



CSC8

CLASS OF 2018

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COMMANDANT DEFENCE ACADEMY



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

السلام عليكم ورحمة الله وبركاته

I convey my utmost congratulations to the cohort of CSC 08 that have successfully gone through the course. I am sincerely proud of your hard work and achievements during the past 10 months and you should, I hope, be equipped now to face any immediate endeavours that come your way in the workplace. I do not know truly and thoroughly how the whole year was for you. I can only assume that it must have been an adventure, and one which has left you with more questions than answers. But actually that is what a professional military education is all about, especially at the operational and strategic levels.

You will find that the real value of the course is not what you have done here, but how it will change the way you go about whatever comes next. Six months or more into your next job, you are most welcome to write to the Staff College with your frank views about whether any of what you have learnt here has changed the way you would otherwise have gone about that job, and whether you think it has made your input of greater value to your organisation.

The course is about Challenge - learning to challenge ourselves, and to be pushed to think outside our own preconceptions and our own cultural conditioning. To widen the

box as much as to think outside the box. It has, hopefully, made you think about how you will bring creative and imaginative challenge to the roles you will be playing after this course, when you go back to your offices and your careers – and I say that hoping that the most interesting part of your lives still lies ahead.

Another key part of the course is indeed having to come face to face with the need to work with international partners to address the complex problems which confront the international community in the century ahead. No one country can resolve those issues on its own. 31 students from 13 nations. A mini mini-UN, or even an enhanced ASEAN, indeed. Working with people with different beliefs, different cultures, different historical perspectives, different means and different abilities. It probably hit you with particular force when you held the Meet and Greet and the International Night early in the year. That they were a demonstration of the radical diversity of every individual, every country, and every culture, and that if the international community is going to move forward it has to be on the basis of respect for one another.

I have always enjoyed my own interaction with students of previous courses and with most of you, and hope that you as a year will stay in touch, and hopefully hold re-unions. I think and hope that my own armed forces has come a long way since its formation in 1961, although I would never suggest that those who were around in those days should be simplistically judged by today's standards, which will themselves come under critical scrutiny by future generations, when we can be confident that we shall be found wanting in one way or another!

Good luck!

COLONEL

SAIFUL-AKHMAR HJ MOHAMMAD SHARIFF

CHIEF INSTRUCTOR

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Let me start with congratulating you, students of CSC8 for successfully completing the 8th edition of the RBAF Armed Forces Command and Staff Course. I must say that it has been a tough past 10 months for you as you go through all those numerous readings, assignments and lectures but at the same time rewarding in preparation as you embark for the next chapter of your respective careers and future endeavors.

As part of the first batch officers who was selected to attend the inaugural RBAF Command and Staff Course back in 2010 as well as being the second local Directing Staff, the RBAF Staff College has always being close to my heart. It was indeed a great honor to be selected in which attending the course has undeniably galvanized me as I embark on my personal development in professional military education. I do hope you have experience the same thing and utilize what you have learnt during the course. During my time as Directing

Staff, it was great to see students successfully completing the course, even during my present position as Defence Academy's Chief Instructor. We can actually feel the sense of accomplishment every time we see students finishing the course, with a change perspective and mindset as they return to their respective units and nation.

Being an international course, the friendship that you have foster during the course should be extended beyond that 10 months and should prove useful as your progress in your career. I am sure that your path will actually cross in the future, or to certain extent you may need a favor or two.

Lastly, to the editorial committee, thank you very much for producing this journal. It should be a good reminder for your great time whilst attending RBAF CSC.



LIEUTENANT COLONEL (U)
PG HJ MOHAMMED HASREEN PG HJ ALI HASSAN

DS
1



First and foremost, I would like to congratulate CSC 8 Cohort for a very successful course! As a DS, it was very heartening to see everyone completed the course well. You had the privilege not only to learn the academic and military complexities of our geo-strategic environment but most importantly the friendship that was garnered from your ten months at CSC.

Now it is up to you to maintain your professionalism and further develop your worthiness as senior officers through continuous learning. Otherwise, you will soon lose what you have achieved here in CSC. It is my great hope that all of you shall cherish your CSC experience and I am hopeful for the prospects of crossing paths with all of you again!

**LIEUTENANT COLONEL (U)
PETER ULAT**

DS
2



Congratulations on successfully completing your journey as a student in the 8th Command and Staff Course. Your efforts, perseverance and diligence have paid off and you are now a better officer than you were when you started the course. I believe that what you get by achieving your goals is not as important as what you become by achieving your goals.

When I look at you, I don't see just one person. I see the men and women that you are going to lead behind you. And every one of those men and women has someone waiting for them to come home to. Those men and women that you will be leading are someone's son, husband, father, daughter, wife, mother. Ultimately I am responsible not to you, not to this college, but to those at home waiting for their sons, brothers, husbands, daughters, sisters, wives to come home to. My results are not measured by your success in this course today, but by the success of your actions in your units tomorrow.

All the best!

**LIEUTENANT COLONEL
SHAHROMEY BAKRI**

DS
3



Congratulations on completing the course all! Despite concerns about the academic aspects of the course, it is great that many of you have made the most of the opportunity to challenge your understanding of what you know, particularly about defence and security, in order to become better thinkers for your organisations in the future.

Whilst the reality of your future posts will mean that decisions must be made, not just debated, by now you hopefully realise the benefit of debate in refining ideas, making the most of your team's potential to deliver solutions fit for the VUCA environment.

After all, it is about the people so I hope that building your team and showing loyalty to your seniors by thinking with them, and to your subordinates by speaking up for them, will be features of your leadership. Moreover, keep up the friendships you have made. Thanks to our IOs! Keep in touch and for any of you, do look me up if ever in the UK.

All the best until our paths cross again!

**COMMANDER
DANIEL M PESKETT**

DIRECTING STAFF

EX DS 1



Congratulations to everyone in CSC8 for completing one of the most challenging, if not, the most mentally-demanding course in your Military / Security career. I am sure all you are proud as I am too proud of your achievements. It is my sincere hope that you have gained valuable experiences throughout the course and will be able to apply them to the real working environment today.

By now, you should be able to compare yourself from before you attended the course. If there are some notable differences, then we all know that you have achieved something during the course. If not, ...then... may your unit you are in have mercy on you! I hope you will also realise that learning will not stop after this course. The concept of Life Long Learning does apply to the military or any organisation you are in. Do continue in wanting to know things and analysing them. Be curious and always have the what, why, when, who and where factors that occur in your working environment and everyday life.

As we have all emphasised throughout the course, our work in the military and the security environment is heavily intertwined with the whole nation approach - not to mention this is a very complex environment we are in! On this note, it is essential that we understand what we do will affect others in the nation, and vice versa. I would also like to add that the strength of establishing networks amongst the people you've crossed path within the past 10 months will contribute significantly to your future career. It is important to maintain this network and to cherish the spirit of camaraderie we have experienced throughout the course. Till we meet again, "Fly High like an Eagle". Thank you!

LIEUTENANT COLONEL (U)
HJ ALBADIL SHAHNOEL HJ MOHD NOEH

EX DS 2



10 years from now, I challenge you to recall the curriculum materials that you had picked up from CSC 8. EX AKMAR WARRIOR, Project ARCHERMAN, Theories of Realism, Constructivism and Neo-liberalism.

Many of you won't remember those. Perhaps some nuggets of information would be stuck with you and embedded in your sub-conscious mind. Those you might re-engage and use time and again without even realising it. You would be looking at things with a new pair of lens. The ability to critically analyse and think systematically would stay. That, I think is the real value of the course!

More importantly, I'm certain you would recall the friendships made and the great times you have together. The inter-syndicate games; the "study" trip to the Philippines; the lunch catch up at Tinis, and the nights spent on Operational Planning Exercises (at least for some of you!) - those, I'm sure you would remember. Many of those moments would stay with you for life. And you would talk about them again when you next meet. Cherish that. Your course mates are what made CSC 8 unique and special to you. Congratulations once again and stay in touch!

P/S:

Those curriculum materials that you had given back and wish to recall for whatever reasons, they are available at the website: www.defenceacademyonline.edu.bn. But, that's not the point, is it?

SENIOR LIEUTENANT COLONEL
SHANG KOK KEONG



CSC8

CLASS OF 2018

IAN|AHSIN|ALIMIN|WALEE|FRANCO|AGUNG|YUSRI|FAIRUZ|KHAIRUL|KHAIRULLAH|RANJITH|MUBIN|JOE|SULTAN
ZYED|ALI|SUFAIZAL|MAJID|ANWAR|NAZRI|HAIDAH|SHAUNA|SURIDAH|AMAL|EZAN|GHAZALI|HASNUL|AIZAD|ZURAIHI|NLU



THE COHORT



Maj
HJH SURIDAH
HJ MD SAJI
MINDEF



Maj
MOHD SUFAIZAL
HJ SUHAIMI
MINDEF



Maj
HJ MOHD ALIMIN
HJ SUBOHI
MINDEF



Maj
MOHAMMAD ZYED NAZRI
HJ ABDULLAH
RBLF



Maj (U)
MOHD KHAIRUL
PDISDPS HJ SULAIMAN
RBAirF



Maj
PG MUHAMMAD KHAIRULLAH
PG HJ ZAINAL
RBLF



Maj
PG HJ NAZRI AMIR
PG DP HJ MD ZAIN
TI RBAF



Maj (U)
MUHAMMAD WALEE
HJ ROSLIE
RBAirF



Maj
ABD MUBIN
HJ TIMBANG
TI RBAF



Maj (U)
PG HJ MOHD YUSRI
PG HJ SHARIFUDDIN
DA RBAF



Maj (U)
HASNUL ALWE
HJ MATASSAN
RBAirF



Maj
AWG HJ ZURAIHI
AWG HJ ASH'ARI
RBLF



Maj
MOHAMMAD GHAZALI
HJ HUSSIN
RBLF



Maj (U)
MOHD ANWAR SHAH
NAPIAH
RBAirF



Maj
HJ MOHD EZAN SAZALI
HJ OSMAN
TI RBAF



DSP
HJH NUR HAIDAH
HJ ABD HALIM
RBPf



HJH AMAL HAYATI
DSS HJ IBRAHIM
ISD



Wg Cdr
SHAUNA-JO
GRAHAM
Royal New Zealand Air Force



Maj (Laut)
AGUNG
PRABOWO
Indonesian Navy



Lt Cdr
ALIF AIZAD
MOHD KHAIRI
Royal Malaysian Navy



Maj
MUHAMMAD FAIRUZ HAFIZ
RAMLI
Royal Malaysian Army



Maj
AHSIN
ZAFAR
Pakistan Army



Maj
FRANCO F
BAYLON
Philippines Army



Lt Cdr
SULTAN
FAHAD AL QAHTANI
Royal Saudi Navy



**Wg Cdr
WORAWAT
SURIYAPHAN**

Royal Thai Armed Forces



**Cdr
Dr IAN
FYFE-GREEN**
Royal Navy



**Sqn Ldr
RANJITH
RAMANKUTTY**
Indian Air Force



**Sqn Ldr
ALI MASOUD
AL-RAHBI**

Royal Air Force of Oman



**Sqn Ldr
MAJID ALI
AL-NAABI**

Royal Air Force of Oman



**Maj
EE PINN
HWEE JOE**

Republic of Singapore Air Force



**Lt
RONIEL
MAGTANONG**
United States Navy

*"Fellowship In
Excellence, Fostering
Future Friendship"*

CSC8



8TH COMMAND AND STAFF COURSE COMMENCES

TANAH JAMBU, Thursday, 11 January 2018 – The 8th series of the Command and Staff Course commenced today with an opening ceremony held at the Defence Academy Royal Brunei Armed Forces (RBAF). The event was officiated by Yang Dimuliakan Pehin Datu Pekerma Jaya Major General Dato Paduka Seri Mohd Tawih bin Abdullah, Commander of the Royal Brunei Armed Forces (RBAF).

Also present at the ceremony were the Acting Commissioner of the Royal Brunei Police Force (RBPF), Services Commanders, Directors, Acting Deputy Director Operations of the Internal Security Department (ISD), Commandants, officers and staff of the Defence Academy RBAF.

This year, the course is joined by military officers from India, Indonesia, Malaysia, New Zealand, Oman, Pakistan, Philippines, Saudi Arabia, Singapore, Thailand, United Kingdom and United States of America. Officers from the RBPF and the ISD are also participating in the course.

The 40-week course, delivered in partnership with New Zealand's Massey University, aims to broaden the professional and academic knowledge, develop command, analytical and communication skills of mid-level officers to prepare them for higher command and staff appointments.

Source: www.mindef.gov.bn



"In line with our organisation's life-long learning policy, I cannot stress enough the significance of diversity in this learning environment. We believe that different perspectives enable us to listen and learn from one another, gain new insights, skills, and information that will help us better confront challenges in the years ahead. Your Lecturers and Directing Staff will help you along the way and facilitate your learning. But without taking personal ownership and committing yourself fully through hard work, you may find the journey less enjoyable and even miserable. Lifelong learning is a matter of psychological conditioning that requires your individual commitment to grow intellectually. I therefore urge you to speak up, share your ideas freely, and not be afraid to challenge each other professionally. Adopt the attitude, "Assume Nothing, Question Everything". Only then will you find the learning exciting and fulfilling."

**YANG DIMULIAKAN
PEHIN DATU PEKERMA JAYA MAJOR GENERAL
DATO PADUKA SERI MOHD TAWIH BIN ABDULLAH**

COMMANDER OF THE ROYAL BRUNEI ARMED FORCES

OPENING CEREMONY

"What is the aim of this course for me? Make connections and develop relationships to improve my understanding of issues and move beyond the 'book cover'. Trust the process.. read widely. Take a view. And push my original thought and develop own ideas."

Wg Cdr Shauna Graham, RNZAF



"The wheel starts rolling. We have come from various background, different cultures and dialects, however we have blended together to become one big family that we call 'CSC 8 Cohort'. Even I have been briefed that it will be a long marathon in this course therefore I should think positively. I realized that I have a weakness in communication skill where the English language is not my first language. That should not be a barrier. The main key takeaway is what role I can play in this course. Trust, respect and care are importance aspects to start the journey."

Maj Fairuz, RMA





"A good feeling prevails in the first week. It is indeed a good sign. Arrangement for settling down in the new house, as well as the course needs, seem to be going smoothly since the first day. The accommodation was well equipped just like home. The only thing amiss was the silence. No kids running about, no wife to facilitate my personal needs and belonging. Really miss it. Anyway, I must put the sad feeling aside. My struggle here is no match compared to the struggles of my loved ones in my absence back at home. Thinking about the course, knowing it is going to be demanding as reminded by the Commandant and DS, anyhow, there is not so much to worry at all. The friendship that exists between the course participants is a key to feel confident and courage as well as knowing that all of us will support and help each other in such a way that nobody will be left behind. The keen of sharing ideas and opinions between the CP has increased the self-reliant. However, considering my lack of knowledge based on some discussions and interactions throughout the first week had signalled me for the need for extra effort in reading. Way to go!"

Lt Cdr Aizad, RMN



"The 8th Command and Staff Course hosted by the Defence Academy of Royal Brunei Armed Forces (RBAF), started on 11th January 2018 and the 40 - week course ended on 11th October 2018. The course was delivered in partnership with the New Zealand's Massey University. It was aimed at broadening the professional and academic knowledge, while developing the leadership, analytical and communication skills of mid-level officers to prepare them for higher command and staff appointments. The Academy also provided military lecturers from the host nation, Singapore and the United Kingdom who shared their professional knowledge and military experience.

A total of 32 course participants included 30 military officers from the host nations and 5 other ASEAN countries namely Malaysia, Indonesia, Philippines, Thailand and Singapore; the other military officers included 2 from Oman and 1 each from the United Kingdom, USA, India, New Zealand and Pakistan. For the first time the course was attended by The Kingdom of Saudi Arabia. The 2 non-military participants were from the Royal Brunei Police Force (RBPf) and the Internal Security Department (ISD).

The guest of honour at the Opening Ceremony was the Commander of RBAF, Yang Dimuliakan Pehin Datu Pekerma Jaya Major General Dato Paduka Seri Mohd Tawih bin Abdullah. In his speech, he stated that the present-day military powers are faced with unpredictable threats and emerging tensions which needed new strategies and resilience to adapt to these complex situations, especially faced with volatile geopolitics. In this context, military and security officers must face these challenges equipped with knowledge and competence in operational planning, including the 21st Century technologies. He reminded course participants to enhance partnerships leading to international networks which would contribute to effective resolution of security challenges, resulting in peace and stability."

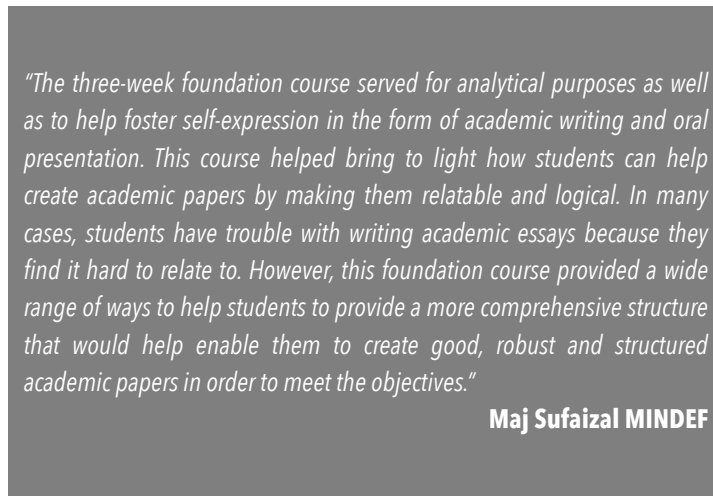
Maj Pg Nazri, TI RBAF



MODULE



FOUNDATION WEEK



"The three-week foundation course served for analytical purposes as well as to help foster self-expression in the form of academic writing and oral presentation. This course helped bring to light how students can help create academic papers by making them relatable and logical. In many cases, students have trouble with writing academic essays because they find it hard to relate to. However, this foundation course provided a wide range of ways to help students to provide a more comprehensive structure that would help enable them to create good, robust and structured academic papers in order to meet the objectives."

Maj Sufaizal MINDEF



"It's been quite a while since I last wrote a long essay. I never had the chance to be taught higher education academic writing until I joined CSC8 course. I come to this programme so that I can have a clearer understanding and better knowledge of what is expected in higher education academic writing. This three-week foundation course provided me with a good foundation for CSC8 course and I feel more confident in delivering what this university or any higher education demands such as academic essays that require references and citations."

Maj Mubin TI RBAF

"The introduction week commenced with an intensive 3 weeks of foundation course conducted by lecturers from the Massey University as part of the Professional and Continuing Education (PaCE). The students were presented with comprehensive lectures, tools and skills from introduction to academic writing; unpacking essay questions; effective reading and listening; effective researching for materials; academic essay structuring, referencing and writing as well as effective presentation skills in order to equip and refreshed them academically in meeting the required academic level assignments as well as deliverable outputs such as essay papers and research presentations. Students were given a fair chance to produce short essays and short presentations on a weekly basis. The objective of the course was solely aimed in building a solid academic foundation for each individual student so he or she can successfully navigate towards enhancing interpersonal academic skills, experiences and to satisfy the intended academic expectation."

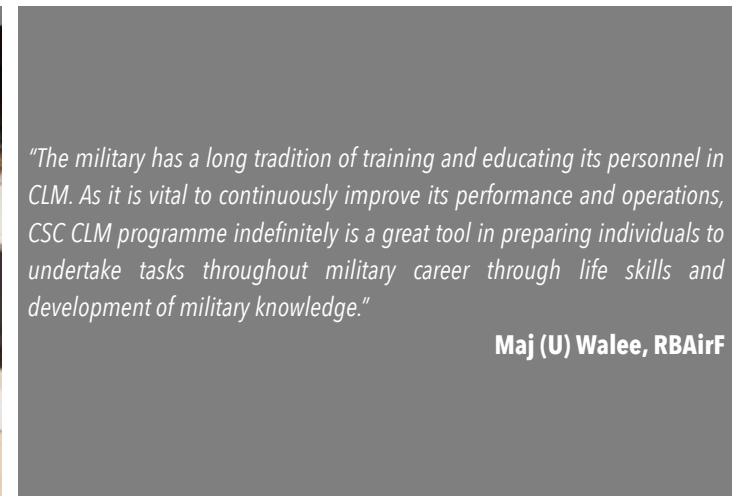
Maj (U) Hasnul RBAirF



MODULE

01

COMMAND LEADERSHIP MANAGEMENT



"The military has a long tradition of training and educating its personnel in CLM. As it is vital to continuously improve its performance and operations, CSC CLM programme indefinitely is a great tool in preparing individuals to undertake tasks throughout military career through life skills and development of military knowledge."

Maj (U) Walee, RBAirF

"We always heard about Command, Leadership and Management in our everyday life, but the question now is, do we really understand what does Command, Leadership and Management means and how can we apply it to our working environment. As we delved deeper about Command, Leadership and Management, we can analyse the differences and see whether differences are reality or it's just a matter of perceptions. Understanding and practicing their roles creatively and effectively will help others embrace the beauty of Command, Leadership and Management."

DSP Hj Nurhaidah RBPF



Centre for Defence & Security Studies, Massey University



"Command, Leadership, and Management is not something new to me. However, in CSC it has broadened up my perspective especially when introduced and asked to determine our own 'Command Philosophy'. To me, CLM is a 'living thing or organism' which encroaches you throughout your whole military career. But what I understand now is that there can never be a perfect 'Command Philosophy'. It is meant to be modified, 'insert-replace-delete' and flexible from time to time. It is actually how you want your 'Command Philosophy' to be, why you want it to be that way in order to achieve your goals and to steer which direction you want to go to. Another take away which is self-reminding and critical to our career progression is the 'leadership in the 21 st century'. CLM made me realized that the environment is changing, so as the skillsets in addition to overcome the complexities of the contemporary operating environment. CLM now is not the CLM before."

Lt Roniel USN



MODULE

02

INTERNATIONAL SECURITY



"International Security course was one of the most interesting subjects that we had during CSC8. We have learned a great deal of information. The course has focused on concepts, structures, and theories of international security studies and its environment. This allowed us to become better critical thinkers because this course requires us to analyze and reflect on readings more than just giving a brief summary of them. After taking this course for about two weeks, I have realized that it had made a significant change in my life. When I am watching or reading the news, not only am I understanding the readings better than before but I am also analyzing the information, forming my own thoughts, and incorporating ideas from the past to increase the literacy towards the topic that I would've given up in the past. I value the qualities that this international security course gifts to the students because it has changed our understanding of international relation and the way we suppose to see the things as un officers."

Sqn Ldr Majid RAFO

"No study of international relations is complete without consideration of foreign policy processes and an understanding of state security, conflict in global politics, and the relationship between the world economy and international behavior. The module points out the strengths and weaknesses of current approaches in these areas as well as suggest agendas for future research."

Maj Hjh Suridah MINDEF



Centre for Defence & Security Studies, Massey University

"International Security module course focuses on concepts, structures and theories of international security studies and its environment. This course was be taught by means of a two-week block course, which runs from 2 April to 17 April 2018. Throughout the module, the students was studied diverse theories on international security to show how these theories have evolved historically, and how the evolving concept of international security creates, sustains and disrupts our definitions of nation states, their understanding of politics, and other social systems. Specifically this module was focus on American and European theoretical schools in the global experience of international security and the challenges and opportunities that they have addressed in the context of security studies. The reason for this focus is that these theories can best explain the contemporary security environment. This module objectives are; To develop skills for critical and analytical thinking about international security, security theories, and the academic study of international security issues; To develop skills for analysing international security theories and communicating them in their academic research and writings; To explore the relationship between historical and contemporary theories in the academic study of security; To offer various presentations and comparative methods; To develop skills in research and presentation; Basic information on a number of the world's major security issues and to develop knowledge on relevant vocabulary, analytical frameworks, and concepts to analyse international security theories critically."

Maj Alimin MINDEF



MODULE

03

ASIA PACIFIC SECURITY ENVIRONMENT



Centre for Defence & Security Studies, Massey University

"The Asia Pacific region has gained prominence in global politics and security issues which can impact the world in the coming decades. An in-depth study of the Asia-Pacific Security Environment is most timely considering the volatile situations, the changing political circumstances, and the new roles of Asian powers. The emergence of China as the world's second economic power after the US has influenced both the economic and security aspects not only regionally but globally due to its policy to expand control worldwide through financial means and also display of military might especially in the South China Sea. On security issues, the Korean Peninsula and the ongoing conflict in Afghanistan have impacted the arms race and terrorist influence. The maritime power is also challenged with the increasing importance of the Straits of Malacca. The Rohingya crisis in Myanmar and its refugee overflow into Bangladesh will test the UN's adherence to its basic policy of bringing peace to the world and humanitarian aid as well as ASEAN's tenet of non-interference. People's power has emerged victoriously in Malaysia with the overthrow of the 61-year old rule by the UMNO-led National Front since independence through the ballot box in the May 9, 2018 elections. The close collaboration of China and Russia in the 21st century will impact the Western dominance of the world system. India is also forging ahead to become a global power and has embarked on cordial relations with the West and Asia especially China. The recent China-Africa conference has highlighted the inroads made by China into the African continent. Hence the Asia-Pacific region has emerged as a significant area impacting the world in terms of peace, economic prosperity and security."

Maj Pg Nazri TI RBAF





"This module built upon the theories learnt during the International Security paper and focussed on identifying security issues in the Pacific Rim. From the perspective of a student from outside Asia-Pacific, it was extremely useful to explore the challenges, threats and issues facing the Asia-Pacific region as a consequence of its strategic environment. This required an understanding of who the hegemons are, and which states are considered to be revisionist, as well as how these regional states balance these dynamics. The module was most enjoyable, and much insight was gained from the Massey-staff led syndicate discussions."

Cdr Dr Ian RN



"This International Security module course focused on concepts, structures and theories of international security studies and its environment. This course ran from 2nd April to 17th April 2018. Throughout the module, the students studied diverse theories on international security and shown how these theories have evolved historically, and how the evolving concept of international security creates, sustains and disrupts our definitions of nation-states, understanding of politics, and other social systems. Specifically, this module focused on American and European theoretical schools in the global experience of international security and the challenges and opportunities that they addressed in the context of security studies. The reason for this focus is that these theories can best explain the contemporary security environment. This module objectives are; To develop skills for critical and analytical thinking about international security, security theories, and the academic study of international security issues; To develop skills for analysing international security theories and communicating them in their academic research and writings; To explore the relationship between historical and contemporary theories in the academic study of security; To offer various presentations and comparative methods; To develop skills in research and presentation; Basic information on a number of the world's major security issues and to develop knowledge on relevant vocabulary, analytical frameworks, and concepts to analyse international security theories critically."

Maj Alimin RBLF



MODULE

04

JOINT

INTERSERVICE

INTERAGENCY

MULTINATIONAL



"The current security environment is dynamically rapid and continuously evolving... it is VUCA! It has expanded its scope beyond our traditional understanding on security which only concern to the security organizations including the military. However, the current security complexes requires multi-agencies and multi-national to address the concern. Predominantly, it increases the complexity of coordination amongst each other to cohesively work together in order to overcome the challenges faced by the Joint Interservice, Interagency and Multinational."

Maj (U) Hasnul RBAirF





"The Joint, Interagency and Multinational Operations course expands on some of the concepts introduced during operational planning and focusses on the nature and conduct of Joint, Interagency and Multinational operations as well as critically examining the challenges and opportunities that emerge during the conduct of such joint operations. The module also contains an examination of military operations in a Joint, Interagency and Multinational environment and identifies the principles, strategies, approaches and practices of such operations. It also looks at the future trends in the security environment and how these might impact upon Joint, Interagency or Multinational actor operations in the short or medium term."

Maj (U) Anwar RBAirF

"During the CSC8 term 3 JIM course, we learned about the examination of military operations in a Joint, Interagency and Multinational environment and identifies the principles and practices of such operations. This JIM course has not just expanded my knowledge on the concepts that was introduced during the operational planning but it also helped me to understand and critically examine the challenges and opportunities that emerge during the conduct of JIM operations. I appreciated this course for giving me a holistic view on the moral, ethics and value of the relationship between agencies involved in JIM operations in which military and non-military actors co-exist in assessing the difficulties and challenges stemming from the global security environment. I've learned that each unit, service, agency, and nation bring their own unique cultures and values to joint operations. Culture and values impact communication styles, perceptions of work ethic, risk tolerance, worth and status of individuals, and general priorities among other things. As to prevent divergent cultures and values from detracting from working together, we need to choose different approaches as opportunities to view the problem set differently and generate unique solutions to complex problems. However, this requires patience, humility, flexibility, and intellectual agility especially to all leaders. It is very crucial for today's leaders to learn to operate and plan effectively and efficiently within the JIM environment. Lastly but not the least, I have really enjoyed the Joint Operations planning/ JIM as it has strengthened and nurture the seed of network especially developing beautiful friendship and gaining trust especially during the overall of CSC8."

Hjh Amal ISD



Centre for Defence & Security Studies, Massey University



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GUEST LECTURERS



Prof Amin Abdul Aziz, UBD



Malaysian Peacekeeping Centre, Malaysia



RAADM Don Gabrielson, Commander US Task Force 73



International Committee of the Red Cross (ICRC)





Mr Nidhirat Srisirojanakorn, UN OCHA



Mr Eddie Lim, RSIS Singapore



RAdm Denis Bertrand, Joint Commander Armed Forces in French Polynesia & Commander of the French



Dato Dr Muthiah Alagappa, Carnegie Endowment for International Peace, Washington



LOCAL STUDY TOUR

"The view of local study tour from outside organisations is very useful because it provides new perspectives and concept or vision of work. Students gain new ideas on the performance of outside organisations. It sparks the comparison of work procedures of outside organisations. Another advantage is that it stimulates students to learn together and share their experiences and views on the same situation or event. This allows them to see different techniques and methods to solve problems which can be used in their units in the future."

Wg Cdr Worawat RTAF



Royal Brunei Navy, Muara Naval Base



Sultan Haji Hassanal Bolkiah Institute of Defence & Strategic Studies (SHHBIDS)



Royal Brunei Air Force, Rimba Air Base

"In CSPA, we were briefed about the issues that the centre studies. This included pressing issues such as reduction of reliance on hydrochemicals, as well as the diversity of the economy. My take away was that the vision set by CSPA defines the right direction, and it is the first step to the evolution of the Brunei economy. Since the direction is correct, the challenge Brunei now faces will be to translate it into policies and implement them."

Maj Joe RSAF



Centre for Strategic & Policy Studies (CSPS), Gadong

"British High Commissioner to Brunei, Richard Lindsay, provided a presentation on the Policy-Resource Challenge as experienced by the United Kingdom (UK) in the last decade. H.E. Lindsay provided a review of the FUSION doctrine the UK government has adopted as part of an All of Government (AoG) strategy; which seeks to link Security Policy with Foreign Policy, with Strategic Defence decisions, and International Engagement and Diplomacy. The "Realists" on CSC 8 appreciated the Ends-Ways-Means approach to ensure national capabilities achieved maximum collective effort."

Wg Cdr Shauna RNZAF



"The Local Staff Tour (LST) was successfully conducted in weeks 22 and 23 from 5th to 11th June 2018. It was designed to provide students with a first-hand knowledge and experience from visits to various ministries, departments, government linked companies (GLC) and statutory bodies as well as series of lectures from key individuals. It has certainly enhanced the students' understanding in terms of the strategy, policy and initiatives of the various ministries and statutory bodies aligned to achieving the national vision, Wawasan 2035. Moreover, it has also broadened the students' understanding in terms of strategic and operational leadership in a civilian perspective. The LST went to Sultan Haji Hassanal Bolkiah Institute of Defence and Strategic Studies (SHHBIDSS) MINDEF, Centre for Strategic and Policy Studies (CSPS), Energy and Industry Department (EID) Ministry of Energy (Energy and Manpower) and Industry, Ministry of Foreign Affairs and Trade (MOFAT) and Darussalam Enterprise (DARe) and listened to series of lectures from the Brunei Economic Development Board (BEDB), Strategic Management and Leadership delivered by the Chief Executive Officer (CEO) Progresif Cellular and The Policy Resource Challenge lecture from HE British High Commissioner."

Wg Cdr Worawat RTAF

Maj Ghazali RBLF

Maj (Laut) Agung IN





OVERSEAS STUDY TOUR





National Economic Development Authority (NEDA)



The Presidential Museum (Malacañang Palace)

"The cohort was blessed with the opportunity to continue its quest in understanding and comparing the Strategic Analysis appreciation aspect of a state. The Republic of the Philippines was the chosen state as part of the Oversea Study Tour Program. It started with an introductory visit to the National Economic Development Authority (NEDA) followed by subsequent visit to various offices such as The General Headquarters Armed Forces of the Philippines (AFP), AFP Education, Training and Doctrine Command (AFPETDC), Department of National Defense, National Defense College of the Philippines (NDCP), Office of Presidential Advisor of Peace Process (OPAPP) and International Alert Philippines.

Furthermore, the cohort had the opportunities to visit the Intramuros, AFP Museum, The Presidential Museum (Malacanang Palace) and a wonderful dinner hosted by the Philippines Army as part of historical and cultural experiences of the Philippines. The Brunei Embassy was also grabbing the opportunity to host luncheon at the headquarters as well as Hari Raya Open-house at the embassy's residence in Manila."

Maj (U) Hasnul RBAirF



Office of Presidential Advisor of Peace Process (OPAPP)



"Head of National Defense Department, LT Col Suriyati Head of CSC8 Delegation, all attendance. We extend our sincere thanks and appreciation for your hospitality and valuable presentation which is covered about of national defense department organization and mandate, the policies and mission area of the department. The Department of National Defense plays a major role in carrying out valuable studies and research, which are of great importance in benefiting from them in the development of plans and strategies for all sectors and sections of the Philippine Ministry of Defense. The National Defense Department oversees the National Defense College, which holds many courses and programs to develop the skills and abilities of its participants. There is no doubt that the benefit of the presentation is great for the participants of the course and gets the answers for their questions."

Sqn Ldr Ali RAFO

International Alert, Manila

AFP Education, Training & Doctrine Command (AFPETDC)

Dinner Reception Hosted by the Philippines Army

Intramuros

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HMS ALBION





OPERATIONAL PLANNING

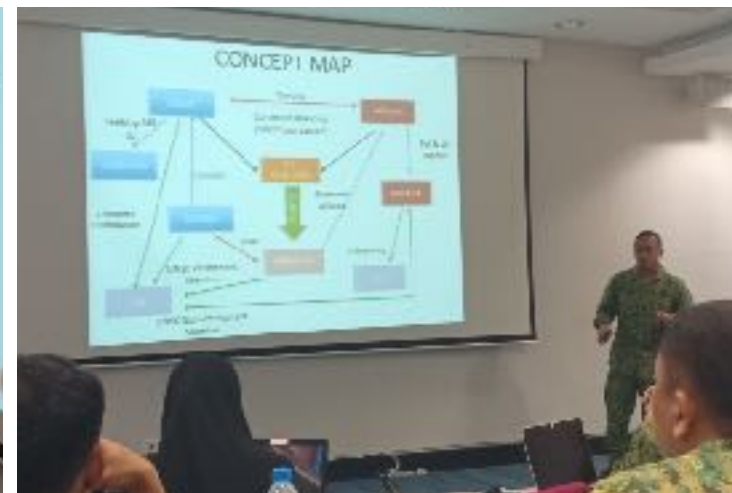
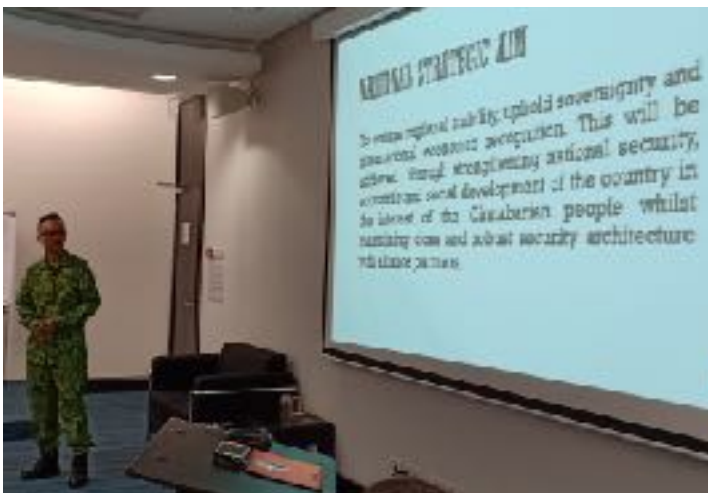


"The Joint Operations element of the course was the key piece in the jigsaw that brought together all of the other tenets into a coherent understanding of the principles associated with planning at an Operational level. In doing so, this part of the course has prepared us for our future roles in Joint and Combined Operations that we will serve on."

Cdr Dr Ian RN



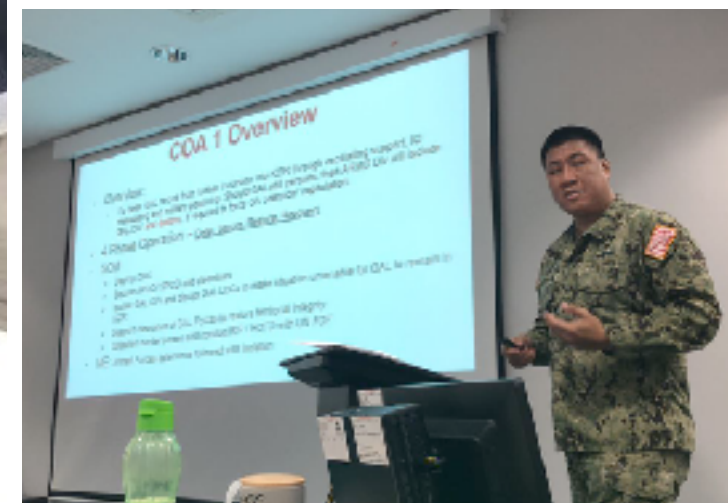
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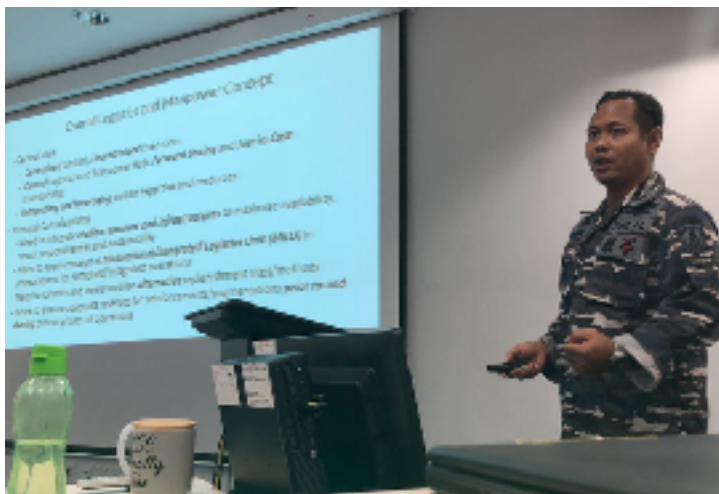




"Normally, military commanders are required to make decisions constantly to help them think through their options when faced with a force employment decision while applying their knowledge, experience and judgment by studying a methodology called the Joint Operation Planning. The advantage of learning the process of JOP in CSC 8 is an orderly, analytical planning process that consists of a set of logical steps to analyse a mission, develop, analyse, and compare alternative COA, select the best COA and produce a plan or order."

Wg Cdr Worawat RTAF





"Joint Operations & Planning was conducted during week 27 and week 28 in the DA, RBAF. Representatives from the Joint Warfare Doctrine Centre and the Intelligence Training Wing did the introduction of the OMAP and IPB respectively. Throughout this module, the respective syndicate DS guided the students with the exercises. As mentioned in the Course Delivery Plan (CDP), the training objective (TO) for this module is for the students to be able to analyse and evaluate the characteristics of extant and emergent military planning doctrine and demonstrate how it is applied in the context of Single Service, Joint, Combined and Multi-Agency operations. This is particularly useful when the number of these types of operations is increased. In addition to the 17 enabling objectives (EO) mentioned in the CDP, some lessons learnt from this module include solving a conflict can include a combination of both kinetic and non-kinetic methods and in some instances, non-kinetic methods are more dominant. In conclusion, Joint Operations & Planning proved to be challenging and useful to all of us."

Maj Zuraihi RBLF

MEET & GREET

"Meet and greet was such a happening event which opened up opportunities to have ties of friendship not only between the course participants but also with their families. The event, even for a short time, has served as an icebreaker to the CP and their families so they can know each other. CP that come from all over the globe had the chance to try Bruneian food and understand its culture. There is much to be learned during the event when the organisers had set up some activities related to Brunei's tradition and in so making the event more fun and enjoyable for everyone."

Lt Cdr Aizad RMN



"The Meet and Greet Event was held on Wednesday 7th February 2018 at the Ceremonial Hall. The aim of the event was to showcase to our guests especially to the international students about Brunei's Information such as culture, food and many more. The food was displayed in various type of traditional meal such as Ambuyat, Nasi Impit, Satay, Pulut Panggang and others. The 3 competitions held during that night were; (i) Children's Colouring Competition; (ii) Women's Beras dalam Ketupat; and (iii) Men wearing Samping. The purpose was for them to have a feel in local food and attire. Majority participated in the competitions (i) and (ii) were the international students as well as Directing Staffs (including their spouses). In the entertainment, there was a Silat Display (a Malay traditional martial art) by the local performers. Overall, the event displayed by the locals showcased what Brunei have. In the end, everybody had a good time and all the organising committee played their role well. The Commandant and all the guests were pleased with the event and applauded everyone in contributing to the event."

Maj Pg Nazri TI RBAF



Ceremonial Hall, Defence Academy RBAF



"Though the training aspects of the course had gained quick momentum within a week, there was a need for an ice-breaker event that would not only open up the course officers a bit, but also serve as a platform for the families to interact with each other. Meet and Greet as the name would suggest served as an excellent platform for all officers and families to interact with each other. Commandant CSC was the chief guest of the event. He welcomed all course participants and families to the college. The international officers had their first chance to taste authentic bruneian cuisine specially managed by the local course officers. The event was fruitful and served its purpose!!"

Sqn Ldr Ranjith IAF

INTERNATIONAL NIGHT



"International night was an event for all the students to showcase some of their national delicacies and attractions. A total of 13 countries represented by 13 booths participated in the event. In addition to the spread of the delicious food, the event was also filled with dances and games catering to both adults and children. The event also gave the opportunity for the students to bond together through overcoming the challenges together in organising this event. It also gave the opportunity for the spouses and children of both students and Directing Staffs to know each other. For me, this event highlighted how diverse and rich are the cultures that make up the cohort of CSC8 and with that diverse cultures come different assumptions and beliefs of what things mean and how they are done. It is a great avenue for each of us to practise and develop our cultural intelligence (CQ)."



"International Night was one of the event that all CSC students will look forward on the event especially International Students (IO) where they will show up their cultural custom in that particular event. This year the International Night was took place on Wednesday, 14 March 2018 at the Ceremonial Hall, Defence Academy Tanah Jambu Camp. The aim of this event is to showcase the diversity of the course participants of CSC 08 through unique culture and traditions of individual countries represented. Concept of the event was introduced cultural diversities of course participants through cultural performance and also showcasing of traditional food as well as delicacies

During this event, the tables were filled with delicious national dishes, invigorating national drinks and leaflets on the participating countries. Performances by the students of participating nations were carried out throughout the evening. To keep the spirits high we had our International Students performance such as Oman and the Republic of the Philippines folkdance group gave a gripping performance. Probably the most memorable presentation was given by New Zealander Officer on behalf of others the International Officers. They had prepared a video interview and a live presentation of a music video. The costumes, choreography and the remarkable resemblance to the original music video made it a performance to remember. Unfortunately the acoustics is tricky in the main hall which makes it hard to follow the presentations, especially with the chatter in the background. But this was just a minor detail compared to the success of the whole eve."

Maj Alimin RBLF



"The international night was held on 14th March 2018 with the Commander RBAF as the Guest of Honour. The purpose of the event was to showcase the different cultures through dance performances as well as the variety of food. It was a time to learn more about the customs and culture of the international students as well as an opportunity for them to learn more about Brunei. Everyone including myself loved trying the incredible food that students from places like Saudi Arabia, Oman, Pakistan and India made, and also seeing how proud they were of where they came from and watching the dance performances of most of the students. While the night consisted of celebrating the variety of cultures, I started to reflect on my own. Watching our friends from India and Pakistan helping each other to set up their booth next to the other really makes us forget about the past political tensions between their countries. That harmonic relation between them makes us smile and happy knowing how wonderful it would be to set aside differences in order to achieve peace."

Maj Pg Khairollah RBLF



BRUNEI DARUSSALAM 34TH NATIONAL DAY



ROYAL BRUNEI ARMED FORCES 57TH ANNIVERSARY



HIS MAJESTY'S 72ND BIRTHDAY





Sultan Omar Ali Saifuddin Mosque, Bandar Seri Begawan





Istana Nurul Iman, Bandar Seri Begawan



ANZAC DAY



Brunei-Australia Memorial, Muara Beach

CSC COFFEE





SOCIAL INTERACTIONS











HARI RAYA AIDILFITRI & AIDILADHA CELEBRATION











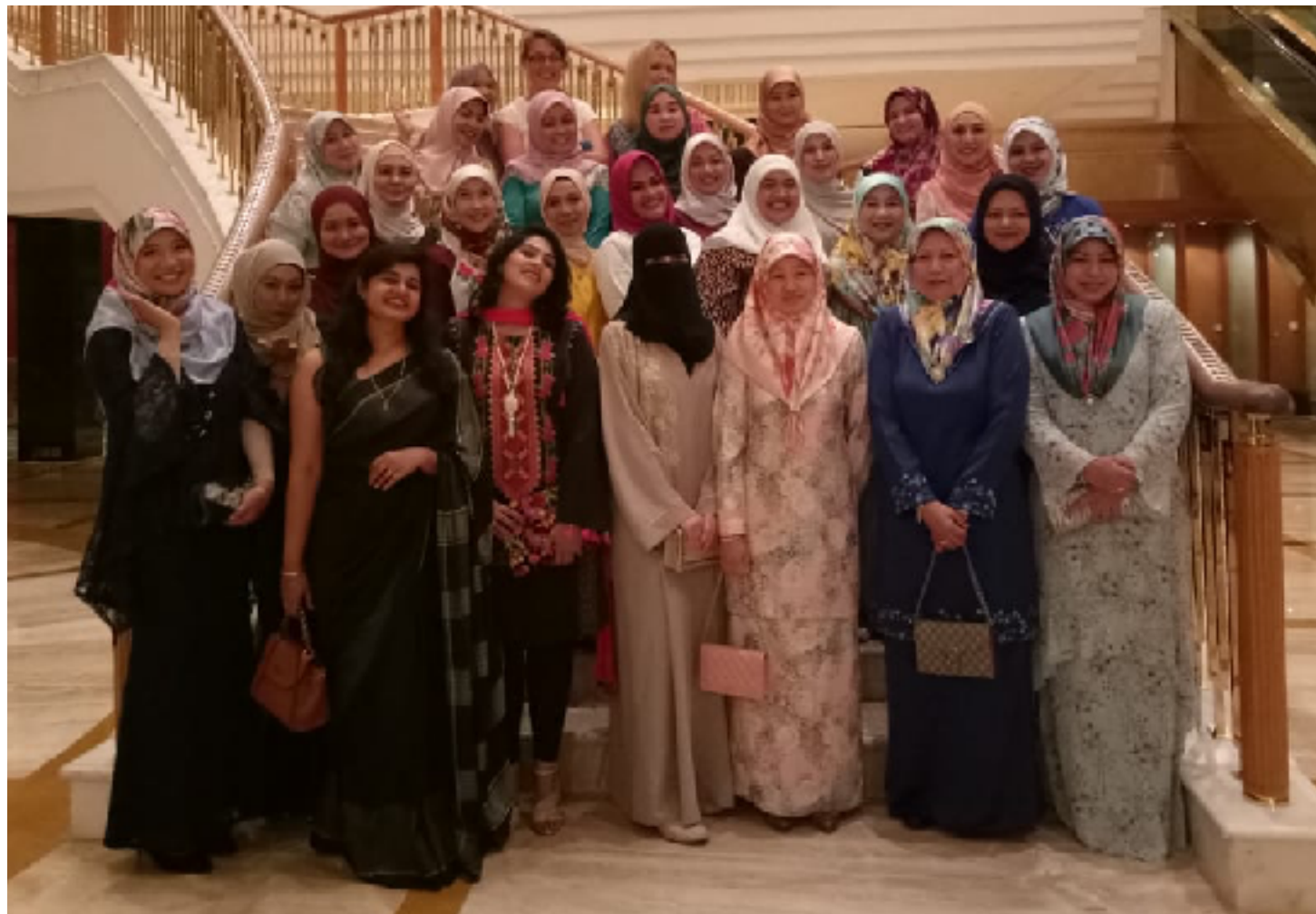


MASSEY APPRECIATION



GRADUATION DINNER







31 OFFICERS COMPLETED THE 8TH COMMAND AND STAFF COURSE

TANAH JAMBU, Thursday, 11 October 2018 – A total of 31 officers completed the 8th Royal Brunei Armed Forces Command and Staff Course (RBAF CSC 8) today at the Defence Academy of the RBAF. The RBAF CSC 8 was a 40-week course delivered in partnership with New Zealand's Massey University. Amongst its aims were to broaden the professional and academic knowledge, develop command, analytical, communication skills of mid-level officers in order to prepare them for higher appointments.

Present as guest of honour was the Minister of Defence II, Yang Berhormat Pehin Datu Lailaraja Major General (Retired) Dato Paduka Seri Haji Awang Halbi bin Haji Mohd. Yussof.

Various awards were also presented by the Minister of Defence II and Phil Morrison, the Brunei Relationship Manager from the Centre for Defence and Security Studies, Massey University, New Zealand. The RBAF CSC Commendation award went to 673 Major (U) Hasnul Alwe bin Haji Matassan of the Royal Brunei Air Force (RBAirF); the RBAF CSC Overall Excellence Award went to Major Ee Pinn Hwee Joe of the Republic of Singapore Air Force; and the Massey University's Academic Excellence Award went to Commander Ian Fyfe-Green of the Royal Navy.

Addressing the graduands, Yang Berhormat Pehin underscored the achievements of the Defence Academy since its establishment, where one of its notable successes was to produce new generations of staff qualified officers. Yang Berhormat Pehin also highlighted that the staff course at the Defence Academy has been integral in bolstering defence diplomacy, one of the seven key results area that Yang Berhormat Pehin shared during his address at the Legislative Council 2018, in view that there are 14 international officers among the graduands this year. He also reminded the value of Whole of Nation Approach and the attainment of high quality human resource as means for the nation to work collectively towards the call of Wawasan 2035.

Additionally, drawing guidance from the lessons of Hijrah of Prophet Muhammad, "Hijrah is not just a physical travel from one place to another. The deeper and more sacrosanct meaning is the transit from one state of being to another. In this case from less knowing to be more knowledgeable. He also advised the graduands to be humble with the knowledge and to make good use of it.

Also present were the Commissioner of the Royal Brunei Police Force (RBPF), Dato Paduka Seri Awang Haji Mohd Jammy bin Haji Muhd Shah Al-Islam, Services Commanders, High Commissioners, Ambassadors, Representatives from Foreign Missions in Brunei Darussalam, Defence Advisers and Defence Attachés in Brunei Darussalam, Permanent Secretaries from Prime Minister's Office and Ministry of Defence, Deputy Permanent Secretaries, Commandants, Directors, senior RBAF officers and family members of the graduates. The course participants this year were officers from the RBAF, RBPF, the Prime Minister's Office and 14 international participants from India, Indonesia, Malaysia, New Zealand, Oman, Pakistan, Philippines, Saudi Arabia, Singapore, Thailand, United Kingdom and the United States.



“In a fast-changing global landscape filled with uncertainties, the role of the armed forces has become more multi-dimensional and this should be matched realistically in the education and training programmes given to its members. In that light, I believe that the Defence Academy has attached due importance to this issue as reflected in their training curricula...Defence Diplomacy promotes mutual respect and mutual trust with expected returns of averting conflicts and resorting to peaceful means to overcome misunderstanding and conflicting interests. The staff course is an excellent platform to stimulate this spirit of respect and trust. This, to me, is not a small achievement”.

**THE HONOURABLE
PEHIN DATU LAILARAJA MAJOR GENERAL (RTD)
DATO PADUKA SERI HAJI AWANG HALBI
BIN HAJI MD YUSSOF**

SECOND MINISTER OF DEFENCE



CLOSING CEREMONY



"The 40-week RBAF CSC 8 has finally ended. The end of CSC 8 was officially closed by the Minister of Defence II, Yang Berhormat Pehin Datu Lailaraja Major General (Retired) Dato Paduka Seri Haji Awang Halbi bin Haji Mohd Yussof. The closing ceremony also saw various awards presented by the Minister of Defence II and Phil Morrison, the Brunei Relationship Manager from the Centre for Defence and Security Studies, Massey University, New Zealand. Nevertheless, in my opinion, it is the whole cohort of 31 officers, in fact, that deserves 'award winners'. CSC 8 has made the whole cohort broaden their professional and academic knowledge, develop their command skills further, attained sharper analytical and communication skills suitable for mid-level officers, all in order to prepare us for higher appointments. However, the key highlights as mentioned by the Minister of Defence II are that all of us should be proud, as we are now the new generations of staff qualified officers who play an integral part of bolstering defence diplomacy and require to stay humble with the knowledge gained and to make good use of it. CSC 8 will be missed and a new chapter begins."

Maj Ezan RBLF







"It is funny how before it started I was looking forward to its ending but now that it has ended, I feel otherwise. There are several reasons for this. Firstly, it is the self-development that this course provided. Week by week, we are better officers than we were a week before. We gained knowledge, expertise and insights. I especially love the paradigm shift I get every now and then when the modules show me a different perspective of understanding a given situation. Secondly, it is the bonding amongst the students, DS and our families that we forged together throughout these 40 weeks. Apart from the formal activities that we engage in, we also participated in those that we do in our spare times simply because we enjoy each other's company. Lastly, we all came onto this course to prepare ourselves for our future appointments. This is the real test to check if this academy, DS and especially us the students whether we have achieved what we have strived for. It is exciting but we cannot deny there is some anxiety as well."

Maj Zuraihi RBLF

"Closing Ceremony for CSC 8 was held on 11 October 2018 at Auditorium of Royal Brunei Defence Academy. The ceremony was attended by Ambassadors and Defence Attaches from the countries of participating officers, Commander Royal Brunei Armed Forces Major General Pengiran Dato Paduka Seri Aminan bin Pengiran Haji Mahmud, Commissioner of Police, Permanent Secretary and Director ISD, Tri-services Chiefs and families of course participants. Chief Guest of the ceremony was Yang Berhormat Pehin Datu Lailaraja Major General (Retired) Dato Paduka Seri Haji Awang Halbi bin Haji Mohd. Yussof, Second Minister of Defence. Ceremony commenced with recitation of Holy Quran and prayers by Major Mohd Sufaizal bin Haji Suhaimi. Acting Commandant Defence Academy Lieutenant Colonel Dayang Surayati binti Haji Junaidi made a speech to congratulate all course participants and reminding them of expectations from them during staff assignments. Commander Ian Fyfe-Green from the Royal Navy was awarded with Massey University's Academic Excellence Award by the Academic Coordinator of Massey University New Zealand. After that all participants were awarded certificates and course badges by the Chief Guest. Major Ee Pinn Hwee Joe from Republic of Singapore Air Force was awarded with The Overall Excellence Award and Major (U) Hasnul Alwe bin Haji Matassan was awarded The RBAF CSC Commendation Award by Chief Guest. Chief Guest made his speech in which he thanked all Ambassadors and Defence Attaches. He made a special mention of Ambassador of Pakistan who had been his course mate during Command and Staff Course at Quetta Pakistan. He also congratulated all participants on completion of course and reminded them of their responsibilities on staff and command assignments after the course. The ceremony was followed by a group photograph and light refreshment."

Maj Ahsin PA



FAREWELL #1

DS1 & DS2



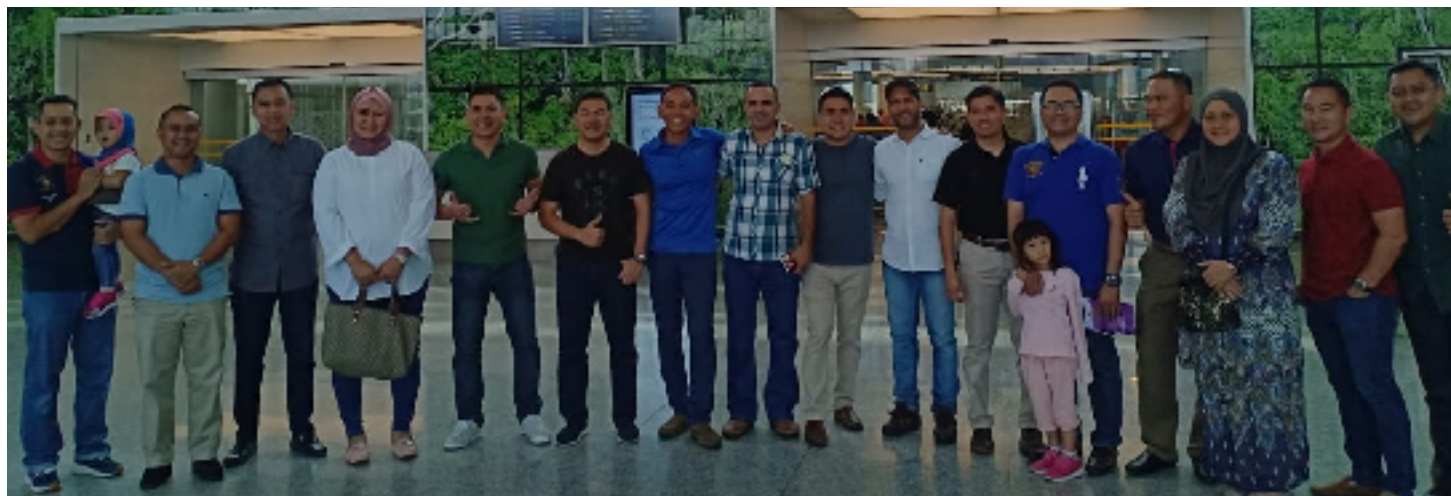
Aneka Rasa Restaurant, Kiulap

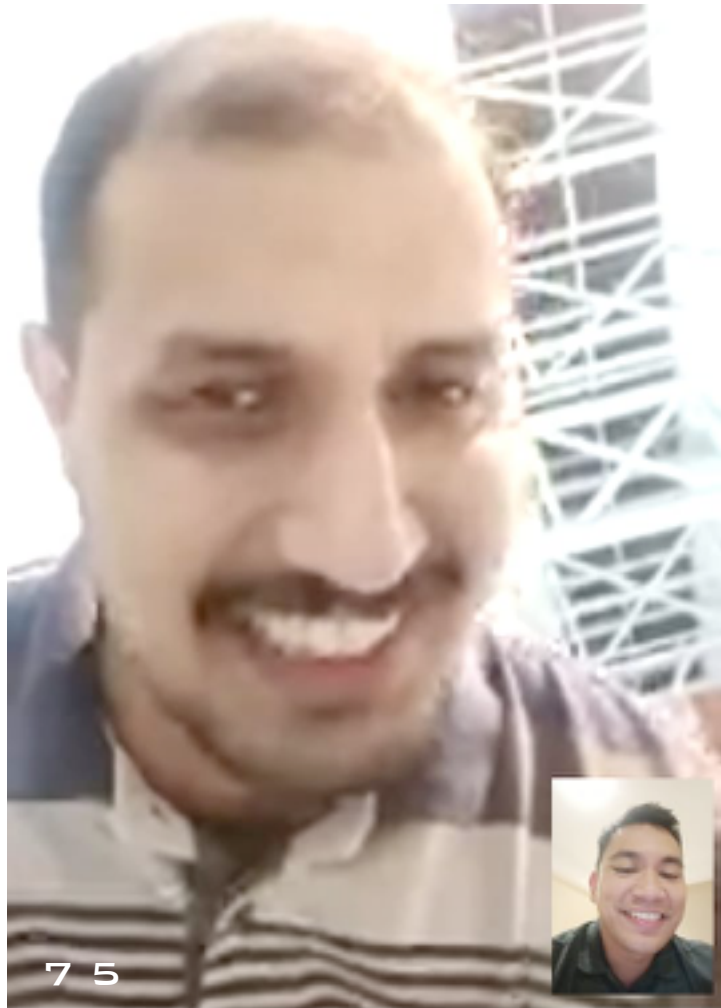


FAREWELL #2

INTERNATIONAL FRIENDS









NOTES



CSC8

CLASS OF 2018