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Perajurit & Pertahanan



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

July 2011



RBAF 50 Years
Of Excellence

Special Coverage
HM Calls For Review
Of Doctrine And Duties

Leveraging Technology
for Future Defence Needs

His Majesty Commissioned
Darussalam Class New PVs

SPECIAL
COVERAGE

06

HM The Supreme Commander of the RBAF
Calls for Review of Doctrine and Duties

02

RBAF 50 Years
of Excellence

05

Leveraging Technology
for Future Defence Needs

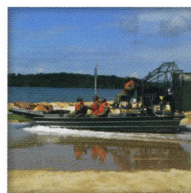
09

BRIDEX 2011
Bigger & Better

10

BIT 2011
Leaves No Room
for Disappointment

11

His Majesty Commissioned
Darussalam Class New PVs

12

AIRBOAT: A Buoyant,
Self-Propelled, Multi-Terrain
Vehicle

18

RBAF Steadfast Commitment
To Peace in Mindanao



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> Words From The Editorial Board

As we celebrate the 50th year of the RBAF, we look back at the accomplishments and milestones that our Armed Forces have achieved.

Looking back at how our military began in those days, it is an amazing accomplishment in its own right as we grew from strength to strength and coped with all the challenges.

In recognition of this tremendous feat, we take pride in what we have gained and give thanks to those that have given us guidance, leadership, see us on our way through and been with us hand in hand in all the challenges and changes.

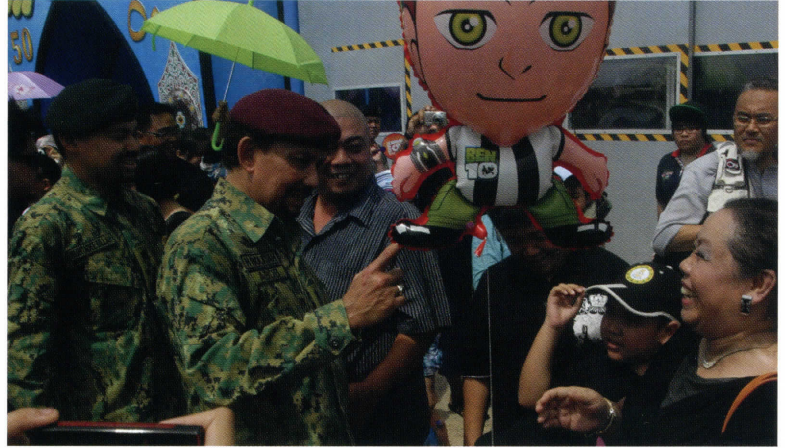
As we show our appreciation in celebrating the Golden Jubilee, we look at how far we have come since the beginning.

This reflection also gives way to the opportunity for us to contemplate and plan out our next step to the best of our capabilities.

In this edition of Perajurit & Pertahanan, we look at the range of 'next steps' that we have set out to guide our way into an ever changing future.

We take this opportunity to feature these changes in our pages by looking at the latest procurements such as the Darussalam Class Patrol Vessels, the tools to guide us along the way featured in BRIDEX 2011, the promotion and recognitions of Senior Officers to lead the way, and the visit by His Majesty The Supreme Commander of the RBAF.

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RBAF 50 Years of Excellence

By Siti Zahira binti Hj Awg Abu Bakar

With this, Mindef and RBAF should build more bilateral cooperation and multilateral relations with other countries to strengthen its defence diplomacy.

Capacity building also plays an important role in raising the quality of the RBAF and their efficiency in the decision making processes. Several institutions such as the Directorate of Development, Military Capabilities and the Centre for Science and Technology Research and Development and the Defence Academy were recently established to meet this objective. Following the rapid developments of these capabilities, RBAF needs to recruit quality human resources aggressively, putting high importance on offering attractive career structure and guarantee good future prospects.

Hoping that each layer of small armed forces like the RBAF able to keep away from undesirable elements for their own benefit and the country, they need to counteract any

New remuneration package, restructured career development, improved terms of service, new 'digitised' combat uniform dons a new era in the 50 years of development of the RBAF. All these reforms were recently introduced by His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of the RBAF during the Golden Jubilee Celebration on 31 May 2011.

These new changes are meant to further enhance the quality of excellence and to add value to the military profession.

RBAF must always be ready and capabilities are relevant with current challenges. Every preparation they plan to embark must be inline with national interest such as international relations, global security, trade, environment and particularly the process of regional and international cooperation.

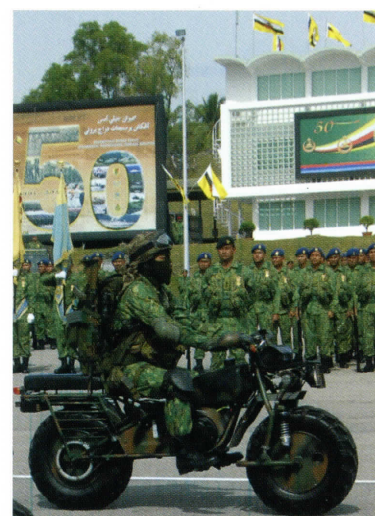




shortfall by mastering multiple technologies and strength. This goal can be achieved not only by competent and professional soldiers, but also possess innovation, creativity and wisdom to assume highly challenging duties especially in operations of this present century. To complement this regimentation, the military's law enforcement and spiritual upbringing are also necessary.

The continuity of these efforts and contributions to the nation must be supported not only for the sustainable peace and security, but also to ensure economic growth and development. Without peace and security, development as well as a steady, stable economy may not be obtained.

As recognition for RBAF's 50 years of excellence, all military members who are currently in service are awarded with Golden Jubilee Medal.





D2P Enhances Effectiveness of Camouflaging Blending

By Lt. Col. (U) Mohd. Muluddin bin Haji Abdul Latif



The British Disruptive Pattern material (DPM) has been indigenous to the RBAF as its combat uniform for about 20 to 30 years. As part of the continued commitment to ensure RBAF operational effectiveness, the development of a new digital combat uniform was introduced on 31 May 2011.

The development of the new digital combat uniform, Digital Disruptive Pattern or its acronym D2P, was part of a project called SOP modernization that took one year before it was finally introduced. Fundamentally, the D2P increases the effectiveness of camouflaging blending. The pixelated camouflaging patterns illustrates features that enhance disruption, blurring or dithering effect, which in effect delays detection. In other words, due to overall concealment, it becomes harder for the human eyes to process the image it captures.

The D2P offers less hard edges and more texture, which gives better concealment effect. Furthermore, micro and macro patterns were selected to suit Brunei Darussalam jungle and its general surrounding in which the RBAF operates. The combination of colour forming the camouflage pattern also influences the overall effect. The generic colour concept was preferred to accomplish the effect-based objective.

The ergonomic design of the new combat uniform has also been prominent in the development of the D2P. The design is based on functionality for today's combat soldiers, whilst the fabric used is uniquely for Brunei environment and RBAF operations.

The Brunei Darussalam International Defence Exhibition (BRIDEX) is a biennial premier defence and security event and this year's BRIDEX is the third of its kind. BRIDEX 2011 has evolved and matured in its own way and has developed a more robust theme, entitled "Leveraging Technology For Future Defence Needs."

This theme befits Brunei Darussalam's geographical profile, as the Sultanate is a small country with a population of approximately only 400,000 people and a defence workforce of approximately 10,000 soldiers. Brunei thus needs to depend on cutting edge technology, both current and emerging, to cater to its growing defence needs of the future. It can no longer rely on the investment of conventional and short-term solutions in order to prepare and deploy its operations and capabilities of its military readily in any environment at any time.

Technology advancement is required in all aspects of land, air and sea, as well as in combatting any non-traditional security challenges including cyber warfare security; chemical, biological, radiological and explosives (CBRE security). Keeping up with changes in defence technologies is also a challenging task, not only for Brunei but globally, and thus embracing the latest technology and its continuous development is paramount. The determination to harness defence development in the 21st century therefore calls upon a more than appropriate and timely theme. With the participation of 159 impressive exhibitors from 31 countries and participation of leading figures in the field of defence and technology, BRIDEX 2011 is indeed the platform for leveraging technology for future defence needs.

BRIDEX 2011 theme also supports amongst others key topic areas such as "Emerging Technologies and its Role in Future Security Challenges" and "Land Warfare: Evolution of Fire Power Technology" which will be presented and discussed in the BRIDEX 2011 Conference.

How different is it from previous themes?

BRIDEX 2009 carried the theme of "Network Enabled Approach and Improved Access to Intelligence Surveillance and Reconnaissance



BRIDEX 2011 THEME:

LEVERAGING TECHNOLOGY FOR FUTURE DEFENCE NEEDS

By Hjh Rosmawati binti Hj Manaf

"This year's theme encompasses a more holistic structure and approach, as it addresses not only investment in the defence needs of today but importantly of tomorrow's."

(ISR)." It focused on four main areas of defence development, namely, integrating ISR operators and disseminating output within a network-enabled environment, homeland security, supporting deployed forces on peacekeeping missions and humanitarian operations as well as border surveillance and protection.

On the other hand, the first defence and security exhibition organised in Brunei Darussalam, BRIDEX 2007 gave birth to a theme that emphasized on "Investing in Technology" which zeroed-in on three main areas of development, namely, "The Homeland Security", C4ISR (Command & Control, Communication, Computer, Intelligence, Surveillance and Reconnaissance) and UAV (Unmanned Aerial Vehicles).

Hence this year's theme of "Leveraging Technology For Future Defence Needs" encompasses a more holistic structure and approach, as it addresses not only investment in the defence needs of today but importantly of tomorrow's.



HIS MAJESTY THE SUPREME COMMANDER OF RBAF CALLS FOR REVIEW OF DOCTRINE AND DUTIES

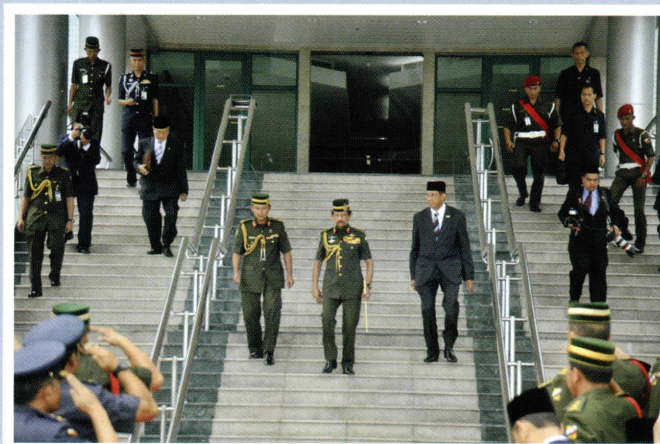
By Siti Zahira binti Hj Awg Abu Bakar



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 urged the RBAF to review and reassess their doctrines and duties in accordance with the latest developments of the RBAF. The security at the Ministry of Defence and RBAF received special attention such as Personnel Security, Physical Security, Document Security and Weapons and Ammunition Security must be improved to prevent any incidences that could undermine the organisation's capability and credibility. Towards this, His Majesty has ordered to absorb the Security Division at the Directorate of Intelligence into the Defence Minister's Office and Directorate of Strategic Planning as of 1 July 2011.

Towards the enhancement and improvement of the RBAF, numerous plans, initiatives and programmes have been implemented to equip and update the officers and personnel with existing plans to ensure they possess the knowledge and skills that are at par with the current development. Some of the initiatives that have already been achieved are the formation of the RBAF Counseling Centre, the Performance Optimisation Centre, Military Court, RBAF's Religious Department (JAMAAT), Military Academy, Defence White Paper and Strategic Planning.

The RBAF also introduced Key Performance Indicators, Performance Budgeting and several guidelines which include orders from the RBAF Commander. These guidelines among others, aim at empowering military discipline, work ethics and religious values among the military personnel. Military exercises are also one of the contributing factors in enhancing the skill of the armed forces.



Newly Promoted Brigadier Generals Urged to Serve With Excellence



His Majesty first appointed Yang Dimuliakan Pehin Datu Pekerma Jaya Col. Muhd Taweh bin Abdullah, Commandant of the Training Institute of RBAF (TI RBAF) as the Deputy Commander of the RBAF and promoted to Brigadier General effective 25 May 2011 and appointed to the Defence Executive Committee.

His Majesty also consented to promote to all the RBAF Service Commanders and Joint Force Commander (JFC) to become Brigadier General namely 260 Col Haji Yusof Hj Abd Rahman, Commander of the Royal Brunei Land Forces (RBLF); 252 Col (L) Hj Abdul Halim Haji Mohd Hanifah, Commander of the Royal Brunei Navy (RBN); 194 Col (U) Haji Jofri Hj Abdullah, Commander of the Royal Brunei Air Force (RBAirF) and 253 Col

(L) Abd Aziz Mohd Tamit, Joint Force Commander (JFC).

With the new promotions, these senior officers are urged to continue to serve the RBAF with excellence, full of loyalty to the religion and the monarch.

Five senior Royal Brunei Armed Forces (RBAF) officers were promoted to the rank of Brigadier General, during a visit to the Ministry of Defence by His Majesty Sultan Haji Hassanah Bolkiah Mu'izzaddin Waddaulah, the Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of the Royal Brunei Armed Forces on 25 May 2011.



CAREER FACTS



Vang Dimuliakan Pehin Datu Pekerma Jaya Brigadier General Mohd Tawih bin Abdullah

Joined RBAF: 6 December 1982

Career Path:

- Current - Deputy Commander RBAF
- TI RBAF Commandant
- Chief of Staff RBLF
- Director of Personnel, MINDEF
- SO1 Directorate of Operations MINDEF
- 2001-2003: CO 3rd Bn RBLF



Brigadier General Haji Yussof bin Haji Abd Rahman

Joined RBAF: 20 August 1984

Career Path:

- Current - RBLF Commander
- Deputy RBLF Commander
- Head of Inspectorate
- Director of Personnel, MINDEF
- CO Infantry Company & CO Infantry Battalion
- Joint Observer International Group (JOIC) in 1992
- Led Brunei's Aceh Monitoring Mission (AMM) Indonesia in 2005



First Admiral Haji Abdul Halim bin Haji Mohd Hanifah

Joined RBAF: 24 July 1982

Career Path:

- Current- RBN Commander
- Deputy Commander RBN
- Navigation Officer
- Executive Officer on KDB Pejuang
- Commanding Officer of KDB Seteria
- Navigating Officer and Training Officer.



Brigadier General (U) Haji Jofri bin Haji Abdullah

Joined RBAF: 1981

Career Path:

- Current – RBAirF Commander
- Deputy Commander RBAirF
- Director of Operations
- Director of Intelligence
- SO1 Intel
- CO Operation Wing RBAirF
- SO2 Intel & Ops
- Officer Commanding Flying Standards



First Admiral Abdul Aziz bin Hj Mohd Tamit

Joined RBAF: 1 January 1984

Career Path:

- Current – JF Commander
- Director Force Capability Development
- Fleet Commander



BRIDEX 2011 BIGGER & BETTER

By Siti Zahira binti Hj Awg Abu Bakar

Since the successful debut of Brunei Darussalam International Defence Exhibition (BRIDEX) in 2007 and following the exhibition in 2009 which surpassed everyone's expectations, BRIDEX 2011 organisers are already preparing for the next event this coming July, which promises to be bigger in scale.

"BRIDEX 2011 is part of the Ministry of Defence of Brunei Darussalam's efforts to promote the development of defence industry and reflect the Ministry of Defence's dedication to obtaining cost-effective solutions to the Royal Brunei Armed Forces operational requirements," Dayang Hajah Suriyah binti Haji Umar, Permanent Secretary (Administration and Finance) at the Ministry of Defence said in her opening statement at a press conference on 2 July. She also stated that the number of exhibitors participating as well as number of delegates attending BRIDEX 2011 is evidence of BRIDEX's growing reputation as a premier defence and security exhibitors that complements rather than competes with regional defence exhibitors.

Meanwhile Dayang Hajah Rosmawati binti Haji Manaf, Exhibition Director of BRIDEX 2011 cum Acting Chief Executive of Royal Brunei Technical Services (RBTS) announced that there are 163 companies from 31 countries participating in BRIDEX 2011. Local exhibitors from the defence and security industry are LS & A Sdn Bhd, Soartech Systems, Sri Sentosa, QAF and Excrop. Official and supporting partners, which include Brunei Tourism, TelBru, Takaful, as well as police and security forces of Brunei make up the prominent Brunei Pavilion at BRIDEX 2011.

Dayang Hajah Rosmawati said "We hope that we will continue a mutually beneficial partnership with all exhibitors, we look forward to the 4th BRIDEX 2013 and many more to come in the near future."

BRIDEX 2011 which will be centred around its theme of "Leveraging Technology for Future Defence Needs" will be officially launched on 6 July by His Majesty Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and the Supreme Commander of Royal Brunei Armed Forces (RBAF). The Defence White Paper 2011 will also be launched. Spectacular land, air and sea demonstrations will feature once again at BRIDEX 2011.

The five-day event will begin with the BRIDEX Conference to be opened by His Royal Highness

Prince General Haji Al-Muhtadee Billah, the Crown Prince and Senior Minister at the Prime Minister's Office and General of the RBAF on 5 July. According to Muhammad Shahrul Nizzam Umar, Acting Director of the Sultan Haji Hassanal Bolkiah Institute for Defence and Strategic Studies, "this year's theme will focus on Mapping Future Security And Technological Challenges. It aims to analyse, re-evaluate and assess the future challenges that will have a significant impact on the region. It will look at both the traditional and non-traditional security threats and the various technological solutions that can be adopted to address these challenges. It will also provide a deeper understanding of the future regional needs and highlight the importance of advance technology in providing and securing future security in the next decade of the 21st century. It is truly a venue to interact with policy makers and other prominent people in defence and defence technology."

Another highlight of this year's BRIDEX will be the Brunei International Fleet Review (BIFR) followed by a City Parade that will take place on 8 July at the Taman Haji Sir Muda Omar 'Ali Saifuddin, Bandar Seri Begawan. "The City Parade will see the peace march from 800 sailors (local and international) who will be participating in the Brunei International Fleet Review (BIFR)", said Col (L) Haji Aznan bin Haji Julaihi, Co-Chairman of BIFR during the press conference.

In a statement issued by the Deputy Minister of Defence, Dato Paduka Haji Mustappa Bin Haji Sirat, the military has gone through organizational changes since BRIDEX 2009, "most notably the merging of the Directorate of Operations with

the Joint Force Headquarters to enhance Joint Operations."

The RBAF also formed a new department in 2010, the Centre of Science and Technology Research and Development, "that will form a synergy with the Directorate of Force Capability Development to focus on acquiring capability solutions required by the Royal Brunei Armed Forces."

Amongst the range of defence and security-related solutions, products, services and technologies that will be showcased at this event include air-launched weapons, military vehicles and logistics, naval weapons systems, police and homeland security equipment, as well as underwater security and warfare systems and technologies. Participating aircrafts and land demonstration involving units from the RBAF have been heard and seen rehearsing prior to the opening day.



BIT 2011 LEAVES NO ROOM FOR DISAPPOINTMENT

By Siti Zahira binti Hj Awg Abu Bakar

First-class 'performance', 'excellent', 'unique', 'captivating' were but a few words used to describe the Brunei International Tattoo (BIT) 2011 held to commemorate the RBAF Golden Anniversary. Thousands of people - young and old, local and foreign - turned up at the Hassanal Bolkiah Indoor Stadium to take pleasure in the colourful and magical spectacle, which ran from 31 May to 2 June.

The tattoo performance-turned-musical extravaganza featuring military bands from 12 countries left no room for disappointment and that spectators were genuinely satisfied with the show. The three-day event also benefited stall operators at the National Stadium.

His Majesty Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of the RBAF and Her Majesty Raja Isteri Pengiran Anak Hj Saleha consented to join more than 5,000 people at the opening night. Also in attendance were His Royal Highness Prince General Haji Al-Muhtadee Billah, the Crown Prince and Senior Minister at the Prime Minister's Office, Her Royal Highness Paduka Seri Pengiran Anak Isteri Pg Anak Sarah and other members of the royal family.



Besides Pipes and drums performances, comical acts, Guangzhou Acrobatic Team from China, stunt exhibition from the Royal Malaysian Armed Forces contingent - popularly known in Malaysia as the 'Red Warriors' - were among the main attractions at the event.

"I must say, I was so impressed! The whole event was organized so professionally. It started on time and they didn't miss a beat - it rolled on smoothly through the whole show. The MCs spoke perfect English (which you need when it comes through loudspeakers in a big arena) and there were lots of friendly people on hand to direct you to your seat, to the toilet etc." said Mrs Watson, an expat living in Brunei Darussalam. She commented further, "there was a big variety of entertainment, from the more traditional marching numbers, to some more "freestyle" ones; some acrobats and dancers and even a motorbike show! It was very visual and really well done!"

The colourful show ended with RBAF Golden Jubilee song, "Hikayat Pahlawan Perkasa Brunei" and concluded with "We Are The World" sung by all contingents symbolising unity of nations of different cultures, religions and background through the common language of music and songs, and joined by the crowd.



HIS MAJESTY COMMISSIONED DARUSSALAM CLASS NEW PVs



His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of the Royal Brunei Armed Forces consented to commission two Darussalam Class Patrol Vessels of the Royal Brunei Navy (RBN) at the Royal Brunei Naval Base in Muara on 14 May.



His Majesty first came on board the Darussalam Class Patrol Vessel namely Kapal Diraja Brunei (KDB) Darussalam. On the KDB Darussalam flight deck, His Majesty was briefed on the KDB Darussalam by the ship's Commanding Officer, Lt Col (L) Haji Mohd Yusuf bin Masron. His Majesty then consented to officially commission the KDB Darussalam and then presented the 'Commissioning Pennant' flag to the Commanding Officer of KDB Darussalam.



His Majesty then proceeded to the commissioning of KDB Darulehsan another Darussalam Class Patrol Vessel. On board, His Majesty was briefed by Commanding Officer of KDB Darulehsan, Lt Col (L) Zil Husam bin Abdul Rahman. His Majesty the Sultan then handed over the Commissioning Pennant.

On board KDB Darussalam and KDB Darulehsan, His Majesty toured both ships and observed closely the equipments and facilities. His Majesty also consented to take a ride on the Rigid Inflatable Craft for a demonstration of the boat's capability.

The Darussalam class ships will replace the Missile Gun Boat Waspada class that has been in service with the Royal Brunei Navy for more than 30 years. The official commissioning of the ships were also in conjunction with the RBAF Golden Anniversary. The official acceptance ceremony of the two Darussalam Class Patrol Vessels took place in January this year at Lurssen Shipyard in Germany. The ships' maiden voyage back to Brunei Darussalam was manned fully by officers and personnel of the Royal Brunei Navy. Among the roles played by the Royal Brunei Navy are to respond and monitor maritime, as well as protect the nation's assets and main infrastructure offshore.





AIRBOAT

A Buoyant, Self-Propelled, Multi-Terrain Vehicle

By Major Hairin Bin Jafar

An airboat is a flat-bottomed vessel propelled in a forward direction by an aircraft-type propeller and powered by either an aircraft or automotive engine. Royal Brunei Land Force (RBLF) uses the airboat for their tactical deployment in swamps, shallow waters, and/or streams where a standard inboard or outboard engine with a submerged propeller would be impractical. These tasks include search and rescue missions in ensuring security within the country as well as minimizing the impact from natural disasters.

Airboat comes in different size ranging from a 10-foot-long hunt/trail, fitting two-to-three passenger to a larger 18-passenger boat. A backward column of air produced by a propeller moved the vessels



"Airboats have proven to be indispensable for flood, shallow water as well as search and rescue operations."

forward, and the steering requires a powerful airflow that passes across the rudder. Airboats neither have any brakes nor reverse function, thus, both actions rely heavily on the skills of the operator.

To avoid any damage to the vessel and injuries to the operator as well as the passengers, the propeller and the engine are kept in an enclosed metal cage, preventing any object from coming into contact with the propeller. The seats are elevated to give the operator and passengers a better view for any floating object in the airboat's path.

One of the significant roles of RBLF is providing military support in response to national emergencies in the area of public safety. Airboats have proven to be indispensable for flood,

shallow water as well as search and rescue operations. Some boats could not access areas where the water is shallow. In this instance, the airboat is the fastest and most reliable means of transportation. During the flooding in both the Tutong and Belait Districts in January this year, RBLF mobilised their personnel using the airboat for the first time since it traverse faster and swiftly through the flooded low-lying areas.

Evidently, the acquisition of the airboats has met the needs of the RBLF in delivering its responsibilities of providing assistance and capabilities to counter threats from within or outside the country.



A True Soldier: Loyal, Devoted & Courageous

To be a true soldier, one needs to be loyal, devoted and courageous. Loyal means undying loyalty to the King, the people and the country. Devoted is to be afraid of Allah the Almighty and Courageous is brave and firm in giving orders. This is where the good values of leadership lies as they aspire to become the pillar of defence for the country and its people.

To become a military leader is not an easy task because it needs commitment, dedication and responsibilities as well as sincerity, honesty and not afraid to stand up for the truth. And at the same time, the experience and knowledge can become the foundation in confronting even bigger challenges.

Physical and mental capabilities are important criteria in becoming a good soldier. They have to undergo intensive trainings to meet a specified level of test. Although there are many obstacles and challenges that need to be overcome in the process of becoming military personnel, but the experience each soldier gain during the training will remain carved in their memories as their defining moment.

In the 50 years of the RBAF's existence, opportunities for career progression in various fields have been increasing for all personnel to display their ability by being more competitive and consistent. The RBAF have always maintained career development structure that is based on meritocracy and

military ethics. It wants to have military personnel who truly display excellent military performance. Most importantly, the RBAF would like to see more youths and graduates pursue careers as military leaders who will guide our national defence institutions.

Also, the process of looking for knowledge will not stop once military training concludes. The fact is that learning is a continuous process for the rest of the life. Hence this is where the Defence Academy is important to prepare and shape the young officers to be better equipped and competent in developing the Armed Forces with Brunei's identity.

Performance Budgeting For An Optimum Resource Utilisation in the RBAF

By Ak Abdul Aziz bin Pg Ali Hassan and Cindy Koh

The RBAF has introduced a financial tool for the organization to practice prudent spending in order to attain effectiveness and efficiency, and to tie organisational performance to limited state financial resources so that there is a continuous change process within the organisation to achieve an optimum utilisation of resources. The tool is called Performance Budgeting.

Performance Budgeting aims to link resource allocation to output through an integrated approach of planning, managing and monitoring of the organisation's activities. Under this process, policy makers are better able to effectively control the budgeting process in order to align resources according to priorities. For instance, if defence diplomacy is determined as an immediate priority, the associated activities and operations will be calculated in terms of dollars and cents. The required resources will then be allocated to these activities in order to achieve the desired output.

Evidence-based decision is critical for any organisation, more so for defence. Timely and reliable data is a determinant factor in formulating successful policies. Performance Budgeting, through Activity Based Costing, does not only determine the cost of running an activity but could also be used to determine if resources were optimally utilised. For example, in the case of non-core functions, if the cost of managing the office equipment is 50% of the cost of the equipment themselves, outsourcing might be an option to explore, thus reallocating the 50% to more immediate priorities. This also provides opportunities for the local Small Medium Enterprises (SMEs) to benefit from the economic spinoff. Concurrently, this effort has been instrumental in preparing the Calibration Centre for corporatisation, the running of the Training Simulation Centre via a Public Private Partnership (PPP) with the Royal Brunei Technical Services (RBTs), the introduction of Facilities Management in Camps and the commercialization of the Naval Base as a medium to long term vision.

The development of strong strategic partnership in these areas will lead to improvement in resource efficiency with thorough planning and capital budgeting techniques in assessing the benchmark for a 'go or a no-go' project by the introduction of commercial practices, by focusing on output, cutting of overheads and gearing for a greater economies of scale. This will certainly act as a catalyst for a continuous development in the local defence sector while allowing the defence resources to be released to focus on primary combat tasks in its defensive posture.

Modernisation of Armed Forces in cross-country has proven that certain non-core capabilities are more cost-effective when being undertaken by the private sector. However, prior to that, the Government has to conduct proper costing on its own (to act as a basis for comparison) before arriving at a decision backed by facts and figures that will benefit both the government and the private sector. For this reason, Performance Budgeting was introduced.

The Ministry is committed in this change process to ensure that each dollar spent is worth the value to the Government by ensuring that productivity improvement within RBAF is monitored and also to contribute to nation's economy by creating local business opportunities.

RBLF Ensures Waterclean 500 GT Ready During Crisis

By Captain Pg Reduan Bin Pg Mohd Said

The ability for troops to fight and defend are mostly dependent on the strengths and stamina of the fighting troop themselves. However behind the scenes or in the actual front line are the Combat Engineers, men who provide passage for land based troops to move forward and slow down the enemy during withdrawal. This is to provide mobility as well as counter mobility. Also required of the engineers is the ability to sustain the survival of the troops in defence. Troops in defence require moral and part of raising such morale is to provide them with quality drinking water.

The Waterclean 500 GT has been incorporated in armies such as South Africa, Russia, Germany and Singapore. Singapore had deployed such machines during their mission to Aceh during the 2004 tsunami as part of humanitarian aid. Transported in their C130 aircrafts and further transferred under slung with their Chinook helicopters, this equipment is easily mobile to be made use in providing the tsunami survivors clean consumable water.

During the floods in Temburong District, most water supplies were contaminated with soil and became unsafe for drinking. The Royal Brunei Land Force (RBLF) was sent to assist citizens evacuate their houses and move to higher grounds and safer environments. The citizens were grouped together mostly in community halls and safe water supplies became scarce. RBLF aspires to overcome this kind of crisis situations in the future with the help of the Waterclean 500 GT.



DESCRIPTION

The **Waterclean 500** water treatment system makes the processing of contaminated water into drinking water possible.

Contamination can be natural or caused by catastrophes, nuclear accidents (i.e. nuclear power stations), chemical hazards or wars (nuclear, biological and chemical weapons). Sea water is not drinkable either.

Waterclean 500 decontaminates or desalinates the water continuously, i.e. makes it drinkable – without adding of chemicals. Even operating personnel with little training are able to operate the system.

The purification system has a modular structure. In the first step, a particle filter removes solid matter from the raw water. The filter has a fineness of 0.5 µm. The reverse osmosis technology which is based on the process which has been introduced worldwide represents the core of the water purification system. It is the second safety level. In the RO modules, organic compounds, salts and bacteria/viruses are almost completely separated off.

The Kärcher plant technology ensures easy operation at the highest process safety level. Chemicals are not required for the treatment process, i.e. no resulting waste chemicals. The permeate (filtered water) is fed via a dosage pump with chlorine for disinfection. This is the third safety level. The fourth safety level is a UV radiation lamp, which kills bacteria/viruses, whenever one is present in the purified water.

The quality of the water purification process has been tested and acknowledged by independent institutes (TÜV, Fraunhofer Society, waterworks, etc.). The system is fully independent of an external power source thanks to the integrated diesel-driven electrical power generator. The complete unit is mounted on a single-axle trailer, complete with weather protection. The unit is compact and ready for use and does not need any chemicals for operation.





On 15 April 2011, His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, consented to attend the Sovereign's Parade at the Royal Military Academy Sandhurst, United Kingdom for which His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam represented Her Majesty Queen Elizabeth II. Also present was HRH Prince Haji Abdul Mateen.



The Ministry of Defence Brunei Darussalam handed over two WASPADA class patrol boats, KDB WASPADA and KDB PEJUANG of the Royal Brunei Navy (RBN) to the Indonesian National Army Navy (TNI-AL) on 15 April.

APRIL



RBAF reaffirmed its commitment of social responsibility during the Golden Anniversary by making several contributions such as repairing houses and donating wheelchairs.



Puan Hajah Suriyah binti Hj Umar, Permanent Secretary (Administration & Finance) at the Ministry of Defence (MINDEF), expressed her appreciation to all the participants of BIT2011.



Maj. Gen. Alberto Asarta Cuevas (Spain), Force Commander of United Nations Interim Force in Lebanon awarded UN Peacekeeping medals to 30 members of the RBAF in the UN Post 6-5 in TIBNIN, Lebanon on 16 May.

JUNE



A total of 11 newborn babies born on the RBAF Golden Anniversary received presents from the RBAF and RBAF BAKTI on 1 June.

Minister of Energy and former Deputy Defence Minister Yang Berhormat Pehin Datu Singamanteri Colonel (Retired) Dato Seri Paduka Awang Haji Mohammad Yasmin bin Haji Umar was conferred Singapore's highest military award, the Darjah Utama Bakti Cemerlang (Tentera) [Distinguished Service Order (Military)] by President S R Nathan on 16 June.





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 an audience from the outgoing Chief of Defence Forces of the Malaysian Armed Forces (MAF), His Excellency General Dato Paduka Seri Tan Sri Dato' Sri Azizan bin Ariffin. On a separate occasion, Her Majesty Raja Isteri Pengiran Anak Hajah Saleha also consented to receive in audience the wife of the Malaysian Chief of Defence Forces, Puan Sri Datin Sri Noorainee binti Abdul Rahim.

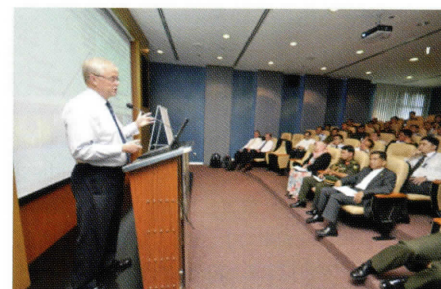


Bangar Camp will soon get a new Surau with a capacity of 200 people following the foundation laying ceremony on 13 May.

MAY



Six IMT personnel from the sixth group returned home.



The Centre of Science and Technology Research and Development (CSTRAD) facilitated Defence Procurement seminars from the 5-6 May delivered by QinetiQ.



Six RBAF personnel were deployed for the seventh group of International Monitoring Team (IMT) Mission to the Republic of the Philippines on 9 May.



Gurkha Reserve Unit (GRU) inked a Memorandum of Agreement (MoA) with Insurance Islam TAIB for a Group Family Takaful Plan that provides 24 hours takaful protection for GRU members who are on or off duty in Brunei Darussalam or abroad.



Yang Berhormat Pehin Datu Singamanteri Colonel (Rtd) Dato Seri Paduka Haji Mohammad Yasmin bin Haji Umar, Minister of Energy at the Prime Minister's Office attended the 5th ASEAN Defence Ministers' Meeting (ADMM, held in Jakarta Convention Centre, Indonesia on 19 May.



Future leaders of MINDEF and RBAF, Ak. Mohammad Fadhil bin Pg. Ali; Dayang Hajah Hamizah binti Dato Paduka Haji Mohd. Nor; Awang Haji Mohammad Hazwan bin Haji Mohammad Azni; dan Dayang Syazirah binti Kuan awarded the Supreme Commander of the Royal Brunei Armed Forces (RBAF) Scholarship.



RBAF Steadfast Commitment To Peace in Mindanao

By Siti Zahira binti Hj Awg Abu Bakar

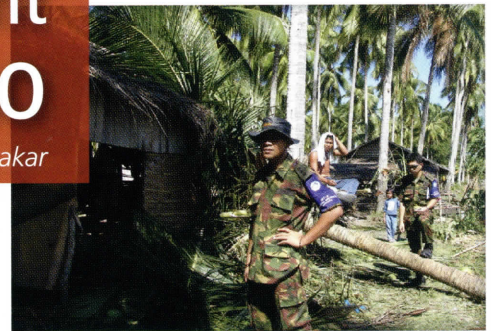
Monitoring the implementation of cessation of hostilities, civilian protection component, rehabilitation and development, and socio-economic agreements between the government and MILF on a 12-month rotation basis in Mindanao of the Southern Philippines is another major accomplishment for the Royal Brunei Armed Forces (RBAF) in overseas missions.

According to CBCP News report in the Philippines released early this year, Major Carlos from the Office of the Presidential Adviser on the Peace Process (OPAPP) said "The IMT's work on the ground has made a big impact too". The head of the government secretariat of the Ceasefire Committee on the Cessation of Hostilities (CCCH) praised the International Monitoring Team for their help in reducing the armed skirmishes between the Armed Forces of the Philippines (AFP) and the Bangsamoro Islamic Armed Forces (BIAF), armed wing of the Moro Islamic Liberation Front (MILF).

Despite being a small force, Brunei Darussalam has been forthcoming from the beginning, in answering calls for support from outside its borders. The continued invitation for Brunei Darussalam's participation in the IMT is a reflection of the confidence and level of trust placed by both the GRP and the MILF in Brunei Darussalam and the capabilities of its RBAF's monitors.

Despite being a small force, Brunei Darussalam has been forthcoming from the beginning, in answering calls for support from outside its borders.

Participating in the IMT makes Brunei Darussalam more visible in areas of peace and security in the region. His Majesty Sultan and Yang Di-Pertuan of Brunei Darussalam, Minister of Defence and Supreme Commander of the RBAF, in a titah



during the RBAF Golden Anniversary on 31 May this year said "RBAF involvement in peace support missions overseas, such as participation in the IMT in the Philippines and UNIFIL in Lebanon, has provided exposure to international security and its challenges".

Former Chief of Staff of the Armed Forces of the Philippines (AFP) General Ricardo A. David Jr reported this year in the Zamboanga Today Newspaper that "Brunei is more than willing to participate in this peace efforts and His Majesty hopes for the peaceful resolution of the conflict in Mindanao.". He further said "Brunei has helped the socio-economic development in the area as well. One of the major projects that the Sultanate has contributed to is the building of a grand Mosque in Cotabato, Mindanao".



DefCIS Manages Smoother Flow of Data Storage System For Civilian Personnel

By Mohd. Zakaria bin Dato Seri Setia Hj Abdul Hamid

Mindef recently developed a human resource data storage information for the civilian personnel called the Defence Civilian Information System (DefCIS) to support the management of civilian human resource; centralize the management and storage of data in a systematic manner and; and ensure data reliability and availability.

DefCIS enables the management processes of staff promotion, staff annual increment, placement/Deployment, staff turnover, annual budget preparation, recommendations for Honours/medals, training. The latest processes include the Performance Management System that consists of Staff Recognition & Performance System Record and Staff Performance Appraisal which is an integral part in any human resource organization. The system also provides statistical data and charts that can aid their decision-making management.

Each individual will be assigned with unique password according to his or her accessibility rights or privileges that will enable them to access comprehensive employment information, analyze employees, directorates and the organization as a whole. There are 5 types of users available for this system. They are Administrators, Department Heads, DEC Users, Data Entry Operators and Common Users.

For now DefCIS consists of 14 modules, which consist of the following:

1. Personal Details Module
2. Record of Service Module
3. Honors and Medal Module
4. Academic Module
5. Family Information Module
6. Kids Information Module
7. Address Module
8. Job Details Module
9. Performance Appraisal Module
10. Training Module
11. Leave Module
12. SRPM (Appraisals, Achievements & Assignments)
13. User Management Module (restricted to Admin Users)
14. Search Module

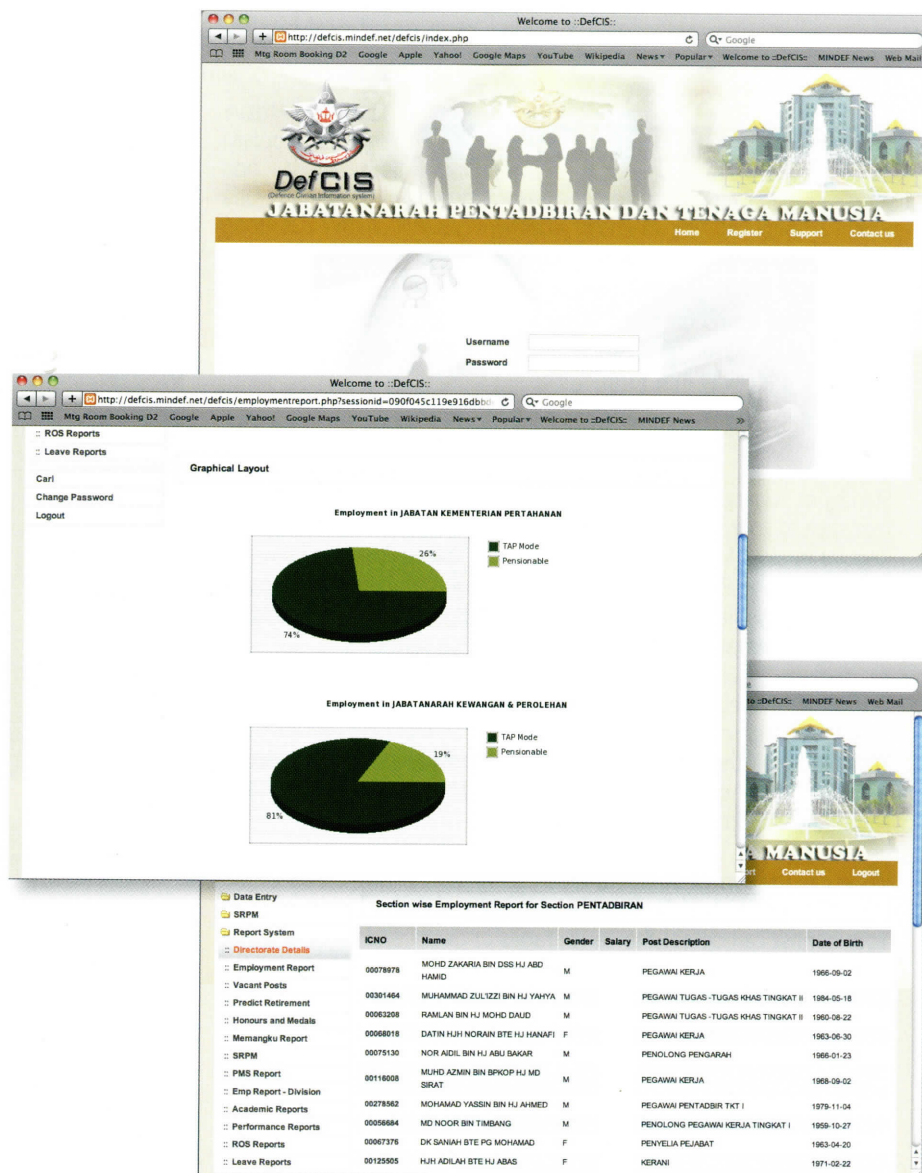
Central in the storing of the data is the staff smartcard number or IC number. This number is considered as a unique identification number for each staff that becomes the link to all the modules.

DefCIS is also designed to generate the following reports:

- Directorate & Division based employee report
- Employment Mode based employee report
- Vacant Posts report with forecasting
- Academic Report
- Honors & Medals report with forecasting
- Retirement forecasting
- Staff Performance Appraisal report
- Employee History

- Academic Report
- Record of Service report
- Leave Report

With the above fixed reports, DefCIS enables the Administrator to generate more dynamic reports based on requirements. A training programme on the usage of the system will be arranged and a focal point for each Directorate will be appointed who will be responsible to train the staff in their respective Directorates.



YOUR GUIDE TO BETTER ORAL HEALTH

Good oral health is very important to the RBAF as it contributes towards the overall Dental Fitness States and Operational Readiness of the RBAF as an organisation. Dental Services RBAF is committed to its role in helping ensure this but ultimate responsibility lies with YOU, as a personnel of the RBAF, to make sure that you are as informed and aware as possible towards achieving your own good oral health, as well as your family's.

By Lt Col. Dr Jefri bin H.A. Razak

HOW CAN I HELP PREVENT TOOTH DECAY?

Why do I get tooth decay?

Tooth decay occurs when the bacteria in plaque produce acids that attack your tooth surface. Plaque is the sticky, colourless film of bacteria that forms on teeth. After you eat, the bacteria in plaque produce acids. Over time, these acids can break down your tooth enamel and a cavity may form.

Are certain foods more likely to cause tooth decay?

Starchy or sugary foods and acidic or sugary drinks, especially those that stick to your teeth, produce plaque acids that cause tooth decay. Regular intake of fizzy drinks, instant 3-in-1 coffees/teas and sweets, common in the RBAF, are particularly harmful. It is better to eat a well-balanced diet that avoids these foods. If you do eat sugary foods, eat them with your meal instead of as a snack.

Does Fluoride help prevent tooth decay?

Yes! Fluoride strengthens tooth enamel and prevents tooth decay. Regular brushing with a toothpaste that contains Calcium and Fluoride can help fight tooth decay.

What can my dentist do about tooth decay?

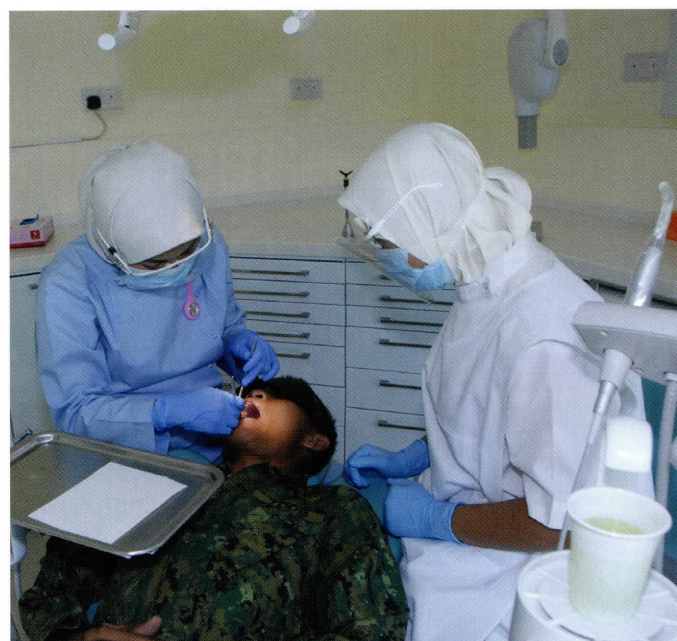
Your dentist can detect the early stages of decay and other diseases when you attend for your annual dental check-up. If you do have a cavity, your dentist will treat or fill the tooth to help prevent further tooth damage. Regular professional cleaning with the dentist or hygienist will remove the plaque that forms on teeth both above and below the gumline. They can also give individualised oral health advice on how best to care for your teeth and gums.

What can I do to help prevent tooth decay?

1. Brush at least twice a day with a toothbrush and toothpaste containing at least 1,350ppm fluoride.
2. Brush your teeth last thing at night and once more during the day.
3. Spit out after brushing and do not rinse.
4. Floss daily to remove food debris and plaque.
5. Reduce eating and drinking sugary foods and drinks too much and too often.
6. Visit your RBAF Dentist at least once a year for your annual dental check-up.

HOW CAN I PREVENT GUM PROBLEMS?

Bacteria below the gumline can cause bleeding. As bacteria build up in hard-to-reach places, they can penetrate below the gumline causing inflammation and ulcers. In the early stages, this is referred to as gingivitis and you may not even know it's there. The only visible sign may be flecks of blood when you brush.



Watch out for the **warning signs of gum problems:**

- Gums that bleed or are red, swollen and tender.
- Gums that have pulled away from the teeth.
- Pus that appears between the teeth and gums.
- Teeth that are loose or have changed position.
- Bad breath or bad taste in the mouth.

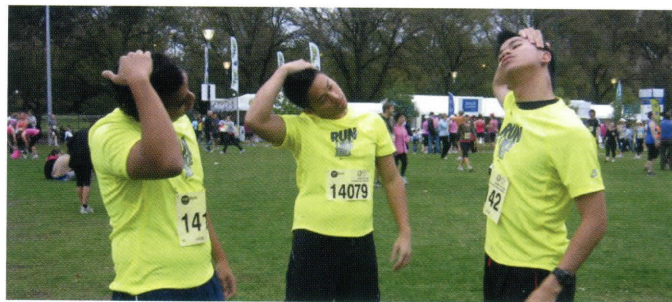
What can I do to help prevent gum disease?

1. Brush teeth systematically twice daily with either:
 - A manual brush with a small head and round end filaments, a compact angled arrangement of long and short filaments and a comfortable handle, or
 - A powered toothbrush with an oscillating/rotating head.
2. Do not smoke.
3. Clean interdentally using interdental brushes or floss.
4. Consider using toothpastes containing triclosan.

THE MONASH LIFE

MY FIRST YEAR IN MELBOURNE, AUSTRALIA

By 2Lt (L) Md Izzat bin DP Hj Murad



2010 has come to a close, and I can proudly say with the utmost confidence that I have learnt so much in this past year alone. Personally, my time in Melbourne has been a slow transition from working in a military environment to the life of a university student. Fortunately for me, I have had a great deal of help from the High Commission of Brunei Darussalam, the Brunei Student Society in Melbourne (BSSMelb), and most of all, from the Society for Arts Students (SAS) of Monash University. The brand of education that Monash University has given me is a perfect platform to excel in my studies. By offering a knowledge base that expands from local to global, focusing on issues nationally as well as internationally, and most importantly, maintaining a diverse student community, student life in Melbourne has been fulfilling in many ways.

Additionally, the BSSMelb Committee has aided and guided me in every possible way to make my stay this past year feel as much as home as possible.

Upon arriving to Melbourne early in the year, I honestly knew very little about Australia and its culture. But prior to my departure from Brunei, I was able to make enquiries regarding the student life in Melbourne from colleagues in Jerudong International School (JIS) who were studying in different universities in Melbourne at the time. This gave me a general idea of what I needed to prepare myself for. However, I still felt lost and had no clue of how to go on and about the campus on enrolment day. But there were many senior students from the Monash Student Association (MSA) who were roaming campus everywhere helping out all the new students to settle in into university. Orientation provided me the best opportunity to make new friends and meet the lecturers and tutors for my course. I was surprise to find out, actually, that the number of international students was as many as the local students in my faculty. The staff of the Arts Faculty consisted of a group renowned scholars and professors that also came from diverse nationalities. In a nutshell, the culture in Australia is a million in one.

The BSSMelb Committee has been established for quite some time now. Its main purpose is to cater for the needs

of Bruneian students as well as organising activities and events so that Bruneians in Melbourne can come together and share their experiences and give advice amongst one another. When I was invited to the Annual BSSMelb Picnic during Easter, there were easily a hundred Bruneians made up students, in-service students, and a number of permanent residents. It is there where I was also introduced to Lt Azhar and Lt Idrus, who were in their final semester of their course. From that point on, I came to the committee for any questions and queries and they have managed to help me in every possible way. The Annual Picnic was the first of many events that gathered students across Melbourne. Throughout the year, BSSMelb had hosted a number of social and religious events every season to maintain an active and harmonious society.

Other than social events, I participated in sports events as much as I could to maintain a healthy lifestyle in and out of the university. Before the mid-year exams, BSSMelb organised a marathon team that would compete in the Mother's Day Classic. The marathon was an annual charity event that was in accordance with Mother's Day. All the contributions made from the marathon were to be donated to support breast cancer awareness, which is why BSSMelb felt they should participate for a good cause. Apart from the society, I was also an active member in Monash by participating in sporting events such as soccer, indoor football, rockclimbing, touch rugby, and so on. There was also an annual indoor soccer tournament

between the students' society of Malaysia, Indonesia and Brunei. The month of Ramadhan was easily the most challenging experience I felt this year. Since it was my first time being away overseas for so long, I never had the chance to experience fasting in a different country. So, I adapted myself to the Islamic culture here and still maintain the teachings and practices I gained from my time in the Officer Cadet School (OCS). In the month of Syawal, on the other hand, there were hundreds of students roaming in the city and in the suburbs wearing their traditional clothing celebrating the festive month. A BSSMelb Sungkai Dinner and a BSSMelb Raya Open House was organised to celebrate the festivities of Ramadhan and Raya Aidhilitri. This also was the last event that was organised before students were to dive into their books and prepare themselves for the end of year exams.

End of year examinations are always a difficult period for any student. I spent most of my late nights in the university library with colleagues revising over notes and lectures. But I savour these moments where I can prove my worth by doing the best in my essays and in my exams. At the end of the day, I am satisfied with the amount of activities that I was able to participate in. My first year in Melbourne was simply enriching in every possible way and I cannot wait to what the second year has in store for me. If the years to come are even half of what I had experienced in the past year, then I am very optimistic of what lies ahead for me in Monash University.

"My first year in Melbourne was simply enriching in every possible way."

THE IMPORTANCE OF UPHOLDING MALAY ISLAM MONARCHY PHILOSOPHY (MIB) IN THE ROYAL BRUNEI ARMED FORCES

*By Captain Fakhru Ammar bin Hj Mohd Isa
Runner-up Winner for 2010/2011 RBAF Essay Writing Competition*

Ever since Malay Islamic Monarchy (MIB) has been constitutionalised as the nation's philosophy, the nation has, from time to time received criticism, views and comments regarding our philosophy. Quite rarely has the philosophy been looked at as a hereditary to Brunei's identity. Most of the time, these views and criticisms have originated from external communities that have never practised even one of the three components of MIB (Ibrahim, 2004:187). The philosophy is viewed to have elements contrasting to contemporary issues such as social, economical, political and religious matters. The philosophy is also viewed to be a propagandic tool that promotes anti-Malay that refuses the rights of its non-Malay citizens, pro-Islam that refutes freedom of its people to practise other beliefs, and MIB is also seen to be a system that encourages a monarch system that is autocratic and has no leniency towards conventional political systems such as democracy. This has caused even Bruneians to doubt the authority of this philosophy and whether it represents a viable tool to drive us towards modernisation.

History and Background

"... the Malay Islamic Monarchy is not a new concept, it has existed for a few centuries. It shapes a government that is genuine: a government that is Malay, Islamic and at the same time a Monarch. And with the characteristic of a Malay Islamic government, it is the best form of governance where it is impartial for all layers of citizens regardless of their religion"
Titah, 1990

The MIB has long existed in the history of Brunei Darussalam. It has traced back to the very first Sultan of Brunei in the 14th Century, where he embraced Islam. Prior to embracing Islam as his religion, the concept of rule in the nation was only Malay Monarchy. Ever since embracing the religion, the rulers ruled the nation based on the MIB concept. It was not until the Brunei constitution of 1959 was published, was there any sort of documentation regarding the MIB concept. Although, not stated clearly in the constitution that the nation would be run according to the philosophy, the three elements have been mentioned separately in the Brunei Constitution of 1959 (Ibrahim, 2004:53). The philosophy was officially announced to be our concept of rule during Independence Day on 1st January 1984, where it was stated that

"... Brunei Darussalam is and with the blessing of Allah (To Whom Be Praised and Whose Name Be Exalted) shall be forever a sovereign, democratic and independent Malay Islamic Monarchy upon the teachings of Islam according to the Ahli Sunnah Waljamaah and based upon the principle of liberty, trust and justice."
His Majesty Titah, 1984

Organisational Culture

"RBAF's culture has always evolved around Malay Islamic Monarchy philosophy. The Armed Forces will always work hard to practise & embed in their personnel's mindset this culture" Commander RBAF, session with 10th JSC Students, 2010

Organisational culture brings the meaning where the norms, values and beliefs that are practised will contribute to the long term and short-term goals of a particular organisation (Hellriegel, Jackson & Slocum, 2005). Each Armed Force has different cultures. The RBAF approaches its day-to-day work in a different manner where the approach is mostly based on the MIB philosophy. One main example is that most internal and inter-agencies correspondences are written in the official language which is Malay.

The RBAF also places strong emphasis on spiritual strength where almost everything that the RBAF does is surely to have a prayer in it. An example of this is the prayers read during morning parades or prayers prior to deployment on exercises, domestic based operations and international based operations. The prayers are not just limited to those two occasions but are held every Thursday evening in all military camps. It is also a practise to recite the Surah Yassin every Friday morning. In addition to that, nightly Isyak and Tarawikh prayers are held throughout the Islamic month of Ramadhan. The formation of the Religious Department RBAF (Jama'at) is a good indication of how important Islamic values are in the RBAF.

Loyalty towards the Monarch who is also the Supreme Commander is embedded and instilled in every member of the RBAF. This can be seen from the fact that Loyalty is one of the Core Values of RBAF and also a very integral part of the MIB philosophy where it states that the Malay race must be obedient and loyal towards their rulers. Even Islam states that the ruler or monarch is the 'khalifah' or chief Muslim religious leader and ruler. Also, the role of RBAF in protecting the nation is not just limited to protecting the territorial sovereignty or integrity but also protecting from any threats against the monarch or monarchy.

PRACTICAL CONTRIBUTIONS

Unifying factor

Brunei consists of various ethnic groups namely Brunei, Belait, Tutong, Dusun, Kedayan, Murut and Bisaya. In an effort to unite all these ethnicities, the government has categorised the various ethnic groups as Malay. Although their religion may differ, they are still classified as Malay. This is because their lifestyle and practices are similar to the Malay Muslims. The Royal Brunei Armed Forces, as part of their recruitment criteria (2009), requires their applicants to be Malay. This enhances the feeling of unity amongst the different ethnic groups. Malay here does not only refer to the race but can also refer to the language being spoken. This itself is a unifying factor among members of the Royal Brunei Armed Forces, because despite being from different ethnic backgrounds, everyone uses the Malay language to communicate and as such, it can be the common ground between these groups.

Way of life

The practises that uphold the philosophy is not just practised during working hours but should also be practised beyond working hours. The philosophy is best put in practise instead of it being just a theory. Even His Majesty has repeatedly mentioned to his subjects never to neglect religious obligations. His Majesty believes that the nation will prosper and remain peaceful when these religious obligations are upheld. The Islamic aspect of the philosophy represents a fundamental element in order to achieve a way of life that is complete, ideal and excellent for the nation. Only when these obligations are met, can the nation hope to be "Baldatun Taibatun Warrabun Ghafur" or a country that is blessed and protected by Allah the Almighty (Ibrahim, 2004: 195).

Affects conduct, discipline, decision-making & leadership

Without realising, the MIB philosophy has affected the everyday conduct in the RBAF. Even the basic conduct of respecting the elders or respecting authority has originated from the Malay culture. In the RBAF, personnel are required to stand to attention and greet their senior officers or senior Non-Commissioned Officers. This has come somewhat naturally because that is what is practised at all times. In addition to that, the practise of Muzakarah or discussion is the norms prior to making any sort of decision (Tuah, 2002). One person does not make decisions but in fact issues have been discussed within a particular group and decisions made collectively. This does not only apply to the strategic level but even to the tactical level. As an example, even prior to organising a simple event such as a Badminton match, discussions were held amongst the organising committee on how best to approach the matter. This has proven time and time again to be a fruitful form of practise. The MIB philosophy also affects leadership where Islam requires leaders at all levels to be just and fair and in return their followers should be loyal to them.

LONG-TERM CONTRIBUTIONS

Bridging Generation Gap

The MIB philosophy should be upheld because it is an important way of bridging the generation gap (Ibrahim, 2004: 213). As the RBAF reached its 50th anniversary and looks beyond it, it is clear that there must be a way of unifying different generations of officers and personnel. While core values may change over the years, the MIB philosophy remains relevant and relatable. It is a way of maintaining the continuity of the RBAF. However, there is a lack of formal education to inculcate the Malay Islamic Philosophy into newer members of the RBAF, which will be further discussed.

MIB philosophy as a planning tool

The MIB philosophy is also useful as a planning tool. We can see how the MIB philosophy is used as the underlying principal behind many of the Royal Brunei Armed Forces long-term and strategic plans. The core values of the Royal Brunei Armed Forces, for example, can be related directly to the MIB philosophy. Core values are described as the basis of the culture of a particular organisation, while culture is the way people within that organisation behaves (Defence Strategic Plan, 2004). Therefore, core values are an expectation of how the organisation and the people within it should behave and perform. The core values of an organisation can change to reflect it's current goals and strategies. Currently, the Core Values of the RBAF are 'Takwa' (pious or committed to beliefs), 'Berani' (courage), Setia (loyal) and Professional. These core values were recently changed from "Loyalty, Bertakwa, Integrity, Visionary, Courage, Professionalism, Teamwork, Patriotism and Honour (Defence Strategic Plan, 2004). However, the common thread between these core values is that they are all derived from the MIB philosophy.

The RBAF expects its officers and staff to be pious and spiritually strong, in keeping with the practice of upholding the Islamic religion. Officers and staff of the RBAF are also expected to have courage, with equal emphasis on both strength of character as well as physical bravery. Loyalty, meanwhile, refers to loyalty not only to the RBAF as a whole but to the monarch as well, who is also the Supreme Commander of the RBAF. Finally, the RBAF expects all its officers and staff to act in a professional manner, by being highly competent, knowledgeable, skilful, dedicated and diligent (Defence Strategic Plan, 2004). Kahar (Tuah, 2002: 94) states that this can be related back to an idea in feqah or Islamic law that says "...whenever an officer or other Government servant has agreed to an appointment, an oath or understanding is being enforced and we have no choice but to carry out our duties with full commitment and responsibility. Intentioned carelessness means we are sinful".

What we can see here is that it is important to uphold the MIB philosophy as it acts as an ongoing source of reference for the conduct and culture of the RBAF, in the form of core values.

Challenges

Despite the practical and long-term contributions, it must be acknowledged that upholding the MIB philosophy faces a number of challenges.

Striking a balance

Firstly, the implementation and upholding of the MIBphilosophy in the Royal Brunei Armed Forces seems to be more focused on the Islamic aspect. While this is certainly not a negative, it can be argued that there are needs towards a more balanced approach in upholding the MIBphilosophy. There should be more efforts to uphold the Malay aspect. For example, most of the classes at the Officer Cadet School are conducted

in English. While it is understandable that classes be conducted in English, it is also reasonable to expect that more classes be conducted in Malay, in order to produce more well-rounded officers. Another aspect of the MIB philosophy that is often overlooked are the cultures and traditions of Malay society. These cultures and traditions are an integral part of the Malay identity, yet many of the younger generation are often unaware of Brunei-Malay traditions.

External Influences

Another challenge faced in upholding the MIB philosophy is the pervasive influence of outside cultures. It can be seen that the younger generation are less concerned with upholding and practising the MIBphilosophy. The younger generation of officers in the Royal Brunei Armed Forces these days have been exposed to life outside Brunei Darussalam while they study overseas, so the MIBphilosophy may not seem as relevant. For example, they converse more in English than in the Malay language and Islam is lightly practised. It is for this reason that steps must be taken to ensure that the MIBphilosophy continues to be upheld and practised by every member of the Royal Brunei Armed Forces.

Recommendations

Perhaps one way to remedy this challenge is to introduce the philosophy as part of the studies at the Officer Cadet School and as part of basic recruit training, and at the same time, include sessions on certain 'adat istiadat' (especially those that are relevant to the Royal Brunei Armed Forces) in order to produce more knowledgeable officers and personnel, and at the same time, uphold the MIB philosophy among all officers and personnel. Interestingly, at many ministries and departments, new officers who have just joined the civil service are required to sit for induction courses that also include lectures on MIB philosophy.

Another way of tackling these challenges is to strengthen the capacity of the Religious Department RBAF (Jama'at) so that they may be more effective in inculcating Islamic values among members of the RBAF.

Conclusion

The central argument put forward by this essay is that it is important to uphold the MIB philosophy because of it's numerous contributions towards the Royal Brunei Armed Forces. This essay has explored the various short-term and long-term contributions of the philosophy in shaping what the RBAF is now. In moving towards modernisation in the 21st century, the RBAF faces different types of challenges in upholding the philosophy. These challenges include being able to strike the right balance in upholding the various elements of the MIBphilosophy while also contending with external influences. This essay has then recommended the introduction of the MIBphilosophy as part of the training program and also the enhancement of Jama'ats capacity in order to tackle some of these challenges.



MEMORY LANE

Keberangkatan Yang Teramat Mulia Paduka Seri Pengiran Anak Puteri Azemah Ni'matul Bolkiah dan Yang Teramat Mulia Paduka Seri Pengiran Anak Puteri Fadzilah Lubabul Bulqiah ke Berakas Garison pada 26 April 1993.



Majlis Perasmian Pelancaran Kapal PAMUDA oleh Duli Yang Teramat Mulia Paduka Seri Begawan Sultan Haji Sir Muda Omar Ali Saifuddin, Menteri Pertahanan bertempat di Pengkalan Angkatan, Muara pada 4 April 1984



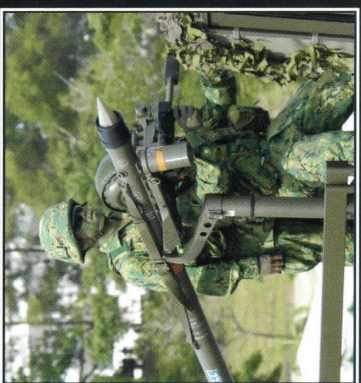
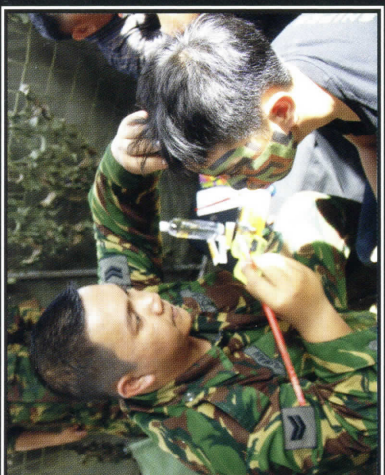
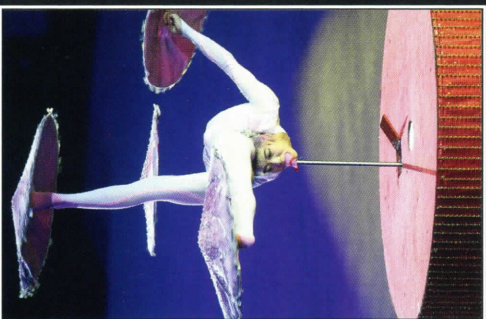
Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan dan Yang Di-Pertuan Negara Brunei Darussalam mengurniakan Panji-Panji Pasukan kepada Batalion Pertama dan Batalion Kedua diadakan di Taman Haji Sir Muda Omar Ali Saifuddin pada 31 Mei 1988



Keberangkatan Yang Teramat Mulia Paduka Seri Duli Pengiran Muda Abdul Mateen menyaksikan Persembahan Arena dan Statik pada 31 Mei 2000



Keberangkatan Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan dan Yang Di-Pertuan Negara Brunei Darussalam ke Perbarisan Tamat Latihan Bagi Rekrut Askar Wanita yang berlangsung di Bolkiah Garison pada 18 Jun 1982





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