consequences for the real economy are indisputable. Various views have been presented as to what caused the crisis. Easy money in the financial sector and over-capacity in production due largely to uncoordinated monetary and policies in the affected countries have been forwarded as explanations for the crisis. Euphoric foreign lending which collapsed into panic withdrawals, with the first signs of crisis, in another explanation. Whatever the real cause, the question for security

²⁰ Derek da Cunha, *Conventional Arms and Security in Southeast Asia: China and the ASEAN*, in Malcolm Chalmers, Owen Greene and Xie Zhiqiong, (eds), *Asia Pacific Security & The UN*, Bradford: Dept of Peace Studies, University of Bradford, 1995, pp 50-51.

studies analysts is what can we expect to happen in Southeast Asia in the near future. This is because the crisis, which was initially purely economic in nature, has adversely affected the political and social fabrics of the countries of Southeast Asia. It is also necessary to mention some domestic risks that might threaten the recovery process and they are:

- Rising unemployment and poverty can unleash social and economic unrest, increase uncertainty and cripple reform process. These are most apparent in Indonesia, where unemployment is expected to hit 15%.
- Financial paralysis could also be a great obstacle to a speedy recovery. High domestic debt leverage and an overhang of bad debts will prevent financial intermediaries from rescuing normal operations.
- External debt overhang the unwinding of which is presently proceeding, but at a lower rate. The Domestic Debt overhang on the other hand has not been taking place as rapidly as for the external debt.²¹

All these provide some indication of the winding-down process. The delays in restructuring and the unwillingness to liberalize quickly can mean a slower and prolong adjustment period. It is therefore somewhat premature to conclude that Asia's crisis is over, because crisis-ridden Asian economies face much more danger from domestic

economic, social and political concerns, than from external shocks.

In short, the economic crisis in the region once again raises the issue of politics and its link to economy. The developments in Thailand, Indonesia and Malaysia for example, highlighted the close relationship between politics and the economy and brought the issue of political reform into focus.²² Therefore the economic crisis is view as a threat to the ruling government.

CONCLUSION

As a whole, countries in the region are concerned with the issues of domestic stability. They believed that domestic stability is seen as being linked to external security because national division and weakness pose the risk of provoking external intervention. Fear of the latter relates, of course to the historical experience of most countries in the region. It is viewed that although the prospects for the solution of internal problems are not as pessimistic, the challenges ahead remain great. The necessary tasks are rendered even more complicated when the external environment is not conducive to supporting the internal efforts of the respective government.

In the final analysis, I would say that the non-conventional threat, which could come in many forms, would create uncertainty to this region. Since states in the region as formed are 'fragile' and 'weak,' Southeast Asia is continually subjected to both outside interference and intervention as well as the different conceptions that exist within Southeast Asia itself.

²¹ S.R. Nathan, *The Future of the Southeast Asian Strategic Environment*, see <http://www.futureofsea.htm>.

²² Uwe Johannsen, James Gomez and Jurgen Rudolph, (eds), *The Political Dimensions of the Asian Crisis*, Singapore: Select Books Pte Ltd, 2000, p 3.

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LEADERSHIP QUALITIES AND COMPETENCIES REQUIRED OF COMMANDERS

Lt Kol Hasan bin Ali

INTRODUCTION



Leadership is one of the great intangibles of the military world. Leadership can be defined as the ability to influence a group towards the achievement of

goals. It is the art and exercise of influence to direct men in such a way as to obtain their willing obedience, confidence, respect and loyal cooperation. The art of leadership also involves helping others to achieve group goals. It is one way of getting other people to carry out your wishes without realizing that they are not necessarily their wishes. It is a skill most people would love to possess, but one which defies close definition. Leaders are found in every other sphere of human endeavour whose progress and success are equally dependent on the quality and effectiveness of good leadership. Proper leadership accomplishes the mission with maximum expenditure of means and time and a maximum harmony of group or unit objectives with individual needs and goals.

Good leadership motivates men to respond favourably to command. Command is exercised by virtue of office, leadership causes to carry out the desire of the commander to achieve a goal willingly and enthusiastically. One can command without being a leader, but the commander is more effective if he is also a good leader. Commanders are people who do the right things. We often heard the expression that "A

good commander is born and not made". This is not entirely true and by exercising certain principles, the vast majority of military officers can become good commanders. Thus, leadership qualities need to be developed and instilled among commanders.

Another aspect to focus on in this article is the commander's competencies. Competency can be defined as ability, knowledge, attributes, values, synthesize skills and express performance requirement in behavioral terms for a commander to carry out his duties effectively. The commander must be efficient in performing and exercising his leadership to accomplish his and organizational goals. Military leaders at any level always have to keep learning new and additional leadership skills as they move up the ladder. The more a leader at each level understands his peculiar leadership requirements, the better he can do the job. A good and efficient commander thinks big and in detail. He is the leader who sees beyond the horizons and follow-up with actions. Good leaders recognize that and they must also be good followers. If a person wants to be a leader, he must develop other leaders around him. He must establish a team and create ideas to get his vision seen, implemented and subscribed by others.

CHALLENGES FACED BY THE PRESENT AND FUTURE MILITARY COMMANDERS

The qualities and traits required for the military leaders in this new millenium remain. However,

the challenges not only faced by commanders in the MAF, but also to most commanders of other armed forces. To meet these challenges there is a requirement for commanders to possess certain skills and competencies. Future military commanders must be able to anticipate changes associated with globalization and liberalization. In the present situation, the focus of military commanders, besides on military and operational matters, economies, social, cultural and religion matters also have a direct influence on what we do.

GLOBALIZATION

Globalization has become one of the challenges of present and future leaders. It affects the qualities and competencies required of commanders. The term globalization describes a process of internationalization and growing interdependencies where national boundaries become less and less important in a new world structure. The convergence of rapidly developing information, communications and media technologies have change the sphere of leadership from the traditional approach to the multiple approach of addressing leadership effectiveness and efficiencies which requires certain leadership qualities and competencies.

Today, the wave of interdependence has matured into a more intricate affair under globalization. Globalization has changed the concept of security from all dimensions. All nations within the Asia Pacific region including Malaysia will continue to face a number of significant challenges to their security.

CONFIDENCE BUILDING MEASURES

Malaysia's framework of defence is founded on peace and prosperity and it is shaped to promote diplomacy and to deter conflicts. Therefore, we want future leaders to develop

strategic thinking mindset and think of ways to prevent war from occurring and to develop confidence building measures (CBM). One of the competencies required is how to build confidence and establish good, strong bond relationship with other military leaders of different countries with the interest of security and nation building. There are no permanent enemies but only permanent interests and the enemies of yesterday are friends of today.

As CBM has become a tool in settling disputes among nations, future conflicts radically will be different from the past. The possibility of war in the future may not be a reality due to the nuclear weapons. Nuclear weapons until today have not made powerful states to go to a total war with one another. While most armed forces are reducing their manpower, however sophistication is seem to be on the increase. The future war can be complex, vicious, intrastate and protracted similar to Afghanistan, Somalia and former Yugoslavia. This can happen to any country and therefore, commanders must have competencies to handle the situation. It demands a high degrees of leadership qualities and competencies to enable commanders to lead his subordinates, managing his assets and overcoming the conflict.

INFORMATION, COMMUNICATIONS AND TECHNOLOGY

Another challenge confronting the commanders is the importance of knowledge. Knowledge is strength. The victory of present and future wars depends on the extent of how we can optimize and exploit knowledge to the very best and effectively. Information, communications and technology (ICT) are revolutionizing the military affairs across the globe. Indeed ICT is forcing us to dramatically alter our mindsets, to displace our current thinking and to adopt another. The competency in ICT may not replace good leadership, courage, integrity and many others of a commander but it definitely will enhance his effectiveness to do his job.

Future leaders must learn and build their capabilities with the infusion of information, communications and technology to the optimum because leadership in the future interacts through these means rather than through face-to-face contact. Therefore future military commanders must possess the knowledge on ICT.

STRATEGIC THINKING

The evolution of armed forces has required a paradigm shift in command. Command has shifted from absolute control to accountability and not about strategic planning but strategic thinking. The appearance of the armed forces in the future can be different from what it is today. Strategic thinking will determine the direction, nature and composition of the military affairs. Strategic thinking is the type of thinking process that goes on within the mind of the military commanders that shapes and clarifies the organization's future strategic profile to be implemented. Most present military commanders lack strategic thinking abilities. Thus, it is one of the challenges in leadership. The key impediment is their inability to distinguish between strategy and operations.

On the other hand, a commander which manifests profound disturbance of ego, rigidity, dogmatism and fear-of-failure is a misplace in an RMA community. This is because the structural organization of the future is no more designed like that of hierarchical functional pyramids but is based on networks of multifunctional teams. The future workforce does not incline their loyalty to one organization but prefer venturing into short careers with several organizations. They desire to run their own lives and prefer to seek own choice, life style and not tied down with long-term commitment.

The style of future military commanders in the new revolutionary era where the spirit of leadership is compounded by personality trait and vision, our styles need to change accordingly and

tune to this emerging culture. Our task is to create an enduring sense of purpose among our men. We have to make things simpler and at the same time emphasize brilliance at the basics. Transparency is the cardinal principle of our command that has to be exercised through communication.

LEADERSHIP QUALITIES REQUIRED OF PRESENT AND FUTURE COMMANDERS

Notwithstanding the challenges in the leadership, the leadership qualities and competencies required of present and future commanders remain. However the commanders must be able to adopt and apply it accordingly in overcoming those challenges. There are many leadership qualities and competencies that have said and written by many scholars. It can be applied at all levels in order to be an effective and efficient commander in the present and future. With the above backdrop let us discuss the leadership qualities and competencies required of present and future commanders.

Knowledge. Knowledge by it word is the key to any success of individual commander. Knowledge is acquired information including professional knowledge and an understanding of your subordinates. Genghis Khan once said, "It's what you do not know that will lose you the battle". With the globalization taking place in all directions and spectrum of human activities, knowledge has become an important platform to anticipate those changes. Knowledge is a leadership quality that most commanders must posses. The MAF has placed a lot of emphasis on knowledge as a competitive edge. Military organization has become an organization with knowledgebase entity. As the changes and challenges in ICT and RMA evolved, the present day and future war and management of resources will become more complicated and something unthinkable. Therefore the MAF requires knowledgeable and skillful commanders who are effective as war

fighters in conflicts and competent managers in peace. Knowledge is about knowing something, Sun Tzu once said "Know yourself and know your enemy and in a hundred battles you will never be defeated".

Courage. Another leadership quality that is reflected to most commanders is courage. Courage needs to be surfaced from fear. How many military commanders are able to surface courage to his subordinate? Jawaharlal Nehru, a well respected historical leader and also the Prime Minister of India once said "There is perhaps nothing as bad and dangerous in life as fear". Be it physical or moral, traditionally courage is associated and exhibited with victory and bravery. The reality is that all men are afraid of battle. Military commanders are not only braver than his men but also brave in hardship and overcome fear. No one knows what it is that allows someone to perform under the stress of combat and pressure, all that can be said that without physical courage, endurance and mental toughness, it is impossible to be a good military leader. And commander overcomes fear with strong sense of belief and duty. The Prophet Muhammad said, "Let go the things which you are in doubt for the things in which there is no doubt".

In the present day, courage does takes more than it was expected. In many situation and development of Armed Forces of the world innovation takes places as to be an organization that is productive, innovative and can perform better than other organization. Innovation requires courage. Thus future military commanders must have courage to embrace innovation and be able to bring about changes in the organization in this new revolutionary era. Commanders must have courage to experiment and explore alternative strategies, adaptable and flexible in their thinking as well as have courage to influence the organization to overcome the inertia against change. As an old German saying "Wealth lost – something lost, honour lost – much lost, courage lost – all lost".

Loyalty. No Armed Forces in the world can work efficiently without loyalty. Loyalty is not only quality required of military commanders but how best the commanders can instill and develop such quality among his soldiers and subordinates. Leadership is through example to develop loyalty, the commanders first must be loyal to his organization, service and country. With the ever changing of human resource management, wide ranging of job market and technology takes over most of human functions, most of military institutions in the world seem to lose competent soldiers. Relatively it has a connection with loyalty, and how long and best can one serve in the military institution and his country without wages become a prime motivating and retaining factors.

In the near future it will become more difficult to have such leadership quality as the world has become borderless hence with other challenges. Thus, loyalty has become more pertinent and important factor for commanders not only to posses but to develop it among his subordinates. To posses loyalty is to instill faith, when faith is lost, morale is gone and defeat is imminent. Soldiers will only give their allegiance and accept the discipline of the Army as long as loyalty exists in both the commanders and followers.

Initiative. Initiative is the power or right to begin something and the ability to initiate things. There are countless gifted military commanders who simply lack the necessary initiative to put their ideas, convictions and dreams into practice. Present and future commanders are not good enough by only claiming they have ambitions if in the end they still fail to take any action to realize these ambitions.

Today, most statesmen, political leaders and policy makers are very much transparent in their national defence policy. Most of us agree that the present battle have become smaller, complicated and confined within smaller areas. Wars are more against terrorism, illegal immigrants,

drug trafficking and smuggling and while wars between states have faded-away as the cold war ended. Therefore present and future commanders must be able and capable of taking initiative to foster confidence among all military in the world. It is easier to destroy a building rather than to build it. Military commanders must have this leadership quality with a mindset to initiate measures for confidence building and make the world a better place to live.

Discipline. Discipline is very important because people generally like to live in self-delusion. Discipline may be either imposed from without or developed from within. To discipline ourselves, we must first learn to be honest with ourselves. Imposed discipline must be just, impartial and effective but it must be administered with understanding and must be understood by the recipient.

Justice. Justice is fairness and subsequently leads to just treatment to our subordinate. It is also the quality of being impartial and consistent in exercising command. We may wonder how best can a military commander adopt this leadership quality when he is confronted with serious breach of discipline, distribution of tasks, performance evaluation and others. Your decisions are a test of your fairness. To administer justice a commander must understand human behavior especially his men and also be able to weigh the situation.

Judgment. Judgment is very much related to justice and has its congruence. It is a quality of logically weighing facts and possible solutions on which to base sound decisions. Present and future commanders are very much required to make judgment without being able to physically witness the situation. Information is very timely, accurate and passed through various sophisticated instruments. So as decisions, it must be timely and accurate. Military commanders must be able to use his common sense wisely, anticipate the situations with the support of information fed to him.

Commanders must be insightful. Insight forms the basis of sound judgment. Effective commanders will focus on the major problems of the day. Without insight it is impossible to grapple with complex strategic issues and contribute to policy formulation especially in cyber world era where the management of battlefields, human resources and other assets become more complex as the MAF is becoming a more complex structure.

Integrity. It is the quality of absolute truthfulness and honesty. It is a moral principle and uprightness of character of a commander. Integrity is another leadership quality that the MAF has always emphasized. In the present days, the integrity of commanders and leaders in all organization' are questioned by the public. Commander's integrity will portray the image of the Armed Forces. Thus, it will reflect how the organization is being run and to what extent the public can have confident and rely on it especially in relations to defence. Commanders must inspire trust confidence in our superiors, subordinates and ourselves. Commanders must be prepared to search for truth and to honestly represent it, and when necessary protect those who are honest and truthful.

Today in the new world order after the cold war, most nations go on confidence building measures as their approach in defence. It is a challenge to us today to be honest and truthful to the world community in order to be really transparent and build confidence among our allies and former foes.

Tact. It is the ability to deal with others without creating offence. Criticism must be clear, yet constructive. As a human nature, people will become defensive when they are confronted and we will not be able to get the truth of it. Commanders must have the ability to say and do the proper things at the right time for the first time. As knowledge has become a commodity in the Armed Forces, most of the commanders' decisions, directions and actions are being questioned by

their subordinates due to the free flow of information as well as their updated knowledge. Apart of being courteous, cheerful, tolerant and other factors to develop tact, commanders must be knowledgeable and has wisdom in their actions.

Unselfishness. Selfless leadership is a commander who avoids providing for his own comfort and personal advancement at the expense of others. Place the comfort, pleasure and recreation of subordinates before your own. To be a true military commander, you must share the same danger, hardships and discomfort as your men. Selfless leadership involves the wholehearted commitment of commanders to those whom they directly lead and for whom they are responsible. This commitment extends to the superiors as well as subordinates and to the armed forces and nation as a whole.

Bearing. Bearing, creating a favorable impression in carriage, appearance and personal conduct at all times is a quality a commander must possess. You are an example of your unit and should show alertness and energy in your actions and movements. As most nations embark on CBM with most of the commanders involved in seminars, multilateral exercises, visits and other measures they are actually represent the country. Therefore there is a need for commanders to create favorable impression, confidence with full knowledge to represent the Armed Forces and nation in the international arena.

Enthusiasm. Enthusiasm is a display of sincere interest and zeal in the performance of duties. It implies that one works with a cheerful and optimistic attitude, determined to do a good job. Attitude is an example that will be emulated by those one leads. Enthusiasm is particularly important in instructing and training, where through example, your interest and enthusiasm are reflected by the men.

Endurance. Endurance is the physical and mental stamina measured by the ability to

withstand pain, fatigue, stress and hardship is a kin to courage. It is an important quality of leadership, which one must have if one is to merit the proper respect from the subordinates. A lack of endurance may be confused with lack of courage, and brand the commander a coward because of his poor physical condition. Endurance implies the ability to stick to a job and see it through.

Adaptability. More than ever before, today's military commanders must be adaptable to constantly changing operational situations and conditions. The technology of warfare has evolved throughout the ages, changing the battlefields significantly along the way. They all enhance capabilities and provide opportunities. The commanders must be able to adapt to the development in ICT as the winning factor for future battles. In battles it is rare for everything to go according to plan. Successful commanders must be prepared to adapt to changing circumstances and take risk. The risk must be a calculated risk.

Transcendental Leadership. Transcendental leadership is about going beyond the defined limits of human knowledge, experience or reason, to turn great adversity into advantage. This is another leadership quality should be possessed by present and future commanders. Ordinary humans think, feel and act based on a mindset they are accustomed to. In this cyber age, we are beset by challenges that often gone beyond the defined capabilities of a normal commander to overcome. Transcendental commanders are those that are able to break those limits by utilising new levels of thinking, feeling and actions to overcome new challenges as presented in a form as never before. They know that as commanders they have access to limitless capacity, creativity and inner source to change.

Most armed forces of the world need transcendental commanders who can undertake ten key transcendental roles to help their organizations bridge the chasm where they are today to where they want them to be tomorrow. The ten key transcendental roles that military

commanders can undertake to overcome leadership challenges are thinking the unthinkable, feeling the numbness, doing the impossible, touching the untouchable, seeing the invisible, listening to the silence, smelling the scentless, understanding unarticulated needs, surfacing courage from fear and creating a positive future from despair. If commanders want to change their future output, they should begin by changing their input and take charge of the future of their organizations.

LEADERSHIP COMPETENCIES REQUIRED OF PRESENT AND FUTURE COMMANDERS

Leadership competencies are the personal and professional attributes that are critical to successful performance of a commander. Competencies are general descriptions of the abilities necessary to perform successfully in areas specified. This second part of this article will highlight the leadership competencies required of present and future commanders. Competency can be divided into three broad categories, namely leading people, leading change and building coalitions and communications.

LEADING PEOPLE

Leading People. First competency is the ability to lead people or leadership abilities. Commanders must be able to display attributes that make subordinates glad to follow and provides a feeling of trust. To lead is to instills mutual trust and confidence, creates a culture that fosters high standard of ethics, behaves in a fair and ethical manner towards others. Commanders must be able to resolve conflicts. He must be able to identify and takes steps to prevent potential situations that could result in unpleasant confrontations.

Set An Example. When a commander talks about professionalism, he must set good

example and stay current in terms of professionalism development. At the same time he must be able to inspire, motivate and guide others towards goal accomplishments. This is what we call team building. Commanders must consistently develop and sustain cooperative working relationships. He must develop leadership in others through coaching, mentoring, rewarding and guiding.

Self-control. Self-control is of great help on the battlefields. Many brave and courageous men lose their heart and panic under the severe strains of battle and break down. In present cyber age, commanders are many times required to do things that ordinary people do not like to do. The difference between a commanders' and ordinary people is that a commander does whatever it takes to accomplish the goal and many times this requires self-control. Military commanders must have full control of himself under all situations in peace and war. Effective commanders have self-control.

LEADING CHANGE

Leading Change. Second competency after leading people is to lead change. To lead change requires knowledge. Continual learning for commanders is important. Since there is a rapid change in ICT and RMA, commanders must be able to grasps the essence of new information, master new knowledge, recognize own strengths and weaknesses. Creativity and innovation are important for commanders to lead change. He must develop new insights into situations and applies innovative solutions to make organizational improvements. Commanders must have the competency to create a work environment that encourages creative thinking and innovation.

External Awareness, Flexibility and Resilience. To lead change is to be aware with external changes, identifies and keeps uptodate on key national and international policies, political, social and economic trends that effect the armed

forces: at the same time have flexibility in response to new information, changing conditions or unexpected obstacles. Commanders must be able to deal effectively with pressure, maintains focus and intensity and remain optimistic and persistent even under adversity.

Strategic Thinking. To be competent to lead change a commander must be a strategic thinker. He formulates effective strategies consistent with the competitive strategy of the armed forces in the global environment. Competent commanders examine policy issues and strategic planning with long-term perspective. He determine objectives and set priorities, anticipates potential threats or opportunities.

BUILDING COALITIONS AND COMMUNICATIONS

Interpersonal Skills and Communication. Military commanders must be able to consider and respond appropriately to the needs, feelings and capabilities of different people in different situations; tactful, compassionate and sensitive and treat others with respect. When communicate, they make clear and convincing oral presentations to individuals or groups, listen effectively and clarify information as needed, facilitate an open exchange of ideas and fosters an atmosphere of open communication. In writing, he is able to express facts and ideas in a clear, convincing and organized manner.

During all of the battles and operations, commanders must display exceptional communication skills under pressure and is a source of inspiration to others. There were many examples in battles where subordinates reported that they were inspired by the composure of their leaders under fire and what was said to them. This ability to inspire others through personal example and communication is especially important when the danger is high. Commanders must move

among their troops, communicate with them and issue decisive orders. Communication makes a commander lead his subordinates and leads them well. If he does not communicate you will be led and it may lead towards a wrong direction.

Building Coalitions. Most countries are transparent about their national defence policy. This is an indication that the present and future leaders, whether civilian or military prefer the CBM approach rather than provoking war. Commanders must develop networks and build alliances, engage in cross-functional activities and collaborate across boundaries. At the same time, they must be able to identify the internal and external politics that have an impact on the work of the organization.

CONCLUSION

In summary, this article highlights the most important qualities and competencies required for commanders especially from the MAF perspective. It looks at how an effective military commander of the present and the future should be. Commanders must possess leadership qualities such as knowledge, integrity, courage, initiative, tact, justice, enthusiasm, bearing, endurance, unselfishness, loyalty, judgment and as well as becoming a transcendental commander.

Apart from leadership qualities, commanders must have the competencies to lead people, lead change and build coalition or communications. These will further expand into continual learning, creativity and innovation, flexibility, strategic thinking, integrity and honesty, ability to resolve conflicts, communications, teamwork and team building, interpersonal skills and others.

However there are many other leadership qualities and competencies as variables to the effectiveness of commanders. Undeniably, there

are other leadership qualities such as forward looking, decisiveness, dependability and others that are equally important. The list can go on but the most important is what do we, as commanders want to be. We look at it and we decide ourselves.

The MAF will continue to be one of the pillars of Malaysia's continued success. For the MAF to fulfill its mission of military deterrence and

defence diplomacy in a rapidly changing environment, an effective and energetic leadership is needed to ensure the MAF remains nimble in anticipating and adapting to changes. To achieve this, the MAF will continue to develop its military leaders with qualities and competencies that will support the vision, missions and goals of the MAF and the national defence policy.



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A LONG JOURNEY START WITH ONE STEP

MENTAL RELAXATION SEEING WITH THE MIND'S EYE

Lt Kol Amiruddin bin Hj Ismail

"In the animal world, of which man is part, he is the only creature who maintains over periods of time a complete tension of the body"

Stress is essentially the rate of all the wear and tear caused by life

HANSSELYE, M.D.

INTRODUCTION

Like an ugly bird of prey, tension hovers over the heads of millions of people, ready to swoop down on its victims at any time. More and more people are caught up in its cold grip and held for years and sometimes for the whole of their lives. Tension, in fact, is probably one of the greatest menaces the civilized world must face these days. This seems to be especially true in Malaysia, where so many lives are affected by constant stress and strain. The countless physical, emotional and moral breakdowns we see around us, and the resulting untold loss of productive working hours stem directly from this stress and strain. Tension itself is neither more nor less than misdirected stress. Properly managed stress is concentrated energy output, a most important factor in the accomplishment of various goals.

No person could ever achieve his aim or accomplish his given task if he were not subject

to stress. 'Productive' stress however, must be followed by a release of the accumulative energy, otherwise the energy will be arrested, imprisoned and the result will be – undue tension.

Tension, A Growing Menace

Statistical reports have shown that more than four million people in Malaysia are suffering from emotional or mental disturbances. I couldn't help wondering what the point could be of broadcasting such grim statistics without at the same time offering the public some constructive suggestions on ways to correct and avoid such an unfortunate state. Where is all this going to lead us? What kind of future are we preparing for our children? Unless we somehow do away with existing tensions, tension will surely do away with us. In other words, some solutions must be found to halt this growing menace. People must learn to bring rhythm into their lives. They must stop allowing themselves to be driven and pushed. Everything in the 21st Century seems to be geared to tension. We work under tension, eat under tension, love under tension; we even rest under tension. Unfortunately this is not a mere paradox. Most people seem to have lost the ability to relax.

Mental Verses Physical

Tension is a form of outward reaction to inner attitudes, manifested through the central nervous system. There are several different kinds of tension; physical, mental and neuromuscular.

Purely physical tension is usually induced by prolonged contraction of muscles. If muscular tension is allowed to persist over a long period, it will eventually develop into neuromuscular tension. Thus a vicious cycle begins; the nerves cannot relax because of their fixed grip on the muscles and the muscles cannot relax because the nerves are tense. Psychological tests have showed that when the body is in a state of physical tension the mind is affected as well. The individual behaves restlessly. Exhibiting a clear tendency to be on edge. The reverse situation is equally true: whenever the mind experiences anxiety the body reacts by tensing. The reaction is similar to that of a cat which arches its back at sight of a dog. Anger may manifest itself in glaring eyes or a reddened face. Other characteristic signs of disturbance may be tapping a foot, drumming with the fingers, biting the lips or nails or restless pacing. Purely mental tension originates in the mind and results in what is commonly known as nervous tension or neurosis. This is believed to be produced by conflict between opposing emotions.

Psychosomatic Illness

Although most troubles are induced by some psychological reactions, they are nevertheless very real to the person suffering from them. They are called psychosomatic diseases. These are soul-body diseases, caused by the soul but manifested in the body. They are physical conditions induced by the emotions of fear and anxiety. Ulcers, nervous heart conditions, migraine headaches, asthma, disorders of the digestive system, constipation, colitis, diarrhoea, certain skin troubles, sexual frustrations and most allergic conditions are among the more frequent psychosomatic ills. There is no such thing as consciously controlling psychosomatic symptoms. Just as you cannot prevent the flow of blood from

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rushing to your face when you want desperately not to blush, a person suffering from a psychosomatic ailment cannot prevent the outbreak of a rash or any other allergic reaction caused by emotional conflicts of which he may not even be aware. Nervousness might actually be regarded as a physical disease; although it begins in the mind, once it has come into being, the mind has no further mastery over it.

The Peptic Ulcer

According to Dr Hans Selye, stress is responsible for a number of common diseases, especially those of a nervous or emotional nature. Such diseases are not caused by external agents such as bacteria, viruses, intoxicants or poisons, but take root because of the body's inability to cope with them. In other words, they gain a foothold because of errors in the adaptive responses to stress. Medical statistics show that mental strain, worry and emotional tension are routine causes for the onset of peptic ulcers. The cause and effect process here is simple; gastric juices are needed for the digestion of food. Worry, anxiety and tension influence the sympathetic nervous system to over-activate the stomach glands. These begin habitually to secrete an excess of highly acid gastric juices. The acidity then becomes the direct cause of the ulcers. It is estimated that 40% of Malaysians are currently suffering from this debilitating disease. These are mostly men and women who work under pressure of time and responsibility. Indeed the peptic ulcer has become the glorified symbol of this age of anxiety. To quote Dr. Selye:

'Life is largely a process of adaptation to the circumstances in which we exist. A perennial give and take has been going on between living matter and its inanimate surroundings ever since the downs of life. The secret of health and happiness lies in successful adjustment to the ever-

changing conditions on this globe; the penalties for failures in this great process of adaptation are disease and unhappiness'.

The seriousness of the problems of life-adjustment is manifested in the statistics concerning mental health in Malaysia. From merely glancing through the newspapers we may conclude the number of mentally unbalanced people is now so high that society is facing a clear and present danger from their unpredictable behaviour. This is the story of our collective maladjustment, our futile search for sources of security in the external material world. There has been people who have died in the prime of life. Their lives would have continued, productive and rich, had it not been for the disastrous effects of anxiety and tension. Our society is based on competition, which in itself is not destructive. Unfortunately, healthy competitiveness, which once offered so many benefits, has given way to an ugly, unhealthy rat face of mistaken values. People attach too much importance to 'winning the race', and overlook the pleasure of participation. Everyone cannot always win – yet winning seems to be all we are concerned about. Our self-esteem and sense of inner security are associated only with being first. Unless we have 'won the cup' we become frustrated and unhappy.

In this race for success, the individual's quality is overlooked. Only the quality of awards and rewards is given importance in our hearts and our minds. We forget that the material things a man possesses are no indication at all of his character, his talents, his inner growth of spiritual development. For too many persons, life now consists of continuous rushing, dashing, pushing, scurrying and these people welcome anything that promises quick relief for their harassed, much abused nerves. But they should be more

Purely mental tension originates in the mind and results in what is commonly known as nervous tension or neurosis... believed to be produced by conflict between opposing emotions.

discriminating. They should be extremely careful in their choice of ways and means which will enable them to obtain the relief of relaxation. Otherwise, not only may they find themselves in serious trouble, but they may pay a high price for worthless remedies.

Tension often becomes worse if we complain about it, resist it, or attempt to overcome it favourably. Sometimes simple passivity, a mild submissive attitude, a capacity to take things as they come, can lessen the effects of tension. How often, as we worry over the state of our nerves, do we only add to the effects of tension by expending good energy in fighting it: A better approach would be to live in harmony with our environment. We should meet the tasks and the demands of daily existence easily and quietly, always remembering that if we try to come to grips with tension and anxiety head-on, we merely increase their power to play havoc with our minds and bodies.

Relaxation Techniques

There is a saying "Anxiety is the fever of life". These few words clearly explain man's present condition. We are in a fever. Still, we can try to do something about it before it is too late. Instead of pretending that the problem does not exist, would it not be better to shed false pride and turn for help to those who centuries ago found a way to handle this evil.

Relaxation of the body and mind has always been considered of prime importance in the training of sportsman. The enlightenment can never be achieved so long as the body is rigid and the mind unsteady and confused. Thus, they begin by disciplining the body, rendering it flexible, resilient and healthy and only then go on

to disciplining the mind, training it to be calm and objective always. Like water which can clearly mirror the sky only so long as its surface is undisturbed, the mind can only reflect the true image of the self when it is tranquil and wholly relaxed. A ghaat of wind and the rippling waters will distort the reflection. The same is true of the mind. Let tension grip it, and it ceases to think clearly, add anxiety and fear, and it grows completely cloudy. It therefore becomes necessary to learn how to clear the mind of all clouds, to free it of all useless ballasts and debris by dismissing the burden of too much concern with material things. It seems that everyone is always in a state of perpetual burry, but that grown-up seemed to behave like little children. 'It is trying to meet adult problems with childish reactions that generates emotional stress,' writes Dr. John Schindler in his book *'How to Live 365 Days A Year'*.

The Art of Relaxation

Relaxation is not, the mere absence of tension. Nor is it a passive process. On the contrary, it is quite active. In order to relax you have to make your body limp and keep your mind still, all of which clearly points to action. We cannot relax without making an effort. The state of over-activeness, or stress is usually the result of increased activity within the organism, especially the endocrine glands. Relaxation is the quieting down to normal.

Kinds of Relaxation

First, we know the purely physical kind of relaxation in which the body and its muscles are kept at rest. Then there is mental relaxation, during which the mind is diverted from problems that preoccupy it. Its attention is fixed on something else, which is usually more pleasant. There is also

.. complete relaxation, all muscles are fully at ease... discharge no electricity whatever... mind is perfectly calm and spiritual forces can manifest themselves unhindered by the senses.

the neuromuscular relaxation or relaxation of body and mind combined. In complete relaxation all muscles are fully at ease. They discharge no electricity whatever. The mind is perfectly still and calm and thus, the spiritual forces can manifest themselves unhindered by the senses. True relaxation thus involves the coordination of all our faculties – the physical, the mental and the spiritual. That is why it is superior to all others.

The simplest and easiest way to relax your body is to acquire the habit of breaking tension before it has mounted to the point where it begins to affect the nerves, before it becomes really difficult to cope with. In our society, people ordinarily seek relaxation through diversion. By distracting the mind's attention from one subject and shifting it to a lighter and more pleasurable one, they attempt mental strain and thereby ease tension. Some smokes a cigarette or takes a quick dring; another watches television, reads the comics or does cross-word puzzles. Others will mention sports, the arts, dancing, bowling and especially golf. Still others listen to music, go to a show or engage in some kind of sports or hobby. A high ranking officer, used to pick a quarrel with anyone who happened to be around whenever he felt nervous or keyed up. After such an outburst he would feel just fine. He mentioned in all seriousness that the majority of man marry in order to have someone on whom to let out their feelings, someone they can blame for their own shortcomings and failures. Now these diversions do help to minimize tension experienced on the superficial, conscious level to a certain extent, but they are diversion and distractions, not relaxation. Moreover, the busier a person becomes the more he drinks, smokes until he becomes tense in pursuit of such relaxation. I believe that if we introduced regular relaxation periods into our everyday lives, we would be better off physically,

mentally and emotionally. We would find ourselves accomplishing what we let out to do with greater efficiency.

The Science of Breathing

We seldom associate breathing with relaxation, yet breathing is one of the most important factor involved in the process of relaxation. Our mental activities are influenced by the tempo of our respiration. If we learn to control our breathing we will be able to influence the activities of our mind. If we slow down the rate of our breathing, our mind becomes calmer and less agitated, relaxation consequently becomes easy and natural.

Although few of us associate breathing with tension, tension is the external reaction to an inner attitude. When stress acts upon the mind, the mind becomes subject to fear. Fear in turn produces anxiety, which usually results in tension. In order to counter act tension we must condition our mind and so train it that it will not react to the pressure of stress.

The human organism needs an ample supply of good building material to repair the effects of daily wear and tear. The most essential element for accomplishing this reconstruction is oxygen. Oxygen is essential to all our life processes from digestion to creative thinking. An insufficient supply of oxygen invariably results in an accumulation of poisonous waste products, waste means poisons, lowered cell functioning, abnormal actions and reactions in every organ and tissue of the body. The most serious consequences of under breathing are those suffered by the brain.

Deep Breathing

Most of us have lost the capacity to breathe the way nature intended. Since most people live

Mind power is a marriage between traditional philosophies and modern technologies and its offers a genuine solution to the special rigors and threats of 21st century life.

an unnatural life in unnatural surroundings, their breathing habits have changed correspondingly. According to some observations, only babies and primitive men still breathe naturally. The rest of us, with our shallow, upper-chest breathing, use only one third of our long capacity. Anything that increases the rate of our respiration, will cause us to revert to shallow breathing unless we consciously do something about it. An effective way of correcting faulty breathing habits is to learn the deep breathing exercises then practices them daily. Besides, since one has to breathe anyway in order to remain alive, why not learn to get the most out of the process?

Deep Relaxation – The Experimental Approach

In order to get the best possible result from relaxation routines, loosen your clothings. Lie down flat on the floor keeping your spine straight and stretch, lifting your arms above your head and tensing your whole body. Then drop your arm abruptly and let tension pass out of you. Close your eyes and concentrate first on the tip of your toes. Let relaxation overtake your whole body – relax your feet, legs, thighs, trunks Relax your back, shoulder, arms fingertips Drop your chin so that your facial muscles feel completely relaxed Feel how heavy your body is becoming

Now try visualize a cloud. Picture clearly a cloud floating in the sky. Now dismiss it and imagine for a while that you are this cloud – very light, very relaxed, just floating in the sky. You pass another cloud, and gently drift along – over a green valley with a field and forest over a lake in which you can see your reflection as in a mirror. You feel so light, so relaxed, so free and happy. You are just a cloud on a vast blue sky.

Now dismiss all thoughts from your mind. Make it completely blank and empty as if you were sinking into nothingness – fully relaxed and completely at ease.

Now begin slowly, very slowly, to stretch your body. First stretch your arms above your head. Then stretch your hands, your fingers, your spine, your legs. Roll over to your right side and arch your back. Roll over to your left side and arch your back again.

Now lie flat for a while and take a few deep breaths and now, still stretching, slowly sit up. You should never jump up after relaxation or after sleep. You should allow yourself to return gradually and slowly from the world you have just been in.

You will find that such relaxation routines very effectively break tension in the course of your day. You will also find this helpful in preparing your body and mind for the night's rest.

CONCLUSION

I hope that by now we have been convinced that our mind has power over our body. And if we learn how to use our mental powers to the full, we will become both physically and mentally stronger. Mind power is a marriage between traditional philosophies and modern technologies and it offers a safe, genuine solution to the special rigors and threats of 21st century life. The link between the mind and body is so complex that we don't have to be under stress to develop stress-induced symptoms of distress – you need only to imagine that you are under stress.

In recent years exercising the body has become something of a religion. Thousands of people exercise their bodies regularly in attempts to become fit and to avoid ill health. But I believe that we can do far more for our health by learning to exercise the mind. For more disorders are caused by mental pressures than are caused by a lack of physical exercise. Mind power is an effective source of primary healthcare. Learn to harness the hidden power of your mind!

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**NOTHING IS IMPOSSIBLE TO A
CHANGING MIND**

UNITED NATIONS ANGOLA VERIFICATION MISSION 3 (UNAVEM 3): MEMOIR SEORANG KOMANDER TEAMSITE

Mej Ahmad Tahir bin Mohd Said

PENGENALAN



Teamsite adalah salah sebuah organisasi yang memainkan peranan yang penting di bawah sesuatu misi Pertubuhan Bangsa-Bangsa Bersatu. Kumpulan ini lazimnya diletakkan di tempat-tempat yang strategik, penting dan ada kala jauh dan terasing. 'Teamsites' ini berperanan dalam menentukan semua pihak yang terlibat dalam sesuatu konflik itu yang telah meletakkan senjata dan mematuhi protokol perjanjian yang ditandatangani bersama. 'Teamsites' dianggotai oleh Pemerhati Tentera (UNMO) atau kombinasi Pemerhati Tentera dan Pemerhati Polis (CivPol). Sekiranya 'teamsites' dianggotai oleh Pemerhati Tentera, jumlahnya dianggarkan antara lima dan enam orang dan sekiranya kombinasi Pemerhati Tentera dan Polis, jumlahnya meningkat antara lapan ke sepuluh orang.

Penulis adalah salah seorang daripada 10 orang Pegawai ATM yang telah terpilih bertugas di bawah misi Pertubuhan Bangsa-Bangsa Bersatu di Angola iaitu "United Nations Angola Verification Mission 3 (UNAVEM 3)". Penugasan itu bermula dari 29 Januari 1997 hingga 22 Disember 1998. Sepanjang bertugas di Angola, penulis telah ditempatkan di dua 'teamsite' yang berlainan; dan dilantik menjadi komander kepada kedua-dua 'teamsite' tersebut. Di kalangan anggota-anggota 'teamsite' ini terdapat jurang perbezaan dari segi geografi, sosioekonomi, kewarganegaraan, budaya

dan peradaban. Ini memerlukan seorang komander yang boleh menyesuaikan diri dengan semua anggota 'teamsite' demi untuk melaksanakan tugas yang diberi dengan berjaya dan berkesan.

PERANAN DAN TUGAS PEMERHATI TENTERA DI BAWAH MISI PERTUBUHAN BANGSA-BANGSA BERSATU

Peranan utama kami ialah memantau dan menentukan semua pihak yang berkonflik yang kini telah meletakkan senjata supaya mematuhi semua perjanjian yang telah di tandatangani di Lusaka, Zambia pada tahun 1994. Penugasan-penugasan yang dilakukan oleh pemerhati-pemerhati termasuk memantau pergerakan tentera dan peralatan tentera kedua-dua pihak (kerajaan-FAA dan pemberontak-UNITA), memeriksa kawasan kuartering untuk UNITA, menentukan tentera dan polis kerajaan berada di kawasan kem masing-masing dan memeriksa pegangan dan simpanan senjata dan peluru UNITA. Bantuan dan kerjasama dari pihak-pihak yang terlibat amat diperlukan supaya tugas-tugas yang dijalankan dapat dilakukan dengan selamat dan sempurna. Pada kebiasaannya, seorang pegawai perhubungan dari pihak tentera kerajaan dan UNITA akan diberi kepada 'teamsite' mereka menjadi adalah penghubung antara 'teamsite' dengan pemerintah di sesuatu kawasan. Nasihat, pandangan dan bantuan mereka adalah penting sebelum melaksanakan sesuatu tugas. Untuk memudahkan

kawalan dan pemerintahan, UNAVEM 3 telah membahagikan Angola kepada enam kawasan (regions). "Force Headquarters" terletak di Luanda dan enam Regional Headquarters (RHQ) tersebut terletak di Uige, Saurimo, Luena, Huambo, Menongue dan Lubango.

TEAMSITE MUCCUSO

"Teamsite Muccuso" terletak di bawah kekuasaan National Union for Total Independence of Angola (UNITA). Ia merupakan 'teamsite' pertama penulis setelah tamat menjalani program induksi di "Force Headquarters", Luanda, Angola. Penulis bertugas dengan 'teamsite' ini selama tujuh setengah bulan. "Teamsite Muccuso" ini mengandungi sepuluh orang ahli yang terdiri dari lima orang pemerhati tentera dan lima orang pemerhati polis. Mereka ini berasal dari Malaysia, India, Bangladesh, Jordan, Poland, Bulgaria, Sweden, Portugal, Brazil dan Mali. 'Teamsite Muccuso' ini terletak di kawasan Tenggara iaitu kira-kira 400 meter dari sempadan Angola-Namibia. Penerbangan dari Muccuso ke Menongue (RHQ SE Region) dengan kapal terbang ringan dianggarkan mengambil masa sejam setengah. Dari Menongue ke Luanda pula adalah dianggarkan dua jam dengan C-130. Kawasan ini mengalami dua cuaca iaitu musim panas dan musim sejuk. Musim sejuknya dari bulan Mei hingga Ogos dengan suhu antara tiga darjah Celcius dan empat puluh empat darjah Celcius. Kawasan sekitar Muccuso biasanya kering kerana hujan jarang turun (sepanjang penulis berada di sana hujan cuma turun tiga kali sahaja). Kawasan ini boleh dikategorikan sebagai kawasan miskin kerana tiada sumber bumi yang boleh diusahakan. Di Muccuso tiada pejabat, tiada sekolah yang sempurna, ada hospital tetapi tiada minyak untuk menggerakkan peralatan, jalan-jalan berpasir, tiada

surat khabar, tiada siaran radio dan TV, tiada bekalan elektrik, bekalan air diambil dari sungai dan kenderaan yang terdapat di sini hanyalah kenderaan 'teamsite' sahaja. Rumah-rumah penduduk dibina dari tanah liat. Untuk bekalan air, kami menggunakan air sungai yang ditapis. Untuk bekalan elektrik, kami disediakan dengan sebuah generator. Keadaan persekitaran 'Teamsite Muccuso' dapat dilihat seperti gambar dibawah.



Kemudahan penginapan yang disediakan di 'Teamsite Muccuso'.

"TEAMSITE CAFUNFO"

"Teamsite Cafunfo" adalah 'teamsite' kedua penulis setelah ditukarkan dari "Teamsite Muccuso". 'Teamsite' ini terletak di kawasan Timur Laut (NE Region), di kawasan yang dikenali sebagai 'Diamond Area'. Kawasan ini di bawah kekuasaan tentera kerajaan 'Armed Forces of Angola' (FAA). Penulis berkhidmat di sini selama tiga bulan setengah. 'Teamsite' ini mempunyai dua orang pemerhati tentera dan enam orang pemerhati polis. Mereka ini berasal dari negara-negara Malaysia, Senegal, Mesir, Argentina, Bulgaria, India, Bangladesh, Guinea-Bissau.

Markas Kawasan ini terletak di Saurimou dan penerbangan dari Cafunfo ke Saurimou mengambil masa 45 minit dan dari Luanda pula

selama hampir dua jam. Tentera kerajaan di Cafunfo berkekuatan satu brigid diketuai oleh pegawai tentera berpangkat Brigedier Jeneral. Perhubungan antara Cafunfo dengan bandar lain hanya melalui udara kerana semua jambatan di sekitar Cafunfo telah dimusnahkan semasa peperangan. Pekerjaan utama penduduk kawasan ini ialah melombong berlian manakala peniaga-peniaga pula terdiri daripada orang-orang Portugis. Hampir semua keperluan harian dibawa dari Luanda yang menjadikan harganya terlalu mahal. "Teamsite Cafunfo" disediakan dengan generator untuk bekalan elektrik manakala untuk bekalan air diambil dari tasik yang berhampiran. Cuaca di Cafunfo hampir sama dengan Malaysia cuma kadar kelembapannya saja rendah sedikit. Keadaan persekitaran "Teamsite Cafunfo" adalah seperti gambar dibawah.



Kemudahan penginapan yang disediakan di "Teamsite Cafunfo".

PENGALAMAN SEBAGAI SEORANG KOMANDER 'TEAMSITE'

Sepanjang berkhidmat sebagai Pemerhati Tentera di Angola, penulis mendapati ada persamaan dalam memenuhi keperluan bertugas sebagai komander 'teamsite'. Persamaan yang dimaksudkan adalah seperti berikut:

Komander. K o m a n d e r 'teamsite' memerintah 'teamsite' dan ketua kumpulan polis menerima arahan dari komander untuk tugas-tugas yang tidak berbentuk kepolisian seperti keselamatan, penugasan dalam 'teamsite' dan penggunaan peralatan yang terdapat di 'teamsite'. Kefahaman yang meluas dalam hal ehwal taktik, operasi PBB, membaca peta dan membuat laporan penting untuk melaksanakan tugas sebagai komander 'teamsite'. Pengalaman lampau dalam merancang dan melaksanakan operasi dan latihan medan akan menambah nilai seorang komander.

Pemimpin. Komander 'teamsite' juga seorang pemimpin yang kena memberi panduan, mengawal, mengekalkan motivasi dan semangat; dan memberi hala tuju 'teamsite'. Ini termasuk juga memahami sifat dan budaya pemerhati dari negara-negara lain yang sememangnya berbeza-bebeza. Penulis telah menggunakan cara kepimpinan 'situational-style' sepanjang bertugas sebagai komander 'teamsite' dan didapati tidak banyak menghadapi masalah dengan ahli-ahli 'teamsite' yang lain.

Pengurus. S e b a g a i komander 'teamsite', penulis juga adalah seorang pengurus sumber manusia dan aset. Penugasan-penugasan ahli-ahli dalam 'teamsite' perlu dirancang supaya kerja dapat diagihkan dengan adil dan sama rata. Tugas-tugas seperti mengambil air dari sungai atau tasik, menjaga generator (menghidup atau mematikan) dan mengambil stor dan peralatan yang dihantar oleh pekerja PBB merupakan rutin 'teamsite'. Semua aset bukan pakai habis terletak di bawah tanggungjawab komander 'teamsite'. Oleh

yang demikian, komander 'teamsite' perlu merancang dan melaksanakan jadual pemeriksaan dan pengurusan kawalan aset supaya tidak hilang atau kurang atau tidak boleh digunakan lagi.

PANDUAN UNTUK KOMANDER TEAMSITE

Setiap 'teamsite' berbeza antara satu sama lain dari penugasan dan perlu diberi perhatian sewajarnya. Sepanjang bertugas sebagai komander 'teamsite', penulis telah menggunakan panduan-panduan yang dinyatakan di bawah. Walau bagaimanapun panduan-panduan ini tidaklah boleh dianggap lengkap, justeru ia boleh diperbaiki lagi.

Memahami Peranan Dan Tugas. Setiap komander perlu memahami dengan mendalam, peranan, tugas dan kekangan-kekangan yang telah ditetapkan oleh PBB supaya setiap tindakan yang akan diambil dilindungi oleh PBB (UNAVEM 3). Sekiranya terdapat kemusykilan, komander 'teamsite' perlu mendapat penjelasan atau kelulusan dari RHQ atau Force HQ.

Ilmu dan Kemahiran. Seorang komander yang berilmu dan berkemahiran dengan mudah akan mendapat kepercayaan dan sokongan dari ahli-ahli 'teamsite'. Kemahiran menggunakan komputer, membaca peta, mengendalikan alat dan percakapan radio dan mampu mengendalikan peralatan mekanikal dan elektrik akan memudahkan komander melaksanakan tugas dengan lebih berkesan. Kemahiran ini juga penting kerana di 'teamsite' ada disediakan generator, peralatan radio dan komputer (CAPSAT) dan kenderaan.

Perhubungan Sesama Ahli 'Teamsite'. Setiap 'teamsite' dianggotai oleh pegawai-pegawai dari pelbagai negara yang berlatar-belakangkan budaya yang berbeza-beza. Memahami budaya dan nilai-nilai mereka akan memudahkan seorang komander 'teamsite' mendapat kerjasama dan sokongan yang jitu dari mereka. Perlu di ingat, setiap 'teamsite' terletak jauh dan terpencil dan hanya ahli-ahli 'teamsite' sahaja yang dapat membantu jika seorang ahli berada dalam kesulitan.

Aktiviti-aktiviti Sosial. Ketika bertugas di Angola, kami kerap mengadakan majlis perpisahan atau sambutan untuk ahli-ahli yang bertukar keluar dan masuk. Kami juga kerap beriadah seperti bermain bola tampar dan sebagainya. Semua aktiviti yang telah kami adakan dapat membantu kami memahami sesama sendiri sambil membantu kami dalam melaksanakan tugas.

Tegas Tetapi Adil. Seorang komander 'teamsite' perlu tegas dalam menjalankan tugasnya tetapi pada waktu yang sama perlu adil. Apabila suatu arahan diberi kepada seseorang ahli 'teamsite' yang lain, hendaklah dipastikan arahan tersebut dilaksanakan dengan sebaik mungkin. Memberi mereka *'a piece of your mind'* perlu dilakukan supaya mereka tidak mengambil ringan ke atas arahan-arahan.

Berkecuali Dan Tidak Berpihak. Adalah penting untuk bukan sahaja bersikap berkecuali tetapi di lihat berkecuali ketika bertugas di kawasan sama ada pihak kerajaan ataupun pemberontak. Elakkan daripada memberi komen, pendapat dan tindakan-tindakan yang boleh memberi gambaran kepada

pihak-pihak tertentu kita berpihak. Kita bertugas sebagai pemerhati tentera dan mewakili Pertubuhan Bangsa-Bangsa Bersatu.

Kecergasan Dan Kesihatan.

Seorang pemerhati perlu mengambil berat terhadap kecergasan dan kesihatan sendiri. Setelah bertugas di dua 'teamsite' didapati demam malaria menjadi satu kebiasaan (terdapat beberapa kes kematian akibat dari demam malaria), membuatkan penulis mengambil berat mengenai aspek ini. Kecergasan juga penting kerana ia dapat membantu dalam menghadapi 'stress' ketika bertugas.

Berfikiran Waras. Kita perlu sentiasa berfikir waras dalam melaksanakan tugas yang diberikan terutama yang melibatkan keselamatan. Membuat pertimbangan yang sewajarnya amat perlu supaya arahan dan tindakan yang bakal diambil bersesuaian dengan arahan dan polisi semasa UNAVEM 3. Cuba elakkan dari mengambil sikap '*bull courage*'.

PENUTUP

Bertugas sebagai pemerhati tentera di Angola telah membuka satu perspektif baru dalam hidup penulis dan penulis percaya pengalaman ini dialami oleh semua pemerhati yang bertugas di mana-mana misi Pertubuhan Bangsa-Bangsa Bersatu. Bertugas di tempat yang berbeza baik dari segi budaya, cuaca, agama, bangsa dan juga berjauhan dari sahabat dan keluarga membuat seseorang itu lebih menghargai kehidupan yang aman dan sejahtera dan menghadapi kehidupan dengan lebih bermakna. Di samping itu, pengalaman yang ada pada seorang pemerhati, dengan latihan yang berkesan dan efektif, pendedahan dan melalui pembacaan dapat membantu seseorang pemerhati tentera melaksanakan dengan berkesan dan mengharungi kehidupan ketika bertugas di mana-mana kawasan misi PBB.

Seseorang komander 'teamsite' yang berkemampuan, berilmu pengetahuan dan mempunyai nilai dan norma-norma ditambah pula dapat melaksanakan tugas dengan berkesan dan efektif akan mendapat penghormatan dan sanjungan dari bukan sahaja sesama ahli-ahli 'teamsite' tetapi juga dari penduduk-penduduk tempatan.



Meji Ahmad Tahir Bin Mohd Said telah memulakan latihan Pegawai Kadet pada 5 Apr 80 dan telah ditauliahkan ke dalam Kor Armor Diraja pada 6 Mac 82. Beliau adalah pemegang Ijazah Masters in Human Resource Management dari University of Newcastle, Australia. Beliau telah menjawat pelbagai jawatan di pasukan, Pusat Latihan dan Markas Formasi. Kini beliau berkhidmat sebagai PS2 Urusetia Doktrin di Markas Latihan TD.

EMPLOYMENT OF DOGS IN OPERATIONS OTHER THAN WAR

Kapt Ding Tiew Wong

HISTORY OF THE USE OF DOGS



Throughout history, man has admired, cultivated and praised the virtues of the dog, selecting the best qualities in many different breeds and training them to their fullest potentials. Being the man's best friend since the dawn of time, dogs have also proved themselves as faithful companions, staunch in adversity and capable of greatest endurance. The domestication of dog offers many mysteries, countless theories that are constantly offered concerning the dog. However, it probably started through a voluntary association where both man and dogs found a common advantage in working together in the carrying out of definite tasks even without special training efforts on the part of men and dogs understand that it is something very useful to them to be close to man.

In ancient days, man mostly employed dogs in their daily activities. This includes participating in man's hunting pursuits, in pulling sledges, in fight against other dogs or other animals and protect the species which man had begun to raise, such as reindeer, sheep and cattle. The dog also developed a love for man, defended him from attacks by other men and animals and learned to keep his master company, where they came to live in the lake villages which man had learned to build, surrounded by water for protection against wild animals. It is believed that, the friendship between dog and man were one of the keystones in the development of civilization.

Apart from being employed in man's daily activities, with its distinctive and highly diverse characteristics, man also trained them for combat activities. As early in the war history as 4000 BC, Comsys used them during his campaign in Egypt. Later Attic the Hun and the Romans made use of their alertness and aggressiveness to train them as guards for their camps. It is reported that in 1544, Henry VIII sent four hundred dogs 'garnished with good iron collars' to help Charles V of Spain in his war against France. A most successful use of dogs in combat activities was introduced by the Rives during the Spanish-Morocco war, where dogs were trained to run along in front of the lines and, when camouflaged they looked from the distance like crawling men. The Spaniards, seeing what they thought to be suitable targets, would open fire and thus reveal their positions. Generally, in early parts of war history, dogs were trained as an attacking force and with the introductions of guns powder more attention was paid to its scenting powers, and trained as tracker dogs, casualty detecting dogs, mine dogs and etc.

EMPLOYMENT OF DOGS IN OPERATIONS OTHER THAN WAR

Guard Dogs. When originally introduced guard dogs, because they were employed for the protection of vulnerable points, were generally referred to as 'VP Dogs'. All dogs through their atavistic instinct, guard the home and property of their master, react when they see

him attacked, and can always be useful in one way or another. Thus the primary functions of guard dogs are to provide greater security to guarded premises and reduce the amount of manpower required as guards. It has been proved that one man and one guard dog can replace four to eight men. Generally, guard dogs can be employed to advantage in the following types of vulnerable points or military installations:

- * Wireless and Radar Stations.
- * Power House.
- * Airfields.
- * Essential/Important targets.
- * Railway sidings.
- * Vehicle parks.
- * Petrol dumps.
- Supply depots, etc.

Not only does a trained guard dog increase the efficiency of a guard in detecting and aiding in the apprehension of a trespassers, but its known presence offers a sufficient adverse morale effect on a criminal to deter him from breaking into guarded premises. A guard dog may be employed in the following ways:

- * As a patrolling sentry.
- * As a static sentry.
- * Attached by a running chain to a long wire.
- * Confined loose in a building or fenced-in area.

*... the
friendship
between
dogs and
human were
one of the
keystones in
the
development
of
civilization*

- * Riot control.
- * Crowd dispersal.

It is also important to note that the employment of guard dog is contraindicated in places where there is a lot of human activity, as the dog, train as it is to be suspicious of anyone but its own handler would be constantly alerted. This limitation in its employment applies equally to sites adjacent to busy roads or buildings from which emanate the distracting noise of machinery. So, its use should be directed mainly towards the replacement or supplementing of night guards in view of its senses are more acute during the hours of darkness and as distracting influences during these hours are reduced to a minimum. When guard dogs are employed, it is strongly recommended that warning notices must be prominently displayed. The dog handler who releases his dog against any intruder must ensure proper procedure has been carried out. It is because when ordered by the handler to 'attack', it will attack and hold anyone of the intruder who has escaped which might be seriously injured.

Security Dogs. The security dog, sometimes referred to as a police dog, although, in many respects related to the guard dog, does not possess its aggressive qualities. Security dogs can be effectively employed on similar installations to those tasked to guard dogs especially where legal proceedings, resulting from injury, might otherwise prejudice the use of those aggressively trained guard dogs. However, since security dogs are not trained to attack, it is not advisable to employ them in those areas where the ruthless, determined intruder is known to operate. A trained security dog must be fully obedient and when on patrol quarter the ground in front of its handler. When locating anyone, it should only bark and when ordered to delay a running man, using its weight may do this, knock him down.

Being completely obedient to the voice control of their handlers, security dogs can and normally are employed loose. By doing so, they can provide a greater coverage than if kept on a lead. Security dogs are particularly suited for employment on those installations which include 'right of way' or 'right of access' at night time by essential duty personnel. They are also of value on depots spread over a wide expanse of country without clearly defined perimeter fencing. As mentioned early, security dogs also normally referred to as a police dog because they are employed by the police forces in operation where 'show of force' psychology effect takes priority such as riot control and crowd dispersal operations.

Casualty Finding or Red Cross Dogs.

Casualty Findings or Red Cross dogs are the same type of working dogs. When dealing with casualties, time is the most important factor. However, this early treatment can only be given after the casualties have been found and it therefore follows, that every effort must be directed toward their rapid location. A trained Casualty Finding Dog depends mainly its sense of smell, presents a valuable aid in the rapid location of the wounded, trapped, buried as well as disoriented victims both by day and night. It is when given an area to search for the victims, on detecting a casualty, returns to its handler and sits and thereafter leads its handler to the casualty. As an identification, it is customary for these dogs to wear a red cross insignia since they often work out of sight of the handler.

The demand for services of Casualty Finding Dogs will vary according to circumstances and the nature of ground is to be covered. Casualty Finding Dogs are in particularly suitably employed for the following duties:

Realizing the effectiveness of using dogs in tackling narcotic problems ... the narcotic detector dogs had been employed since 1977 by Custom and Exercise Department

* **Disaster Rescue Mission.** This applies to numerous situations, either natural or man-made such as devastating earthquakes that topple the entire cities, raging floodwaters that break levees and swamp the whole towns, a major train derailment, the total havoc wreaked by tornadoes and etc.

* **Rescue Evasive Individuals.** This mission is more orientated to find those mental patients who hide because they do not want to be found or suicide victims who have indicated their intention but have not yet committed the act.

* **Rescue Disoriented Individuals.** It mainly covers those hikers, hunters and etc who have become lost or injured that have not returned at a predetermined time.

In Malaysia, the collapse of the Highland Towers in 1993 greatly projected the usefulness of rescue dogs, after witnessing their capabilities employed by the rescue teams from France and Singapore as well. The setting up of the Special Malaysia Assistance Rescue Team (SMART) with rescue dogs as component spells a bright future for these dogs. Within the country, the latest employment of Casualty Finding Dogs was in December 1996 where 134 dead bodies were found buried under the mud after the typhoon 'Greg'swept Kota Belud, Sabah by the Casualty Finding Dogs team from War Dog Wing, PULADA.

Narcotic Detection Dogs. The Narcotic or Drug Detection Dogs although not offering a complete solution to detect the present of the drug, it still has certain advantages over the other methods until more reliable and quicker method of detecting drug is invented. Utilizing its speed

of work and good scenting ability, Narcotic Detection Dogs can be used in checking and declaring free large areas of responsibility provided the dog has been maintained at its peak efficiency at work.

A trained narcotic dog is capable of detecting all types of narcotic even if it has been carefully hidden. It can be employed to search open ground building, vehicles, aircraft, ships, stores, engine room and etc. It is particularly effective to be employed when search by man or other methods cannot be used because of its body size which enables it to go underneath or small space to carry out task. In the process of checking for narcotic with the assistance of a dog a handler must keep a sharp look out for the reaction or indication from carrying out through check before proceeding to the further search or routine checking. It also important to note that narcotic or drug detection dogs may lose interest or even refuse to work, if worked for long periods without finding any narcotic. Therefore it is necessary occasionally conducting real practice and so enable it to earn its reward and thus maintain interest.

Realizing the effectiveness of using dog in tackling narcotic problem, the Malaysian Custom and Exercise Department has been employing the narcotic detector dogs since 1977 when became evident that the drug problem was becoming very serious and was threatening the core of the Malaysian society particularly the youth. With the successful achievement in that very year, the ability of dogs to sniff for narcotic has proved all the critics wrong. Today, the department has expanded its operations with 12 narcotic detection dogs station throughout the country in assisting them aggressively preventing trafficking of narcotic in and out of the country. This rapid expansion is mainly due to the numbers of drug addicts which was on the rise, so were the seizure and the arrest of persons related to narcotic offences and also the increase in the import and export

...with their outstanding characteristics such as aggressiveness, alertness, good scenting power and friendly toward men have rendered invaluable assistance when working together...

of goods made it more difficult for them to check drugs.

CONCLUSION

As outlined, employment of dogs in operation other than war has been long in Malaysia and had become part and parcel in our working life. Dogs with their outstanding characteristics such as aggressiveness, alertness, good scenting power and friendly toward man have rendered invaluable assistance when working together with man and of equal importance with significant saving in time and manpower. We have also recognized the ability of working dogs and their tremendous contributions both in civil and uniform societies. However, some common obstacles that had to some extent restricted its employment and can be quite sensitive in nature have hampered the employment of dog in our society. These are:

- a. **The Image of Dog.** To a majority of the public, the dog is just a scavenger, dirty and stray. The tendency not to use the dogs as working counterparts even though it is available is the end result.
- b. **Training and Deployment Standard.** The training and deployment standard of our working dogs has occasionally compromised by profit orientation. This is specially if inexperienced security firms being permitted to use working dogs for their businesses. The havoc and distrust created by misemployment will definitely destroy the good impression of actual working dogs.
- c. **Satisfactory Working Stock.** We do not have enough dogs. The demands prefer higher than supply. Thus at present, purchases from overseas is the only way

to help to overcome the good dog breeders to supply the requirement of working short and quality of these dogs.

d. **Religious Believe.** Malaysia as an Islamic country, many a Muslim believes that they should have nothing to do with a dog and avoid it if possible. In order for working dogs to be employed more fervently, any misunderstanding should if it arises must be quickly resolved at any level.

The common obstacles mentioned above if overcooked, it will definitely get the batter of thing in meeting the demanding challenges of the 21st century.

RECOMMENDATION

For the betterment in the field of employment dog in any operation other than war, it is recommended that the following action to be taken into consideration:

a. **Supportive Roles.** The utilization or employment of dogs require the support of higher authorities as well as public. The Malaysian Kennel

Association and the Veterinary Department can play a supportive role by educating, exposing and encouraging the public to accept working dogs as part of their counterparts.

b. **New Training Aids/Methods.** Any new training aids or methods are used by any of the training institution or government department as well as civil firms should be shared so that everyone will benefit and make life more pleasant.

c. **Inter-unit Exchange Programs.** This should be done with common interest by exchange personnel between departments and also with the foreign countries on the basic of on job training in order to achieve better understanding of joints operation should it exist.

d. **Reviewing of Standing Order.** Current existing standing order for such operation if dogs are to be employed should be reviewed in order to meet the recent development in the country. This is crucial because should it be employed, clear orders can be given to whoever is involved and most importantly the men on the ground know what to do.

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Kapt Ding Tiew Wong was commissioned into the Royal Ranger Regiment in 16 Jun 93. After graduation from Officer Cadet School, New Zealand, he was posted to 6 Ranger as platoon commander and held various appointments. He has attended various career and functional courses such as Intelligence Officer, Staff Duty as well as Company Commander Tactics Course. Currently he is serving as Staff Officer Grade 3 at 9 Bgd HQ.