

9th Command & Staff Course 2019

**Command & Staff College
Defence Academy**

Royal Brunei Armed Forces



The CSC 9 Journey Begins



This was a year of many firsts. It was my first year as the Commandant of the Defence Academy Royal Brunei Armed Forces; it was the first time our very own Universiti Brunei Darussalam collaborated with Defence Academy to deliver the Command and Staff Course (CSC); and it was the first time we had a student from the Republic of Korea joining us on the course.

Defence Academy Royal Brunei Armed Forces provide a place in our otherwise hectic schedules, where we can get together, share thoughts and ideas, and build the relationships. Throughout the past 10 months, it has been promising to see the positive development of the CSC9 students both professionally and personally. In this regard all of you have now been prepared with the strategic

perspective, professional knowledge and the necessary skills that are required in your line of work. With deeper understanding of the concept, all of you should be able to perform effectively and apply the knowledge gained from the course in all your future endeavours.

Equally important, I wish to point out that the attitude and hard work that you portrayed while in this Defence Academy is commendable and should be emulated by all. It has been heartening to see the strong friendships and rapport being forged amongst both the 17 local students and the diverse group of 13 international students. These are the bonds that will keep the defence relationships warm and maintain the world at peace.

May I take this opportunity to congratulate all of you upon the successful completion of the course. It is no doubt that all of you have reached a significant milestone in your military career by completing this very important course. Marching forward, I am confident that both the students and the Defence Academy will go on to achieve even greater heights!

- Colonel Haji Muhammad Haszaimi bin Bol Hassan, Commandant Defence Academy RRAF





We were honoured with an audience with 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 Negara Brunei Darussalam, The Minister of Defence and Supreme Commander of the Royal Brunei Armed Forces together with His Royal Highness Prince Captain 'Abdul Mateen during the Sovereign's Parade at the Defence Academy.



CSC 9

Faces

Contacts Birthdays

Here we are looking our best candid selves.
Do not hesitate to call and keep in touch
with one another. Who knows that one day,
you may be talking to a Flag Officer!



**DSP Hj Hamri Aslan Bin Hj
Abu Hanafiah**

hamri.hanafiah@police.gov.bn

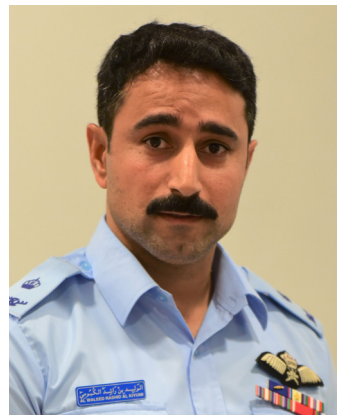
DOB: 05/04/1977



**Maj Pg Hamzah Bin Pg
Ahmad Damit**

hamzah.ahmad@mindef.gov.bn

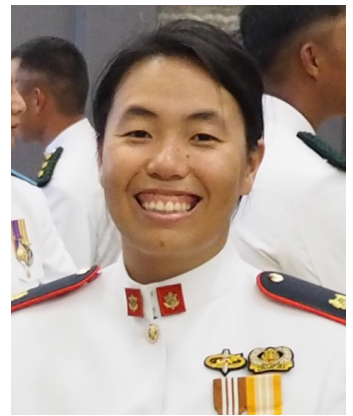
DOB: 15/11/1975



**Maj Alwaleed Bin Rashid
Alkiyumi, RAFO**

alwaleedgtv@gmail.com

DOB: 23/08/1982



**Maj Dai Jing,
Singapore Army**

iamcatwithnoname@gmail.com

DOB: 04/05/1988



Maj Mohd Syukri Bin Kamarudin, RMAF

clock3781@gmail.com

DOB: 21/10/1983



Maj Awang Md Edham Bin Awang Harlip

ed_01sFr@hotmail.com

DOB: 06/11/1981



LT CDR Danny Selwyn Kaye, RNZN

d.kaye.roaming@gmail.com

DOB: 29/06/1958



Maj (U) Zulkhairin Bin Hj Ibrahim

zul178@hotmail.com

DOB: 17/08/1979



Maj Tariq Mehmood, PA

tariq23ff@gmail.com

DOB: 25/10/1982



Maj Moza Syaffiarizal Bin Hj Mohamad

moza.mohamad@mindef.gov.bn

DOB: 16/11/1977



Maj Zhou Nan, PLA

363689142@qq.com

DOB: 12/12/1989



Maj Mahathir Bin Hj Nordin

mahathir.nordin@mindef.gov.bn

DOB: 04/09/1981



LCDR Anusorn Swadee, RTN

anusorn_sw@mod.go.th

DOB: 19/11/1975



Maj (U) Amierul Halpi Bin Talip

halpi.talip@mindef.gov.bn

DOB: 12/04/1982



Maj (U) Pg Hairol Iskandar Bin Pg Ahmad

hairolahmad@mindef.gov.bn

DOB: 29/05/1979



Maj Masmun Bin Hj Kassim

m4dm4n32@gmail.com

DOB: 18/01/1980

CSC9 International Night



A
t
t
a
b
o
s



A great introduction to Brunei and the beginning of **friendships**





**A showcase of
unique cultures
brought us
closer together**

It could not be said
enough, that the
splendour would not
be possible if not for
our family with us

Class of 2019



LCDR Jay T Roxas, PN

roxasjayt@gmail.com

DOB: 30/08/1982



**Maj Mohd Borhanudin Bin
Hj Abdul Manaf**

borhanudin.abdmanaf@mindef.gov.bn

DOB: 05/02/1976



**Major Kim Haeyoung,
ROKAF**

airmankhy@gmail.com

DOB: 30/05/1980



**Lt Cdr Malai Haszahrin Bin
Malai Yusoff, RBN**

haszahrin.yusoff@mindef.gov.bn

DOB: 01/01/1975



**Mayor Arm Indra
Andriansyah, TNI AD**

akanxiinalya@gmail.com

DOB: 23/06/1982



**Maj Pg Malik Yusri Bin Pg
Hj Zaidi**

malik.zaidi@mindef.gov.bn

DOB: 13/11/1976



**Name : Maj Pilot Hamad
Rashed Alsoror, RSAF**

soror.hamad.rsaf@gmail.com

DOB: 06/05/1984



Team Building & T

Friends show their **love** in times of **trouble**,
not in **happiness**.



Maj Fakhrul Ammar Bin Hj Mohammad Isa

fakhrulisa@mindef.gov.bn

DOB: 16/06/1982



Maj Asif Kausar, USAF

asif.kausar@us.af.mil

DOB: 08/06/1981



Maj (U) Pg Mohd Khairum Bin Pg Hj Sulaiman

khairum.sulaiman@mindef.gov.bn

DOB: 12/09/1979



Maj Azaman Bin Hj Hussin

azaman.hussin@mindef.gov.bn

DOB: 20/06/1975



SC 9 Team Learning Session



Lt Cdr Pg Mohd Faren Pg Mohd Noor, RBN

faren.noor@outlook.com

DOB: 02/01/1985



Maj Muhammad Faheem Bin Alam Basunia, BA

faheembd@yahoo.com

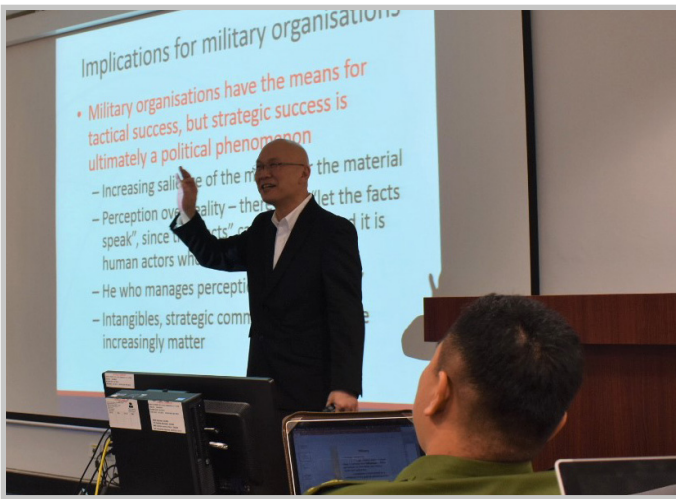
DOB: 04/04/1983



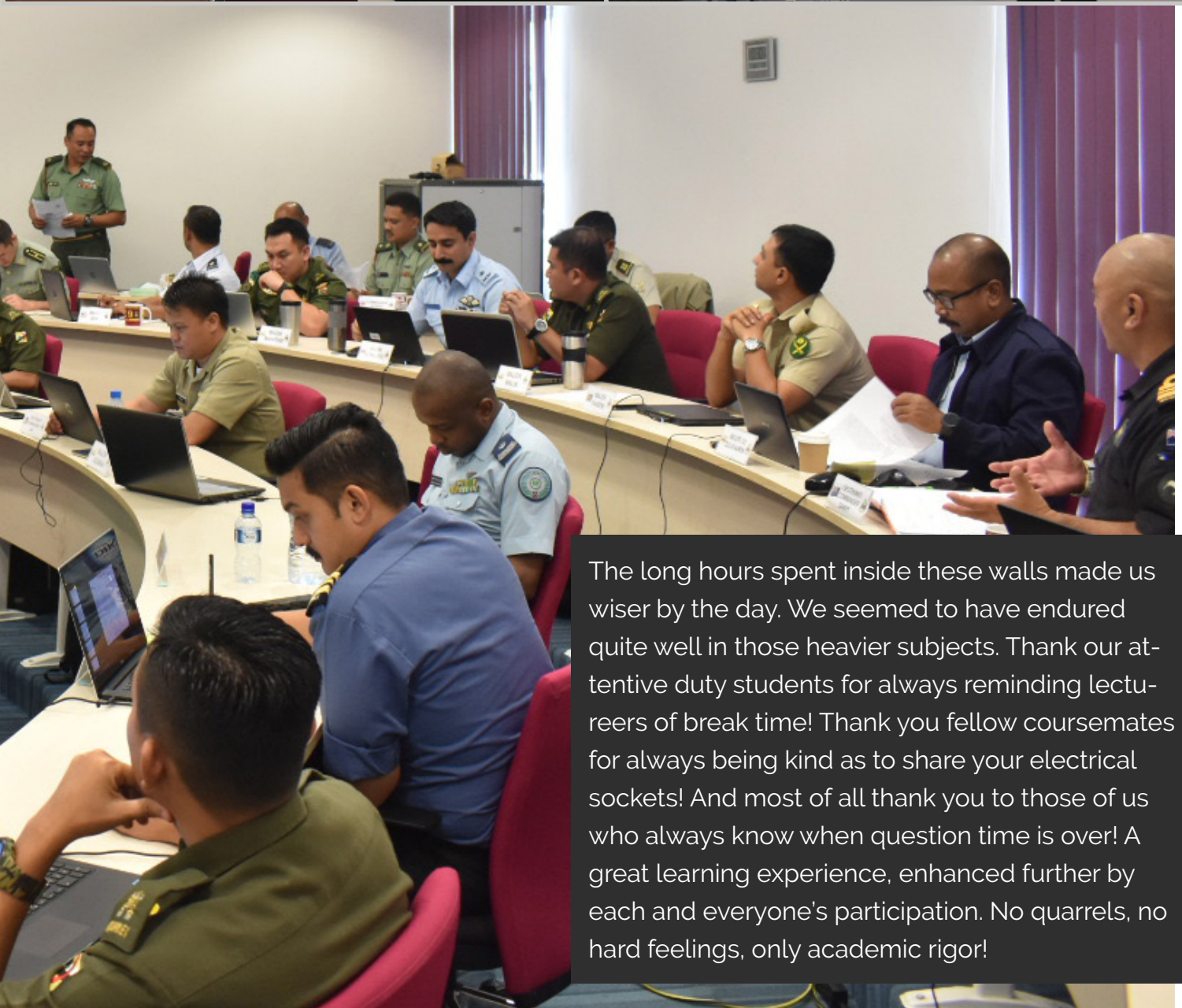
Maj Norranellwi Bin Siaran

Enorranellwi.siaran@mindef.gov.bn

DOB: 18/08/1980



Class is in Session



The long hours spent inside these walls made us wiser by the day. We seemed to have endured quite well in those heavier subjects. Thank our attentive duty students for always reminding lecturers of break time! Thank you fellow coursemates for always being kind as to share your electrical sockets! And most of all thank you to those of us who always know when question time is over! A great learning experience, enhanced further by each and everyone's participation. No quarrels, no hard feelings, only academic rigor!

Staff College Days 2019





Staff College Socials 2019







Sportsm

Team sports have strengthened our bond and bolstered our competence, confidence, connections, character, and care for one another. No man or woman was left behind. Well done to the organising committees.



anship?



The last few weeks of the course felt a little sombre. Mixed emotions of anxiousness of the coming course results and sparks of excitement that all of the hardwork is about to pay off as it comes to an end. We've said our good-byes in our own ways, endured a significant milestone in our careers and succeeded.

Our course had a strong bond, most likely ignited by our personal sharings during our V3R or reflection sessions. There were tears, laughter, bad jokes, good food and plenty of sleep deprivation. Through it all we leave with fond memories of each other. Course Completed! Well Done!





MAKTAB TURUS

COMMAND & STAFF COLLEGE



Class of 2019

Graduation



The penultimate social gathering of CSC 9 was the Graduation Dinner at Royal Brunei Polo and Riding Club. A formal dinner with friends and family with special guests including Commander RBAF, Service Chiefs and the Commandant of Defence Academy.

ight.





The Grand Finale of 2019



We had mixed feelings tonight. We felt both happy and sad - happy that we have completed our journey, sad that all of it was ending. Fakhrul gave quite an inspiring speech that night and Alwaleed showed off his Malay speaking skills. Our families and guests were all proud of us and our success would not have been possible without their

commitment and support. Tonight was very much a celebration for them as it was for us. Bob, you see, was still arguing about something...Mustafa! We also gave our Directing Staff a proper thank you for their guidance. They should all be the proudest for having succeeded in graduating all 30 of us!

Party. Farewell. Night to Remember





My family and I having the privilege to attend the 9th Command and Staff Course has truly been one of the highlights of my career. Without a doubt the classmates and directing staff of the course have truly made the experience memorable for our family. The opportunity to experience Bruneian hospitality and warmth was a wonderful experience, especially during Hari Raya. The knowledge and friendship that we have gained throughout the course will be invaluable for the future.

throughout the course will be invaluable for the future.



The first thought going into the Command and Staff Course was the nightmare of long hours or assignments. But as time went on, I realized there are many more things to be learned from these assignments. I have enjoyed the challenge and have opened my eyes to who I really am. This 10-month journey has helped me grow as a leader, better, improve my leadership skills, as well as perhaps I did a lot of self-reflection that it helped build my character and decision-making. Overall, the journey was a great experience for me, and I will cherish it. I would like to thank the DSO for their guidance and friendship. These memories and hope we can meet again in the future place!

"Alhamdulillah" and thank you very much for giving me the opportunity to take part in such a wonderful CSC9. It was an academically challenging but also enjoyable course for me. I would also like to express my sincere appreciation for the way the CSC9 programme was organised. All the instructors and staff of DA RBAF and UBD were great and very practical. Special thanks to all representatives of international countries along with their families, for sharing their friendship and experiences with us for the past ten months. As the bond was stronger since we first met, my family and I will surely be going to miss everyone. Overall, it has been a great opportunity for me to meet you all, and I am also looking forward to seeing you in other endeavours.



Bismillah Hirrahman Nirrahman, thank you to the Higher Command for the opportunity in commending me for this year. My communication skills, which were achieved through the Strategic Environment, Command Planning. Moreover, the Operational Military doctrines via series of workshops with the International Office. Of everything I have gained, I have learned a lot from all the participants to all CSC directing staff, and I want to express my deepest appreciation during this course.



"No man ever steps in the river twice, for it's not the same river and he's not the same man" was the first quote that I shared with the course. These 10 months have provided you with the knowledge, skills and competencies to continue your careers as senior officers. Along the way, you have picked up life experiences and many lessons learnt. You have discovered aspects of yourself which you may have not known before. You have now crossed the 'river' and you have become a changed - and I hope for the better - person. It is now time for you to put what you have learnt into good use. Continue learning, continue reflecting on your experiences and continue to be the best leader for the men and women you will be leading. All the best!

Alhamdulillah, I thank Allah the almighty, Commander of RBLF, and my Commanding Officer of Support Battalion for giving me the chance to participate in the 9th Command and Staff Course (CSC) cohort 2019. CSC has nurtured our professional knowledge and perspective, analytical, decision making and communication skills. These tools are necessary for senior officers to exercise and execute their daily routines. The course has been structured accordingly to reduce the hardship of learning in Foundation studies, understanding the International Security and Asian Strategic Environment, enhancing Command and Leadership, and broadening the understanding of Defence Policy and Strategic Planning. In addition, the Operation Planning has deepened our knowledge in exercising Brunei Military Doctrine through a series of in-class exercises. Learning and working together with international students has enhanced our knowledge with different perspectives which diversified our knowledge. Finally, I thank all the Directing Staffs, UBD, and external lecturers in guiding us to fulfilling the objectives of this course.



o this Command and Staff of having too many essays e went by, I realised there orry about in life than just ed this course because it eally am as a person. The ed me to know myself ship style and communica- ps cope with pressures. I throughout the course, and er and improve my decision ey has been very beneficial throughout my life. Lastly, ss, lecturers, and my peers ndship. Thank you all for the n make the world a better



RBAF CSC encompassed a wide range of subjects: it began with the International Security Environment, then Asia Strategic Environment, and finally zoomed in to Brunei's defence policies and doctrine. We have been imbued with the importance of the environment or context for every learning activity and it was the most emphasised aspect throughout. Probably for the same reason, the CSC faculty created a peculiar environment for us. The environment provided to us by the faculty and management was conducive for learning. The leverage for informality and ease of access to the faculty removed the barriers for effective communication which in turn helped us to benefit from mutual learning.

im, Alhamdulillah, Thanks to Allah the Al-Mighty for the opportunity and heir trust and support to enhance my career progression in RBAF by recar's CSC. This course has imparted me invaluable knowledge, improved enhanced my critical thinking, and clarified my decision making. These e course contents of Foundation Studies, International Security and Asia mmand and Leadership Management, and Defence Policy and Strategic peration Planning intensified my understanding using the latest Brunei s of lectures and exercises. Additionally, learning and working together er participants was priceless and gave me more diversified perspectives. ed, the most precious takeaway is the bonding and relationship estab- cipants and families. Finally, I would like to express my sincere gratitude dministration staff, UBD lecturers and staff. Most importantly, I would like ppreciation to my wife and children for their patience, sacrifice and time



Reflecting On Our Journey

Moments of Reflection

...Tho' much is taken, much abides;
and tho' we are not now that strength which in
old days, Moved earth, and heaven. That which
we are, we are; One equal temper of heroic
hearts, Made weak by time and fate, but strong
in will To strive, To seek, To find, and Not to Yield.
- Tennyson 1833



In my culture, the history of the world we live in and the heavens that surround us are summed up in just a few statements that say very little, but represents so much. One of those statements is "Te

Ao Marama" which illustrates the emergence of light, awareness, reality and that unparalleled place where humans exist.

To thank each and every soul in Brunei Darussalam would be like counting stars in the night sky. But thank you we must because without the help of this most gracious nation, a nation of honour and a nation at peace with our creator, our journey would have been impossible.

Tennyson had it right in terms of striving, seeking, finding and never giving up. That's what this journey together has meant to me. Each and every one of you has inspired me beyond compare and the debt of gratitude and wonder can never be fully measured.

My wife and I are extremely grateful to you all.

Danny and Steph.

CSC 9 was a wonderful memory for course participants, I am honoured to have the members of all three syndicates on board. A member helped to bond us as a strong team throughout the course. I would like to extend my appreciation to the Defence Academy RBAF, all my direct reports and members who had supported me in every way. Furthermore, I would like to express my gratitude to the Brunei Armed Forces, Commander of the 3RD Battalion RBLF who gave me the opportunity. Lastly, I would like to thank my family for their support and encouragement throughout the course.



me. Despite all the challenges that we face as
to be part of the highly dedicated and committed
the course. The amicable personalities of each
long and cohesive team to overcome every task in
y highest appreciation to the Commandant of De-
on staff, CSC staff members and fellow CSC9 mem-
y way to enhance my knowledge and confidence.
my sincerest gratitude the Commander of Royal
Royal Brunei Land Force, and Commanding Officer
the utmost confidence and trust to be in the course.
y, who has given me such strong the moral encour-



Graduation Speech

In the name of Allah, Most gracious, Most merciful

Honoured Guests, Families and brother Graduates
Al Salam Alaykom, peace be up on you.

I stand humbly before you, honoured to share the thoughts, experiences and deeds of the International Officers that have journeyed from far off lands to the Island of Borneo and the great nation of Brunei Darussalam.

On their behalf, and mine, words will never fully express the sense of gratitude we all feel; to the people of Brunei, to the Royal Brunei Armed Forces, to the Leadership of the Defence Academy, to Directing Staff and Support Staff of the Command and Staff College; we thank you all for celebrating this special evening with us.

Fellow graduates, today we are gathered to acknowledge the journey we have all shared. To lift our senses, steadfast, determined; strong of heart, keen of mind; our gaze steady and fixed on the future but always remembering our past. The time to reflect on all that has happened is nigh, for we have come a long way since that far off day long ago when we first met.

We know that education and learning are keys to personal and professional success. Therefore, a transformative education is the candle that lights our path, and when the darkness seeks to conceal the way forward. During the course of our 10-month journey, UBD, DA staff, and all our guest lecturers have given us a strong foundation to face the challenges of our future appointments. In Foundation term, we refreshed



**- Major Alwaleed
Bin Rashid
Alkiyumi**

Royal Air Force of Oman

our basics in academic conventions and critical thinking. During International Security Studies, we took a bird's eye view of the global geopolitical situation, while analysing issues with our newly gained theoretical tools like realism and liberalism. In Asian Security Environment Studies, we returned closer to the region to study the urgent and relevant issues affecting the security landscape here. The revelation that most military issues often have non-military origins truly broadened our minds to strategic appreciation. This was reinforced during our local and overseas study tours, where we saw the theories we learnt come to life.

In Defence Policy and Strategic Programming, we learned to apply strategic considerations to staff functions. During Command, Leadership and Management, we looked inwards and gained the academic background behind the leadership skills we have been practicing throughout our careers. Finally, in Operational Planning, we took all the lessons we have learnt thus far, as well as new knowledge from UN OCHA and ICRC, and practiced them on our final exercises, completing our journey from the theoretical and global, to the practical and local.

This journey has not always been easy, but as we end this chapter in our lives and look to the beginning of a new one, I want to encourage you never to yield. I want to encourage you to use the same indomitable fighting spirit that you have shown during your time here to face any hardships ahead. You must all remember the many hours you have spent away from your families, the late nights you have endured, and the accomplishments you have made through your sacrifices. It is after all the passport to our next destination.

On behalf of the International Officers, it was a great honour to attend such a challenging course in such a beautiful country. Brunei truly became our home these 10 months. It nourished us, protected us and gave us opportunities that cannot be found anywhere in the world. We will never forget our hikes to Bukit Shahbandar, Bukit Sipatir and Bukit Baju Pahang. We will also never forget the wonderful food abundant here, leading to quite a few expanded waistlines during the course. But most importantly, we will never forget the warm people who have welcomed us into their homes for the many socials and iftars during Ramadan. Brunei has filled us with a lifetime of unforgettable memories and there are not enough words for us to thank the kindness and generosity of the Bruneian people.

Finally, I would like to congratulate everyone on graduating and we wish only the best for you and pray that your nations may enjoy a peaceful and prosperous future.

Here, I would like to end with a pantun,

**Di atas dahan
burung tempua,
Melihat rusa tepi
perigi; Salam
perpisahan untuk
semua, di lain
masa bersua lagi.**

Graduation Speech

Assalamualaikum Warahmatullahi Wabarakatuh and a very good evening. Let me first begin by expressing how honoured I am to be delivering this speech on behalf of all the local officers this evening. I hope I will be able to do them justice. When we first set foot in Defence Academy, none of us knew what to expect but I know many of us were anxious and excited to begin with this new phase in our careers. I'm sure many of us thought the course would be a breeze. I mean how challenging can lectures and essays be, compared to what we normally do a daily basis? How wrong we would be. For the local officers, we faced our own set of challenges. We were coming in with expectations to perform well in this course, and this added pressure was always in the back of our minds. But standing here before you now, at the end of the course, I am happy to say that this experience has helped us grow and taught us lessons that will stay with us forever.

Please allow me to share just a few of these lessons.

Firstly. This course has taught us to always ask questions, to think critically and challenge what we think we know. To say that this course pushed us outside our comfort zone would be an understatement. The academic staff and directing staff would constantly ask us "Why do you think this happened?" and "What are the fundamental issues behind these incidents?". When we gave an answer, we were always encouraged to dig deeper and think harder. I'm not joking when I say this was the cause of many headaches and several burn-outs. Alhamdulillah, now, looking back, I can appreciate the lesson that was being taught. Secondly, this course taught us there is no value in pretending to know something you don't because this is the biggest impediment to growth.



**- Major Fakhru
Ammar bin Hj
Mohammad Isa
Commandant's
Award Recipient**

the local student who has demonstrated a superior level of commitment and has delivered a strong and consistent performance across academic and military elements of the course. The student will also have contributed positively to the life of the student cohort; a well-rounded officer as proposed by the DS and judged by the Commandant DA.

Many of the local officers in this cohort have very little or no experience in tertiary education. Many of us joined the military at a young age and had never experienced being in a challenging academic environment such as this. I believe the academic gap was noticeable at first, and this was very much the case when we had to discreetly check the dictionary on our phones to find out what words like colloquial and andragogy meant! The feeling of not knowing the answer and being left behind can be very demoralising. However, the academic and directing staff provided us with a conducive learning environment that encouraged us to openly express our thoughts and opinions without fear of judgement. We always felt that it was OK not to know the answer, as long as we are willing to learn. Robert Iger, the President and CEO of the Disney Corporation, perfectly summarises this – he says “a good leader should ask the questions you need to ask. Admit without apology what you don't understand. And do the work to learn what you need to learn as quickly as you can. Because true authority and leadership comes from knowing who you are and not pretending to be anything else”. These main lessons, among many others, will stay with me and I hope with all of us, as we move on through our careers after this course. Distinguished Guests, Ladies and Gentlemen. Before we move on with the rest of the evening, this speech would not be complete without giving the proper thanks and acknowledgement to some very important people. To the Directing Staff, Sirs, we would not be here at the end of the course without your time, dedication and counsel. Our success is undoubtedly your success, and we hope that we will go on and apply what you have taught us and continue to make you proud of us. To Universiti Brunei Darussalam, Con-

gratulations, first of all, for being featured in the World University Rankings for the first time, being the 4th ranked university in ASEAN. Being able to leverage on UBD's vast network and experience enabled us to learn from distinguished local speakers as well as international guest lecturers from renowned institutions such as the RAND Corporation and the Rajaratnam School of International Studies, to name a few. I hope that the RBAF will be able to continue working with UBD to build upon this success. To our spouses and families, many of which are here this evening. Thank you for supporting us all through the struggles and challenges of the last 10 months. I know many of you witnessed firsthand the stresses and sleepless nights that your spouses had in meeting the demands of this course. Your never-ending support and patience means the world to us. And finally, to my course mates. Working with you all almost every single day for the past 10 months has been an honour and a privilege. I know we will all miss our CSC routine – the endless conversations and discussions, our shared love for coffee, Friday sports activities and social gatherings. Throughout this course, I have gotten to know many of you and our families have also gotten to know each other. And now, at the end of the course, I can honestly say that I could not have asked for a better group to go through this experience with. Specifically to our International Officers, I hope you will be leaving with fond memories of your time here. In fact, some of you will be leaving with 1 more family member than when you arrived! As you prepare to leave in the coming days and weeks ahead, I hope you know that you will always have family here in Brunei. Our homes and hearts are always open to you and your families should you ever wish to come back to visit.

Major Dai Jing, Singapore Army



Overall Excellence Award is awarded to the student, whose performance in the fields of military and academic endeavour, personal attributes, participation in both social and sporting activities, typifies the image of the professional military officer. The criteria include a high psc(j) score and significant contribution judged across all modules in all 3 terms combined with a strong appraisal across key attributes. A well rounded and consistent performer.

Academic Excellence Award is awarded to the student who demonstrates the best consistent academic performance and analysis at the post-graduate level. It is judged and awarded by UBD to the student who has achieved the highest Grade Point Average score across all academic modules in the Graduate Diploma.

Lt Cdr Pg Mohd Faren Pg Mohd Noor, RBN

RBAF Commendation Award



RBAF Commendation Award is awarded to the student who has consistently demonstrated a superior level of commitment to the course resulting in substantial improvement of individual Officer, and life skills; and who has made an outstanding personal contribution to the life of the college. The recipient may not have the highest psc(j) or academic scores but the award will reflect an appraisal score and consistent or exceptional performance as judged by the DS, Chief Instructor and Commandant DA.

Our Directing Staff and Staff Members

Upon my second term as a Directing Staff in the RBAF Command and Staff College, it is a privilege to have experienced the unique dynamic of every CSC cohort, distinctly making the journey evermore priceless and memorable. I believe, congratulations are in order for the CSC 9th Cohort to have successfully completed the course!

For a start, allow me to reiterate the incomparable expectations of military professionals, where the officers are expected to wear various hats. The course has taught you that in order to become an effective senior military officer, one has to prepare to be a Commander, diplomat, political adviser, an educator, mentor, strategic leader, military strategist and many others. The course is designed to benefit both uniform and non-uniform personnel from

various agencies, to ensure effectiveness and adaptability can be achieved when requirement arises. On another note, the course instills the necessary values into the respective personnel reflecting to the demand of the organization, society and country. The Faculty is required to mould and equip every graduand to be resourceful, capable of completing tasks in support of national interests, calculative thinkers and doers, and expected to add values to the nation. Now that you all are in your respective placements, it is about putting theory into practice. Finally, it is your time to bring the necessary changes to your organization; that truly is, your greatest calling.

- Lt Col (U) Peter Bin Ulat @ Yulat
Directing Staff 1



Lt Col Peter Bin Ulat @ Yulat
Directing Staff 1



LTC Shahromey Bakri
Directing Staff 2



Cdr Dan Peskett
Directing Staff 3



Cdr Adrian Balhetchet
Directing Staff 3



Cpt Syamimi Hj Emran
Administration Officer



Sgt Awg Saiful Rizal Bin Awg Ismail
CSC Staff



LCpl Khairulanwar Bin Maidin
CSC Staff



Hj Mahmud Fawzie Bin PDJLD Col (R) Dato Seri Pahlawan Hj Kefli
Defence Academy

MEDALS AND HONOURS



MEDAL OF COURAGE And TENACITY (CAT 2019)

This medal is presented to the brave men and women who have demonstrated exceptional Courage, Audaciousness, and Tenacity in the line of duty, flying ARGENTIA's flag high.



OPS AKMAR MEDAL 2019

This medal is presented to the brave men and women who answered the call to help CELTA in their time of need, alleviating the intense human suffering there



**Thank you
for your service Cdr Dan!**

Big Congrats

SUPPLIES! Conger Rats every



Alhamdulillah
Congratulation all!
Juzus Buneid

Congratulations!
CSCG
Hing

Congratulations
CSCG Grads!
Ovi

طارق بن
TARIB

Well done!

Congratulations!
Yaty
winny

Well done to all!
OUBID

Congrats
Nabih
Congrats
my hick!
Gut
Big
PHI
Kings
congratulations!
Jawad

Good job
Kawina

Congratulations!
Don't

Alhamdulillah
Congratulation

Alhamdulillah
Tahniah!
عليه

HB
Well Done!
Comdt DA Danny

Excellent job!
Hannah do



CONGRATULORY
9TH COMMAND AND
GRADUA

THURS
11 Safar
10 October

HAZ

Home, Aktiviti B D S 3



Congratulations!
Mong Allah bless
everyone and
succeed with
flying colours.
Always!

CONGRATS!
Rista
Indonesia
Well done
&
congrats.
Jcp.



My dad!!

CONGRATS!
HOOYAH
- PMLS 11/10/19

Congrats All,
JRE

Congratulations
CSCA
Maszalina
Brunei.

صبرون
Congrats
DSI

Kaye. N2.

MESSAGES ON
STAFF COURSE

ATION

SDAY
1441H
er 2019M

Well done
to all
James
McLellan

Congrats!

Congrats
CSCA!
Adin
Congrats.
Agub

Congrats!!!
deane
malaysia



With UBD as the new academic provider and a new Commandant at the Defence Academy, CSC9 has been another important milestone in the development of the RBAF Command and Staff College. Opportunities have opened up to experiment with the course in a way that has not been possible before, and this will no doubt be another learning experience for all involved. Anyway, another fantastic group of participants rounded off my 4th and final course as DS. The family feel of the course and warmth of the Bruneian welcome have always been strengths, and I look forward to maintaining the friendships as the course finishes. Well done and best wishes for the future to all! - Cdr Dan