



DEFENCE ACADEMY RBAF

7TH COMMAND AND STAFF COURSE

2 JAN 17 TO 13 OCT 17

'OUR JOURNEY TOGETHER IN CSC 7/17'

MAJ SUZANNA MAJ HJ KHAIRUL MAJ PG HASROUL LT CDR PG NORKUMILASARI MAJ DK ROHAYOU
MAJ (U) RAHIMIN MAJ KAMARUL MAJ (U) YUSREE MAJ (U) RAZANOL MAJ AMIRUL MAJ AIRUL
LT CDR ALI MUSTAFA MAJ AIMAN MAJ (U) PG IRWANDI LT CDR SHAHMUN DSP HANDRIE
HJH KHARTERINAH MAJ KEIRAN MAJ FERDOUS MAJ YANG GUANG WG CDR VARUN MAJ HARIDINUTO
MAJ LEE SWEE CHIAT SQN LDR TREVOR MAJ ENG KHALID MAJ NOOR UL AMIN MAJ NOEL
LTC NG YEN MENG LTC NORRASETH MAJ JUSTIN



“The course itself is an important element in the development and training of professional military officers. It very much aligns with our organization's life-long learning policy. The most central and valuable component in this course lies in the diversity of its participants. We believe this will enable rich exchanges between students and provide opportunities that broaden one's horizons. It is critical that we therefore learn to listen to/and examine different perspectives, which will serve as a catalyst for attitudinal and behavioral change. “

Yang Dimuliakan Pehin Datu Pekerma Jaya

Major General Dato Paduka Seri

Mohd Tawih Bin Abdullah

Commander Royal Brunei Armed Forces RBAF

Command And Staff Course 7/17 Opening Ceremony

Foreword

Commandant of Defence Academy, Royal Brunei Armed Forces

First and foremost, my heartiest congratulations to the student cohort of Command and Staff Course 7/17 (CSC 7/17) for successfully completing 41 weeks of educational and professional military training. This is a feat which each of you should be immensely proud of as it is a validation of your ability to take on higher appointments and lead your respective organisations to greater heights.

The Command and Staff Course in most countries is the highest form and standard of military training that one could aspire to achieve. Consequently, the highest standards and expectations are meted out to any individual that undergoes it. The concept of *"Titih Laila Lutanan"* was embedded into designing the syllabus and curriculum of the Command and Staff Course to enable each student to challenge and rise beyond his/her potential in the pursuit of educational and professional excellence. The Royal Brunei Armed Forces Defence Academy will continue to evolve and improve as we navigate the challenging and evolving environment to provide the best of training for the future generations that will walk through our hallways.

I am confident that each of you will uphold the highest of integrity and standards as you move forth to higher appointments. Importantly, do not forget the fundamentals in Command, Leadership and Management as you lead the people around you. Remember to *"Inspire to Aspire"* so that the collective good can be maximised not only through you but also through those that you have influenced.

To the spouses and families of the student cohort, I would also like to extend mine and the students' deepest gratitude and sincerest of thanks for your sacrifices made throughout these 41 weeks. Without your steady pillar of support, the students would not have been able to put forth their best in learning and training to achieve beyond what they thought was possible. Your patience and solidarity with them through this period have enabled that not only for your loved ones but also for the organisation and country.

I would like to congratulate the Editorial Team in successfully compiling all of the precious moments and memories from everyone that was involved in your Command and Staff Course into this journal. I am sure everyone will enjoy reading this journal and keep this as a value memento to remind ourselves of the bonds and memories forged over this 41 weeks.

Finally, I would like to thank each and every one of you for your whole-hearted commitment in all of the planned activities during the Command and Staff Course that enabled the course to be that much more fruitful and fun. Once again, Congratulations!



Colonel Saiful-Akhmar
bin Hj Mohd Shariff
Commandant of Defence Academy
Royal Brunei Armed Forces

Editor's Note



Command and Staff Course 7/17 (CSC 7/17) was the inaugural course that was conducted in the new Royal Brunei Armed Forces Defence Academy (RBAF DA) located in Tanah Jambu from 2 Jan 17 to 13 Oct 17 over a grueling period of 41 weeks. The course comprised both educational and professional components administered by Massey University and RBAF respectively. The successful completion of CSC 7/17 will lead to the specific award of a Post-Graduate Diploma in International Studies and the coveted Pass Staff Course (Joint).

Other than the educational and professional developments, the course was a melting pot of minds and cultures whereby we started out as 30 individuals but grew to become a big family grounded on a collective identity and objective espousing the values of Compassion, Cooperation and Commitment. This was an apt demonstration of the description: Coming together is a beginning, keeping together is progress and working together is success.

This journal is an attempt to collate the key highlights from the course and more importantly the bonds that were forged amongst all as we now go forth to accomplish great things with our new found knowledge and insights. Lastly, on behalf of the committee, I would like to thank everybody that has contributed to creating the journal.

CSC 7/17 DIRECTING STAFF



The *Joint* and *Multinational* Directing Staff were *key enablers* in *facilitating* and *coaching* the students to achieve results *beyond* their potential. Always there to provide a *listening* ear when students encountered *difficulties* and provided the right amount of *guidance* to allow the students to *explore solutions* on their own thus fostering *ownership* and *self-directed learning*.

Command and Staff Course 7/17

Participants



MAJ
SUZANA
BT. HJ
ANTIN



MAJ DK
SRI
ROHAYOU
BT. PG
MATARSAT



MAJ (U) RAZANOL
HARDI B. ABD
RAZAK



LT CDR ALI
MUSTAFA B.
HJ UMAR



MAJ PG
HASROUL
BAHRIE B.
PG MOHD
YUSOF



MAJ (U) HJ
MOHD
RAHIMIN
B. HJ ISMAIL



MAJ AK HJ
SAIFUL AMIRUL
BAKRI B. PG HJ
RAMLEE



MAJ MUHD
AIMAN
SYAZWI B.
ABD
RAHIM



MAJ HJ
KHAIRUL
HAKIMI B.
HJ ABD
MAJID



MAJ (U)
MOHD
YUSREE
B. HJ MOHD
YUSAINY



MAJ HJ
MOHD AIRUL
WIZAM B. HJ
AHMAD



MAJ (U) PG
IRWANDI B.
PG HJ
CHUCHU



LT CDR
PG
NORKUMILASARI
BT. PG HJ
AZAHARI



MAJ KAMARUL
REZA B. HJ
RAMLI



LT CDR MUHD
SHAHMUN
AZIMIN B. HJ
AWANG ASLI



DSP
HANDRIE
B. AMIN



HJH
KHARTERINAH
ZEIMAH BT. HJ
IBRAHIM



Command and Staff Course 7/17

Participants



MAJ KEIRAN VIDAL



**MAJ LEE
SWEE CHIAT**



**LTC NG
YEN MENG**



**MAJ FERDOUS
AHMED**



**SQN LDR TREVOR
HAMMOND**



**LTC
NORRASETH
CHANTASUT**



MAJ YANG GUANG



**MAJ ENG KHALID
BIN MOHAMMAD**



**MAJ JUSTIN
A. HOOKER**



**WG CDR VARUN
SINGH**



MAJ NOOR UL AMIN



MAJ HARIDINUTO



MAJ NOEL GALLAZA





Command Staff Course 7/17, Term 1, 09 Jan 17 to 26 Mar 17

The course kick-started with the Foundation Course conducted by Massey University for the first two weeks which introduced the students to the rigours of academic thinking and writing. During this phase, the students were equipped with analytical tools, introduced to critical thinking and practiced writing written assignments. Many welcomed this preparatory module as a refresher to academic requirements.

The first module proper was the Command, Leadership and Management (CLM). The CLM module was a unique module in that it was interspersed into all three terms of the Command and Staff Course. It formed as both the core requirements in both the Massey University (MU) and RBAF course syllabus. The CLM module served to equip the students with the tools to become a better Commander, Leader and Manager. During the module, lessons covering the historical development of leadership theories were shared with the students in order to equip us with the fundamental tools to determine what are the desired qualities and the anticipated challenges of exerting CLM in the contemporary operating environment. Next, detailed examination of military leaders across varying periods were also conducted to allow the students to understand the application of the shared theories and what were the strengths, weaknesses and challenges in implementing them. Lastly, ethics was also included as this is an increasingly key quality that is expected of contemporary Commanders, Leaders and Managers. The students had benefited greatly from the formal lectures, self-research and informal sharing throughout the whole course.

The term ended with the Introduction to the Single Services. This was a great opportunity for the students to level up their professional knowledge across their individual services to prepare them for the upcoming requirements of the course.

The Journey Begins...

2 Jan 2017 - 13 Oct 2017



Third Row from the Right: **SQN LDR HAMMOND** MAJ AIMAN MAJ NOOR UL AMIN MAJ PG HASROUL
LT CDR SHAHMUN MAJ (U) RAZANOL HARDI MAJ HJ KHAIRUL MAJ (U) YUSREE MAJ GALLAZA MAJ AMIRUL
MAJ KAMARUL MAJ (U) RAHIMIN MAJ AIRUL **WG CDR VARUN** MAJ YANG GUANG MAJ LEE SWEE CHIAT

Second Row from the Right: MAJ HOOKER **LTC NG YEN MENG** MAJ VIDAL **LTC NORRASETH**
LT CDR PG NORKUMILASARI MAJ DK ROHAYOU MAJ SUZANNA HJH KHARTERINAH MAJ FERDOUS
MAJ ENG KHALID **DSP HANDRIE** LT CDR ALI MUSTAFA MAJ HARIDINUTO MAJ (U) PG IRWANDI

First Row from the Right: **CDR DANIEL** Lt COL (U) ALBADII **LT COL SURIYATI** BRIG GEN (U) DATO SHARIL **BRIG**
GEN PG DATO AMINAN MAJ GEN DATO PADUKA SERI MOHD TAWIH **COL SAIFUL** FADM PG DATO NORAZMI
BRIG GEN (U) DATO HJ HAMZAH LT COL (U) HJ HASREEN **SLTC SHANG** MR OODS



ORIENTATION WEEK

WEEK 1

Team Building Team Learning, Fostering a Collective Identity



Opening Ceremony WEEK 2





WEEK 3

**Sovereign's Parade
and
Meet & Greet**

Reflections

“Nutrition was key and deemed to be the COG of CSC 7. It brought us together, kept our morale high, alter mood conditions, sustained us during the periods of late night essay writing and, sharpened our navigation, negotiation and research skills. If anybody wants to wreak havoc to our daily routine, disrupting our food supply is the way to do it.”

Suzanna, RBLF, Brunei

“In this Contemporary Operating Environment with the presence of VUCA, the Centre Of Gravity of the course is the bonding among the cohorts with one goal and objective. Exploring our Critical Capability, Critical Vulnerability and Critical Requirement of the course requires us to critically analysis on us accomplishing our mission. Survivability and Sustainability are elements required for us to be successful.”

Hasroul, RBLF, Brunei

“For the past few months I have learnt a lot about myself, visibly I have many weaknesses to improve on, but nevertheless, it has become a motivation for myself. I appreciate the discussion, interviews, even presentation that were task as it has open up my book of knowledge to another level, this has been quite fruitful for me”

Khairul, RBLF, Brunei

“Water, air, earth & fire are 4 elements of tetra. The combination of this four that make 30 people of csc7 fabulous, marvelous and unique. Though we are hot like fire but they are always water to calm it down.”

Mila, RBN, Brunei

“At the beginning each of us only saw a reflection of our own imperfections. Later we learned to merge these imperfections to make a complete picture called "Trust and Friendship".”

Irwandi, RBAirF, Brunei



**A 2-weeks intensive
programme to accustom all
students to the rigours of
academic writing.**

**Lectures, discussion,
presentations and essay
writing.**

**We *Came*,
We *Saw*,
We *Overcome*.**

WEEK 4

Foundation Week





WEEK 5

MUARA OUTING, Cultivating a Healthy Lifestyle



SAFTI Leadership Module

Knowing *Ourselves* to become *Better Leaders*



Sports Afternoon
@ Tempayan Pisang



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Reflections



CSC7 has been an eye opener. Academic elements can be useful but the dynamics maybe outdated in a few years. The bond among the cohorts however may lead to enhanced cooperation in the longer term as strong rapport was established along the course throughout the 10 months. What I envisage in the long term is that the bond that we forged during the course exceeds professionalism, it encompasses personal friendships that will last through the ages.

Kamarul, MinDef, Brunei

“During the early stage I found myself inwardly questioning whether I would be able to get through this CSC especially the essay assignments. However with lots of “Read... Read... Read...” and assistance from my dear cohorts, I realise that ‘Nothing is Impossible.’”

Handrie, RBPF, Brunei

“Coming towards the end of CSC7. Not hoping it to end even though I’m having tough time juggling with assignments, family life and trying to grasp what I learnt in lecturers. May be the lessons like theories are not fully absorbs especially in the early stage of the course but as the time went by, they all started to creep into senses. I fully cherished and will endured the time I had with all my fellow course mate. Hope this will be a great start of our new journey.”

Yusree, RBAirF, Brunei

“My favourite moments are nothing but bonding moments with our cohorts through social, sport activities, and studies. We went through all the struggles from term one until final term. None of my humble achievements were achieved alone but through the support of true friendship with the whole team.”

Rahimin, RBAirF, Brunei

“The Leadership Manage the Command in the context of the International Security. Applying learned theories on case studies of the Asia Pacific Strategic Environment using the concept of Joint, Interagency and Multinational, all these in 8 months to prepare for the Joint Ops Planning. The result, awesome and great bonding amongst the cohort, you all will always be missed. Keep in touch CSC7 Cohort!”

Ali, RBN, Brunei

33rd National Day Celebration

An Officer is a fusion of **Commander**,
Leader and **Manager**.

The **Command**, **Leadership** and
Management module equipped us with the
necessary theories and insights into
developing ourselves in these three core
areas.

Towards the path of being a
Great **Commander**, **Leader** and **Manager**

WEEK 7

Command, Leadership, Management

WEEK 8

Sports Afternoon Zumba



“... essential fundamentals to equip ourselves in order to transform
into **EFFECTIVE** and **AFFECTIVE** leaders...” **Ali, RBN, Brunei**

WEEK 9

Leadership Engagement Session



**Pehin Mohammad as Our
Guest Speaker**

**One of many leadership
engagement sessions to invoke
in us the strive for
Excellence in Leadership**



Reflections

“Close to the end of our course, I must say, it requires 3 things: 1. hard work, 2. perseverance and 3. strong support. "Read, read, read", is what was cautioned on us during opening week....thats the reality! Be prepared...! Am glad we CSC7 managed to do so....Alhamdulillah. Reading however broadens our thought process, something I would treasure for sure and apply once I go back to my reality. To my cohorts, DSs and Diyana ...thank you for the invaluable experience, advice and friendship and to my family especially my husband, thank you for your support in making sure I get through the 10 months! :)”

Kat, PMO, Brunei

“CSC provided a strong platform to expand and enhance military knowledge in a joint environment. The sharing of experience within the course and especially with the international students provided invaluable for the local students. The conducive learning surroundings was not just supported by the directing staffs but also by the commandant who would find time to engage with the students on a daily basis.”

Amirul, RBLF, Brunei

“Time passes so quickly, the command and Staff Course is the most challenging but it brings a lot of memorable moment. My experience with the course, overall been positive though it is challenging. The best part with this CSC is having an opportunity and lasting friendship with fellow local and foreign cohorts.”

Aiman, RBLF, Brunei

“CSC7 gives me the opportunity to share ideas and experiences not just with my interservice and interagency colleagues but also with other international colleagues who, when combined have far more operational experiences than me. I will definitely maintain my networking with my fellow cohorts for years to come.”

Shahmun, RBN, Brunei



**Berakas Reserve Outing,
Maintaining Our Healthy Lifestyle**

WEEK 11

ICRC lecture



“... NGOs play an important role now in modern-day operations. Better integration will enable more *efficient* and *effective* outcomes ...” **Airul, RBLF, Brunei**



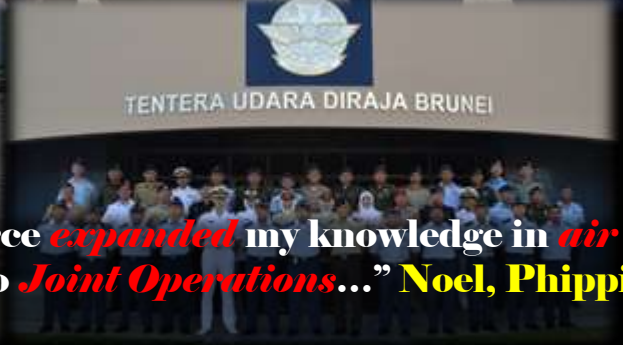
“... the RBN despite its challenges *steadfastly* stood to its task of protecting the 23 maritime *security and sovereignty* of Brunei...” **John, RTAF, Thailand**





WEEK 12

Visit to RBAirF



“... the visit to the Air Force *expanded* my knowledge in *air operations* especially in its support to *Joint Operations*...” **Noel, Phippines Marine Corps, Philippines**



WEEK 13

FIRST TERM BREAK



The course restarted after the break with the International Security (IS) module. The IS module looked towards equipping the students with the necessary fundamentals in achieving the Post-Graduate Diploma qualification. The module covered on the key theories relating to International Relations including its historical evolution and emerging challenges in the modern world. Next, the students learned how these theories are affects the concepts of Nation States, International Security and Foreign Policies. The students had benefited greatly from the intense lectures and assignments which was pivotal in preparing for the next Asia-Pacific Strategic Environment module whereby deeper analytic skills were required to understand the “what”, “why” and “how” of the Asia-Pacific region.

The Asia Pacific Strategic Environment (APSE) was a follow-up to the IS module. In the APSE module, the students were required to examine the security issues and developments of the Asia-Pacific region in detail, building on from the skill-sets acquired from the IS module. Many interesting issues and developments were covered in this module which spanned beyond the realm of the military affairs. Issues covering non-military specific domains such as environmental, human and economic security were included. This diverse range of discussions significantly broadened the horizons of the students and allowed us to look beyond and from different perspectives. Overall, the combined modules of International Security and Asia-Pacific Strategic Environment allow the students to cultivate and finesse our critical thinking and analytical skill-sets, two skills which are important as we pursue higher appointments.



WEEK 14

COMD RBAF VISIT

An invaluable engagement session with Pehin Tawih on what *Stability*, *Security* and *Prosperity* means to military forces and what the military can contribute towards.

"... these engagements have allowed us to really appreciate the nuances in our perspectives on what we're studying and how we relate to the world around us..." **Justin, US Marine Corps, USA**

International Night



“... We have learned more about one another’s cultures through sharing activities, food, and conversation ...” **Shelly, Spouse of Justin, USA** 28

Reflections

“When given the opportunity to come to Brunei, I was really excited. When I found out I got issued a safari suit, I was ecstatic. Brunei has been a once in a lifetime opportunity for my family and I and there are many friends and memories we will cherish. My favourite moments would have to be the jungle, the sightseeing, the camaraderie, and of course the food.”

Keiran, ARA, Australia

“Friendship across the Ocean” seems to be the goal and achievement of this course, while learning strategy, tactics, and concept appear as the byproduct, I guess. Thanks to BB (Beautiful BRUNEI) to offer me a wonderful stay with more wonderful people, wonderful mind, wonderful bonding, wonderful scenic beauty, and of course, wonderful food.”

Ferdous, BD Army, Bangladesh

“Brunei had been a journey of exploration for me, a cohort that encompasses the world is nothing but extraordinary. However, how even then everyone thinks alike was displayed when the Cohort surprised me and presented me with a memento on my promotion. Such coherent thought and feelings only made me realise, we may be separated by borders, but are bound together by a common heart.”

Varun, IAF, India

“CSC7 has become a best part of our life in 2017. The course has brought me a whole new knowledge and family’s experience. The course environment has cherished me with its close relationship towards each other. Here, we live like a one big family. Staying in a quiet, green, and friendly country, Brunei has also offered my family a whole new unforgettable memory. Best wishes to all of CSC7/2017 big family.”

Haridinuto, TNI AU, Indonesia

... CLM very good and I enjoyed learning more... Other Guess speakers were professional I admired them.”

Maj Khalid, Oman



WEEK 15 1st DEBATE

The debates challenged the students' skills in research, analysis and presentation as an interesting alternative to presentations and essays.



“... I learned a lot through the debate preparations as we had to *research, prioritise* and then *30 articulate* clearly our arguments in a short time frame ...” **Kamarul, MINDEF, Brunei**

WEEK 16

International Security Module

WAWASAN 2035:
ARE WE ALMOST THERE?

KAS MOND BOKAN SRI DATO KAS MOND YINOM
CENTRE FOR STRATEGIC AND POLICY STUDIES (CSPPS)
INSTITUTE OF POLICY STUDIES (IPS-UNCI)



The IS module provided us with insights on how states conduct relationships between and among themselves.

Through it, we began to understand rationales behind states' foreign policies.

“... now I understand how the military *fit into* the national levers of powers as states design their foreign policies using *DIME* ...” Amirul, RBLF, Brunei





WEEK 17

ANZAC DAY, *Lest We Forget*



“... an important reminder on why we do what we do and the need to be great in what we do ...”
Yen Meng, RSN, Singapore

Reflections

“Brunei is not something unfamiliar to me as I had visited this beautiful country on several occasions before. However, the environment have changed this time where I have to start learning new things, meeting new friends, varied cultural norms, adopting to different contexts and engaging wider communities. It changes my perspective so that, when I return, I am never the same. Thank you Brunei for giving me this platform for improving myself as well as building friendships among the cohort which I really enjoy it.”

Swee Chiat, RMAF, Malaysia

“Reflecting on the course the one thing that stands out is that we all get on well, everyone can talk to anyone and laughter often ensues. Outside the Academy the highlight for me are the memories I will take away from running in the jungle, either on the weekly Wednesday evening Hash or at one of the many beautiful park areas at the weekend. Awesome!”

Trevor, RNZAF, New Zealand

“The "moment of silence and tranquility" is the unforgettable moment I will be missing in Brunei. The silence of the night is deafening but provides me a flash of reflection on what I've done in a day and what I will be pushing forward tomorrow.”

Noel, Philippines Marine Corps, Philippines

“The best part of CSC has been getting acquainted with other spouses. The international students' wives have gotten quite close and we have enjoyed spending time together almost weekly. We have learned more about one another's cultures through sharing activities, food, and conversation. I will miss the other ladies dearly!”

Justin, US Marine Corps, USA

WEEK 18

PEHIN LIM JOCK SENG



WEEK 19

APSE MODULE

Applying theories to the *Asia Pacific* environment

WEEK 20

HE NURUL QOMAR





WEEK 21

LOCAL Staff Tour

LEGCO, AMBD, BEDB, DARE, NDMC, CSPS, MOFAT, SHIBIDS

The LST served to provide students with the *first hand experience* to visit the key ministries/statutory bodies and achieve an enhanced understanding of Negara Brunei Darussalam's policies, strategies and initiatives at the *strategic* and *operational* levels

WEEK 22

Media Workshop conducted by UBD

A 2-day introductory course to what it means and how to prepare for a media interview



“... the mock interviews were challenging and realistic. Body language, tone, speed and most importantly confidence were decisive factors in conducting a successful media interview ...”

Rahimin, RBAirF, Brunei



Reflections

“The friendships and memories forged are what I will hold dearest to after the course. The course was challenging but everything seemed doable because of the support and camaraderie. Wishing all Fair Winds and Following Seas as we go forth to achieve greater things. Till we meet again.”

Yen Meng, RSN, Singapore

“The first impression of Brunei when you first arrived. I had special the honor of meeting His Majesty at sovereign’s parade of Royal Brunei Armed Force. I have got the usefulness for oral presentation, including academic reading and writing by the foundation course. The CLM course by SAF is the good practice of CLM theory and their workshop. It bring me to create the personal vision and understand my character. Finally, the useful information by the guest speakers can be added more knowledges.”

Norraseth Chantasut, RTA, Thailand

“When I first arrived at Brunei, I just feel Brunei is so small but so peaceful people in Brunei are kind and warm hearted. For the studying, I hope that the foundation course could be longer in order to adapt to the new language environment. The CLM course delivered by SAF is very useful, and the teaching method are quite dynamic. Finally, it is very useful to invite the guest speakers to broaden our knowledge and horizon.”

Yang Guang, PLAAF, China

WEEK 23 & 24

Islamic Leadership & Ex PEMPIN SETIA



Ex PIMPIN SETIA, a strategic analysis exercise to challenge the students' in applying theories learned to real-world problems in real-world organisations



“... engaging the private organisations allowed us to understand and see the problems from their perspective thus broadening our horizons and experience...”

Handrie, RBPF, Brunei



HM's 71st Birthday Royal Banquet @ Istana Nurul Iman

“... Brunei has been an adventure that will be remembered for the special friendships that have been made with so many wonderful people. From sharing the love of our countries at International Night to celebrating his majesty's birthday at the Istana Nurul Iman. The people we shared this year with will stay with me in my heart as we go back to Australia ...”

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Katie, Spouse of Kieran, Australia

WEEK 27

Introduction to Joint Ops Planning

Introduction to Joint Ops Planning was conducted towards the end of Term 2 whereby the students had to utilise all the skills that they have learnt from the past 26 weeks and apply it into formulating the strategy for the simulated exercise.



“... the Joint Ops Planning really *challenged* me to move out of my *comfort zone* and pushed me to achieve *beyond* what I thought I could with the help of my team mates...” **Rohayou, RBLF, Brunei**

Reflections

"A wonderful stay, uninterrupted family life (though, sometimes being interrupted by hubby's essay and presentation!). Thanks to Brunei for its cordial hospitality, wonderful scenic beauty, delicious foods, and special thanks to my neighbors, who made it even more colorful and gorgeous."

Mumu, Spouse of Ferdous, Bangladesh

"My best moment was the festivities during Hari Raya Idil Fitri. It was lovely to meet up with meet up, celebrate and rejoice with families and friends. The diversity of culture and people I met, and making friends with them is the most memorable thing."

Geetanjali, Spouse of Varun, India

"Thank you to Allah SWT the Almighty, for giving us the chance to accompany our beloved husband/daddy during his academic course in Brunei. Full of joy and happiness we have experienced together here. "Being with you in Brunei is one of the best things in our life ... success to you dear husband/daddy" ... and success to all of CSC7 participants."

Lucky, Spouse of Haridinuto, Indonesia

"There are many things I have enjoyed about being in Brunei, but the one thing that really stands out is the friends group that has formed from the wives of the international students. Thursday was our morning for coffee and catch up and maybe a bit of shopping. Lots of fun and laughter, lovely ladies without exception."

Jo, Spouse of Trevor, New Zealand

"Brunei Darussalam is one of the most beautiful country's we have been to. To us the most beautiful place in Brunei is our school ISB. Having the chance to visit the Astana palace was one of our favorite highlights. Our involvement in the International night was very joyful for us."

Sarah, Daughter of Khalid, Oman

"... I consider Brunei a home away from home. With its less pollution environment, lovely rainforests, wide roads, and a very ideal population. A peaceful and promising land with its natural sceneries, and refreshing climate with its disciplined people, nice place to raise a family?" 41

Marione, Spouse of Noel, Philippines



Our very own *Varun* enhancing our understanding
in *Air Power*



WEEK 29

Learning Beyond the Curriculum & Eid @ Defense Academy



WEEK 30 & 31

SECOND TERM BREAK

“... Brunei had been a journey of *exploration* for me, a cohort that encompasses the world is nothing but *extraordinary* ...”

Varun, IAF, India



Command Staff Course 7/17, Term 3, 07 Aug 17 to 13 Oct 17

The last term started with the **Joint, Inter-Agency and Multi-National (JIM) Operations module**. Increasingly, the world is becoming more complex and in the operational front, this has manifested in the form of the **Joint, Inter-Agency and Multi-National (JIM) environment**. No single service can now claim that they would be able to provide all of the solutions to a problem. The **JIM module** served to enhance our knowledge in understanding, appreciating and overcoming the challenges in the **JIM environment**. The students were also provided insights into non-conventional military operations such as peace-support operations, counter-insurgency operations and disaster relief operations. Lessons learnt from real-life operations were also conducted to reinforce the lectures and these were also the occasions whereby intense discussions and learning occurred through peer learning. The new-found skills were subsequently applied during the **Joint Operations Planning exercises** which aptly demonstrated the benefits from this module.

One of the highlights from the last terms was in Joint Operations Planning. A total of five operational planning exercises were conducted in increasing levels of difficulty and intensity. The operational planning exercises required the students to apply what they have learned throughout the previous terms into simulated scenarios that covered conventional warfare, irregular warfare, humanitarian assistance and disaster relief requirements. The challenging scenarios, coupled with intense timelines, tested the mettle, character and teamwork of the students.

Lastly, this term also signaled the end of the Command and Staff Course 7/17, which proved to be a bitter-sweet outcome for all of the students. Proud that we have completed the course successfully, but sadness filled when it meant that we needed to bid our goodbyes to each and everyone.



WEEK 32 - 34

Joint, Interagency, Multinational (JIM)



WEEK 35 to 40

Joint Operations Planning

Ex **TUMPU, ANTEGAS**, Ex **FIKIR KHLAN.IT**, Ex **GEMPUR UNGU**, Ex **AKMAR WARRIOR & Eid Mubarak**



JIM, an environment we *cannot neglect* in the future as this will be the norm.

“... understanding and applying the operational estimate process was *challenging*, but the process was made smoother from the *support of the team*.

Mission analysis, COG, COA, FACES, **WE** conquered it all ...”
Yusree, RBAirF, Brunei



JIM module equipped us with the knowledge to *plan, develop* and *maximise* the probability of success in conducting **JIM** operations.



Morning Coffee Moments

The Morning Coffee section was a designated period for the duty student to share his insights on the week's news which normally ended with a ***"Joke-of-the-Week"***. Here are some of the more ***"honorable"*** attempts:

Two persons from some countries moved to New York where they made friends with a American guy named Jean Paul. They used to go all over New York with him when suddenly one day Jean Paul disappeared. The two went to the police and lodged a complaint. The police asked them if they could give some vital clues about Jean Paul that would help find him.

First one says: "Jean Paul was handsome and tall."

Police say: "Most American are like that. Give us something special."

Second person says: "Jean Paul had eyes and was very fair."

Police say: "Come guys, lots of Americans have blue eyes and fair hair, tell us something specific

Both says: "oh yes, now we remember. Jean Paul had two holes in his ass.

The policemen get really interested: now that is something very specific, but tell us, how do you know this, how you guys seen it?"

One of them said "No, we have not actually seen the holes, but wherever we went with Jean Paul, everyone used to say, here comes Jean Paul with the two assholes." **MAJ Noor**

Tom is an elementary school student. One day in the class, the students were asked to make a sentence using the following 4 words: "is, friend, Lucy, my".

Jim hands up: "Lucy is my friend".
"Good!" teacher said.

Jack hand up: "my friend is Lucy".
"Excellent!" Teacher praised.

"How about you, Tom?" Teacher asked,
"Er..., Friend, Lucy is mine (my)!" Tom answered.

MAJ Yang

Last night a Chinese guy came to my favorite bar. I asked him if he knew Kung Fu or some other marital art. He said, "Why do you ask me that? Is it just because I'm Chinese?"
"No, it is because you are drinking my beer!"

MAJ Khalid

Morning Coffee Moments

An Indian migrated to America, and moved into an American neighborhood. His American neighbor went next door to wish him welcome. He was shocked to see the man from India in his nice backyard chasing ten chickens around like mad. "Must be an Indian custom," he thought to himself. Deciding he could put off the welcome till a later date, he went home.

The next day, he decided he was going to welcome the Indian man again. When he looked through his window, he saw the Indian man urinate into a cup and drink it. "Must be an Indian custom." He thought to himself. Deciding he could put off the welcome till the next day. He went on with other stuff.

The third day, he was determined to welcome the Indian man. At his gate, he saw the Indian man with his ear pressed against a cow's big fat butt. Seeing this, he became disgusted and went up to the Indian man. "I am sorry sir, I did want to wish you a warm welcome, but I cannot stand your crazy Indian customs!" he yelled at the Indian.

The Indian looked confused and answered, "sorry sir, I think you are mistaken. These are actually American customs, not Indian. I was told, that in order to be a true American, one has to chase chicks, get piss drunk, and listen to bullshit."

Doctor, how can I live longer than 100 years?

Do you smoke?

No!

Do you eat too much?

No!

Do you have affair with promiscuous women?

No!

Then why would you want to live more than 100 years?

MAJ Khalid

A kindergarten student told his teacher that he found a cat, but it was dead.

How do you know that cat was dead? She asked him. Because I pissed in its ear and it didn't move. He replied innocently.

You did what? The teacher exclaimed.

"You know", explained the boy, "I leaned over and want *pssst* and it didn't move."

Maj Kieran

Collage of Other Activities



Friends for Life

We are *Friends*
I got your back
You got mine
I'll help you out
Anytime!
To see you hurt
To see you cry
Makes me weep
And wanna die
And if you agree
To *never* fight
It wouldn't matter
Who's wrong or right
If a broken heart
Needs a mend
I will be there
Until the *End*
If your cheeks are wet
From drops of tears
Don't worry
Let go of your fears
Hand in hand
Love is sent
We will be *Friends*
Until the End !!!

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7TH COMMAND AND STAFF COURSE
2 JAN 17 TO 13 OCT 17
'TIL WE MEET AGAIN'