

BERITA

بريتا قرا جوريت ولين قرههانن

# Perajurit & Pertahanan



The Official Magazine • Ministry of Defence & Royal Brunei Armed Forces

April 2011



**Flying Brunei Flag**  
in the name of Peace

**Royalties Concern**  
for Flood-Affected Villagers

Special Coverage  
**Sovereign Parade**

Words with the  
**RBAF Commander**



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## > Words From The Editorial Board

In celebrating the Golden Jubilee, the entire Royal Brunei Armed Forces (RBAF) was out in force organizing and preparing everyone for the upcoming celebrations.

With the 50th anniversary theme 'Defending My Country Brunei Darussalam', many events have been planned for the entire nation to bear witness to, with activities aimed not only in appreciation of the years that have past but also to inspire the future generations to lead, if not to follow in such a motivational example.

From humble beginnings, the RBAF was able to develop until it is now widely recognized both regionally and internationally.

And 'Majalah Berita Perajurit dan Pertahanan', being in its second issue this year is proudly able to once again be a part of this history to record and to relay to the public the next step forward.

This issue, alongside preparations for the upcoming celebration, is also proud to record the latest development in personnel training, the latest development in technology and the latest improvement in capabilities.

We are hopeful and confident that from now on, the RBAF will see more tremendous achievements in the coming years...Insya Allah.

From the Editorial's desk, we would like to say, Happy Golden Jubilee RBAF!! And may Allah Subhanahu Wataala protect our soldiers and the nation.

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# SOVEREIGN PARADE

## STRIVING FOR MILITARY EXCELLENCE

*Story by Hairol MHO.*



"His Royal Highness the Crown Prince urged all the RBAF Officer Cadets to instill the importance of military ethics and practice of core values in every member of the RBAF as the basis of the soundness and stability of our military institutions. The values are the core acts of the behaviour of a leader as a role model to provide the best example and motivate other members".







On 17 February this year, His Royal Highness Prince General Haji Al-Muhtadee Billah, the Crown Prince, Senior Minister at the Prime Minister's Office and General of the Royal Brunei Armed Forces (RBAF) conferred awards on the best officer cadets from the RBAF Officer Cadet School's 4th Intake as part of the Sovereign's Parade Ceremony held at the Parade Square of the RBAF Officer Cadet School (OCS) in Sungai Akar Camp.

The prestigious 'Sword of Honour' award recipient, 907 Lt Siti Nur Irmaya binti Yahya from this intake, currently fresh out of the Officer Cadet School, is shouldering a huge responsibility in her first official post with the RBAF. Training as an Officer Cadet under the Royal Brunei Land Force, Lt Siti Nur Irmaya said she chose to join under Land Force because of the wide range of opportunities that are available within that division. For Lt Siti Nur Irmaya, she took on the challenge simply because she could. Not that she was out to prove anything to anyone, except maybe to herself; she enrolled mainly because of the size and scope of work available in the division.

Currently posted at the Recruit Company at the Training Centre in Tutong as Intake Commander for Female recruits, Lt Siti Nur Irmaya is now part of a team in charge of turning civilians into military personnel.

Achieving the award, Lt Siti Nur Irmaya said that as a recipient, "there is a certain degree of respect as well as expectation that comes with the recognition". People have this impression that you are the person to turn to who will have all the answers or that you will be able to make the right decision when no one else can. "It's a big role to play but nevertheless, it's still a very satisfying and fulfilling position to be in" said Lt Siti Nur Irmaya. I feel as if I was meant to do this job, said Lt Siti Nur Irmaya.

906 Lt Nida 'Ul Aqilah binti Hj Mayassin, Staff Officer Grade 3 (Administration and Legislation) at the Legal Unit, for her the transition into the RBAF workforce was and is literally a learning experience. "Though I am still learning the ropes and getting to know the people in my office, the sense of responsibility and the importance of the work carried out by my colleagues is very obvious. Even so, I feel as though I am already a part of the team as I was immediately put to work".

Talking about her time in training, Lt Nida said that she approached all the subjects with natural curiosity as everything seemed absolutely interesting to her. Winning the academic award, Lt Nida said that being able to quickly understand and assess what lies ahead truly helps in the field especially when working in the Legal Department where we mostly work with and around many policies.

Meanwhile talking to two currently in training officer cadets, Officer Cadet 21689 Syazana binti Morsidi, six weeks into training, she is all geared up for more following her ambitious character to see everything to the end. "In life as I hope to achieve in my career, I am always looking for

a challenge. With the military, I can already foresee that the path is riddled with challenges which I am very eager to take on," said OCdt Syazana.

"Before taking on the six week intensive training, I was given the impression that it would be rough as they help us adapt to a military life. I can safely say that the six week training has accomplished what it was designed for as I can feel myself adapting to the lifestyle" said OCdt Syazana.

As for OCdt 19491 (U) Muhammad Adib Hashim – 2 ½ months to graduation, "...joining OCS at the beginning was quite an easy transition for me physically as I prepared myself early, however it was the psychological toll that laid a heavy hand on my shoulders, said OCdt Adib." "But slowly as I got accustomed to the military lifestyle, everything seemed to fall into place and once I adapted myself to the requirements, it was smooth sailing from there on out."

He said that after the intensive six weeks, the training gets easier as it progresses. And the feeling of being an officer is more obvious. "The respect, the responsibility and the significance of becoming an officer is more obvious as the training progresses and the expectations of being an officer are also more obvious as we learn the ropes of team management, delegation of work, commitment and dedication."

The coveted awards, given to those who excel in all levels of study and training at the Officer Cadet School, recognizes the ability of the recipients to lead and direct in various fields of expertise in shaping them as credible leaders with calibre.

During the Sovereign Parade event, His Royal Highness said "The development of leadership skills and self-confidence instilled through training and tests from the aspects of physical endurance, emotional and spiritual, will not end here. The experience and lessons learned will continue to remain in each individual. This is the importance of the military services in providing priority to a comprehensive long-term career planning through training and education plans that are specific and systematic."

"With proper planning," His Royal Highness said, "the progress of officers as military leaders will continue to increase from time to time and directly contribute towards the development of the Royal Brunei Armed Forces."







# Words from the RBAF Commander

**B**ismillahirrahmanirahim. First and foremost, on behalf of the Royal Brunei Armed Forces (RBAF), allow me to take this golden opportunity to express our gratefulness to His Majesty Sultan Haji Hassanal Bolkiah Muizzaddin Waddaulah, the Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and the Supreme Commander of the Royal Brunei Armed Forces, for his esteem passion in the RBAF, exemplary leadership, valuable guidance and relentless pursuit of excellence for the RBAF. We are truly honored and blessed to have a caring and visionary leader as our Supreme Commander. I would also wish to extend my gratitude and appreciation to all RBAF personnel currently in service with their families and those that have retired for their contributions, sacrifices and worthy efforts in making RBAF what it is today, a small yet recognizable force.

Alhamdulillah, Royal Brunei Armed Forces, will be celebrating its golden anniversary on the forthcoming 31st May 2011. The RBAF has evolved significantly from its humble beginning as Askar Melayu Brunei in 1961 until present. Substantial development includes its diverse roles and responsibilities, continuous contributions at national, regional and international arena, new infrastructures and facilities, practices and approaches besides the modernization of its assets. However, its selfless commitment to secure Brunei's sovereignty has never wavered in fact has strengthened tremendously. RBAF will continue to progress at a consistent pace that is essential to meet the current and future challenges. On that note, the restructuring of its force structure in a jointery manner, acquisition of operational and strategic assets and the development of its human resources is a requisite of things to come. The RBAF will strive continuously to achieve excellence despite its constraints in human resources and assets.

The current and future external geopolitical scene is likely to continue to be unpredictable and the tempo of technological onslaught will be great, hence the future RBAF environment has to be more dynamic and vibrant. The RBAF will be called upon to handle a greater variety and complexity of tasks which will require mental agility, flexibility in our force structure, focused training, relevant assets and updated doctrines. Therefore, we will need to be adept at any situations, ready to do more with what we have and be innovative to overcome our limited resources. Subsequently, it is vital for the RBAF personnel to be more professional

and accountable at all levels. Thus, I consider a change of mindset throughout is crucial to meet the nation's future expectations. This change needs to stem from individual selflessly rather than forced upon by the organization.

I wholeheartedly agreed with the Deputy Minister of Defence comments in the previous Berita Perajurit & Pertahanan January 2011 Edition where he stated that we have by far a lot more to do, primarily in keeping our defence to a desired level. He went on to state new doctrines are inevitable to commensurate the changes that have taken place and a better welfare for our soldiers for their safety, training and career

**We must not forget our main mission, that we must strive to serve the Monarch and the nation, uphold the MIB philosophy and putting our needs aside. A difficult yet not impossible feat to achieve, provided that we remain loyal and sincere in what we do.**

development to benefit them beyond their services with the RBAF. Further, I personally echoed his words in having the need to capitalize on technology to offset our limitations.

On that note, my highest priority intended to support the Ministry of Defence and RBAF objectives for its long term development is Human Resource Management and Development. I truly believe that the key cornerstone in achieving excellence vests upon the soldiers. RBAF is currently active engaging in capacity building which includes in general the force modernization with jointery concept and niche at all level spectrum of operations. This entails replacement of obsolete and the upgrading of assets as well as formation of specialized units to enhance RBAF's capability. These capabilities are prioritized to meet various threats from conventional to non conventional in terms of mobility, firepower and force protection. Amongst this developments are:

- In terms of mobility, the formation of a mechanized unit, replacement of helicopters and CVR(T);
- Strategic firepower at operational and tactical levels development programme,
- Beside the C4I, the priority will be given to equip the personnel for the modern soldier.

In line with these capability growth, Human Resource Management and Development is key in ensuring any new technology or capability acquired will be utilized properly and to the fullest extent. Thereafter, the requirement of specialist and skilled personnel to drive the technology is crucial. The review of our current Terms of Engagement and the introduction of forthcoming Career Development Structures (CDS) have never been more imperative. The changes are envisaged to enhance welfare of soldiers whilst in service and after retirement, in addition to harnessing their potential. The RBAF will continue to need the finest officers and soldiers imbued with the right skills, knowledge and experience to effectively meet any challenges.

Furthermore, the nature of today's military demands an individual who is quick to learn, and ready to adapt to any situation. With the impending

Career Development Structures and the introduction of additional new mandatory and career courses, the demands on personnel professionalism, talent and potential have increased greatly. At the same time, we must give equal if not more emphasis on our spiritual and religious belief. With a strong faith, personnel will be more focused, professional and committed, thus portraying a wholesome image towards a nation that embraces the Malay Islamic Monarchy philosophy. The presence of specialized units such as the JAMAAT and Counseling Unit exists to cater specifically for the moral wellbeing of all personnel. These units should be consolidated and work collectively to provide the best service which extends to their families.

To ensure our progressive growth, the RBAF must continuously gauge itself with the current measuring tools in place such as the Key Performance Indicators and Performance Budgeting. These commendable practices will assist us in setting the base standards and preparedness levels. Consequently, the RBAF Inspectorate Unit has been identified solely as an assessment mechanism for the primary purpose in ensuring that the level of operational preparedness is met.

In terms of its regional and international contribution overtures, the RBAF had begun small by contributing to give aid in Regional Security and Humanitarian Assistance and Disaster Relief as in Cambodia (UNTAC) and Aceh. Over the years RBAF's contribution has significantly risen and now is committed at Peace Support Operations as in the International Monitoring Team (IMT) and UNIFIL under the UN umbrella as well as participation at the Gulf of Eden. These contributions may be considered small when compared to other military institutions but its significance to the RBAF and to the nation is immense. Hence, the RBAF will continue to commit in the defence diplomacy area within our capacity and ensuring that any interactions conducted is of value to the organisation and the nation.

Apart from that, the RBAF also commits extensively to meet other needs of the nation. These assistances encompass RBAF's human assets, infrastructures and equipments. In view of the current threats posed, particularly the incremental weather conditions, the RBLF have established a Civil Military Cooperation (CIMIC) platoon on standby at all areas of responsibilities to assist the nation in any eventualities.

However with all the foreseeable changes on welfare and the well being of our soldiers, let us not forget the main reason why the RBAF is what it is today and what it can be in the future. We must not forget our main mission, must strive to serve the Monarch and the nation, uphold the MIB philosophy and putting our needs aside. A difficult yet not impossible feat to achieve, provided that we remain loyal and sincere in what we do. The repercussion of losing our credibility in the eyes of the nation and thereafter their support is catastrophic. For that reason, the RBAF will relentlessly pledge to honor His majesty's wishes and to serve His Majesty and the nation selflessly at all times.

Finally, How do I visualize RBAF after its 50 years existence? A credible yet spiritual force, ready at strategic, operational and tactical levels, a force that capitalized on its human and equipment assets.





# Patriots March Their Pride Through the 27th National Day



Story by Hairol MHO

A few months of preparation and practice, for some, is more than enough to get ready for the National Day parade. For those who strive on excellence, such as the Royal Brunei Armed Forces (RBAF), the time is barely sufficient to promise perfection. Those that play a part in RBAF's role during national day have their work cut out for them. Aside from perfecting their own procession, RBAF's role also includes assisting others with their preparation.

In the march past in the audience of His Majesty The Sultan and Yang Di-Pertuan of Brunei Darussalam, RBAF displayed the finest in the force. The tri-services of land, navy and air, accompanied by specific units within their company, alongside civilian senior, officers and personnel from the Ministry of Defence led by the Permanent Secretary (Defence Policy and Development), Haji Awang Saifubahri bin Haji Awang Mansor, marched in this momentous occasion to present His Majesty with the best of the best.

Sgt (U) Pg Hj Redzaini Pg Hj Ahmad who was all geared up in camouflage that day, were among the hundreds that marched under the RBAF banner. Standing in line together with other members of his team as they stood by for the parade to start, Sgt (U) Pg Hj Redzaini was seen entertaining his children who came to see their father march alongside the rest of the nation's representatives.

Sgt Pg Hj Redzaini commented that the national day parade is one of the most awaited occasions of the year, second only to the RBAF anniversary. "At the beginning of the year every year we are given the opportunity to show not only our patriotism, but also ignite our national pride by renewing our pledge of allegiance to the king and country" said Sgt (U) Pg Hj Redzaini.

Being in the army, "our life is dedicated to defending the country and to reassure His Majesty of our commitment to duty in the beginning of each year by reciting the pledge in his presence is an opportunity that I hope never to miss" he added.

Sgt Pg Hj Redzaini in his years of service has played many roles in the preparation for national day. From marching to teaching others to march, Sgt Pg Hj Redzaini has experienced plenty.

The result of a combined effort, it goes without saying that RBAF's role in the whole celebration was significant. However, to answer the call of duty, a few must miss out from taking part in the parade. For them, carrying out their duty during national day is still a sign of patriotism and pride.

Patriotism in their dedication to the task at hand and pride in the commitment towards defending the nation on its day of celebration. Both equally significant in the demonstration of loyalty to the King and country.

WO1 (U) Azalani Hj Kassim commenting about having to be on duty during national day said that though the workload is less compared to any other day, its significance is not to be compromised. "Our responsibility lies in the proper execution of the task at hand" said WO1 (U) Azalani.

"The task entrusted to us on national day and the successful completion of that task is also a way for us to demonstrate our national pride" he noted adding that the nation on its day of celebration still needs to be defended.

On national day, WO1 (U) Azalani together with his team were stationed at Rimba Air Base, with the duty assigned to them involving being on standby to receive and deploy helicopters operating on that day on top of preparing the hangar for action.

"This is where we come in and this is where we get to demonstrate our patriotic duty" said the WO1 (U) Azalani. It may not be on the field with the rest of the participants, but it is equally significant as if we were there, he added.





## Joining the army is not as easy as it sounds.

Unlike any other vocation, applying for a career in the military or armed forces is not simply filling up a form or submitting a resume and going for the interview.

To qualify, even for the initial selection process, the path to a military career is filled with countless trials and tribulations.

Not for the faint of heart, the process which is considered a rite of passage for those genuinely interested in serving with the armed forces, promises to push each individual to the very thresholds of their mind, body and spirit.

Yet those who possess a strong will and an even stronger determination will succeed, and ultimately reap the fruits of their labour.

Meeting the initial requirements, both male and female applicants that make it through the initial selection will then move on to undergo the basic military training of six months for men and three months for women.

With only slight differences among the two, both male and female recruits begin with the six week intensive training course.

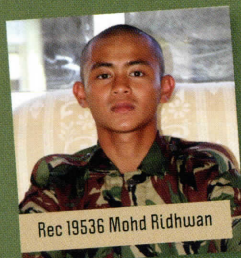


# RECRUITS: BA

## MALE RECRUITS

For 87 hopeful male recruits that make up the 142nd intake, the six weeks intensive training out of the total 32 weeks basic training course, was considered to be the hardest days of their lives.

Used to the normal day to day routine of easy living, the introduction to army life was a wake-up call for many.



"Starting at the crack of dawn was the first thing that we had to adjust to", said Rec 19536 Mohd Ridhwan Hj Abu Bakar of the first few days of intensive training which was riddled with early morning exercise regimes and daily housekeeping chores that followed immediately after religious obligations.

"One of the first few things we learnt at the start of our training is that in the army, time is everything" said Rec 19536 Mohd Ridhwan.

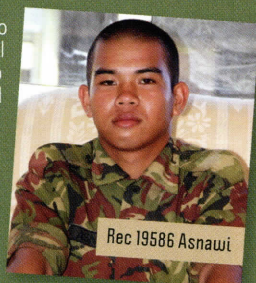
"Coming in, we knew basic recruit training was going to be difficult" said Rec 19586 Asnawi Hj Abdul @ Abdul Rahim. "We just did not expect them (difficulties) to be completely overwhelming on the mind, body and soul" he added.

Friends with experience shared their tales of hardship and misery of their own basic training days but even so, not one had any regrets as the end result was worth every minute of the suffering, said the recruits of their preparation before signing up as recruits.

Their collective advice – Stay strong, stay focused. Always look ahead to the main objective, they added.

"Getting used to the harsh treatment was a test of patience" said Rec 19586 Asnawi of his first encounter with the constant disciplinary action that came with every little mistake.

"At first it was hard to accept, but slowly we came to realise and understand why it was necessary" said the recruit.



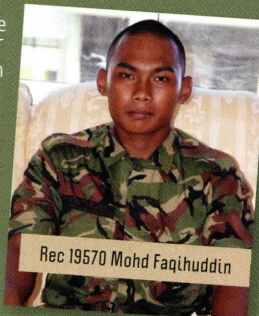
To him it was all a pre-requisite for discipline, said Rec 19586 Asnawi explaining that every order barked and every punishment given all had one purpose in mind which was "to condition us to be self disciplined both professionally and personally".

Spiritually, physically and mentally, the basic training is designed to prepare recruits for their career choices within the armed forces.

For Rec 19570 Mohd Faqihuddin Suprie, one of the most difficult challenges to overcome was the BFT or Basic Fitness Test – a 2.4km run in under ten minutes.

"The challenge was introduced to us during the 6 weeks intensive training course" said Rec 19570 Mohd Faqihuddin adding that the BFT was an ongoing exercise which required all the recruits to beat their personal best.

Fortunately all the physical activities that we have had to carry out on a daily basis have helped to build our stamina otherwise "I don't think many of us would be able to complete the task the first time" said the recruit.



Now, five months into the training, all the hardships, the pressure and the stress, seems normal for us, in fact, we have even begun to enjoy the training days with the camaraderie that has developed over time, commented all three recruits.

With basic training almost over, we are all anxiously looking forward to starting the next chapter of our chosen career.

Left: One of the ground training activities.





# BASIC TRAINING



Left:  
Mother and daughter  
temporarily part away

Below:  
New female recruits  
saying their oath



## FEMALE RECRUITS – INTAKE 51

Twelve weeks.

For 44 young women who signed the BAF 122 documents with the RBAF last March 4, 105 is the number of days they have endure basic military training before being accepted as part of RBAF's 51st intake of Female Recruits.

The first steps toward their military career promises to be the toughest as they start with the 6-week intensive training program which, according to some, was designed to make or break a person.

The six weeks period, as experienced by peers, friends and family who chose to walk the military path, will be even more difficult for those who have never been more than two feet away from doting parents as the days and nights of harsh discipline and heavy labor becomes a constant reminder of home comforts.

The intensive training will be a test of endurance as well as commitment and determination as it is purely dedicated towards improving both physical and mental strength and stamina in preparation of what lies ahead.

For 19 year old Dk Siti Norazimah Pg Asmadi, her career choice was made due thanks to her younger brother joining the school military cadets which helped her to realize the respect and discipline that came with the uniform.

"When I see my brother in his cadet uniform, the feeling of pride and respect comes sweeping over me" said Dk Siti Norazimah.

By putting on the uniform I can also see my brother becoming more confident in himself and that feeling is what helped me to decide to join RBAF, said DK Siti Norazimah.

Pg Asmadi Pg Zulahi on the career choice of his 2nd offspring said that though she is a girl, he is confident that she can make it through to the end of training without fail.

"If others can do it, I have no doubt that my daughter can do it too" he said.

Pg Asmadi said he considers his family to be of average means so "I think this is another motivator for my daughter to succeed".

Families of the new intake were seen at the hall on that day not only to give them their best but also to give them strength in what they are about to face.

Julie Asdiana Simran, a participant of the training course the second time round, said that her first encounter with the training was definitely challenging however it was the kind words of support and encouragement from friends and family that saw her through.

Julie who has 14 other siblings said that her interest for the armed forces developed mainly from her upbringing which saw her father and brothers also serving the country in both the army and police.

"Serving my country is something that I grew up wanting to do", she said of her childhood playing with her father while he got ready to go to work and seeing her siblings come back from training.

It's an exciting job being a soldier, said Julie, especially the field which I aim to get into she added hinting at becoming part of MRS in her approach towards specializing in health and medical services.

Friends and family, according to most that sign up for RBAF, say that the most important thing to remember is to be strong and look to the future.

There is bound to be suffering in the beginning but it's all worth it once success is achieved.

Witnessed by the Training Institute RBAF Commandant, RBAF officials and family members, the 44 women fortified their commitment towards RBAF with a signing of the contract followed by a mass recital of the oath.

The event marks the start of the 15 week training inclusive of the 6 week intensive training for the 51st intake of female recruits.

Story by Hairol MHO





# Flying Brunei Flag in the Name of Peace

Story by Hairol MHO

**P**Starting small, the RBAF began by contributing to peace mission under the United Nations Transitional Authority in Cambodia or UNTAC in 1992-1993 and humanitarian assistance and disaster relief when Aceh was struck by tsunami in December 2004 and when Yogyakarta was hit by earthquake in 2006. In 2005-2006, the RBAF personnel was also assisting in monitoring the implementation of the peace agreement reached under the Memorandum of Understanding (MoU) signed by the Government of Indonesia and the Free Aceh Movement on 15 August 2005.

The success of this huge step towards making meaningful contributions be it regional or international level, RBAF has since then significantly ventured on further and is now involved in peace missions in Mindanao under the International Monitoring Team (IMT) and in Lebanon under the United Nations Interim Force in Lebanon (UNIFIL).

Miniscule in the shadow of other military contributions, our part, however small, is immensely significant to RBAF as well as to the nation.

Our part in helping to improve the social wellbeing of others gained recognition from the United Nations as 30 RBAF personnel in the UNIFIL were presented with the UN Peacekeeping Medal recently.

Placing the medals on the chests of our men embedded in Malaysian Battalion in Tibnin and in Malaysian Contingent East in Koukaba, Major General Alberto Asarta Cuevas (Spain), Force Commander of United Nations Interim Force in Lebanon said, "What makes the contribution of these two contingents from Malaysia and Brunei unique is their close collaboration. Working alongside each other with admirable dedication



and courage, they have spared no effort to ensure a safe and secure environment in their respective areas of operation".

"Both contingents have impressed me with their outstanding commitment, professionalism and competence. They have not only demonstrated good cooperation with fellow peacekeepers from other contingents, but have also established excellent relations with the Lebanese Armed Forces and the local population. "

"The sheer determination, patience and respectful attitude demonstrated by the men and women of the Malaysian and Bruneian contingents in the performance of their mandated tasks should serve as an example to all UNIFIL Peacekeepers, please be assured that the tasks you perform every single day are recognized not only by UNIFIL, but most importantly by the people of Southern Lebanon whom we are here to assist and support".

This achievement along with others, represents a strong recognition of the role and contributions of RBAF in peacekeeping missions, as stated in the Defence White Paper and is a positive indication that RBAF's efforts to encourage and support cooperation beyond borders, is well and truly a success.







## Royalties Concerns For Flood- Affected Villagers in Tutong, Belait District

Towards the end of January this year, His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam and His Royal Highness Prince Haji Al-Muhtadee Billah, the Crown Prince and Senior Minister, at the Prime Minister's Office, General of the Royal Brunei Armed Forces (RBAF), separately toured rural areas affected by flood in the Tutong and Belait Districts when both districts were hit by heavy rains.

Rainfalls recorded were over 180mm in Belait's Bukit Sawat and more than 80mm in Tutong, which resulted in severe flooding in low-lying areas in the two districts. The deepest depth recorded was at 1.6 metres at Jalan Bengkuru in Mukim Rambai.

To visit affected areas in Penapar, Tanjong Maya, Kg Layong and Kg Ukong, His Majesty and His Royal Highness had to board on a Royal Brunei Armed Forces (RBAF) air boat as the water was too deep for land vehicles.

His Majesty and His Royal Highness also visited the Penapar and Bukit Udal Primary Schools and the surrounding areas. The schools had to be closed for the past several days since the floods started.

After inspecting damages caused by the floods in Tutong District, His Majesty and His Royal Highness continued the visit to Belait District; toured the road along Pangkalan Sg Mau and Kg Bukit Puan where water level was as high as 0.64 metres. The visit concluded at the Mukim Bukit Sawat Multi-purpose Hall. The presence of His Majesty and His Royal Highness among the 'rakyat' and residents in their time of distress visibly raised their spirits and gave them the assurance that The Royalties care and concern of their welfare and well-being.

The affected areas remained impassable for few days. Military trucks were available to ferry residents to their destinations. RBAF personnel, police and firefighters had been deployed to the flood-hit areas to continuously monitor the situation. The RBAF are constantly and consistently on high

alert when the country is hit by natural disasters, and this year heavy rain and flood. On a standard operating procedure, mobilized teams from various battalions, equipped with their military assets were deployed to assist the affected areas in short notice. The RBAF personnel were stationed at several areas in villages to provide 24-hour assistance to the residents especially to help ferry residents through the flooded area.

The humanitarian assistance also further enforces the nation to challenge and improve its performance to meet the needs of the population based on the scale of the disaster for if they are back, the support coming from all related national agencies are ever-present.





## Brunei and Indonesia Deepens Defence Cooperation



His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of the Royal Brunei Armed Forces (RBAF) has consented to receive in audience the Deputy Minister of Defence of the Republic of Indonesia, Lt. General (Rtd.) Sjafrie Sjamsoeddin at the Istana Nurul Iman on 26 January 2011.

During the 3-day visit, both Brunei Darussalam and Indonesia agreed on ways to further strengthen existing defence cooperation particularly in the framework of implementing the Memorandum of Understanding (MoU) on Defence Cooperation, including in courses, training, exercises and technical cooperation. Both sides agreed to set up a Joint Defence Committee at the permanent secretary level to coordinate these efforts and to consider further ways of deepening relations.

The two sides also shared ideas on promoting cooperation within the

framework of the ASEAN Defence Ministers' Meeting (ADMM). They further agreed to enhance cooperation in the area of counter-terrorism and to work closely together in advancing the agenda in the ADMM-Plus, a grouping comprising the ten ASEAN members and eight dialogue partners.



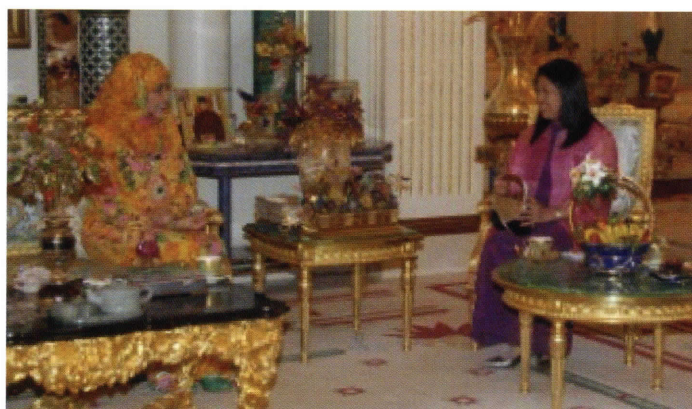
## Farewell Visit By The Philippines Chief of Staff



On 25 January 2011, His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of Royal Brunei

Armed Forces (RBAF) has consented to receive in audience the farewell of Chief of Staff, Armed Forces of the Philippines, His Excellency General Ricardo A. David Junior at Istana Nurul Iman. On a separate occasion, Her Majesty Raja Isteri Pengiran Anak Hajah Saleha also consented to receive in audience the wife of the Philippines Chief of Staff, Mrs Merilou Malacay David.

The Chief of Staff, Armed Forces of the Philippines (AFP) also made a farewell call on the Deputy Minister of Defence, Dato Paduka Haji Mustappa bin Haji Sirat and the Commander of RBAF Maj General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin

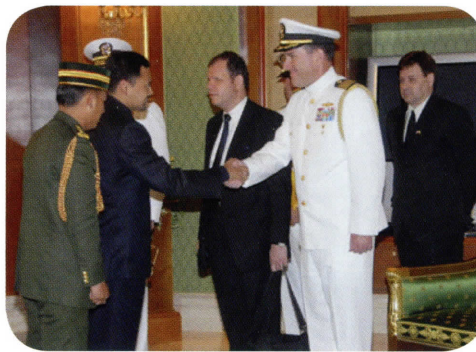


Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin.

During his tenure, His Excellency has made significant contributions in enhancing the existing relationship and bilateral cooperation between the RBAF and the AFP where both armed forces regularly send their personnel for military exercises, bilateral training, meetings and seminars.







## US Pacific Fleet Commander In Audience with His Majesty and HRH Crown Prince

His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of Royal Brunei Armed Forces (RBAF) consented to receive in audience, Admiral Patrick M. Walsh, Commander of the United States Pacific Fleet who was making

introductory visits to some of the ASEAN countries on 20 January 2011 at the Istana Nurul Iman. His Royal Highness Prince General Haji Al-Muhtadee Billah, Deputy Sultan, also consented to receive in audience Admiral Patrick M. Walsh in a separate occasion on 13 January.

## Celebrating Four decades of Royal Brunei Army Cadet

Royal Brunei Army Cadets achieved its 40 years of its establishment on 9 January 2011 since 1971. Currently, there are 1,423 army cadet members.



## Commander RBAF Introductory Visit to the Kingdom of Thailand



The Commander of the RBAF Major General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin paid a courtesy call on the Chief of Defence Force, General Songkitti Jaggabatara on 10 January 2011 at the Royal Thai Armed Forces Headquarters (RTARF HQ) during his 2-days introductory visit to Bangkok, Thailand.

## Two New DARUSSALAM Class Patrol Vessel Accepted

The Royal Brunei Armed Forces (RBAF) officially accepted two DARUSSALAM Class Patrol Vessels, KDB DARUSSALAM and KDB DARULEHSAN at Lürssen Shipyard, Germany on 7 January 2011.

The construction of these ships manifested the commitment of the Brunei government in enhancing the RBAF capability, in particular the Royal Brunei Navy, to defend the nation's sovereignty and territorial integrity.



## Tune in back to "Suara Perajurit" on Rangkaian Nasional 92.3FM

The RBAF has revived a half hour radio show once popular in the 1970s called "Suara Perajurit". It airs every Saturday morning on Rangkaian Nasional 92.3FM from 11:20am until 11:50am.





# BLACKHAWK

## Sikorsky Proven A Robust, Heavy Lift & Versatile Aircraft



**T**he ubiquitous Sikorsky UH-60 Blackhawk medium-lift utility helicopter is a multi-mission platform that first went into service with the US Army in 1979. Since then over 2,600 of these four blade, twin engine helicopters have been built and serving in many armies around the world. On August 1997, the Royal Brunei Air Force (RBAirF) took delivery of its first of four S-70-14, designated 'Bravo Charlie 104' that this together with the other three are expected to serve the RBAirF and Brunei Darussalam for many more years to come.

Major (U) Abd Rahman, Operations Officer of the RBAirF's No4 Squadron, spoke with Perajurit to explain the roles and capabilities of this truly versatile aircraft. "We opted for the Blackhawk because it is a proven helicopter. It is a robust platform that can perform multi-tasking, heavy-lift capabilities, similar to a Sports Utility Vehicle. We can reconfigure it for just about anything. It can carry troops, equipment, complete with the whole nine yards of weaponry. Because of this configuration we can practically do anything under the sun with it. But we use it more for strategic purposes, with the main one being support of Special Operations."

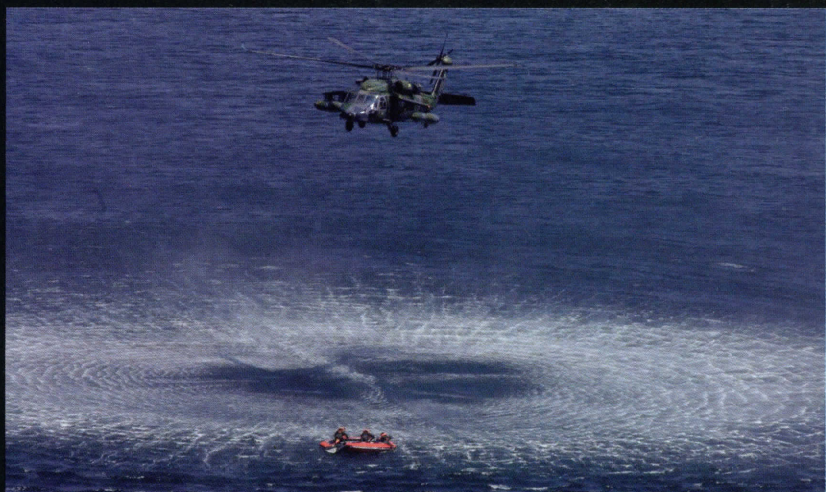
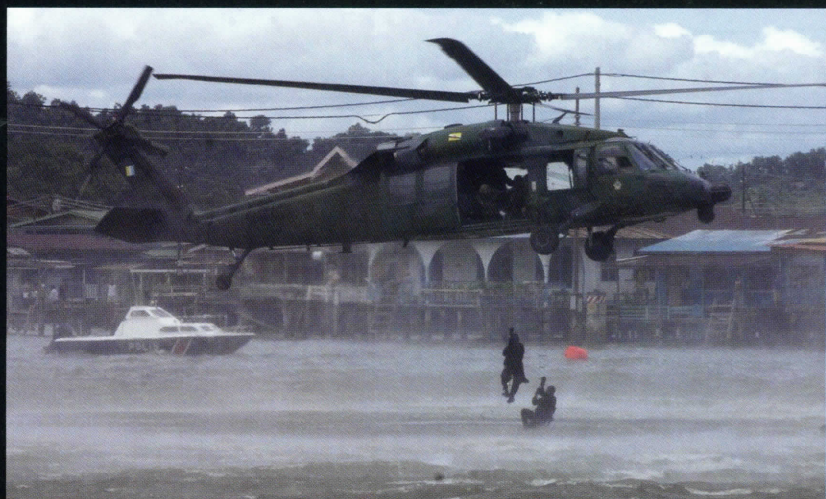
The other roles under No4 Squadron's watch are troop lift, heavy lift, search and rescue, casevac and medevac, abseil resupply and jungle line resupply, maritime patrol as well as firefighting bush and forest fires.

"We have the hybrid version of the Sikorsky S-70A Blackhawk helicopter," pointed out Maj (U) Abd Rahman. "Our Blackhawks have the US Navy Seahawk engines because we operate in maritime conditions for the search and rescue (SAR) missions. It has upgraded avionics with the FLIR (forward looking infrared) variant in which we can operate with night vision technology. We are beefing this up for the new FLIR system, where previously what you see is a monochromatic green picture but the new one now uses realtime colour night vision goggles."

The Operations Officer went on to list out the other advantages of the RBAirF's Blackhawk's. "It is known for its crashworthiness – it has fuel tanks with self-sealing capabilities that is resistant to small arms fire. If you've seen the movie 'Blackhawk Down', it's why most of the crew survived those crashes. Its suspension can absorb two tones per G, whereby putting this into perspective, one G is equivalent to eight times your body weight. The cockpit has been designed to take on an additional 10Gs."

Speaking on the capabilities of this helicopter, Maj (U) Abd Rahman explained: "As we're expanding our scope to include Humanitarian Assistance and Disaster Relief missions, the Blackhawks are an excellent platform and this was proven in Aceh."





When the devastating tsunami destroyed the coastlines around the Indian Ocean on the morning of December 26, 2004, just barely two weeks later, amidst searing images of tragedies and destruction, His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam issued a titah to mandate the RBAirF to facilitate the delivery and distribution of humanitarian aid to the Aceh, Indonesia. On January 12, 2005, 36 officers and personnel from the RBAirF and the Support Battalion, together with eight medical officers and personnel from civilian agencies left the Sultanate onboard two Blackhawk helicopters and the CN235 aircraft of No5 Squadron bound for Aceh, which, to date, would go on the RBAirF's record as the first operational long-distance flight ever undertaken by the RBAirF.

The RBAirF Blackhawks have a cruising speed of 120 knots and are capable of flying endurance of just under two hours, or just under four with external fuel tanks to carry a maximum of 18 troops, with their four-man aircrew, or a whole array of equipment and logistics over great distances.

"We will keep the Blackhawks in the inventory for many more years to come but we cannot also disregard the option for smaller helicopters because some of the LZs (landing zone) are simply too small for the Blackhawks to land on, so we will still need the smaller helicopters to supplement this," explained Maj (U) Abd Rahman about the expected lifecycle.





## >> Commander of the Royal Brunei Navy Receives Prestigious Military Award

RBN Commander, Col (L) Haji Abdul Halim bin Haji Mohd Hanifah, was conferred with Singapore's prestigious military award, the Pingat Jasa Gemilang (Tentera) or Meritorious Service Medal (Military), by Deputy Prime Minister and Minister for Defence Teo Chee Hean on 27 January 2011.



## 5th UNIFIL Deployment <<

20 more RBAF personnel were deployed on 12 January 2011 to supervise peacekeeping and security mission in the United Nations Interim Force in Lebanon (UNIFIL), making its 5th deployment since 2008.



## >> 13 RBAF Senior Officers Promoted

13 RBAF senior officers received their promotion insignias on 7 January 2011.

## >> MINDEF crowned champion of the Inter-Ministry Sports Festival 2010

The Ministry of Defence (MINDEF) was crowned the overall champion of the Inter-Ministry Sports Festival 2010 on 29 January 2011 in conjunction with the 17th Civil Service Day.



## >> RBAF Commander Introductory Visit to Pakistan



The RBAF Commander, Maj General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin made a 3-day introductory visit to the Joint Staff Headquarters (JS HQ) in Pakistan from 1st February. There, he called upon the Chairman of the Joint Chiefs of Staff, Islamic Republic of Pakistan Armed Forces General Khalid Shameem Wayne. He also paid courtesy calls on both the President and Prime Minister of the Islamic Republic of Pakistan, The Honourable Asif Ali Zardari and the Honourable Syed Yousuf Raza Gillani.

## >> Thanks Giving Ceremony For General RBAF 37th Birthday



A thanks giving ceremony was held to mark the 37th Birthday of His Royal Highness Prince General Haji Al-Muhtadee Billah, The Crown Prince and Senior Minister at the Prime Minister's Office. The events were held simultaneously in all Surau of RBAF Camps on 16 February.





# RBAF FETES CROWN PRINCE 37TH BIRTHDAY

*H*is Royal Highness Prince General Haji Al-Muhtadee Billah, The Crown Prince and Senior Minister at the Prime Minister's Office, General of the Royal Brunei Armed Forces (RBAF) consented to attend a High-Tea ceremony in conjunction with His Royal Highness' 37th Birthday held at the Officers' Mess, Bolkiah Garrison. The ceremony was held on 18 February 2011.

The arrival of His Royal Highness were greeted by the Deputy Minister of Defence, Dato Paduka Haji Mustappa bin Haji Sirat and the Commander of the RBAF, Major General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin.

The celebration began with a group photo session with Senior Officers of the Ministry of Defence and RBAF. His Royal Highness was then introduced to RBAF officers followed by signing of the Royal Parchment.

His Royal Highness then consented to view an exhibition displaying a pictorial collection of His Royal Highness' series of visits to the Ministry of Defence and the RBAF.

His Royal Highness also consented to receive a photo book album entitled 'Sejambak Ristaan IV', featuring collection of photographs of His Royal Highness visits to the Ministry of Defence and RBAF.

His Royal Highness consented to cut the birthday cake and received a Pesambah featuring a box set of office accessories from the Commander of RBAF representing all RBAF officers. The office accessories box set contains an envelope opener, a pen, memo notes, card holder and a storage space.

To bless the occasion, a doa kesyukuran was read by the Head of RBAF Religious Department (JAMA'AT) Lt. Col. (U) Haji 'Abdur Rahim bin Haji 'Abdul Karim.

At the end of the ceremony, His Royal Highness consented to receive the junjung ziarah and interacted with the Ministry of Defence and the RBAF officers.





## ➤ Brunei & Indonesian Navies Boost

The Commander of Royal Brunei Navy Col (L) Hj Abd Halim bin Hj Mohd Hanifah received an introductory call from Laksamana Soeparno, Head of Staff Tentera Nasional Indonesia Angkatan Laut (KASAL) on 9 February.



## ✚ 8th Annual Chiefs of Defence Forces Informal Meeting (ACDFIM), JAKARTA



The Commander of the Royal Brunei Armed Forces (RBAF), Major General Dato Paduka Seri Haji Aminuddin Ihsan Bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin represented Brunei Darussalam in the 8th Annual Chiefs of Defence Forces Informal Meeting (ACDFIM) was held at the Sultan Hotel in Jakarta, Republic of Indonesia on 31 March 2011.

## ✚ FNS Vendemiaire Frigate Visit to Strengthen Defence Relations



Col (L) Hj Abd Halim bin Hj Mohd Hanifah, RBN Commander also received a goodwill visit from the Commander Stanislas De Chargerres, Government Ships VENDEMIAIRE French Navy Warship.

## ✚ Special Force Regiment Marks 35th of Formation

The Special Force Regiment (SFR) marks its 35 years of formation in the RBAF on 11 February 2011. SFR early establishment was in 1976, with the first intake of only 10 members.



## ✚ 9 RBAF UNIFIL Soldiers Returns Home



Nine RBAF personnel returned safely to Brunei on 15 February 2011 after completing a nine-month stint of maintaining the peace and stability in Lebanon, in line with the mandate of the United Nations Interim Force (UNIFIL).

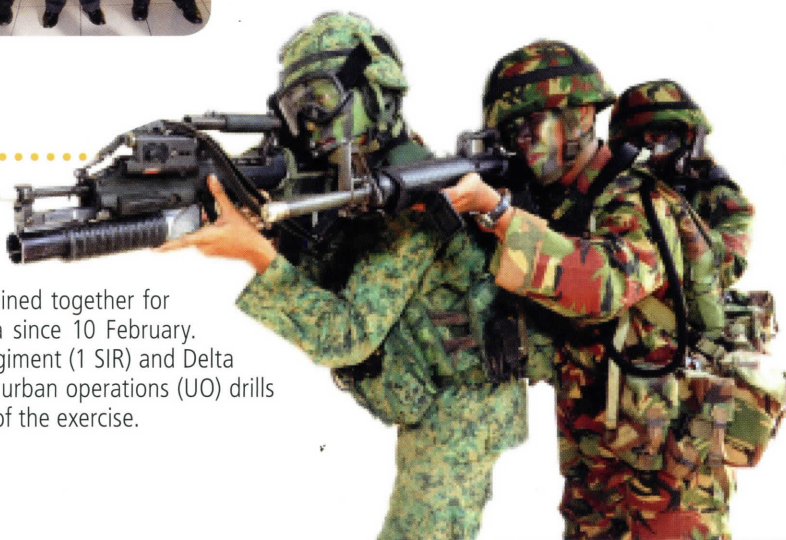
## ➤ Two RBAF Contestants in Saudi Arabia For Quran Memorization Competition



Two RBAF personnel participated in the International Quran Memorising Competition 2011 for Muslim Military Personnel held in Saudi Arabia. They were 863 Lt Mujib bin Jafar, Officer from the Second Battalion, Royal Brunei Land Force (2BN RBLF) and 16979 LCpl Pengiran Haji Kamarul Sarif bin Pengiran Haji Serpudin from the RBAF Religious Department (JAMA'AT).

## ➤ Ex. MAJU BERSAMA Enhance Brunei & Singapore Armies Ties

500 soldiers from the RBLF and Singapore Army trained together for a joint bilateral exercise, codenamed Maju Bersama since 10 February. Troops from the 1st Battalion, Singapore Infantry Regiment (1 SIR) and Delta Company, 2nd Battalion RBLF conducted integrated urban operations (UO) drills at the Murai Urban Training Facility (MUTF), as part of the exercise.





## ➤ Royal Thai Armed Forces & RBAF Strengthens Defence Relations



His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of Royal Brunei Armed Forces (RBAF) consented to confer "The Most Exalted Order of Paduka Keberanian Laila Terbilang" First Class or Darjah Paduka Keberanian Laila Terbilang Yang Amat Gemilang Darjah Pertama (DPKT)



which brings the title "Dato Paduka Seri" to the Chief of Defence Force, Royal Thai Armed Forces, His Excellency General Songkitti Jaggabatara in a special ceremony held at Istana Nurul Iman on 21 February 2011. Her Majesty Raja Isteri Pengiran Anak Hajah Saleha also consented to receive in audience the wife of Chief of Defence Force, Royal Thai Armed Forces, Mrs Poranee Jaggabatara.

During the visit, the Chief of Defence Force, Royal Thai Armed Forces and delegation, paid a courtesy call on to the Deputy Minister of Defence, Dato Paduka Haji Mustappa bin Haji Sirat. He also met with the Commander of RBAF, Major General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin.



## ➤ Vietnam Deputy Defence Minister Visit's Enhance Defence Ties with Brunei



The Ministry of Defence received a visit by the Deputy Minister of National Defence of the Socialist Republic of Vietnam, His Excellency Colonel General Nguyen Huy Hieu at Bolkiah Garrison on 27 March 2011. This was the second visit by H.E. Col General Nguyen Huy Hieu which aims to strengthen the bilateral military relations and friendship between both armed forces. Both sides agreed to enhance the interaction between officers especially exchanges between officer cadets. While Brunei Darussalam invited Vietnam officers' to attend courses offered by MINDEF such as the Executive Development Programme (EDP), Command and Staff

Course (CSC), Junior Staff Course (JSC) and English Language Course at the Training Institute RBAF, Vietnam also invited Brunei Darussalam to attend Vietnamese language course. Vietnam was also invited to attend the upcoming international events such as Brunei Darussalam International Defence Exhibition (BRIDEX) 2011, Brunei Darussalam International Tattoo (BIT) 2011 and Brunei International Shooting Skill at Arms Meet (BISAM) 2012. H.E. Col General Nguyen Huy Hieu also paid a courtesy call on the Deputy Minister of Defence. Both shared the same concerns on maritime security and welcomed bilateral training such as naval cooperation in Search and Rescue. Vietnam appreciated and thanked the RBAF on helping and rescuing a Vietnam fishing vessel grounded off the Brunei coast. The Vietnamese delegation also had the opportunity to visit the Brunei Museum, Arts and Handicraft Centre and Royal Regalia Building. H.E. Col General Nguyen Huy Hieu was in the country for a three-day official visit.







## ▽ RBAF Commander Strengthen Ties with MINDEF Malaysia

Maj General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin, the Commander of the RBAF made an introductory call on Yang Berbahagia General Dato Seri Paduka Tan Sri Dato' Sri Azizan bin Ariffin, the Chief of Defence Force on 7 March 2011 during his visit to the Ministry of Defence, Malaysia. He also called upon Yang Berhormat Dato' Seri Dr. Ahmad Zahid bin Hamidi, the Minister of Defence.



## >> Helang Laut Exercise Boosts Carmederie Between Brunei & Indonesia



The RBN and the Tentera Nasional Indonesia – Angkatan Laut (TNI-AL) opened its 29th series of bilateral exercise this year codenamed HELANG LAUT held between 7th until 14th March 2011 at Semarang Naval Base, Indonesia. KDB SYAFAAT and KDB AFIAT. Fast Patrol Boats (FPBs) from the RBN took part in the exercise and TNI-AL warships, KRI SURA and KRI KERAPU. The exercise was divided into three phases; harbour phase, sea phase and post exercise debrief.

## ▽ RADM Chew Men Leong, Singapore Chief of Navy Bids Farewell



Royal Brunei Navy (RBN) received a farewell visit by the Chief of Navy Republic of Singapore Navy, Rear Admiral Chew Men Leong. On 4 March 2011, he paid courtesy calls to Deputy Minister of Defence, Dato Paduka Haji Mustappa bin Haji Sirat and RBAF Commander, Major General Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin. He also called on the RBN Commander Colonel (L) Haji Abdul Halim bin Haji Mohd Hanifah. RADM Chew was replaced by RADM Ng Chee Peng as Chief of Navy on 29 March 2011.

## >> RBAF Final Orienteering Competition

In order to promote healthy competition between the personnel in the RBAF, and to emphasize on the importance of maintaining a good physical condition while in the service, an orienteering competition was conducted at Limbaru Buntar, Kampong Subok on 16 March 2010.



## ▽ RBAF Young Officer Half Marathon

On 12 March 2011 young male and female officers of the RBAF participated in a half marathon. The run began from Berakas Camp to Muara Camp covering a distance of 21 km for the male and 15 km for the female.

## ▽ Sgt Tom bin Manang Embrace New Islamic Faith

On 17 March 2011 a personnel from the Combat Engineers Squadron (CES), Support Battalion RBLF, 11384 Sgt Tom bin Manang chose Islam as his new faith. Awang Tom bin Manang had chosen his Islamic name as Muhammad Rayyan bin Manang.



For more news, please visit [www.mindef.gov.bn](http://www.mindef.gov.bn)



stress.

# MENANGANI TEKANAN DI TEMPAT KERJA

*Oleh Mejar Rusli bin Bujang*

**D**unia hari ini cepat berubah dan orang-orang kita mendapati semakin sukar untuk mengelak dari tekanan di tempat kerja. Beban kerja yang meningkat sering kali mengganggu kehidupan peribadi para pekerja semasa di waktu malam, di hujung minggu, hari kelepasan awam atau musim percutian. Pekerja sering terus bekerja baik semasa di tempat kerja, di rumah atau bahkan dalam percutian iaitu melalui e-mel atau panggilan telefon. Menurut satu tinjauan sebab utama yang menjadi tekanan kepada 1 per tiga daripada penduduk dunia ini adalah tidak dapat mengimbangi antara kehendak pekerjaan mereka dengan keluarga mereka. Ada kalanya pekerja merasa tidak mahu hadir bertugas, berhasrat untuk berhenti bekerja, menurunnya produktiviti, pekerja kerap melapor sakit dan sebagainya. Apa yang penting adalah belajar bagaimana menguruskan tekanan di tempat kerja dan seterusnya mengimbangi antara kehendak di tempat kerja dengan rumah.

Strategi yang berkesan untuk menangani stres:

- **Kenali Diri Sendiri.**  
Sedari sejauh mana awda boleh bersabar dan ketahui apa yang boleh membuatkan awda tertekan, samada untuk membuat sesuatu keputusan, berasa marah, sakit hati atau tidak dapat mengawal diri atau mungkin sakit kepala, tegang otot atau kurang tenaga.
- **Fahami bagaimana awda menangani tekanan.**  
Apakah awda terlibat dengan tabiat merokok, makan tidak menentu bagi mengatasi tekanan, hilang sabar terhadap anak-anak atau pasangan atau anak buah di tempat kerja apabila awda dalam keadaan tertekan?
- **Rehatkan diri dan nikmati masa yang ada.** Kepesatan penggunaan teknologi komunikasi pada masa ini walaupun banyak membantu meningkatkan produktiviti tapi pada masa yang sama ianya boleh mengganggu masa bersama keluarga. Maka kita harus bijak mengawal penggunaannya dan memaklukkannya kepada orang lain yang teknologi itu adalah pemudahcara pekerjaan awda dan bukan sebaliknya.
- **Simpanlah senarai yang hendak dilakukan.** Bimbang awda akan terlupa sesuatu yang penting dan terpaksa mengingati semua perkara yang hendak awda lakukan? Kosongkan fikiran dan pindahkan pemikiran-pemikiran ke atas kertas (atau *organizer*) dengan mengutamakan perkara yang perlu dilakukan. Ini akan mengurangkan risiko awda terlupa sesuatu dan dapat memberikan tumpuan yang lebih baik terhadap suatu tugas.
- **Ambil sedikit masa untuk berehat.**  
Kekalkan diri awda terus bertenaga dan produktif dengan mengambil masa lebih kurang 10 – 15 minit dalam sejam untuk berehat untuk berdiri, meregangkan otot, menarik nafas panjang dan menggerakkan bahagian badan yang tegang. Mengerjakan solat wajib 5 waktu ke atas kita juga membantu merasa berjaya dengan satu tugas.
- **Carilah cara yang sihat untuk mengurus tekanan.**  
Menukar strategi negatif seperti makan makanan segera atau merokok dengan strategi positif seperti bersenam, bertafakur atau berbual-bual dengan kawan-kawan dan keluarga.
- **Jaga diri sendiri.**  
Makan makanan yang baik, dapatkan tidur yang cukup, banyak kan minum air dan libatkan diri dengan kegiatan fizikal. Ambillah cuti selayaknya. Luangkan masa untuk diri sendiri –seperti membaca buku, mendengar muzik, duduk-duduk di kafe yang di hujung minggu.
- **Dapatkan bantuan profesional.**  
Dengan menerima bantuan daripada kawan dan keluarga, ia boleh juga memperbaiki kemampuan awda mengurus tekanan. Bantuan kaunselor boleh membantu menguruskan tekanan yang dialami dan mengubah tingkah laku yang tidak sihat.



**MINDEF Library** supports the information, education and self-development needs of the personnel of the RBAF and the Ministry of Defence. The Main Library is located at Bolkiah Garrison in spacious new premises on the edge of the old sports field, while a large new branch has recently opened at Training Institute RBAF, Penanjong Camp. There are also collections at the Defence Academy and at the Sultan Haji Hassanal Bolkiah Institute of Defence & Strategic Studies.

Applying a “clicks and bricks” strategy, the library is developing physical branch locations together with a growing presence on the Internet. The overall objective is to provide a variety of places and ways of accessing library services. Operating the library as a unified system makes more effective use of resources and gives increased user convenience. For example, you can borrow books at any **MINDEF Library** location and return them at the same location or at any another branch.

**MINDEF Library** aims to be a centre of excellence not just in Brunei but at the regional level too.

If you haven't already visited come and see what's available – you will be pleasantly surprised by another of Brunei's unexpected treasures.

## FAQS

Q. Where can I find the library?

- A.
- **Main Library - Bolkiah Garrison** facing the sports field
  - **Penanjong Camp branch**
  - **Sungai Akar** – Defence Academy  
(for Maktab Turus and Officer Cadet School)
  - **SHHB-IDSS** – primarily for IDSS

Q. Can I use the library?

- A. The library services are for all uniformed and civilian personnel of the RBAF and the Ministry of Defence. And we didn't forget your youngsters – there are **children's libraries** at Bolkiah and Penanjong for children aged 5-17! And last but not least, we offer reference access to researchers from outside.

Q. When are the libraries open?

- A. The Main Library and Penanjong branch are open 6 days a week including lunchtimes

Mon-Thu	08.00 to 18.00
Fri	08.00 to 11.30 14.30 to 17.00
Sat	08.00 to 14.00

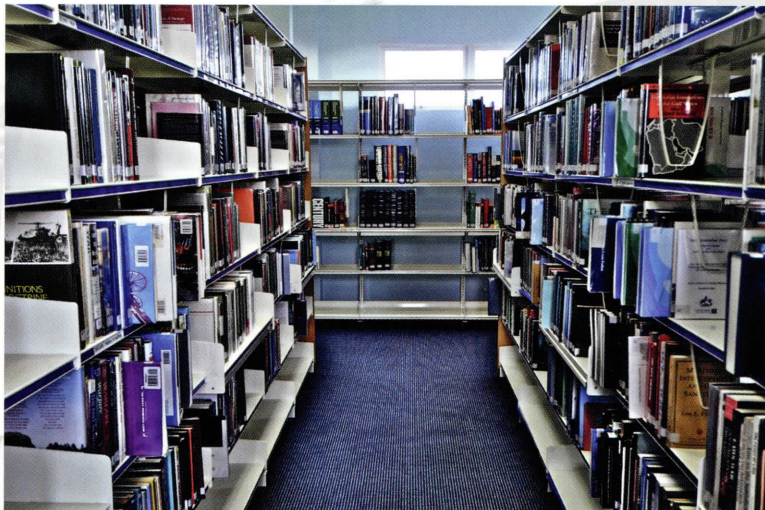
Q. What facilities are there?

- A.
- > Lending Library
  - > Reference Collection
  - > Brunei Collection
  - > Jane's Collection \*
  - > Journals & Newspapers
  - > DVDs
  - > Internet – hard wired + WiFi
  - > Children's Library
  - > Lecture Room – fully equipped with av presentation facilities
  - > Meeting and Syndicate rooms
  - > Study spaces and casual seating
  - > Private study rooms
  - > Exhibition space

(\* Full collection of Jane's technical yearbooks held at Main library. Some Jane's titles also available on-line – contact the library for details)

# MINDEF Library & Info Centre

## Your one stop information resource



Q. What subjects do you cover?

- A. The core focus is on traditional and non-traditional defence and security in Southeast Asia, but there is also coverage of the multitude of related subjects encompassed by modern armed forces ranging from peacekeeping to management; research to policy; technology to tactics and of course developments in neighbouring regions.

Here are some examples:

military history leadership armed forces marksmanship ARF insurgency sports doctrine strategic studies map reading international relations weapons RMA current affairs survival skills terrorism South China Sea team building piracy wars climate change transnational crime technology management security challenges sailing flying navigation GPS UAVs peace studies ASEAN

and many others.

Q. Is the library on-line?

- A. Yes. Click the library link on the home page of MinDef website [www.mindef.gov.bn](http://www.mindef.gov.bn) to view the library catalogue. Here you will see our collection with images of book covers, reviews, abstracted journal articles, links to external resources, and more.

Q. Can I borrow books?

- A. Yes of course if you are in the categories listed. To get a library card you must complete a registration form and supply one passport size photograph. Standard borrowing is 5 books for four weeks. You can even borrow at one library and return to another!

Q. I think this would really help my staff – can I arrange a group visit?

- A. Yes. Contact the library to set up a date and time.

Q. What if I get hungry or thirsty?

- A. At the Main library and at Penanjong you will find a cafe located right alongside the library. So come to the library – there's food for mind and body!

Q. How can I contact the library?

- A. In person, or by post, phone, or e-mail.

**MINDEF Library & Info Centre**

Bolkiah Garrison  
BB3510

[library@mindef.gov.bn](mailto:library@mindef.gov.bn) (main)

Tel: 2385588

[illibrary@mindef.gov.bn](mailto:illibrary@mindef.gov.bn) (Penanjong)

Tel: 4229377





# Mesir selepas revolusi 25hb Januari 2011

Oleh Fayyadhah Latip, Penerima Biasiswa '07

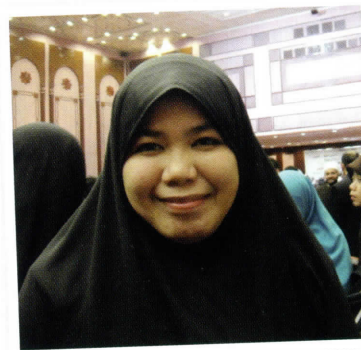
**R**evolusi yang dilakukan secara beramai-ramai oleh penduduk Mesir pada 25hb Januari yang lalu tidak henti-henti dikhabarkan melalui media sama ada di dalam surat khabar, radio, televisyen dan internet sepanjang ianya terjadi.

Setelah kejadian tersebut, berbagai-bagai perubahan dapat dilihat dan perubahan pertama sekali yang saya nampak adalah ketika mencop paspot di Lapangan Terbang Antarabangsa Kaherah semasa saya tiba di Mesir pada 15hb Mac 2011 yang lalu [setelah berada di Negara Brunei Darussalam semasa kekacauan di Mesir]. Ketika mencop paspot, pegawai Imigresen sangat ramah kepada pengunjung yang baru tiba dan fokus ketika waktu bekerja. Mereka bersemangat untuk menjadikan Mesir sebagai sebuah negara yang baru.

Penduduk-penduduk Mesir juga sedang giat mengadakan kempen kebersihan. Antara kawasan kempen yang saya sendiri pernah ikuti adalah di kawasan Universiti Al-Azhar. Banyak sumbangan yang telah diberikan oleh para mahasiswa Universiti Al-Azhar bagi sama-sama menjaga kebersihan universiti. Sekarang kawasan universiti dan keadaan di dalam kuliah sudah bertukar wajah dan bertambah baik dari sebelumnya. Baru-baru ini, pihak hospital di Kaherah telah datang ke Universiti Al-Azhar untuk mengadakan kempen 'derma darah' bagi para pesakit yang amat memerlukan bantuan darah. Dari hal ini, sebahagian para mahasiswi tidak keberatan untuk memberikan bantuan darah kepada pihak-pihak yang memerlukan.

Antara perubahan yang ketara juga adalah pada para pemandu jalan raya. Keadaan di jalan raya sudah semakin teratur dan kurang sesak dari sebelumnya. Di setiap kawasan yang biasanya terjadi kesesakan lalu lintas akan ada beberapa orang polis trafik bagi mengawal kesesakan tersebut dan Alhamdulillah kesesakan sudah jarang terjadi.

Semua perubahan ini membawa kebaikan bukan sahaja dirasai oleh penduduk Mesir bahkan juga pada orang luar yang datang ke Mesir. Sebenarnya perubahan ini sendiri tidak akan berhasil jika ianya dibiarkan begitu sahaja dan perubahan itu juga sebenarnya bermula dari diri kita sendiri. Dan benarlah kalam Allah Subhanahu Wata'ala di dalam surah Ar-Ra'd ayat 11 yang bermaksud "Sesungguhnya Allah tidak mengubah keadaan sesuatu kaum sehingga mereka mengubah keadaan yang ada pada diri mereka sendiri."







## THE CURRENT CULTURE AFFECTS THE PROFESSIONALISM OF THE RBAF PERSONNEL

By Lt. (U) Dk. Norazriana binti Pg Hassanani  
Winner for 2010/2011 RBAF Essay Writing Competition

As the Royal Brunei Armed Forces marches through the 21st century and upon reaching her 50th Anniversary, her role, capacity and capabilities has developed and evolved throughout the years. Her sole purpose isn't restricted to focussing on the protection of the nation's sovereignty; to maintain home security and stability, but has now begun participating in regional and international peace keeping and humanitarian relief efforts. These initiative plans were established in the Defence White Paper Update 2007: Shaping the Force Today. In order to succeed in fulfilling these intentions, the institution requires not only dedicated personnel, but those with the drive to excel in their field of expertise, those with a high level of professionalism.

The Royal Brunei Armed Forces has been committed in discovering untapped human resources by generating opportunities in the form of training and self development programmes to prospective and worthy personnel. An added emphasis in field specialization and producing subject matter experts has led to the birth of centres of excellence such as the Officer Cadet School, as well as improvements of executive programmes such as the Advanced Command and Staff Course, all in the aims of producing RBAF personnel of the highest standard. However, such promising ambition and aspirations may at times be subject to scrutiny, even when careful planning and consideration has been carried out. Such scrutiny at times spawn from a community's way of thinking, conduct and perception, and more significantly in Brunei Darussalam, the nature of conservative culture and traditions, which may be influenced by several factors. This essay will look at how the current culture, or more importantly community mindset generally affects and influences the level of professionalism of the RBAF personnel.

The first point of discussion on the matter is the paradigm transition of the rigid to professional bureaucracy in the military world. The US Military describes this in terms of traditional and evolving models in the military culture. (Dunivin: 1997, 1-3). In other words, less power distances between layers of the hierarchy and thus creating a more flexible environment of work. It eliminates the feeling of intimidation for a young officer towards one that is of higher rank, offering the ability to suggest fresh ideas to the table. It generates a heightened sense of comradeship between a young, newly appointed platoon commander and his men, as he listens to their suggestions and past experiences, all for the betterment of individual professional performance, both for the leader as well as his men, and thus the overall capability of the armed forces. However, when such a transition is taken advantage of in the wrong way, the consequences may surprisingly cripple the idea of improving professionalism. This 'relaxed' military culture may erode a soldier's ability to even perform the basics of a march or how to properly greet and pay respects to a personnel of senior rank, as the emphasis of such practices eventually is deemed to be unimportant. It affects professionalism in terms of what a military personnel was trained to be in the first place, a disciplined soldier.

In order to succeed..., the institution requires not only dedicated personnel, but those with the drive to excel in their field of expertise, those with a high level of professionalism.

The second point of discussion looks at how professionalism within the RBAF is affected as she adapts to the dynamic social changes as well as the continuous technological advancements that Brunei Darussalam is currently facing. With the innovations and quick paced exchange of information via the technological world, professionalism can at times be at stake. The current culture seen in Brunei Darussalam, as well as the rest of the world, is the inevitable utilisation of mobile phones and the internet, sharing of information through texting and social network services such as Facebook and Twitter. The link between such websites and professionalism lies on how one accepts and perceive the information posted on such sites, particularly on matters relating to the RBAF, be it classified or personal information. It provides a platform for public expression and opinion, which at times may be misconstrued and wrongly interpreted. In addition to that, such websites

also provide a means of generating prejudice and biasness among colleagues and subordinates as well as violation of privacy and improper manipulation of personal data. When this happens, the level of professionalism of RBAF personnel crumbles as a sense of mistrust, suspicion and 'finger-pointing', a lack of motivation and confidence in managing a task at hand begin to brew as ones credibility or 'promotion' becomes a topic of discussion. Such occurrences not only affect individual performances but eventually the unit as a whole, as the means of maintaining the required level of professionalism and the reputation of competency has been disrupted by a few comments on Facebook.

The RBAF has provided platforms for training and gaining knowledge and experience for individual self development, but it is up to individual attitude and their frame of mind to make use of this and inculcate that desire to further develop and improve.

Relating to the previous point on comments of Facebook and how information is being interpreted by the community, and hence influences the way people react and behave, paves the way for the next point of discussion; attitude and mindset. The human mind is usually influenced by information that is in their immediate surroundings. and for some who attempt to ponder about an idea or venture 'out-of-the-box' can only go so far, unless they are exposed to new ideas or have gone through a particular experience themselves. An individual's mindset is somewhat similar. The level of professionalism within the RBAF, in most cases depends on this very subtle but important issue of mindset. It comes down to whether an individual is driven and motivated enough to desire excellence in his or her profession, to belt out all the energy in their possession to produce the best outcome from what has been taught. This motivation and desire tend to deplete significantly without the exposure to future possibilities in career development and the lack of acknowledgement for performing a job well. However, a sense of personal achievement and pride should be strong enough to overcome the need to be awarded with a trophy. The current culture which is seen in the RBAF personnel is that lack of personal pride and competition to exhibit the best of one's ability. Not only does this affect professionalism in terms of work ethics and responsibility but also in terms of working in a team, to move forward together and the promotion of a healthy competitive 'fighting spirit' environment within the workplace considerably important factors to consider being a military personnel. The RBAF has provided platforms for training and gaining knowledge and experience for individual self development, but it is up to individual attitude and their frame of mind to make use of this and inculcate that desire to further develop and improve.

Also, another reason for this lack of motivation and thus the negative effect on professionalism in the RBAF is the trend of personnel joining the service as a means of stepping stone for another career path. Thinking along the lines of Marlow's theory of needs and relating it to this trend, the theory suggests that the final stage of the pyramid is needs of self-actualization. (<http://honolulu.hawaii.edu/intranet/committees/FacDevCom/guidebk/teachtip/maslow.htm>), whereby the individual works his way to this final stage by first obtaining the required training provided by the RBAF; the basic needs. They are more interested in planning for their career after the military, instead of concentrating on the task or mission at hand. This type of attitude mindset does damage to the organization as the expected levels of contribution towards professionalism will never be a top priority list, being ignored almost entirely due to lack of dedication and intentions to excel, but also due to the fact that these individuals have decided early on that being in the RBAF was just a temporary phase.

The final point of discussion is how currently, the traditional and conservative Malay culture in Brunei Darussalam is adapting to changes



and modernisation, and looking at it from a military perspective. The era of modernisation happened more than 25 years ago, when the late Sultan Haji Omar Ali Saifuddien III led Brunei Darussalam into independence. Modernisation in Brunei is still quite moderate, and it is safe to say that the nation still adheres to relatively conservative traditional approaches. Ideas of having women in the military, and allocating them in combatant roles have long been a controversial topic, even in the western world. The controversy comes from debates on a women's capability in handling combat operations, considering their physical and physiological conditions, the opposite sex's view of them being weak and not their equal. In terms of real time operations, there are even concerns that the men would not be able to function properly if they witness a women injured in battle when their protective instinct is triggered. However, the heart of the controversy is whether women are to be allowed to protect themselves and their nation, or to continue as it was in medieval times, to rely on men for protection. (Hashim and Idris: 2000, 1-3). Thus because of this, there is a lack of opportunities and eventually interest amongst women to pursue anything more than just what post has been available. Knowing that their career progression within the military took them only so far as holding non-combatant and administrative roles, depriving them of the drive and reason to stand out and attain that pride of being equal to their male counterparts.

History has proven however that women are just as competent, or at times even better than their male counterparts in the military. Women roles have moved largely in numbers, even before World War II from being administrators, logisticians and nurses to becoming fighter pilots and three-star Generals (Katzenstein and Rapppy: 1999, 125-126). In that light, Brunei too has taken steps in moving forward in terms of allowing women to assume more challenging and high positions in the RBAF, despite the cultural practice that women are to be restricted to less aggressive work. The introduction of the female workforce in high positions in a male dominated profession has no doubt generated mixed reviews, not just from the military but civilian community. The professionalism aspect will arise when a female becomes captain on an aircraft, or one day takes control of a ship half filled with men when she is the captain of the ship. The question lies on whether male counterparts are willing to accept a women's point of view and to adhere to a women's command. This is all relatively new in terms of the cultural and religious norms of the nation. The problem comes about when some cannot accept these changes and work accordingly and as professionally as required, and the challenge is the process of adapting to and accepting this change. The feasibility of such a process requires an

individual to take a step further than being a professional. It now requires personnel to create a space not for individual development but to realize the importance of improving the RBAF as a whole. To open their minds to new possibilities which may enhance the functionality and efficiency of RBAF, to nurture and extract the potential that has never before been realized. In doing so, individuals will learn to respect and appreciate the abilities of others, especially those possessed by those who once deemed the weaker sex, and this takes a person with a very integrated and highest level of professionalism.

“ It has already been established that mindset influences individual performance and reactions to changes, and if individuals within the RBAF possess and have instilled that heightened sense of professionalism, not only would it help in their self development but also the overall contribution to the efficiency and capability of the organization as a whole; the sole and true purpose of each personnel of the RBAF in the first place.

What this essay has touched on is generally elaborate on the current culture, be it in the military sense or the Bruneian way of life and thinking, and it can definitely be said that it does affect and influence the professionalism of the RBAF personnel. The trend that is evident at the moment is a shift in military culture as well as policies, which in turn requires personnel within the RBAF to adapt and thus exhibit the highest level of professionalism that is required of them. However the significant underlying point which determines how well that level of professionalism is further developed and maintained is individual mindset and attitude. It has already been established that mindset influences individual performance and reactions to changes, and if individuals within the RBAF possess and have instilled that heightened sense of professionalism, not only would it help in their self development but also the overall contribution to the efficiency and capability of the organization as a whole; the sole and true purpose of each personnel of the RBAF in the first place.

## TALK TO US!

Give us your thoughts on any of our stories. We also welcome contributions of stories or ideas.

Please email them to:

[perajurit@mindef.gov.bn](mailto:perajurit@mindef.gov.bn)

## UPCOMING EVENTS

### BRIDEX

International Defence  
Exhibition & Conference  
5-9 July

Brunei Fleet Review  
6 July 2011

City Parade  
8 July 2011





# MEMORY LANE



On 1 January 1984, His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaullah, Sultan and Yang Di-Pertuan of Brunei Darussalam, in his titah Proclamation of Independence of Brunei Darussalam, stated that Brunei Darussalam would forever be an independent, sovereign and democratic Malay Islamic Monarchy observing the teachings of Islam according to Ahli Sunnah Waljamaah.



His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaullah, Sultan and Yang Di-Pertuan of Brunei Darussalam and His Majesty King Hussein I of Jordan during the latter's historical visit to Brunei Darussalam on 31 March 1986.



RBAF Museum, one of the centre that houses military antiques and artifacts as well a substantial library and archives was formed on 1st January 1979 at Bolkiah Garrison.



YAM Pengiran Sanggamara Diraja Major General (Rtd) Pengiran Haji Ibnu Ba'asith introduced to one of the pilots after the Royal Brunei Air Force received their first training aircraft Pilatus PC-7 MkII on 6 March 1997.



Second Battalion was formed on 2nd January 1975. The building was temporarily allocated at Bolkiah Camp before it was moved to Tutong Camp.



# **BRIDEX**

## **CONFERENCE 2011**

5 July 2011 - Brunei Darussalam

# **CONFERENCE**

## Mapping Future Security and Technological Challenges

### **Session: Keynote Address**

Emerging Technologies and its Role in Future Security Challenges

### **Session I: Traditional Security and Technology**

- Naval Warfare: The Future Prospects for Collaboration in Asia Pacific
- Air Warfare: The Future of Unmanned Aircraft
- Land Warfare: Evolution of Fire Power Technology

### **Session: Luncheon Address**

Soldiering in the 21st Century

### **Session II: New Security and Defence Frontiers**

- Non-Traditional Security Challenges
- Chemical, Biological, Radiological and Explosives (CBRE Security) and Counter-Terrorism
- Cyber Warfare Security
- Peaceful Uses of the Outer Space and its Challenges

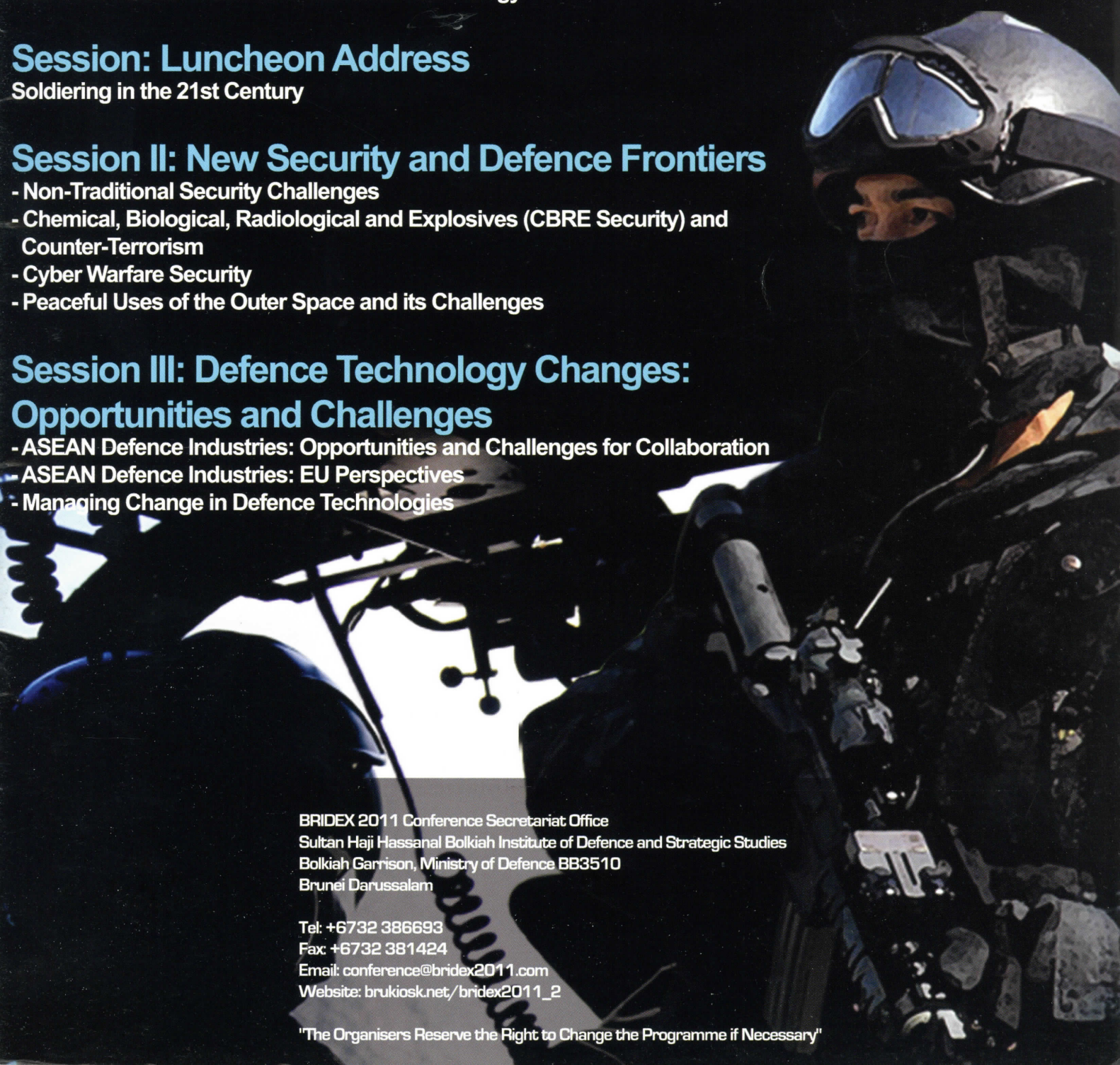
### **Session III: Defence Technology Changes: Opportunities and Challenges**

- ASEAN Defence Industries: Opportunities and Challenges for Collaboration
- ASEAN Defence Industries: EU Perspectives
- Managing Change in Defence Technologies

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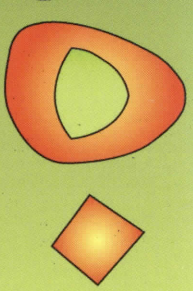
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"The Organisers Reserve the Right to Change the Programme if Necessary"





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MEMPERTAHANKAN NEGARAKU BRUNEI DARUSSALAM

TOGETHER WE CELEBRATE  
THE ROYAL BRUNEI ARMED FORCES GOLDEN JUBILEE