

**A GLOBAL LEADERSHIP FRAMEWORK:
COMPETENCIES WITHIN, BETWEEN & BEYOND US**

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AS highlighted by Adair (2004), in Scottish and French the word for leader means “a person’s head” indicating the role of a thinker having understanding, control and power over the rest of the body (followers). In English the word for leader originates from the words path (laed) and travel (laeden), meaning knowledge of a route between two places so that the followers can be guided to the proper destination in safety. Attempts to produce a single definition for leadership have repeatedly fallen short of acceptance. Leadership authors frequently quote Stogdill (1974) who said, “There are almost as many definitions of leadership as there are persons who have attempted to define the concept”. In this environment of disagreement, new theories are constantly emerging while several theories have gained more favour than others. A careful scrutiny of the literature by this author found that widely accepted theories could be categorized into five domains: trait, style/behaviour, situational, functional and integrated theories. Many of these theories have been developed to explain why a leader is effective and what competencies contribute most to effectiveness. They tend to focus on one of the three elements broadly accepted as being relevant: (a) characteristics of the leader, (b) characteristics of the followers, and (c) characteristics of the situation (Yukl, 2006). From this review, it is apparent that leadership is conceptualized in a number of ways that have many similarities and which borrow considerably from each other. None of the theories has been disproven, but a few have emerged as clear winners. They all contain elements of what people believe to be true, but none of them encapsulates leadership sufficiently for them to be entirely accepted. However, for the purpose of this study two definitions stand out. Gary Yukl (2006) defines leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives”. Peter Northouse (2010) defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”. These two definitions suggest several factors to the concept of leadership. Some of them are that leadership: (a) is a process, (b) involves influencing others, (c) occurs within the context of a group, (d) involves goal attainment, and (e) is where goals are shared by leaders and their followers. Defining leadership as a process suggests the view that leaders are not merely born with traits, but can also be made, preferably relatively early in life.

Even though the terms leadership, management and administration are used synonymously more often than not, they need to be defined for the purpose of this study. In fact most of the articles reviewed on senior position competencies emphasize on management as opposed to leadership competencies. Further to the definition by Northouse (2010) on leadership quoted above, there are other aspects such as the context, complexity and change which differentiate the concept from management. Leadership is the attribute we look for to guide us through change in complex environments with uncertain futures and changing societal values. In this context, leadership that is values-based and focussed on gathering

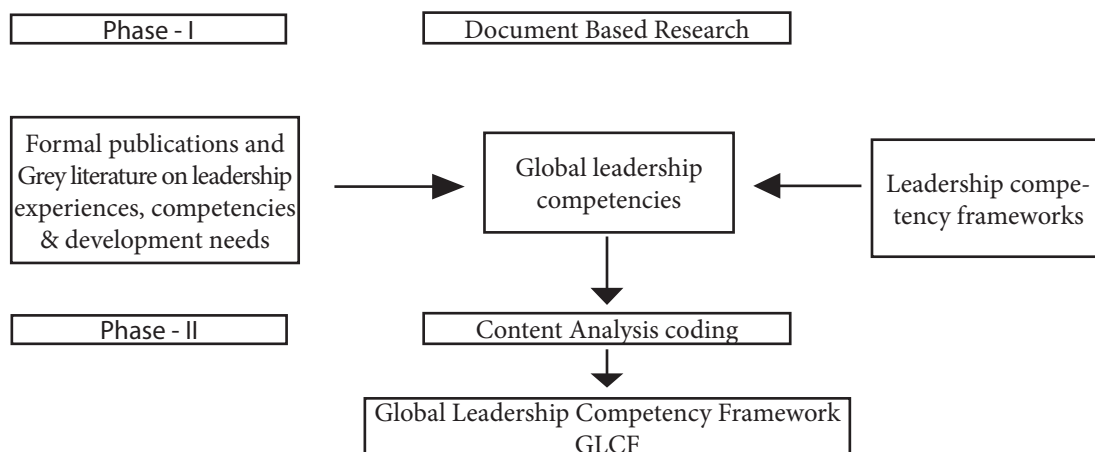
support from people is essential to guide organization into the future. Management, on the other hand, is the attribute we utilize in simple uncomplicated environments, characterized by a somewhat predictable future, in an essentially stable social value system. In these environments, the manager's task is primarily a matter of organizing, planning and controlling resources to build/create that future which the leader has designed. When society is going through major change, as it is today with technological, demographic, health and environmental challenges, both leadership and management competencies are required. Leadership is required to set direction and management to help us get there, and achieve the organization's common objectives. Hence, leadership is required at a much higher level in the organization than management operates. On the other hand, administration while occurring in an even more stable environment is required at a lower level than management in an organization. While administration like management assists the organization to achieve the common objectives, managers are said to have concern for the workers 'whole life' requiring more soft skills, transforming and building commitment among workers. On the contrary, administrators are said to have concern only for the workers 'work life' requiring more hard skills in a transactional manner ensuring compliance.

Inquiries into organizational performance issues have repeatedly highlighted deficiencies in leadership. The main problem appears to be that most officers rise to leadership positions based on their seniority and technical knowledge, without adequate training and experience in management. Despite this scenario, more and more people without formal training are being assigned leadership positions. Contemporary leaders cannot rely solely on their specialized curriculum to become effective professionals in competitive environments; they need specific social and organizational skills that are systematically studied in the discipline of management. Hence, globally people are examining what makes leaders exceptional and what are the critical competencies leaders require to lead and transform modern organizations. There are approximately three hundred identified global leadership competencies identified. In this backdrop, there is a growing consensus for better leadership development, although there is much less agreement on the specific competencies required to improve performance. What is even more lacking is a framework consisting of the critical competencies presented in a form that can easily be comprehended and remembered.

A competency framework is the term given to a collection of competencies in clusters. The degree of detail contained within a competency framework depends on its intended application. Whiddett and Hollyforde (1999) suggest that a framework should contain no more than 20 competencies, even though as stated above the literature currently suggests that there are 300 leadership competencies. According to Whiddett and Hollyforde (1999), a competency framework should be: clear and easy to understand; relevant to all staff who will be affected by the framework; take account of expected changes; have discrete elements which do not overlap; fair to all affected by its use. Competency frameworks have been used to improve performance of many organizations. One such framework adopted by the United Nations aligns the competencies of individual UN organizations with the six core competencies of their Senior Managers Network.

Based on the above, the objective of this study was to identify the competencies required by leaders to manage institutions with more productivity and quality. It was conducted in two phases using a qualitative, cross sectional approach as shown in Figure 1 below. The initial phase was a primary and secondary document based research to identify the global competencies. The primary document based research included the scrutiny of formal publications such as peer-reviewed journals (academic and conference) and monographs (undergraduate and postgraduate research publications). The secondary document based research included the scrutiny of unpublished documents (grey literature) such as informally published reports and curricula. The next phase employed a formal qualitative technique, 'Content Analysis' (Hussay & Hussay,1997; Berkowitz,1997; Bogdan & Biklin, 1998) to analyze the data collected from the document based research It included coding, summarizing and categorizing to identify common competencies and develop a Global Leadership Competency Framework (GLCF).

Figure 1: Study Framework and Conceptualization



In terms of limitations there are three main assumptions connected to the objectives in this study. The first is that leadership is different from management and administration. The second is that leadership can be defined, developed and measured. The third is that the competency framework can be designed so its intended audience can use it to improve competencies and related performance. The preliminary literature review was aimed to present internationally and locally published literature. However, the study is likely to be limited by the fact that there was a large amount of data from the developed countries with literature from developing countries including Sri Lanka being very scanty.

The developed global framework as shown in the Figure-2 below has fifteen competencies grouped into three broad multi-item constructs that the competent leader should understand, remember and be a master in. The three broad multi-item constructs are: 'Task Master', 'Peoples Master' and 'Context Master'.

Figure 2: A Global Leadership Competency Framework



The first construct 'Task Master' depicts competencies emerging from within the leader. Accordingly, the Task Master competencies required and emerging from within the leader are being self-aware, competent, committed, disciplined and courageous. The competency of self-awareness should remind the prospective leader that he or she should fully understand himself /herself including strengths and weaknesses before attempting to deal with others. The concepts of competency and commitment need no explanation. Competencies in areas of knowledge, aptitude, attitude, skills and practices are paramount for achieving both individual and common objectives. Commitment or self-motivation is equally important, and is expected to drive the leader towards the common goal. Discipline on the other hand is said to be the single most important competency to achieve success both individually and as a group. The courage to pursue what is right based on principles is also vitally important for success. Hence, the five competencies of the construct are all to do with self and therefore are 'within us'.

The second construct, 'Peoples Master' depicts competencies between the leader and his/her followers. Accordingly, the Peoples Master competencies required and emerging from transactions between the leader and his/her followers are being empathetic, credible, charismatic, and also be a collaborator and a communicator. The first competency under this construct is empathy or the ability to fully understand the other person's perspective which requires exceptional listening skills which many of us fail to have. The next competency is credibility or trustworthiness, which according to many scholars is the most important attribute for leaders to develop followers. The role of charisma or a pleasing personality in leadership is seen in almost any society. The fourth competency, collaborator is important for the leader to be a team player. The final competency communicator is also important in developing human relationships. Hence, the five competencies of this construct are all to do with the leader's relationship with his/her followers and are therefore 'between us'.

The third construct 'Context Master' depicts competencies between the leader and his/her environment. Accordingly, the Context Master competencies required and emerging from transactions between the leader and his/her environment are being a visionary, a

strategist, an opportunist, an innovator and a change agent. Vision or the ability to see what the others cannot see and strategist go hand in hand for the effective leader. Being an opportunist and being able to capitalize when the opportunity arises and being innovative are also key competencies of a leader. Finally being a change agent is a *sin qua non* in today's competitive environment. Hence, the five competencies of this construct are all to do with the environment in which we operate in and are therefore 'beyond us'.

In view of the above, I argue that an administrator, who operates in the lower tiers of an organization, is essentially a Task Master or who requires competencies within himself. This follows that a manager, who operates in the middle tier of an organization is essentially a Peoples Master or who requires competencies building relationships between us, in addition to being a Task Master. Finally a leader who operates at the topmost tier of an organization is essentially a Context Master who requires competencies beyond us to deal with the environment, in addition to being a Peoples Master and a Task Master.

The identified attributes of leadership could be used to develop strong personal and professional values which are non-technical skills that allow top level managers to lead across professional boundaries, understanding the increasingly complex environment in which products in the 21st century are delivered. Developing these competencies will require dedicated resources and the application of a variety of different learning methodologies such as mentoring, coaching, action learning and networking at a relatively early stage in life.

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HAS THE ISPS CODE BEEN A SUCCESSFUL MARITIME SECURITY MEASURE? WHAT CHALLENGES REMAIN FOR ISPS CODE COVERAGE AND IMPLEMENTATION?

Rear Admiral DNS Ulugetenne

Introduction

In the aftermath of the terrorists' attack on the World Trade Centre on September 11 in 2001, states in the entire world commenced revamping their security measures against terrorism in order to curb similar occurrences. Many security systems were introduced with necessary amendments to the existing regimes through regional and global cooperation. More prominence was given to the maritime sector being the vital global transportation medium due to its susceptibility to terrorists' attacks.

The introduction of the International Ships and Port Facility Security Code (ISPS Code) is considered as one such significant measure in the maritime domain for securing ships, ports and port facilities. The ISPS Code is a mechanism for identifying, evaluating and deterring security threats with the cooperation of all stakeholders in the international shipping field¹. In this essay it is intended to examine the success of the ISPS Code and ascertain challenges for its coverage and implementation.

ISPS Code

The ISPS Code was introduced by the International Maritime Organization (IMO) as an amendment to the 1974 Safety of Life at Sea Convention (SOLAS). The Chapter XI of the SOLAS, which was meant for the maritime safety, was amended as the Chapter XI -1 and a new chapter with special emphasis to enhance maritime security was added as Chapter XI – 2. The ISPS Code was included in the new chapter as a supplement and entered into force on 1st July 2004. The Code consists of two sections: Part A and Part B, which contain compulsory requirements and guidance for implementation respectively².

It is evident that the implementation of the ISPS Code has been successful in a few aspects at the initial stage in assuring security for ships, ports and port facilities as expected by the Code. Primarily, 90 percent of ships and an equal percentage of port facilities in the world implemented the ISPS Code by September 2004 thus enhancing the security measures against probable security threats³ which are the main objective of the Code. Although the ISPS Code was introduced to address maritime terrorism threats, it is argued that the implementation of the Code greatly assisted in curbing theft in the port facilities⁴.

1 Martin Tsamenyi, Mary Ann Palma and Clive Schofield, 'International Legal Regulatory Framework for Seafarers and Maritime Security Post-9/11' in Rupert Herbert-Burns, Sam Bateman and Peter Lehr (eds), *Lloyd's MIU Handbook of Maritime Security* (CRC Press, 2009) 240.

2 Arsham Mazaheri, *How the ISPS Code affects Ports and Ports Activities* (Master Thesis, University College of Boras School of Engineering, 2008) 9 <<http://bada.hb.se/bitstream/2320/3579/1/Arsham%20Mazaheri.pdf>>.

3 Catherine Zara Raymond and Arthur Morrien, 'Security in the Maritime Domain and its Evolution Since 9/11' in Rupert Herbert-Burns, Sam Bateman and Peter Lehr (eds), *Lloyd's MIU Handbook of Maritime Security* (CRC Press, 2009) 5.

4 S Nasser Saeedi, Siavash Khodabakhshi and Hassan Jafari, 'An Empirical Study on Effects of ISPS Code Implementation on Iran's Port Activities, Case Study on Abadan' (2012) 7 *Advanced Research in Economic and Management Sciences (AREMS)* 454.

In the same way, the ISPS Code is taking a lead in improving maritime security through enhanced cooperation and mutual understanding in the global shipping network⁵. In other words, the ISPS Code can be considered as a security harmonizing mechanism within and among states⁶. Similarly, it is apparent that the implementation of the ISPS Code has led to the creation of close relationship between shipping trade and stakeholders diminishing usual conflicts that have been experienced in the shipping field⁷.

Apart from that, it is believed that the implementation of the ISPS Code has created a pleasant working environment with systematic and integrated document handling and superior control in cargo and personnel handling in the shipping field⁸.

Remaining challenges

Despite the positive aspects enumerated above, many challenges to the coverage and the implementation of the ISPS Code have been recognized by professionals in the maritime security field⁹. This was clearly shown by the terrorists' attack on the Indonesian passenger ferry and the Mumbai hotel¹⁰ in 2004 and 2008 respectively.

Challenges to the Coverage

Non-inclusion of the vessels under 500 Gross Tonnage, fishing vessels, domestically operated passenger ships and leisure craft in the ISPS Code has been recognized as the mostly discussed drawback in its coverage¹¹. Although some countries have adopted local security mechanisms to regulate them, absence of a globally accepted system is much felt due to the vulnerability of such vessels in the maritime domain. The terrorist attack on the hotel in Mumbai in 2008 using a hijacked fishing vessel is a good eye-opener to re-evaluate the gaps in the Code¹². Employment of these types of vessels for human/drug trafficking and piracy cannot be ruled out due to their extensive use.

Similarly, despite the introduction of many mechanisms, the ISPS Code has not been effective in preventing or deterring piracy at sea. Piracy has become a global menace due to the non-availability of a universally accepted system for the prevention of unregulated vessels, which are mostly susceptible for criminal activities at sea. It has been calculated that pirate attacks cost the world¹³ approximately US \$ 25b annually.

Deployment of Privately owned Maritime Security Companies (PMSC) against piracy at sea has become an emerging threat in the maritime domain which is not adequately covered by the ISPS Code. It is evident that about 35% of ships transiting high risk areas

5 Natalie Klein, *Maritime Security and the Law of the Sea* (Oxford University Press, 2011) 162.

6 James Kraska, 'America's maritime challenges and priorities The Asian dimension' in Joshua H Ho and Sam Bateman (eds), *Maritime Challenges and Priorities In Asia Implications for Regional Security* (Routledge, 2012) 237.

7 Khalid Bichou, 'The ISPS Code and The Cost of Port Compliance: An Initial Logistic and Supply Chain Frame Work for Port Security Assessment and Management' (2004) 6 *Maritime Economics & Logistics* 324.

8 Mazaheri, above n 45.

9 Raymond and Morrien, above n 6.

10 Prakash Metaparti, 'Rhetoric, rationality and reality in post - 9/11 maritime security' (2010) 37(7) *Maritime Policy & Management* 729.

11 Raymond and Morrien, above n 6.

12 Metaparti, above n 729.

13 Catherine Zara Raymond, 'The Challenge of Improving Maritime Security' (2005) 7(115) *Journal of the Australian Naval Institute* 15.

presently utilize PMSC personnel for security¹⁴. In some regions PMSCs operate their own shipping network with weapons onboard which are known as “floating armories” in order to facilitate their operations¹⁵. In the face of piracy threats, PMSCs have become a lucrative venture¹⁶ and have tended to engage in many illegal activities. As per the ISPS Code, all ships entering ports should declare the availability of any weapons on board well in advance. Although proper records are not available to prove, the aforesaid floating armories have a practice of transferring weapons and security personnel at mid-sea using small boats evading ISPS Code directives thus exposing unregulated weapons and personnel at sea and making an opportunity for adversaries. Further, PMSCs have created ambiguity in the concept of innocent passage prescribed in the Law of the Sea¹⁷.

Passenger ferries which operate within the coastal states have not been covered by the ISPS Code. These vessels are more vulnerable as they pose a significant target for terrorists due to the nature of the industry. Further, security and safety of the passengers are also vital due to the involvement of a large number and the diversity. This was clearly shown in the devastating incident of the ‘Super Ferry 14’ in Manila in 2004 which killed nearly 100 passengers onboard¹⁸.

The omission of the security of cargo carried by ships is another concern in the ISPS Code, which needs to be addressed in its coverage¹⁹. In spite of many documentations and formalities with regard to the port and ships security, no mechanism is available to monitor the cargo which is the most critical feature for criminals awaiting an opportunity. Although in some countries, security of containerized cargo has been dealt by the United States’ Container Security Initiative²⁰, the majority of the states are adopting local measures which are not healthy solutions in the international maritime environment.

Apart from that, interdiction procedure of doubtful vessels at sea is not properly covered in the ISPS Code. Although, this aspect is covered by the Suppression of Unlawful Acts against the Safety of Maritime Navigation Convention 1988 (SUA), the same is restricted to territorial waters and a similar directive is considered essential as high jacking of ships is mostly probable on the high seas²¹.

Most importantly, the cyber security is not in the coverage of the ISPS Code²². As per the Code, ships are to be equipped with a Ship Security Alarm System (SSAS), and an Automatic Identification System (AIS). Generally ships are fitted with a large number of

14 Thean Potgeiter, ‘Maritime Security in the Indian Ocean: Strategic Setting and Features’ (2012) August 236 Institute for Security Studies 12.

15 Sam Bateman, ‘What is the Global Situation with Piracy’ (2012) August (47) Special Report Australian Strategic Policy Institute 23.

16 Sam Bateman, ‘Sea Piracy: Some Inconvenient Truth’ (2010) 20 Disarmament Forum 19.

17 Anna Petrig, ‘The use of force and firearms by private maritime security companies against suspected pirates’ (2013) 62(3) International and Comparative Law Quarterly 679.

18 Sam Bateman, Ferry Safety: A neglected Aspect of Maritime Security? (3 May 2006) IDSS Commentaries 2 <http://scholar.google.com.au/scholar?hl=en&q=SuperFerry+14+incident&btnG=&as_sdt=1%2C5&as_sdtp>

19 Metaparti, above n 729.

20 Peter Thompson, ‘Does the International Port Facility (ISPS Code) adequately address post 11-September 2001 Maritime security threats from ships and ships crews?’ (2006) Journal of the Australian Naval Institute 35.

21 Graeme Hale, ‘Does the ISPS Code address post 9/11 maritime security threats?’ (2005) Journal of the Australian Naval Institute 16.

22 Shashi K Shah, ‘The Evolving Landscape of Maritime Cybersecurity’ (2004) 25 (3) Review of Business 32.

computerized equipment such as Global Positioning Systems (GPS) and Electronic Charts. Similarly, ports are incorporated with Electronic Data Interchange and Electronic Vessel Traffic Services which are prone to cyber attacks. Any disruption by criminals by means of cyber attacks may have detrimental effects on the global commerce.

Challenges to the Implementation

The colossal preliminary cost in execution is one of the major challenges faced by the states in implementing the ISPS Code. In order to meet security requirements as stipulated by the ISPS Code, states are required to introduce new equipment, mechanisms and technology including additional personnel within a shorter period and some countries faced difficulties in securing additional funds for the purpose²³. This delayed the effective implementation of the Code creating an unhealthy environment for developing countries in the shipping field. The studies carried out by professionals suggest that the smaller ports have been more affected by the initial cost of the implementation of the Code²⁴. Further, in the shipping industry there is an emerging trend of reducing the ship's crew as a cost cutting measure in order to overcome additional cost in implementation of the ISPS Code²⁵ which may have adverse effects on the industry.

Non-availability of globally accepted identification system for seafarers has become a key issue when implementing the ISPS Code which has direct impact on seafarers' rights. Nonetheless the provisions are available for the issuance of a valid identity card for seafarers as per the Seafarer's Identity Document (SID) Convention 2003; some states are denying the same due to the cost factor and national policies²⁶.

Similarly, it is argued that the seafarers are overloaded by the implementation of the ISPS Code due to the excessive workload imposed on them and the denial of ashore leave in order to meet stipulated security requirements thus ignoring the human factor. This was confirmed by a survey conducted by the International Transport Federation using approximately 700,000 seafarers affiliated to unions²⁷. This clearly shows a drawback in enforcement of the code.

The ISPS Code lacks proper enforcement authority²⁸. Hence, there is a vast gap in the Code and the implementation of the stipulated security measures. No authority has been empowered to inspect the level of achievement and the same is delegated to individual states and shipping companies on voluntary basis²⁹, consequently giving leeway for poor implementation. In other words, in some countries the ISPS code has become merely a "check list" in order to remain in the industry³⁰.

Similarly, the ISPS Code has not promulgated minimum standard levels for some important security aspects such as perimeter security/fencing, access control, electronic

23 Hale, above n 16.

24 Mazaheri, above n 32.

25 Sam Bateman, 'Maritime security implications of the international shipping recession' (2009) 1(4) Australian Journal of Maritime and Ocean Affairs 115.

26 Tsamenyi, Palma and Schofield, above n 246, 247.

27 Rakish Suppiah, 'ISPS and Manning Issues' (2009) 8(1) WMU Journal of Maritime Affairs 95.

28 Metaparti, above n 730.

29 Ibid.

30 Raymond and Morrien, above n 6.

surveillance equipment, guards, communication and training levels of “security officers” stipulated in the Code. This causes vagueness in implementation³¹. On the other hand, this challenges the interpretation of the Code. The use of yellow lines and fences as boarder protection methods in Denmark and Sweden respectively is a good example for the poor interpretation and implementation of the Code³².

The other aspect is the difficulties in jurisdiction in implementation of the code owing to ships registration in Flag of Convenience (FOC) due to substandard regulations of shipping. Many administration difficulties have been experienced with regard to the Ship Security Plans and Continuous Synopsis Records issued/approved by Flag States³³. Similarly, action by the FOC in the event of security incident onboard a ship creates an uncertainty in implementation of the ISPS Code due to the difficulty in giving viable solution for the situation³⁴.

The credibility of the Port Facility Security Plan also creates ambiguity as the same is prepared by the contracting government which has a direct impact in deciding the security level of the relevant port. It is assumed that the flag state will not increase the security level of its port due to the adverse effect on the trade resulting major deviation of the expectations of the Code³⁵.

The concept of Continuous Synopsis Report (CSR) in the ISPS Code also creates situations in implementation when an ISPS compliance ship calling on an ISPS compliance port after she had previously visited (among last 10 ports) a non-compliance port. As some ports in the world are yet to comply with the Code, this needs to be addressed for the betterment of ships operators³⁶.

It is argued that maritime security cannot be achieved in isolation in the prevailing security environment. Hence, exchange of information and intelligence plays a key role³⁷ in achieving optimum results which are to be included in the coverage and implementation of the ISPS Code.

Conclusion

Finally, it is apparent that sea will have a predominant role in the world due to its vulnerability in terms of natural resources, generating power, establishing artificial structures, tourism, food, drinking water, waste disposal and as a medium for transportation connecting nations in the future. Sea will be simultaneously open for the states and non-state actors³⁸ and needs globally accepted pragmatic measures to eliminate its anarchic nature. In this context, it is the responsibility of all nations to introduce necessary mechanisms and develop existing regimes such as the ISPS Code to protect global interests.

31 Ibid.

32 Mazaheri, above n 36.

33 Hale, above n 15.

34 Thompson, above n 34.

35 Hale, above n 15.

36 Alexandros M Goulielmos and Agisilaos A Anastasakos ‘Worldwide security measures for shipping, seafarers and ports An impact assessment of ISPS Code’ (2005) 14(4) Disaster Prevention and Management 469.

37 Periasamy Gunasekaran, ‘Malaysian port security: issues and challenges’ (2012) 4(2) Australian Journal of Maritime and Ocean Affairs 67.

38 Martin N Murphy, *Contemporary Piracy and Maritime Terrorism* (Routledge, 2007) 75.

When analyzing the above, it is evident that the ISPS Code is effective to some extent at the early stage of its implementation as an immediate security measure introduced in the aftermath of the 9/11 terrorist attack to protect global commerce. However, it requires immediate corrective measures to address the remaining challenges in its coverage and implementation highlighted above. A comprehensive global approach and a commitment by contracting governments are required to meet that need. Hence, it is recommended to introduce an appropriate funding system and an independent monitoring mechanism with legal authority under the auspices of the United Nations in order to eliminate the gaps in the coverage and implementation of the ISPS Code.

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MILITARY – NGO CO-OPERATION IN PEACE SUPPORT OPERATIONS:
IMPORTANCE OF PERSONALITY IN MORAL AND COSMOPOLITAN PERSPECTIVES

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Abstract

Previous studies conducted on Military – NGO Co-operation in peace support operations state in an abstract manner that personality and the statism attached to the military are two of the causes that hinder this co-operation. One of the fundamental characteristics of personality is attitudes, which predict and explain human behavior. The United Nations Organization is rather concerned of moral and cosmopolitan norms, since it is vested with the noble task of maintaining peace and security as the basis of bringing well-being for the world community. As such, military persons deployed in these operations being members of the social component, need to develop these norms – specific attitudes in them, in order to become themselves suit in personality for the role of peacekeeping. This study extending the findings of previous studies on non – military context to the military context proves that big five personality traits in military persons in terms of these attitudes persons are important for their co-operation with NGO members in these operations.

1. Introduction

Since the end of the cold war and following the globalization process, the international community has been facing new challenges and problems such as humanitarian crises, natural disasters, protracted social conflicts, transnational organized crimes and terrorism. All these natural and man – made disasters affect in a significant way on the life of people around the world. In such situations, governments, international organizations and non- governmental organizations, initiate multi –dimensional and comprehensive approaches to address in an effective manner all these challenges highlighting the significance of protecting human security. Therefore, the military, which is seen as the key players in war is expected to play an important role in peace support operations as well (Anca, 2013).

These operations have been defined as: Operations that impartially make use of diplomatic, civil and military means, normally in pursuit of United Nations Charter purposes and principles to restore or maintain peace and these operations may include conflict prevention, peacemaking, peace enforcement, peacekeeping, peace building and or humanitarian operations (JWP, 2004).

A non-governmental organization has been defined as; A private self- governing not for profit organization dedicated to alleviating human suffering and /or promoting education, health care, economic development, environmental protection, human rights, conflict resolution and/or encouraging the establishment of democratic institutions and civil society (Aall, 2000).

The co-operation in the context of peace support operations has been defined as; Willingness to explore possibilities in partnership with other stakeholders, and if agreed, to pursue a course of action. It is as much an attitude and it is a physical act (Challenges Project 2005).

The effectiveness of military in the context of war is about winning battles (Reiter et.al, 1998, 259). However, as quoted by Izzo, Morin states that effectiveness is about judgment of results, effects or products obtained by individuals, groups or organizations (Izzo et.al, 2000). Under these circumstances, the effectiveness of a peace support operation is dependent on the success of making peace and thus military persons deployed in these operations need to provide what is expected from them by the world community in relation to international peace and security in terms of the norms contained in the preamble to the charter of the United Nations Organization.

Nevertheless, military persons primarily are considered as members of the profession of violence (Huntington, 1964). However, aggressive and pro- active action to accomplish international peace and security would probably have led to an unwanted collision between the antagonists (Mc Coubrey et.al 1996). Therefore, UN peacekeeping was organized so as to perpetuate the status quo through a passive attitude and perceived neutrality (Blocq, 2006). As such, The Department of Peacekeeping Operations of the United Nations Organization has accepted the need of developing specific competencies such as knowledge, skills and attitudes in military persons in order to make them competent in playing the role of a peacekeeper. Thus, the training manual designed by the United Nations Organizations for peacekeeping operations states that:

“The attitudinal conduct of peacekeeping persons at all levels must consistent with the United Nations concepts of neutrality, reliability and impartiality and peacekeeping must adhere to the principles that are deferent from military concepts and it demands knowledge that is not acquired through military training (UNDPKO Trg manual, 2003).

Thus, an attention has been drawn in this statement on the three important requirements in relation to the competencies that need to be developed in military persons in the context of peace support operations. These requirements are:-

- (i) The symmetry between attitudinal conduct of military peacekeepers and the United Nation’s concepts.
- (ii) Adherence by military persons to the principles of United Nations Organization.
- (iii) Need of developing specific knowledge in military persons in order to ensure adherence to these principles.

However, an emphasis has been specifically drawn in this statement about the deference between the principles of both war and peace support operations, which are socio- technical in nature. The social system of both these operations consists of military

persons and attitudinal conduct of the social component is expected to be determined by the objectives of the respective military operation. A war according to Clausewitzian perspectives is: An act of violence intended to compel the opponents to fulfill the will of the other party. Thus, the two motives that lead people to war are: Instinctive hostility and: Hostile intention (Graham, 1997). Therefore, the principles of war are; military necessity, distinction, limitation, proportionality and humanity and as such the main objective of a war is to defeat the enemy adhering to these principles rather through violent means.

When military persons are deployed in peace support operations they need to explore possibilities in partnership with other stakeholders to pursue a course of action, which is making peace. Thus, during these operations military persons need to contribute in a moral, ethical and accountable manner (Izzo, et.al, 2000). Since, in these operations civilians of deferent organizations are involved, the effectiveness of making peace is largely dependent on the ability of the military of working with civilians including NGO members (Egnell, 2008).

These facts thus speak of the necessity of maintaining co-operation between Military and NGO members in these operations in order to make peace effectively. However, there are various causes that hinder the co-operation between them, despite it is one of the proximate mechanisms that contributes in making peace effectively.

2. Causes Affecting Military – NGO co-operation

There are different causes affecting this specific co-operation, according to the findings of previous studies conducted by the United Nations Organization, Troop Contributing Countries, Research Organizations and the Scholars as well. Specially, a study conducted in relation to the peace support operations mandated by the UNO reported that personality is one of the causes that hinder this co-operation (Challenges Project, Phase II, 2005). Further, the civil- military co-operation including NGO members in these operations has been identified as the function of personalities (Pollick, 2000) The ideological differences such as statism attached to the military and non –statist cosmopolitanism attached to the non-governmental organizations are also among the causes that hinder this co-operation (Pugh , 2001).

Despite these are some of the causes that affect Military - NGO co-operation, maintaining peace and international security are the utmost determinations of the United Nations Organization, according to the normative statements contained in the preamble to its charter. These causes need to be viewed in the corporate perspectives, since, those are connected to core competences of organizations. Core competences are the most significant value – creating skills and the key areas of expertise, which are distinctive to any organization and critical to organization's survival and long term growth (Hamel and prahalad, 1999). Core competence is two-fold and one of which is the social system of an organization, which includes people. The competencies of people consist of expression of skills, requirement of knowledge and attitudes (Liyanage, 2009). Thus, military persons need to be armed with these peacemaking specific competencies during their deployment in these operations, which then would be one of the core competences of the UNO.

3. Literature review

There are many studies conducted on this problem of Military NGO co-operation in peace support operations. International Institutes of Strategic Studies has recommended on the need of developing military training, specially geared to peace keeping's demand. (Williams, 1998). Another study conducted in relation to this problem recommended to: Deploy reservists with civilian skills for Military - NGO co-operation duties and; To establish Military - NGO co-operation unit for regular and frequent consultations with civilian stakeholders including the members of non-governmental organizations (Franke, 2006).

A training need analysis conducted by the Kofi Anan Peace Keeping Training Center recommended to raise mutual awareness of the differences with regard to the background, culture, structures and requirements on the one hand and the UN Departments and agencies and military and civil defence organizations on the other hand (Kjeldsen, 2006). A study conducted in relation to Canadian military forces on this problem has reported that soldiers must encourage others to think, perceive, act and react in ways that may be deferent from their organizational culture, since the days when soldiers dealt with soldiers are long gone (Last , 2000). Further study conducted in relation to Canadian military forces in this context has highlighted the need of training soldiers on what is expected from them in addition to creating doctrines (Pedboy, 2006).

A study conducted in relation to US military forces highlighted the ability of military persons to interact with those outside the military, whilst developing patients among other actors (Olsen, et.al, 1999). Since there is a typological differences between warrior and the peacekeeper, the reassessment of a soldier has been recommended in the perspectives of military sociology in order to find his ability of co-operating with other actors maintaining a neutral position and avoiding conflicts with them (Nuciari, 2002).

Enhanced skills in military persons in the context of human relations, flexibility, mental agility and the ability of getting adapted to the new environment in these operations have been highlighted in relation to the Military - NGO co-operation in PSO in Haiti as well (Miller,et.al, 1997). Further it has been reported that this co-operation is often dependant on the personalities of the individual concerned (Ahlquist, 2004).

In view of these findings and recommendations on the need of enhancing Military NGO co-operation in the context of peace support operations, theories of human co-operation in comparison with the philosophical norms behind the United Nations Organization need to be analyzed in order to conceptualize and to scientifically identify the personality characteristics of those deployed in these operations, which make them job-fit in peacemaking.

4. Theoretical Framework

Member countries of the United Nations Organization are statutorily obliged in terms of article 43 of its charter to provide military means in the process of maintaining

international peace and security. (UN Charter, 1945). The preamble to its charter states that; We the peoples of the United Nations determined to save succeeding generations from the scourge of war, which twice in our life time has brought untold sorrow to mankind; To practice tolerance and live together with one another as good neighbors. The world community according to these words has normatively believed in the necessity of practicing tolerance, and living together in harmony with others as a way of living, which would prevent possibilities of bringing people to the man – made sufferings.

Thus, authorizing the deployment of peace support operations is one of the measures adapted by the United Nations Organization and as such military persons deployed in these operations need to be behaved adhering to these norms in making peace. The need of having these behavioral norms has been supported by the findings of a previous study stating that: A military person today representing the military profession plays not only role of a warrior, but also that of a peacekeeper, which needs him to develop the characteristic of soldier – statesman, soldier- scholar and soldier- diplomat (Charles, et.al 2000). In view of these specific tasks assigned on military persons deployed in these operations, they need to develop appropriate personalities in them, which, then make them suit for the role of a peacekeeper.

4.1 Personality

Psychology is concerned of science of behavior and cognitive processes that determine how people think feel and do (Baron, 2002). Personality refers to:

“A set of psychological traits and mechanisms within the individual that are organized and relatively enduring and that influence with his/ her interactions with an adaptation to the intra – psychic, physical and social environment” (Larson, et.al 2005).

Theories of personality are concerned of predicting human behavior and these theories are basically rooted in the personality psychology in the broader context. According to the trait theory of personality, the big five personality traits have been applied across many disciplines of human behavior and attributes of these traits are shown in the table 4.1.

Table 4.1 Characteristics of Big Five Personality traits

Core Traits	Descriptive Characteristics
Agreeableness	Good nature, Gentle, Co-operative, Trusting and Helpful.
Emotional stability	Poised, Calm, Composed, and not Hypochondriacal.
Conscientiousness	Well organized, Careful, Self-disciplined, Responsible
Extroversion	Sociable, Talkative, Fun-loving, Affectionate and Adventurous.
Openness to experience	Imaginative, Sensitive, Intellectual and Polished.

Source:(Baron, 2002)

Personality includes attitudes, which are thought of making up the personality (Robins, et.al, 2007). The psychological constitute of attitude refers to:

“An evaluative integration of cognitions and affects experienced in relation to an object. Attitudes are the evaluative judgments that integrate and summarize these cognitive/affective reactions and these evaluative abstractions vary in strength, which in turn has implications for persistence, resistance and attitude-behavior consistency” (Prislin, et.al 2008).

In view of these definitional context, attitudes evaluate objects either favorable or unfavorable manner (Schwarz, 2007). Psychological researches on the origin of attitudes state that there are tripartite model forming attitudes, which consists of cognitive, affective and behavioral elements (Rempel et.al, 1998). Therefore, people develop different attitudes in them on different objects based on these elements and thus attitude is an element of personality that predicts and determines human behavior. Since military persons during peace support operations need to co-operate with NGO members in making peace, their evaluations on the need of co-operating with NGO members either favorable or unfavorable manner are dependent on these attitudinal elements of personality in them. Thus, these attitudinal elements in military persons need to be compatible with the moral and cosmopolitan norms contained in the preamble to the charter of the United Nations Organization in order to co-operate with NGO members during the process of the making peace as mandated by the respective UN resolutions.

4.2. Morality

Morality has been briefly defined as “A convenient term for socially approved habits” (Benedict, 1934). Therefore, morality consists of principles that guide the understanding on right or wrong.” However, no act or practice can be assessed either as right or wrong or good or bad without full specification of the circumstances in the context, in the perspectives of contextualism (Wiggins, 2005). The preamble to the charter of the UNO consists of norms, which are concerned of the well – being of the world community. As such, this charter is a moral charter, which sets - forth clear and determinate instructions, principles for the actual behavior of individuals and members of groups, who are obliged to behave adhering to these moral obligations (Shweder, 2010).

Under these circumstances of moral norms, military persons, whilst playing the role of a peacekeeper bear the obligation of maintaining socially approved habits, which are concerned of the well-being of the world community. Thus, they need to determine their behavior in keeping with these moral norms with an understanding of what people value in the context of peace support operations. Therefore, an understanding on psychological account of morality is important for military persons during these operations, in order to understand whether something is right or wrong (Blasi, 1980).

The psychological mechanisms that translate moral standards into action are two-fold according to the Social Cognitive Theory and these mechanisms are: Refraining from transgression due to fear of social censure and other adverse consequences and; Pro-social behaviours expecting self satisfaction and self respect (Bandura, 1991). Morality is dependent on both innate and acquired traits and the acquisition may be through learning, experience and interactions (Samuel, 2002). Thus, morality in people is dependent on the psychological account based on these traits with the moderation from situational factors prevailing in the context.

4.3. Cosmopolitanism

Within the international relations theory, cosmopolitanism is considered as an inherently peaceful concept (Dexter, 2006). According to Mary Kalder, cosmopolitanism refers to: Positive political vision, embracing tolerance, multi-culturalism, civility, democracy and in a more legalistic manner respect for certain overriding universal principles, which should guide political communities at various levels including the global level (Kalder, 1999). Cosmopolitanism presupposes a positive attitude towards difference, which is a desire to construct broad allegiances and equal and peaceful global communities or citizens, who should be able to communicate across cultural and social boundaries forming a universalist solidarity (Ribeiro,2001). Nevertheless, cosmopolitanism shares three elements.

- (a) Individualism - Ultimate unit of concern, human beings.
- (b) Universality - Ultimate unit of concern, attachment to every human being equally.
- (c) Generality - Persons are ultimate unit of concern for everyone.
(Pogge, 1992).

Cosmopolitan values have been derived in the humanist universalist context (Bjorkdhal, 2005). Moral cosmopolitanism accordingly considers that all persons are required to respect one another's status as the ultimate unit of concern (Askit, 2012). Thus, Cosmopolitanism in moral context is related to the dimensions of international relations as well as the ethical nature of the relations between states, communities and in the context of war and violence (Brown, 1992). Thus, promotion and enforcement of these values through various means to a great extent is based on other- regarding interests and the notion of solidarity with others (Beck, 2002).

As such, states and international organizations engaged in maintaining international peace and security need to justify their actions in moral terms in the context of cosmopolitanism. Under these circumstances, military persons deployed in these operations, act as the agents of the UNO and thus they need to behave upholding these moral and cosmopolitan norms, which would them be a proximate mechanism for their co-operation with NGO members and as such adhering to these norms would lead them to deviate from the norm of statism attached to them during peace support operations.

4.4 Human Co-operation

Basically there are two aspects of human performance such as task and contextual performance. The task performance focuses on the activities that directly contribute to or support the transformation of input into output. The contextual performance contributes indirectly to organizational success by maintaining or improving the organizational, social or psychological environment necessary for the task to be performed effectively and efficiently (Motowidlo, et.al,1997). Thus, contextual performance includes cooperative behaviors, which provide benefits to other individuals (recipient) or are beneficial to both the actor and the recipient (Melis, et.al, 2010).

As such, contextual performance of co-operation includes behaviors such as helping and co-operating with others, volunteering to do more than the minimum behaviours required by the job, persisting to accomplish task, following procedures even when personally inconvenient and supporting and defending organizational effectiveness (Lepine, et.al,2001).

According to the perspectives of the theory of individual differences, there is a stronger link between personality characteristics such as traits and the contextual performance of co-operation (Motowidlo, et.al,1997). The findings of the previous study state that people who are high in the big five personality traits such as Agreeableness, Extroversion, Conscientiousness, Emotional Stability and Openness to Experience are more positive for the contextual performance of co-operation (Barrick et.al 1991).

However, Co-operation theory states that human co-operation is dependent on: What is good for the individual in the short run and: What is good for the group in the long run (Axelrod 2003). The Organization theory states that the human co-operation is dependent on the ability of working with previously untested concepts and norms (Lipson,2005). In view of these perspectives, new paradigms need to be charted in epistemological context in order to determine the attributes of personality traits that positively relate on Military – NGO co-operation in peace support operations.

4.5 Charting New Paradigms

Willingness of persons to contribute in the co-operating system is indispensable among human beings (Bernard, 1938). Thus, from a cognitive point of view, the question of interest that coordinate collaborative interaction is to understand the role and intention of the collaborative partner which allows individuals to actively coordinate their actions with those of their partner employing different social and communicative means to facilitate in the joint action (Melis, et.al, 2010).

NGOs have become important contributor to peace building, since they bring large amount of resources and expertise to war-affected regions (De Roos, 2003). Thus, co-operation between Military and NGO members involves integrating traditional military capabilities into a collective response to meet the human needs, which is contributing in making peace. Thus, the success of making peace through peace operations to a greater extent is dependent on the co-operative approach by both Military and NGO members.

However, according to the theoretical perspectives, co-operative behavior among other factors is dependent on the individual differences in terms of personality traits. Therefore, if military persons depending on these traits and with the moderating impact of command and control favorably consider that co-operating with NGO members is good for the group in the long run, despite, working with them in the context on previously untested concepts and norms, they would be capable of co-operating with NGO members in a more positive manner during these operation. Thus, it is hypothesized that:

Higher the level of concern in military persons on moral and cosmopolitan norms,

in terms of their big five personality traits, higher their co-operation with NGO members in peace support operations.

5. Method

A questionnaire was designed based on the general social survey for the big five personality traits consisting four sub constructs for each big five personality traits and each sub construct includes four questions, which incorporated moral and cosmopolitan perspectives. The questionnaire was administered on a sample of naval persons served in peace support operation in Haiti and their attitudes in terms of cognitive, affective and behavioral elements on co-operation with NGO members were evaluated using five point likert scale. Four questions were focused on perception, comprehension, understanding and attention allocation in terms of situation awareness in moral and cosmopolitan perspectives on the necessity of co-operating with NGO members in making peace.

Sub Constructs for big five personality traits were designed based on the characteristics shown in table 4.1 and the contextual performance of co-operation consists of individual imitiveness, inter personal helping, individual industry and loyal boosterism, which have been applied in a previous study in non military context (Elanian, 2007).

The relationship between big five personality traits and the contextual performance of co-operations was tested having calculated correlations using SPSS. In addition to these numerical findings, qualitative statements were recorded from the participants in order to convince the numerical findings qualitatively. Reliability of the measuring instruments was tested through inter-item consistency reliability and there is a high reliability ranging from 0.883 to 0.899

6. Data Presentation and Analyses

The relationship among the measuring instruments designed for big five personality traits and the contextual performance co-operation was tested using SPSS and the result are shown in table 6.1.

Table 6.1 : Descriptive Statistics and Correlations

		1							
1	Agreeableness	1.000	2						
2	Emotional Stability	.443**	1.000	3					
3	Conscientiousness	.383**	.475**	1.000	4				
4	Extroversion	.465**	.456**	.293**	1.000	5			
5	Openness to Experience	.292**	.350**	.88	.168*	1.000	6		
6	Co-operation	.259**	.267**	.276**	.231**	.168*	.168*	.292**	1.000

** Correlation is significant at the 0.01 level (2 tailed)

* Correlation is significant at the 0.05 level (2 tailed)

As shown in table 6.1, all the big five personality traits are significantly correlated with the contextual performance of co-operation. Thus, as shown in these numerical findings, naval persons served in peace support operation in Haiti have been concerned of moral and cosmopolitan norms in terms of big five personality traits and as such they have been co-operative with NGO members in making peace during this operation.

7. Discussion

Previous studies on non- military contexts reported that big five personality traits positively impact on contextual performance of co-operation. The changing role of military persons from war fighter to international peacekeeper demands different kind of individuals. (Stowers, et.al 2011). The Brahimi report on the peace operations undertaken by the United Nations Organization stated that the persons deployed in peace operations should be expertise in the relevant fields (Bellamy, et.al, 2004). Thus, a military person in order to become a professional peacekeeper should be able to adapt new set of attitudes and orientations (Noyes, 1995). It has been reported in respect of peace keeping training that soldiers at every level become leaders, who must make decisions analyzing, choices clearly (Felix, 2012).

As shown in the table 6.1, naval persons served in peace support operation in Haiti have been concerned of serving for making peace in co-operation with NGO members, for which their high attitudinal concern on moral and cosmopolitan norms have been the contributory factors. These findings have been further convinced by the qualitative expressions made by the participants in this study. They emphasized about the necessity of having attitudes of serving in co-operation with civilians including NGO members, irrespective of differences with an intention of relieving the people victimized in the conflict. These numerical and qualitative findings prove that big five personal traits in terms moral and cosmopolitan attitudes would be a proximate mechanism for positive Military NGO co-operation in peace support operations.

8. Conclusions

Sri Lankan Naval persons served in peace support operation in Haiti have been attitudinally concerned of non statist, cosmopolitan and moral norms in terms of their big five personality traits, according to the numerical findings shown in table 6.1 and as expressed in the qualitative statements. As such, they have been co-operative with NGO members during their deployment in this operation. When these factors are viewed in organizational context, managing intellectual, social and emotional capitals of individual are important for any organization (Ghoshal, et.al, 2003). Therefore, attention may be drawn on these aspects during pre deployment training for peace support operations, since naval persons consist of human capital in these operations.

Despite, personality has been identified as a cause that hinder Military – NGO co-operation in previous studies, the variables of personality have not been scientifically identified. Thus, the findings of this study may be supportive in the process of selecting military persons for peace support operations mandated in terms of chapter VI or VII of the UN Charter.

Studies conducted in relation to these operations state that “Train as you fight” philosophy has become more realistically applicable to the philosophy “Train as you interact” (Rietjens, et.al, 2006). Thus, the finding of this study may be applied in these philosophical contexts of “Train as you interact”.

It has been stated in relation to European Armed Forces that “Only Soldiers with a mind that is socialized and educated to shift quickly from a warrior kind of personality to a humanitarian kind of personality are able to function in both peace support operations and combat (Moelker, 2005). This study going beyond this statement has scientifically identified the attitudinal attributes of humanitarian kind of personality in the context of Military NGO cooperation in peace support operations. Thus, the finding of this study may be applied in developing humanitarian kind of personality in military persons, prior deployment in these operations.

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MARITIME TERRORISM Vs PIRACY: HOW TO DIFFERENTIATE BETWEEN THEM GIVING EMPHASIS ON MARITIME TERRORISM

Captain (H) KAPSK Kariyapperuma

“One of the defining characteristics of terrorism is that it is ineluctably political in aims and motives. However, terrorists may conduct maritime attacks to fund their onshore operations. This is leading some to infer that piracy and maritime terrorism are one in the same. Despite such overlap, one is conducted solely for monetary purposes while the other is seen as a means to a political end.”

-Bruce Hoffman¹

Introduction

Maritime terrorism and piracy are terms used to describe violent acts carried out by malevolent actors operating at sea². The former is acts of war committed by rogue ideologues while the latter denotes criminal activities committed by brigands for profit³. The primary motive behind a terrorist attack is political, rather than financial⁴. This is the main distinction between terrorists and pirates. Pirates do what they want for private gains. “Terrorists have political motivations that are fuelled by ideology, ethno-nationalist demands, or religious fundamentalism.”⁵ Another difference between these two criminal activities is that pirates prefer to remain anonymous. They want to make a profit, and to do so, it is better to avoid the spotlight and not leave behind traces of their crime⁶. Terrorists, however, want the media’s attention to promote their cause⁷. As there are differences, there are also similarities. Pirates and terrorists employ violence or the threat of violence to intimidate their victims into complying with their demands⁸. Like terrorists, pirates are small groups of people who live outside the protection and jurisdiction of a country⁹. Both hide in remote places where discovery and infiltration are difficult¹⁰. Both need funding to sustain their operations and a land-based component to support their activities.

Defining maritime terrorism & piracy

The Council for Security Cooperation in the Asia Pacific (CSCAP) defines maritime terrorism as “undertaking of terrorist acts and activities within the maritime environment, using or against vessels or fixed platforms at sea or in port, or against any one of their

1 Hoffman, Bruce, *Inside Terrorism*, New York: Columbia UP, 2006, p. 40.

2 Eric Shea Nelson, ‘Maritime Terrorism and Piracy: Existing and Potential Threat’, *Global Security Studies*, Diplomacy Department, Norwich University, Vol 3, Issue I, 2012, p.15 at <http://globalsecuritystudies.com/Nelson%20Piracy%20Final.pdf> accessed on February 7, 2014.

3 Ibid.

4 Cindy Vallar, ‘Piracy versus Terrorism’, *Pirates and Privateers*, The History of Maritime Piracy, Keller, TX, November 2005 at <http://www.cindyvallar.com/terrorism.html> accessed on February 7, 2014.

5 Joshua Ho, ‘The Security of Sea Lanes in Southeast Asia’, *Military Technology*, May 2005, page 15.

6 Cindy Vallar, ‘Piracy versus Terrorism’ at <http://www.cindyvallar.com/terrorism.html> accessed on February 7, 2014.

7 Ibid.

8 Ibid.

9 Ibid.

10 Ibid.

passengers or personnel, or against coastal facilities or settlements including tourist resorts, port areas and port towns or cities.”¹¹ The International Maritime Bureau (IMB) defines piracy as “an act of boarding or attempting to board any ship with the apparent intent to commit theft or any other crime and with the apparent intent or capability to use force in furtherance of that act.”¹²

Acts of maritime terrorism may be seen as an extension of land-based terrorism. Renowned terrorism expert, Bruce Hoffman states that one of the defining characteristics of terrorism is that it is “ineluctably political in aims and motives.”¹³ However, terrorists may conduct maritime attacks to fund their onshore operations. This is leading some to infer that piracy and maritime terrorism are one in the same. Despite such overlap, one is conducted solely for monetary purposes while the other is seen as a means to a political end¹⁴.

Targets & methods of attack used by maritime terrorists

The targets and methods used by maritime terrorists do vary from those chosen by pirates. Unlike pirates, maritime terrorists target vessels that have some effect on the political objective which they are trying to achieve. Thus, targets that are chosen by terrorists may fall into several categories. They are ships as iconic targets, ships as economic targets, ships as mass casualty targets and ships as weapons¹⁵. As iconic targets, terrorists attack ships that are symbolic to the target-state the attack is directed toward (e.g. naval warships).¹⁶ Ships that serve as economic targets are those that when attacked may disrupt the economic activity of the adversarial state, such as oil tankers and oil platforms.¹⁷ Any ship that is carrying a large amount of passengers (e.g. cruise ships and ferries) is a potential mass casualty target of terrorism.¹⁸ As a potential weapon, terrorists may place explosives onboard a ship and detonate it on or offshore.¹⁹ Additionally, terrorists can use ships as weapons by driving them into another ship, potentially one that has volatile cargo.²⁰ An attack on either of these targets has the potential to cause chaos and spread fear among the population.

Terrorists often use low-profile small boats and explosive laden suicide craft as used by the Sea Tigers of the LTTE (Liberation Tigers of Tamil Eelam) during the three decade-long insurgency in Sri Lanka to carry out attacks against ships, harbours and off shore installations. Maritime terrorists prefer small boats with low profile because of their

11 Chalk, Peter, ‘The Maritime Dimension of International Security: Terrorism, Piracy, and Challenges for the United States’, RAND Corporation, 2008, p. 3.

12 Ibid.

13 Hoffman, Bruce, *Inside Terrorism*, New York: Columbia UP, 2006, p. 40.

14 Mitchell, Colin L, ‘Countering Maritime Terrorism in the Caribbean Sea and the Atlantic Ocean: Implications of Possible Maritime Terrorism in the Caribbean’, In *Modern Piracy and Maritime Terrorism: The Challenge of Piracy for the 21st Century*, edited by M.R. Haberfeld and Agostino von Hassell, 155-175. Dubuque, IA: Kendall Hunt, 2009, pp.156-158.

15 Murphy, Martin N, *Small Boats, Weak States, Dirty Money: Piracy and Maritime Terrorism in the Modern World*, New York, Columbia UP, 2008, p. 199.

16 Ibid, p. 200.

17 Ibid, pp. 201-207.

18 Ibid, pp. 207-212.

19 Ibid, pp. 212-213.

20 Ibid, p. 230.

speed and acceleration, manoeuvrability, and ability to evade radar detection.²¹ In addition, they are less expensive and less conspicuous.²² Unlike pirates, terrorists are less likely to board the ship. Considering that terrorists are politically driven rather than economically, they are more likely to destroy the ship to send a political message to their adversaries.²³

Favourable conditions for maritime terrorism

There are several factors that provide an opportunity for terrorists to conduct attacks at sea. Martin Murphy recognizes 8 factors as favourable conditions for maritime terrorism.²⁴ They are: “legal and jurisdictional opportunities, geographical necessity, inadequate security, secure base areas, maritime tradition, charismatic and effective leadership, state support and promise of reward”.²⁵ During the period of civil war in Sri Lanka, all of these factors were present there, which helped Sea Tigers of the LTTE to engage in maritime terrorism in this region. Many of these conditions are similar to those that give rise to piracy. However, the reasons they exploit these conditions are different. Terrorism always has a will to cause political change but the piracy always has economic motivations. The maritime realm is simply an area that terrorists exploit to achieve their political objectives on land.²⁶



Figure 1 – Sea Tiger semi submersible suicide craft

Source: ‘Sea Tiger semi submersible suicide craft’, Sri Lanka Navy, Sri Lanka Navy media unit accessed on April 6, 2014.

Maritime terrorism by LTTE Sea Tigers

In the three decade-long civil war between the Sri Lankan Government forces and the LTTE terrorists, LTTE Sea Tigers launched many terrorist attacks against the Sri Lanka Navy ships and craft, important harbours and merchant ships. The best examples of maritime terrorism and its effects can be obtained by analysing those Sea Tiger attacks and tactics. They used all forms of techniques and well trained Sea Tiger cadre including black

21 Ibid, p. 232.

22 Ibid, p. 234.

23 Ibid, p. 166.

24 Ibid, p. 358.

25 Ibid.

26 Eric Shea Nelson, ‘Maritime Terrorism and Piracy: Existing and Potential Threat’, Global Security Studies, Diplomacy Department, Norwich University, Vol 3, Issue I, 2012, p.19 at <http://globalsecuritystudies.com/Nelson%20Piracy%20Final.pdf> accessed on February 7, 2014.

Sea Tiger suicide cadre.²⁷ Their main weapon was the explosives laden low-profile suicide boat. They used to operate these in clusters at sea to launch attacks against their selected targets. Those clusters comprised of two components: 4-6 attack craft and 1-3 suicide craft. On the radar screen, a cluster of Sea Tiger craft appears as a single boat since they are stationed together. After closing in on the selected target, the cluster spreads out and starts attacking in multiple directions with the attack craft. While the attack craft attack the target, suicide craft intrude into the secure area and ram the target creating a huge explosion. LTTE Sea Tiger attacks were successful on most of the occasions due to their low-profile suicide craft. Their main target was the Dvora fleet of the Sri Lanka Navy due to the threat posed to the Sea Tigers from those sophisticated Fast Attack Craft (FAC). Further, they believed that the destruction of a Dvora craft would lower the morale level of the Sri Lanka Navy personnel.



Figure 2 – Sea Tiger low profile suicide craft

Source: ‘Sea Tiger low profile suicide craft’, Sri Lanka Navy, Sri Lanka Navy media unit accessed on April 6, 2014.

Prior to the demise of the LTTE in 2009, its Sea Tiger wing consisted of a variety of craft with different techniques. They had attack craft mounted with guns, low-profile explosives laden suicide craft, self-propelled semi-submersibles, patrol boats, suicide divers and self-propelled submersibles. The sea tigers constructed those craft in their own boatyards and they had a system by which those craft would be taken by trailer to a launching site. On completion of the mission, it had been placed back on the trailer and hidden again in the jungle.²⁸



Figure 3 – Sea Tiger attack craft

Source: ‘Sea Tiger attack craft’, Sri Lanka Navy, Sri Lanka Navy media unit accessed on April 6, 2014.

27 Terrance G. Lichtenwald, Mara H. Steinhour, Frank S. Perri, ‘A maritime threat assessment of sea based criminal organizations and terrorist operations’, Homeland Security, Vol 8, Article 13, August 2012, pp. 1,2.

28 Ibid, pp. 11,12.

The Sea Tigers also had a flotilla of commercial vessels including cargo and fishing vessels. Their initial mission was smuggling military supplies through the narrow straits between India and Sri Lanka crossing the IMBL (International Maritime Boundary Line). They also engaged in piracy, human trafficking and drug trafficking. The thousands of Indian fishing boats available in this sea area, Tamil population in South India and the shortest sea distance between the two countries helped them to do this effectively. Later they expanded their merchant fleet to operate internationally being in high seas to engage in illegal activities.²⁹ The profits earned by those activities were used for the terrorist attacks against the Sri Lankan Government by the LTTE.

LTTE Sea Tigers had launched terrorist attacks on all the main harbours in Sri Lanka with the intention of crippling the economy to achieve their separatist goals. The Trincomalee harbour was attacked on 19th April 1995 utilizing Sea Tiger divers to perform under water explosions against Sri Lanka Navy ships which were berthed at the two fathom jetty.³⁰ During this attack 2 Gun Boats were sunk and another 2 were damaged. Further, 12 sailors were killed and another 21 were wounded. The Kankesanthurai (KKS) harbour was attacked on 15th July 1995 using suicide under water saboteurs and Sea Tiger attack craft.³¹ SLNS Edithara, one of the mother ships anchored inside the harbour, was sunk during this attack. On 12th April 1996, the LTTE terrorists launched an attack on the Port of Colombo which is the hub port of Sri Lanka.³² The naval sentry at the edge of the breakwater near the pilot station reported sighting of divers and threw hand grenades killing them. At the same time an LTTE boat painted similar to a pilot boat approached the Northern harbour entrance. A Dvora, which was dispatched immediately to engage the approaching LTTE craft, destroyed it. Prompt SLN actions prevented a major destruction of the Colombo harbour.³³ On 18th October 2006, LTTE Sea Tigers launched a pre-dawn sea borne suicide attack on the Galle harbour, where 4 out of 6 suicide FGD's were able to breach the naval defences and entered the inner harbour area.³⁴ The naval units destroyed two suicide boats before they could reach any target, but two suicide craft managed to slip through and ram two Navy ships causing heavy damage.

Conclusion

The LTTE Sea Tiger suicide attacks have inspired other terrorist groups operating all around the world including al-Qaeda which is threatening the International maritime security.³⁵ On 3rd January 2000, there was a failed attack which was launched by al-Qaeda using a low-profile boat laden with explosives against the US Navy Destroyer USS The Sullivans while in port of Aden, Yemen.³⁶ On 12th October 2000 there was a successful

29 Diamond of the Silent Blue, 'Steering True 1950 to 2010', Colombo, Sri Lanka, Sri Lanka Navy, Second Edition 2013, pp. 127 - 139.

30 Ibid, pp. 71,72.

31 Ibid, pp. 72,73.

32 Ibid, p. 79.

33 Ibid.

34 Ibid, p. 120.

35 Terrance G. Lichtenwald, Mara H. Steinhour, Frank S. Perri, 'A maritime threat assessment of sea based criminal organizations and terrorist operations', Homeland Security, Vol 8, Article 13, August 2012, p. 13.

36 Ibid.

attack on the US Destroyer, USS Cole while it was harboured and refuelling in the port of Aden.³⁷ Al-Qaeda terrorists used explosives laden low-profile craft to launch both the attacks which were similar to the LTTE Sea Tiger attacks on the Sri Lankan Navy ships, SLNS Abeetha and SLNS Edithara.³⁸ The study of littoral terrorist warfare also indicates that attacks on US Navy ships have been launched from small low-profile craft that were similar to small open-surface craft used by the LTTE Sea tigers to attack the Sri Lanka Navy.³⁹

The 2008 Mumbai attack, employing small low-profile open craft to insert terrorists into the country is very similar to LTTE Sea Tiger tactics.⁴⁰ This indicates the trend of world terrorist groups absorbing different tactics from each other. The copying of LTTE Sea Tiger tactics by other terrorist groups is a great threat to world maritime security, including security in the Indian Ocean Region (IOR). Similar terrorist attacks like the Mumbai attack and attacks on US Navy Destroyers cannot be ruled out in the maritime domain in the future.

In the latter stages of the civil war in Sri Lanka, the Sri Lanka Navy introduced new tactics with innovative ideas under the leadership of the then Commander of the Navy Vice Admiral Wasantha Karannagoda to counteract LTTE Sea Tigers effectively.⁴¹ The Sri Lanka Navy mastered the operation of small boat tactics with the introduction of the Special Boat Squadron (SBS) and the Rapid Action Boat Squadron (RABS) established under a new directorate of Maritime Special Forces at Sri Lanka Navy Headquarters.⁴² The main armament of those special forces were newly introduced arrow boats and wave rider water jet craft which were manufactured by the Sri Lanka Navy in its boat building yard at Welisara.⁴³ The newly formed Research and Development (R & D) unit under the Directorate of Naval Projects and Plans introduced those new tactics and locally built craft saving a lot of money to the Sri Lankan Government.⁴⁴ The Sri Lanka Navy was not only concerned about enhancing its brown water littoral capabilities, but it had taken measures to improve its blue water capabilities with the acquisition of several Offshore Patrol Vessels (OPV's) to its fleet.⁴⁵ The improved fleet was capable of destroying the LTTE floating merchant ship fleet which was carrying war materials 2000 nautical miles away from Sri Lankan shores.⁴⁶

Maritime terrorism and piracy are a great threat to international maritime security as well as maritime security in the Indian Ocean Region (IOR). LTTE Sea Tigers were the pioneers and masters of maritime terrorism. They developed a lot of new ways, means and tactics like low-profile small boat operations, self-propelled semi-submersibles and

37 Ibid.

38 Ibid, p. 13.

39 Ibid, p. 17.

40 Ibid, p. 2.

41 'Sri Lanka Navy – Eelam War IV', Global Security Organisation, May 5, 2012 at <http://www.globalsecurity.org/military/world/sri-lankanavy-eelam-iv.htm> accessed on 24 April 2014.

42 Diamond of the Silent Blue, 'Steering True 1950 to 2010', Colombo, Sri Lanka, Sri Lanka Navy, Second Edition 2013, pp. 358 - 373.

43 Ibid, p. 264.

44 Ibid, pp. 385 – 389.

45 Ibid, pp. 167, 168, 182.

46 Ibid, pp. 134 – 139.

submersibles, low-profile suicide craft laden with explosives and suicide divers to launch attacks against the Sri Lanka Navy. Those new tactics innovated by the Sea Tigers had been copied and used by other terrorist groups when they attacked targets like US Navy Destroyers and the Taj hotel in Mumbai, India. Therefore, future terrorist attacks in maritime domain using LTTE Sea Tiger tactics cannot be ruled out. The hard-earned small boat operation experience gained by the Sri Lanka Navy to crush Sea Tigers should be well protected, analyzed and preserved by the world for future use. Those innovative tactics could be used against maritime terrorists as well as pirates operating all round the world.

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PLACE OF ENGLISH IN THE WORLD TODAY AND
LEARNING SITUATIONS OF IT

Commander WMJB Wijekoon

English language, the world language in all spheres of human discourse-commerce and trade, science and technology, diplomacy and international relations and space and astronomy, occupies the zenith of all the languages in the world irrespective of nationalities, religions and races. The dogmatic notion that English language remains a prerogative of English and Americans or white skinned nations in Europe, Australia, and New Zealand and the administrators of British and American colonies has been disproved and mythologized long before. This is due to the fact that long time discourse of the language of English, though the resistance to it was enormous particularly from the suppressed and oppressed indigenous people of the former British and American Colonies; however, nobody dares to deny the status quo. Therefore, it deserves a fair retrospection of the evolution of English to this intensity.

Quite interestingly, one may wonder to hear that the language spoken most as one language in the world is Chinese irrespective of its dialects: Mandarin, Cantonese and some others, while the Mandarin dialect spoken by 70% of the users of the Chinese is dominant, though the levels of intelligibility vary according to the “issglossic¹ factor- use in the periphery and the centre” (Trudgill, 2002). However, the use of two major dialects of Chinese: mandarin and Cantonese are confined to the vast geographical locality of China in which over 1.4 billion people live, though a little surpassed to Taiwan, Singapore, Malaysia and Tibet. However though, significantly English language is the language spoken and used by the second largest population all over the world whether it is the mother tongue, the first language, a second language or a foreign language.

Over the last five hundred years, the English language, formerly the language of mere five or six million people living within the confines of British Isles has now expanded to become the everyday use of nearly three hundred million people all over the world. Amongst the results of expansion is the present day use of English as the mother tongue/ first language of the ethnically diverse citizenry in the North America: USA and Canada, modern nations in Indian and Pacific seas: Australia and New Zealand; and the use of it as the second language by some fifty million people in South Asia and some countries in Africa. Scholars seem to identify this expansion in stages. The World War II resulted in making USA a world super power that caused changes in world's power politics and diplomacy; therefore, the language of English occupied the place which French language had occupied in the global arena.

English, as per the linguistic evolution, is divided into three phases or categories: old English, middle English and modern (new) English. The earliest settlers and inhabitants in England were Celts, Jutes and Friesians, speaking different dialects of Germanic origin and those tongues were not in any case homogeneous. The early language or the old English

1 Issglossia- the varying degrees of intelligibility of dialects of a language among homogeneous people due to contacts and discourses according to geographical distribution of a population

was the language of heathen invaders appeared in the eastern coast in Britain in the third century. A.D.

With the withdrawal of the early Roman legions, the Celtic language continued until the Pope Gregory's time in and around 597 A.D. who initiated conversion of indigenous people into Christianity. This effected in addition of a large number of biblical and ecclesiastical words into English. However, the West Saxon dialect was the most dominant that survived for a longer period than the other dialects. In old English, the grammar was not static and the word order patterns were not at all rigid that allowed lexical items within the expressions interchangeable at any level. The words were of simpler kinds with shorter lengths associated with simple meanings of day-to-day lives, for instance, man, child, eat, drink, sleep, love, hate, land and harvest are original English words. Some lexeme had closely related meanings with ecclesiastical verbiage analogous to modern German. The words from Latin and Hebrew roots derived out of ecclesiastical study were in influx, such as priest, monk, altar and etc. Arrival of the Vikings² with the King Alfred and victory in 878 A.D. augmented the addition of new words to the centre from the Nordic³ languages, though they attempted to subjugate indigenous uses and Christianized English. The words like shirt and skirt, whole and hale added to English from Norse⁴ languages; and surprisingly by addition of the pronouns, they, their and them, the plural forms of he/she, his/her and him, refined the pronoun system in English. However, notably, modern speakers of English today would not at all understand old English, unless interested researchers explain through studies and research, for the sentence patterns and lexical items along with pronunciation system fully differ from that of the modern use and usage.

Middle English traces back to the incidents that led to the distinguished creations of Geoffrey Chaucer, the famous middle English literary figure, that marks a milestone in the linguistic evolution of the English language. This era begins with the arrival Duke William from Normandy in 1066 and conquest of the natives in the battle known as the 'Battle of Hastings'. The rule of England by a clan of French Noblemen had plummeted English to a mere deplorable 'patois'⁵ that ensued in a complete loss of regained status. Inter-marriage of French and English noble families augmented the use Norman French in the Royal court, courts of law, administration and business; while at the same time retaining Latin as the language of Christianity entailed in an admixture of the languages and deeply rooted in the English tongue. The words associated with fashions, cookery, costumes and polite social life, like gentle, gentleness, gentleman, madam, spoon and cutlery are of French origin. Much of the words associated with art, music and military from Normandy language had been absorbed in to English. The loss of King John in 1205 in the continental battle reinstated English to its original status, regaining the former privilege with the large number of French words and grammar elements. However, English seemed to have emerged as a more refined language with the improvements of its vocabulary and syntax.

The wake of the thirteenth century saw the gradual revival of English language,

2 Vikings- the early inhabitants in Scandinavian countries, but still some prefer to identify the present day generations too as Vikings

3 Nordic- Scandinavian languages

4 Norse- Scandinavian languages

5 Patois- a form of a vernacular that does not have refined form of letters and grammar

English literary traditions and English literature during which period Chaucer's comical and nail biting but classical poetry stood very conspicuous. Despite the retention of the French literary contents, the English language underwent a radical change during this period out of which emergence of a letter system and writing system was of paramount importance. However, very notably the English spelling system that English is notorious for came into being during this period. E.g. inconsistency in the use of the sounds⁶/w/ (w) and /v/ (v) while and vile, /k/(k) and /c/ (c) kind and cat /s/ (s) and /s/ (c) sound and cent /f/(f) and /f/ (ugh) calf and laugh and letters which are not pronounced like 'h' in hour 'l' in calf etc. Moreover, the traditional use of /þ/, /ð/ and /ó/ were replaced by the use of 'th' and the new letters k,q,w,x came into use; and the loss of the sound / / entailed in the use of 'gh' instead. Incidentally, the great vowel change took place, and diphthongs-glide of a vowel from one to another, like /ai/ as in kite and bite, /ei/ as in weigh and raise and triphthongs-glide of a vowel from one to another through some other, like /ea/ as in air and wear /ua/ as in poor and tour added to the vowel system in English during middle period. Amazingly, the sound /u/ (u) was replaced by the sound /o/ (u) in the words like son, come and wonder. Another significant characteristic in the middle English period was the considerable regional variations and a variety spoken in one part of the country had not been unintelligible in another, while at the same time "West Saxon" variation stood dominant.

The end of the fourteenth century saw the rise of the variety known as the 'standard English' that owed much to the growing importance of the city of London as the centre of court, law, administration, commerce, trade, military and transportations brought about because of the urbanization and flock of a large populace to the cities in consequence to the 'Transport Revolution' and later 'Industrial Revolution'. A major bi-product of the industrial revolution was alarmingly the invention of the printing machine around 1500 A.D. resulting in the second most important change in English. The writing matters and the materials had to be of the the same kind that should be intelligible to the entire readership or majority readers; therefore, it necessitated, burgeoned through circulation and distribution, to read and understand a common language. This ensued in the common use and usage as a necessity and a scholarly fixity. Shakespeare, the extraordinary literary figure whose unmatched poetry and dramas of any language, stood formidable during this era owing to the fact writing and printing demanded commonality in language that interested the people in reading pulled through dissemination and propagation Shakespeare's own version 'little Latin' and 'less Greek' testifies to the bare fact that by his time English had elevated itself to the standard what it has gained and regained. Importantly, the Great Vowel Shift, as has been mentioned earlier, which began in the latter part of the middle period completed during the Shakespearean era.

The new/modern English period began and developed with the expansion of British colonization or habitation of Scotland, Ireland, America, Canada, Australia, South Asia and Africa and dissemination to European countries through association and frequent contacts. This led to the present cosmopolitan nature of English language with a large number of borrowings known as 'loan words'. In modern English, there are variations from country to

6 Sounds in phonetics (IPA-International Phonetic Alphabet) are written within slashes and sounds represented by letters are written within brackets and commas.

country known as Americanisms, Australianisms and Scotticisms etc, However, the dialects in any language are the features that betray geographical localities and social classes that everybody belongs identifiable by the pronunciations, accents, variations in grammar in written and spoken forms and differences in lexical items. These differences in dialects are common to all the languages; and one fine example in English is that listeners to commentaries of international cricket matches experience differences in accents and use of words of the commentators from England itself and from the other countries. The most accepted form is what is known as ‘Standard English’ which is also a kind of a dialect with stable grammatical fixations used in highly refined and snobbish society by the academics, professionals and administrators in universities, in courts of law, in the parliament and in mass media in England; therefore, it may be identified apparently as educated London English. The pronunciation style that is claimed to be standard is known as ‘Received Pronunciation (RP) as a modified discernible version of pronunciation and accent most of the times found in British English. BBC is said to use RP as it is understandable by and clear to all fluent or mediocre speakers of English since it is an amalgamation and consolidation of all possible common pronunciations which does not betray geographical and class proclivities. Quite interestingly, if anyone attempts to imitate ‘RP’ without proper exposure to it or proper training, he/she would be futile; therefore, every country has adopted its own standard like American Standard English, Australian Standard English, Canadian Standard English, Indian Standard English and Sri Lankan Standard English. However, the notable feature is that those who use ‘RP’, sounds the words in the exact manner that dictionaries have given in phonetic scripts. Yet, foreign speakers and second language speakers from outside Great Britain and native speaker domain, owing to the mother tongue, cultural and geographical influences find it too difficult to sound in the same manner the native speakers sound; and hence, it would be advisable to follow their own country’s standards. But, despite the variations in dialects in England that can be disregarded because of their close mutual intelligibility, there are well discernible variations in Scottish English and Irish English since, levels of intelligibility on some occasions change even among British native speakers of English, let alone foreign and second language speakers of English. Scottish and Irish dialects retain the roots of their original languages, which are almost dead languages, while at the same time manners of articulation, and places of articulation⁷ vary. The American English, the highly influential variety of English today, has the most significant variations not in grammar but in pronunciation and in lexis. The pronunciation of the vowels along with diphthongs and triphthongs is peculiar to Americanism as opposed to British accents, and there seem to be some slanted drag, while they have adopted their own words such as apartment for flat, geyser for water heater, hood for bonnet and gasoline for fuel. In the spelling system of Ame- canism, some of the letters had been reduced and changed to suit to pronunciation such as tire for tyre, color for colour and center for centre. The Canadian English has some close affinities to American English for Canada had been a part of America until the World War II. It also retains some Canadian original roots in the system of vocabulary. In pronunciation, it is too close to American pronunciation though there are slight differences like pronouncing ‘tt’ in the middle of a sentence as /θ/ ‘dha’. Phoneticians go further to mention that in Canadian English there are ten vowels and another diphthong

⁷ In phonology, the sound system of a language is basically identified by the place of articulation in the mouth (labial, glottal, dental and palatal etc.) and the manner of articulation (plosives, nasals and approximants etc.

unavailable in British system. In New Zealand and Australia, the traces of Maori and Aborigine could be observable. Caribbean English, as has been observed, though the core is British English, has trails and traces of Portuguese, French, Spanish, Dutch and Indianese owing to the reason that the people from those countries had inhabited Caribbean Islands. The wide-ranging intonation pattern in Caribbean Islands is due to influence of its original African Languages with fewer vowel sounds, diphthongs and triphthongs. This condition is applicable to African English as well since African countries had been colonized by the European nations, though there are several variations from one country to another for obvious reasons. However, In South Africa, which was mostly inhabited by Britishers, there prevails British Standard English with “RP” at least among educated and elite class Anglophone users excluding Afrikaners and indigenous black people. One notable feature in African continent is that some countries retain English as the official language and education is in English medium. The African countries have produced world famous writers like Wole Soyinka and Chinua Achebe. When it comes to Asia, the situation is so complex that it is no easier to explain as expected because of the nature of the use of English exists in all the language situations. The legend has that the Indian sub continent was a colonial treasure that would have never been forgone if not for the World War II. Given that Indian subcontinent was a threshold of harnessing English language, India-the vast landscape composite of some fifty or sixty languages and panoramic linguistic dialects, and also Pakistan, Bangladesh and Sri Lanka are pledged to be the countries in which a person who could utter two or three sentences in English could be found, on a street in the farthest corners.

With the dawn of a new era after gaining independence in 1947, English had to compete with Hindi in India and with Urdu in partitioned Pakistan, and later with Bengali in Bangladesh after it separated from Pakistan in 1971. But in India, in particular, English enjoys the status of associate official language widely used by educated people whereas, in Pakistan, English is the language of higher academic studies, business, government and higher courts of law; and in Bangladesh, though English enjoys the same status, importance of it as a link language diminished. A kind of Indian English seemed to have emerged in India with adaptations to its use and usage came up through common uses in books, magazines, journals and newspapers. Significantly a considerable number of words has been added to the word stock of English such as Buddha, Shiva, Ram (religions), hartal, naxalite, satyagraha (politics), harijan, Pradesh (sociology) Mahatma, Sahib (titles), Dhal, puree (food), Sarangi, Tabla (music), turban, sari, sarong (clothing), anglo-indian, betel, caste, chariot, bungalow, quarters and gazetted officer. Pronunciation of English in India varies considerably from that of British, the most prominent being the sounding of /r/ represented by ‘r’ even at the places it is not required. Lack of intonation and stress is another feature while the mixture of the sounds represented by ‘th’ and ‘dh’ is visible. However, in India, there exists an educated and elite segment of the society that uses English in the situation of near native speakers. India has produced world famous writers in the calibre of Raja Rao, R. K. Narayan, Mulk Raj Anand, Rundathi Roy and Salman Rushdie etc. as well. Moving further to the east, in Malaysia, Singapore and Hong Kong- now a part of China, English is widely used as a language in pursuance of higher studies and as the language of government business and administration. In China and Japan, English occupies the place of the second language.

Pidgins and creoles, significant linguistic features, are vehicles of communication in the non-availability of a common language for communication. First, 'restrictive pidgin' is established when two or more sets of people attempts to communicate with a limited number of words in a common language. Thereafter, because of longer use it becomes "developed pidgin" and in the longer run it results in a 'Creole'. Interestingly, Maldivian language is said to be a Creole of Sinhala. However, Jamaica and Cameroons are two countries English Creoles are used. In Creoles, there seems to be no properly established grammar or syntax in the utterances and there seem to be word-to-word utterances. Examples: 'eat eat talk' which means talking while eating and 'he woman start begin teach he English' which means his woman begins to teach him English.

When it comes to Sri Lankan context, "English in Sri Lankan" emerged as "Ceylon English, Lankan English and Sri Lankan English" (Fernando et al, 2010) evolving periodically from the day of British colonial occupation, gaining dominion status of independence in 1948, becoming a republic in 1972 and thereafter. English had to compete with Sinhala and Tamil as the official language that lost its status in 1956's with the Sinhala Only Act, though it regained associate official status and the link language later. However, nobody dares to deny the bare fact that English is the language in government administration, higher courts of law, higher academic studies, higher military echelons, diplomacy, trade and commerce. The language policy seemed to have changed frequently; however, a department for state languages is functioning under which purview the status quo determined. Moreover, there is a segment of population in the country, with the near native speakers standard, using English for snobbishness and day-to-day use by the upper or elite classes and educated people, though they are in extinct owing to the waves of immigration to greener pastures and cooler climes. Kandiah, (2010) very aptly mentions that the 'Kaduwa' syndrome is apparent in the society reflected in the universities as a brandished weapon to cut off the subalterns from the elites. Amusingly, Some of the administrators and professionals in the higher echelons, within whom "second language syntax" (Hawkins, 2000) and "second language parameters" (Chomsky, 1980, 1995) are not properly "set and fixed" because of less exposure and mother tongue education and interference, seem to show that they are very well fluent in English, though they are actually not. This is itself a testimony to the fact that English is a language of highest importance identified as colonial mentality and post-colonial condition. Yet, in Sri Lanka, use of English is in a good standard as English language teaching is comparatively better observable through situations that anybody with education up to G.C.E. (O/L) and (A/L) can understand the utterances in English though the power of expression varies depending on the exposure to the foreign tongue. Sri Lanka had produced the writers like Yasmine Gooneratne and Michael Ondaatchi too. One may again wonder to hear that a few words from Sri Lankan languages like 'Tik Polonga,' 'Adivasi,' 'Veddha,' 'Anakonda,'(from Sinhala) and Kanjee (from Tamil) added to the lexeme of English. The grammar has some variations from that of British, as is the use of 'no' instead of the question tags and less rigidity of interchangeability of words within the sentence structures as in the sentence 'he asks where are you going' instead of 'he asks where you are going.' The pronunciation patterns, like in Indian patterns, long vowels and diphthongs are almost alike with the same vowel lengths, and the differences in the sounds represented by 'w' and 'v', 'c' and 's' are not conspicuous. However, there are negligible variations and differences in pronunciations between a Sinhala and Tamil communities

In conclusion, it is worthwhile to mention something about language situations and language learning situations. Though it is difficult to distinguish mother tongue from native speaker situation, the latter is the use of English in Britain, America, Australia and New Zealand. The mother tongue is the first language that an infant comes to contact and associate with whether it is or not the dominant language in the country. The second language situation is the situation in which a language is learnt and used for many purposes, though it is not the dominant language in the vicinity and the proximity like English in Sri Lanka and India whereas foreign language situation is the condition of a language that a particular language is hardly ever used and heard but learnt and used like German, French, Japanese and Hindi in Sri Lanka.

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LOGISTICS IN WARFARE: POWER BEHIND THE PUNCH

Commander (S) PDD Dewapriya

“I don’t know what the hell this “LOGISTICS” is that Marshall is always talking about, but I want some of it.”

Fleet Admiral E J King (US Navy)

According to Wikipedia, logistics is the discipline of planning and carrying out of the movement and maintenance of military force. It is a very comprehensive and complicated action. Military actions are always complicated and collateral damages to property and people are unavoidable. In a tough scenario, providing logistics to a battle hardened, restless soldier is a demanding task. However, the goal of the logistician in the military is to support the soldier in the field with what he needs in condition and quality required at a minimum expenditure of resources. According to great military strategists, maintaining one’s own supply lines while disturbing those of the enemy is the most crucial element of military strategy. This confirms that it is the military logistics which finally wins the war. Without logistics, tanks, aircraft, battle ships, artillery pieces or helicopters are just numbers on the table of the battle plan. Logistics is the deciding factor for the efficiency of all the men and equipment deployed in the battle field. When provided timely, logistics always improves the speed of the mobility of the forces deployed and reduce the stagnation time.

2. Supplies for an army are a very old practice which allows them to be self-sufficient. The word, supply has been replaced by the word, logistics in the 20th century as the capabilities of modern armies drastically improved along with new systems. Logistics is the art and science of managing and controlling the flow of goods, energy, information and other resources. Further, activities like purchasing, transportation, warehousing and inventory management are also part of the logistics operation. The use of conventional logistic concepts is widely observed in history; Alexander’s war planning and Napoleonic wars are a few examples. Alexander the Great and the Logistics of the Macedonian Army by Donald W Engels and The Art of Warfare in the Age of Napoleon by Gunther E Rothenberg can be recommended for further reading in order to understand the French and Greek logistics systems. General Dwight D Eisenhower, Fleet Admiral E J King and Lieutenant General William G Pagonis could be considered as successful military leaders and logisticians in the recent history.

3. However, the invention of coal and steam power had made the revolution by increasing the endurance and speed of old logistics and given a new dimension to the military logistics. During the Second World War, the concepts of under way replenishments, forward resupply and logistic nodes had changed the dimensions of the war. Further, the concepts of Iron Curtains, Blockade, and Counter Band have become important strategies as much as the importance of logistics. Although there have been no significant wars after the Second World War, powerful nations have imposed blockades in order to control and

intimidate some nations on many instances. In this context, it will be no exaggeration to say that logistics is one of the very important elements in planning a war and it will be the key to win battles. Without a proper logistic plan, it is very hard to fight a battle and achieve complete victory.

4. The main function of military logistics can be described as to provide materials timely in an effective manner to wage the war. This function can be elaborated as to make available finished items, arms and ammunitions, food and material in correct quantity when required in suitable condition to the location at the lowest total cost. The logistics is always a time-bound function. If the required item is not available at the time of requirement, then there is no use after all. The principles like Responsiveness, Flexibility, Economy, Simplicity, Attainability, Sustainability and Survivability will help the logistician to reach the above objectives easily. However, to achieve this goal the following logistics functions are very important:

- Planning
- Forecasting
- Acquisition (Procurement)
- Storing (Warehousing)
- Distribution
- Disposal

5. These functions often overlap the three levels in military planning: Strategic, Operational and Tactical. However, whatever the levels we have discussed, the success depends on tonnage, load carried, maintenance done and the ration supplied to the field. This supply can be provided to the battle field in two ways. The Push concept and the Pull concept are the two main flow concepts that make the flow of materials to and from the operation.

6. Military demands a significant amount of logistics to sustain at battle. The traditional vertical chain or compartmentalized material support to services is no longer economical or technically viable in the contemporary world. Hence, it poses a new challenge to logisticians to provide meaningful supplies to the Operational Commander. Considering these aspects, the functions of logistics are widely modernized to meet the present day logistics requirements. Further, the distance between the logistics nodes and the forward operation areas are generally very high. Hence, the time consumed and the effort between these two become greater. As a result, logistical functions for military operations have become a difficult task for the commanders. However, the great leaders like Alexander the Great and Lieutenant General William G Pagonis are considered logistics masters as they had cleverly used and managed logistics to win their battles.

7. The Indo-Pakistani war in 1971 for the liberation of East Pakistan (Bangladesh) is one of the classic examples for the study. More than 90,000 battle hardened Pakistani soldiers had surrendered to the Indian Army because they didn't have sufficient supplies to wage the battle as the Indian Navy had blocked the Karachchi harbour. The Gulf war could also be referred as another execution of perfect logistics to gain a competitive advantage over the enemy. Many thousand tons (Approx 7,000,000 tons) of materials were shifted

to the battlefield ten thousand kilometers away in a very efficient and effective manner adopting modern technology to the warfare. The supply effort made by Lieutenant General William G Pagonis led to the Allies' victory in the Gulf war.

8. Dislocation of the enemy's supply line is another great military strategy to win a war. The cutting off the LTTE supply line by destroying the LTTE floating warehouses had a direct impact to slow down the LTTE's operation tempo and it led to the LTTE's defeat at the hands of GOSL forces. In the same way, safeguarding our own supply routes is equally important to keep up the morale of the own forces. In the Falkland war, Britain had to think of logistics seriously as the distance between Falkland island and Britain is approx 13,000 kilometers. As a result, the British forces had to maintain long distance mid sea re-supply nodes to pump logistics continuously to their fleet during the Falkland war. The battle of the Pusan perimeter during the Korean war in 1950 is another classic example to prove the value of logistics in the battle. Careful analysis of terrain, climate and supply requirement were correctly combined in a masterly fashion to help the UN forces to continue with a good material flow while the North Korean routes of supply were cut off.

9. In World War II, sinking of cargo ships became a crucial factor. The successful Allied anti-submarine campaign and the failure of the German Navy in destroying cargo ships allowed the US and Britain to stay in the war. In contrast, the successful allied submarine operations against the Japanese and the German cargo ships effectively crippled the Axis military capabilities.

10. Present-day logistics capabilities have created a new dimension in the modern warfare. The power projection ability and the maneuvers approach of modern warfare have been improved due to a shortened logistic chain. The geographical distance is a key factor in military action. When the distance is greater, the complexities of military action become high due to the problems in replenishment. Hence, logistics matters are very crucial in deciding the overall outcome of the battle. The role of the logistician is very much important today as it was in the time of the Romans. The military environment in which it can be applied is considerably different in the present context. However, adapting military logistics to the operational scenario is an essential requirement for success. The real knowledge of supply and movement must be the basis of every leader's plan; only then he can know how and when to take risks since battles and wars are won by taking risks. (Warell 1946)

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EMERGING GEOPOLITICAL LANDSCAPE

Commander (H) GHGS Udayanga

Introduction

Geopolitics is a method of foreign policy analysis which seeks to understand, explain and predict the international political behaviour primarily in terms of geographical variables. These geographical variables include physical location, size, topography, demography, natural resources and technological advances of the state being evaluated. Geopolitics offers a reliable guide to the global landscape using geographical description and templates. It also helps to generate a simple model of the world, which can then be used to formulate foreign and security policies of a country. According to George Friedman, founder and CEO of STRATFOR, geopolitics is not simply a pretentious way of saying “international relations,” rather it is a method for thinking about the world and forecasting what will happen down the road.

2. Trends in the current geopolitical landscape are an indicator that a new multi-polar world is emerging, within which new centres of powers, including the People’s Republic of China, the European Union, India, Brazil, Germany, Turkey, Japan and Russia are appearing apart from the USA. Some of these countries have created various multilateral forums to raise their international status, increase their economy through international cooperation and provide an alternative to western institutes which are being used by major powers for their ends. These include, but not limited, to the Shanghai Cooperation Organization (SCO), Group of 20 (G-20), Brazil, Russia, India, China and South Africa (BRICS) and the Association of Southeast Asian Nations (ASEAN). The European Union (EU), presently engulfed in financial crisis, is still prominent in global circles.

Historical Perspective

3. Dramatic events worldwide are generally believed to be a precursor of the advent of a new world. Many, however, fail to acknowledge that what is happening might be a reflection of what had happened in the past, as once said by British historian Philip Guedalla: “History repeats itself; historians repeat each other”.

4. Many authors in the West believe that the economic rise of China and India is unparalleled; however, Asians believe that it is in fact a return to normalcy. A glimpse at the share of the global Gross Domestic Product (GDP) of Europe and Asia during the last two thousand years reveals that Asia largely dominated the world economy until the Western industrial revolution completely reshuffled the deck.

5. By the 18th century, Great Britain made its move to global leadership and power through its rise during the industrial revolution and building a strong navy. Traditionally, historians such as John Brewer et al have credited England’s rise to its political and economic freedom, its strong mercantile economy and extraordinarily well-organized

finance system. Professor Nye, when discussing the evolution of power, seems to be generally supportive of these elements of Great Britain's power during the 19th century but adds that nation's ability to impose a global free-trade system is coupled with economic stability. Historian Paul Kennedy argues that England's roots of decline began with the over extension of its military and economic might. Others argue that the two world wars deprived England of its hegemony.

a. Post World War II and Beginning of Cold War Era

(1) The world has seen some remarkable changes since the World War II. In the aftermath of the WW II, the USA and the USSR were drawn into a power vacuum created by the downfall of Western Europe, the weakness of China and the defeat of the Japanese Empire. Author William Paff argues that the Soviet Union, although raised to super power status, was never in the same league as the United States.

(2) For more than forty years, world politics were bipolar, mainly the US and the Soviet Union structuring and controlling the system. The economic boom brought by the World War II, the vast resources of the North American continent, its universal culture, and its technological base and strong modern military forces were contributing factors in making the US a superpower. A quick review of the articles and books published by many of the leading analysts of national power reveals that the same factors are the leading contributors to make the Soviet Union a super power.

b. Post Cold War Epoch

(1) During 1989-91, the world again witnessed changes rare in history. The end of the Cold War and the subsequent collapse of the Soviet Union marked a dramatic change in world politics and power. The USA emerged as the sole super power and played a central role in shaping the international environment. According to Henry Kissinger, with the arrival of the 21st century the USA "is enjoying pre-eminence unrivalled by even the greatest empires of the past".

(2) This was an extraordinary situation which not only provided the world an opportunity to revert to the concept of collective security and acceptance of the UN as an instrument of a new international order but also engendered the hopes that peace would no longer remain hostage to antagonistic heavily militarised blocs or any global military power.

(3) The emergent reality however was totally different. The concept of global security changed from its Cold War context only to be replaced by security arrangements at regional and sub-regional levels (NATO, Euro-defence, Balkans, Mediterranean security etc.). In effect, the NATO became America's convenient military bandwagon to build coalitions in extending its global power outreach.

c. Post 9/11- Dawn of Global War on Terror (GWOT)

(1) The events of September 11, 2001 drastically changed the world. Al Qaeda challenged the US invincibility and power. This allowed the US freedom of military action, through the collective security arrangements, to demonstrate its military might. The Afghan war heightened the aura of “American supremacy” and the Iraq war followed quickly and most importantly in a unilateral manner. The subsequent GWOT not only engaged the USA militarily but also drained it economically. The failure of the US and the NATO forces to bring normalcy to Afghanistan and Iraq has been a serious blow to the myth of the US military might. That is why, Bob Woodward who initially supported the USA’s unilateralist approach in the wake of 9/11 incident in his book “Bush at War” had to eventually admit that the war is not progressing well and that the Bush administration is in a “State of Denial”.

(3) The global economic crisis has changed the logic of international relations. Both as individuals and as a nation, the US has begun to question whether the new world order that emerged after the Cold War still favours the United States. The rise of China is increasingly associated with employment crises for ordinary Americans and a challenge to American power.

(4) The European Union is also in a defensive mood with protectionist and anti-immigration sentiment on the rise and tensions between nations that have adopted the European single currency. While the Latin American nations are gradually settling down to happier democratic set ups, the Middle East newly liberated from dictatorial regimes is still struggling to find its foothold in world politics. BRICS countries are important for the near future and Germany has woken up in its attempts to increase its influence over the Euro-zone economy. The East remains an absolute storehouse for further diplomatic and economic discoveries with India not only emerging as a global player, but also attempting to counter China economically in the long run.

Elements of Power

6. The elements of power, as have been shown, are varied and change as history changes. From the above discussion about the past and present world powers, three elements of power stand out as contributing factors that made these nations world leaders. Military, economic and political instruments of power dictate whether or not a nation will become a world leader. All elements of power are inter-related and are normally used by a nation in combination.

a. **Military:** The military element of power has proven time and time again to be an important measure of a nation’s power. Throughout the recorded history, a nation-state with a powerful military could force its will on less powerful nations either through the actual use of its military or the mere threat of its use.

b. **Economy:** “The economic instrument of power refers to the use of economic rewards or penalties to get people or states to comply with policies”. In reality,

economic power is very difficult to measure. Economic power can run a gamut of resources such as raw materials, global markets, production of goods, and sources of capital to behavioural definitions in which a nation by its past experiences, military and political elements of power, and will of the population is able to set and enforce the rules and agreements for the global economy.

c. **Politics:** Political element of power is “the manner in which the state organizes its resources. The political structure determines how vital decisions are made and who makes them. Ultimately, this action may assist the nation or preclude it from making the optimum use of its resource”. It reflects the amount of influence one nation has over others.

Professor Nye describes this type of power as cooperative or “soft” in contrast to the “hard or command power of ordering others to do what you want”. The intangible power sources associated with the political element of a nation’s power include culture, ideology, political cohesion, and trust in the international arena.

Modern Trends

a. Globalization and Non-State Actors

(1) In modern era, globalization and non-state actors are transforming the world order in significant ways. These actors include Multi-National Corporations (MNCs), Non-Governmental Organizations (NGOs), and international regulators etc. Even the state actors, such as judges, lawyers, legislators, military and police officers, have started to cooperate in ways that were not possible before the ‘Information Revolution’.

(2) Similarly, the criminals, smugglers and terrorists have trans-border links. Anne-Marie Slaughter has provided deep insight into these types of globalization phenomena where states are getting less sovereign and power is shifting to trans-national actors. She sees the ‘New World Order’ based on Government Networks, Global Public Policy, and Disaggregated Sovereignty.

b. Social Networks/ Public Opinion

(1) The ability of social networks to influence public opinion is another very important phenomenon that is transforming our world today. Its power has been amply demonstrated in the recent revolutions in the Arab world commonly known as the Arab Spring.

Nature of Prevailing Geopolitical Landscape

7. The world is becoming increasingly multi-polar with the emergence of China, India, Brazil, Turkey and with the resurgence of Russia. It cannot be said that today the USA has ceased to be a world leader and the US economy is not relevant in comparison with the economy of the emerging Asian countries or that the US military power is encroached upon by buoyant China. This is not yet the case, but historical trends must be seen in perspective.

It is much easier to appreciate the loss of power of the US if we compare its relative position back in 2000 with its current position.

8. Some scholars would argue that the American hegemony is built to last, there is a broad consensus about the fact that the American “uni-polar moment” has come to an end. The former Australian Prime Minister, Julia Gillard, has called it the Asian century.

9. Even mega trends 2030 notes that “By 2030, no country – whether the US, China, or any other large country – will be a hegemonic power. The empowerment of individuals and diffusion of power among states and from states to informal networks will have a dramatic impact, largely reversing the historic rise of the West since 1750, restoring Asia’s weight in the global economy, and ushering in a new era of ‘democratization’ at the international and domestic level”.

10. Several scholars have been struggling to coin a new term which would encapsulate all these changes in the structure of the system. Samuel Huntington described the world as a uni-multipolar structure with one superpower (America) and several major powers in which “the settlement of key international issues requires action by the single superpower but always with some combination of other major states”. Richard Hass argues that the main characteristic of the 21st century will be non-polarity, defined as “a world dominated not by one or two or even several states but rather by dozens of actors possessing and exercising various kinds of power”. Giovanni Grevi stresses that the world is becoming “interpolar”, which he defines as “multipolarity in the age of interdependence”.

11. If we are heading towards inter-polarity, the current structure is still one of fading uni-multipolarity in the age of comprehensive interdependence. There is a great uncertainty with regard to who will emerge as a major power and when US dominance will become definite history. In fact, it is very likely that only a few countries will emerge as central hubs of the system in the 21st century, creating a sort of asymmetrical multi-polarity with a distinction between dominant or central powers, major powers, regional powers and local powers.

Conclusions

12. The US emerged as the sole superpower in the wake of the collapse of the Soviet Union. However, rise of emerging powers, globalizing economy, historic transfer of relative wealth and economic power from West to East, and the growing influence of non-state actors are some of the factors that indicate an emerging geopolitical landscape and the world order is shifting to multi-polar. A new global order is rapidly emerging where the United States will no doubt remain a very important player. The world is also becoming increasingly interdependent, not only economically but also regarding the threats and challenges our societies face. This multi-polarity in the age of interdependence will most likely shape the 21st century.

13. The new geopolitical landscape is emerging where the American uni-polar moment is heading towards an end. Yet, it seems too early to evoke true multi-polarity. The USA is still the dominant power in the world although its relative power is diluting. The other

major players are closing the relative power gap and therefore, the multi-polar world order will eventually appear.

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LOCAL AND INTERNATIONAL INFLUENCE OVER THE RISE AND FALL OF TAMIL TERRORISM IN SRI LANKA

Commander (ASW) BMNWSB Basnayake

The LTTE was considered as the world's most ruthless terrorist organization second to none. The organization was unique in nature when compared with other popular terror outfits in the world. The LTTE was a cause or grievance-based organization. From the beginning to the end, it did not have any ideology and accept any faith or belief like other terrorist organizations. It continuously propagated the concept of "Tamil homeland" and the atrocities of "Sinhala Army". Except the "feelings of Tamil Nadu", there was no considerable foreign support for them in the beginning. Had the cause been removed, the LTTE would not have been in existence.

2. The Tamil combatants in the 70's were well educated. They were eagerly studying political theories and well aware of political ideologies. They studied leftist/communist ideas. They were well aware of the independence movements of other nations such as Palestinians, Bangladeshis, Vietnamese and the Blacks in South Africa. The main recruiting source was the middle and the upper middle classes of the society. The weaponry, military technology, tactics and strategies were primary or almost experimental since no one directly backed them.

3. Suddenly, the things changed with the LTTE receiving proper guerrilla training from the PLO (Palestine Liberation Organization) and the PFLP (Popular Front for Liberation of Palestine). By the beginning of the 80's almost all the terror organizations of the North were sending their cadre to Palestine or Lebanon for advance guerrilla training. They acquired the knowledge of the correct and effective use of explosives, the handling of anti-tank and anti-air weapons, combat intelligence and special operations. As a result, the effectiveness of the organizations increased. Further, the Indian patronage (basically Tamil Nadu) boosted the Tamil organizations. The funding (huge amount in liquid cash) and hide-outs for training, admin and logistics mushroomed. Basically, Middle East tactics and strategies were effectively blended with Tamil Nadu's logistics and admin support.

4. As the 90's became a decisive decade for the LTTE, almost all other Tamil terror outfits were no more in the battlefield. The LTTE expanded its organization into a fully doctrinal army with a Sea Tiger unit. Although the foundations had been laid for Air Tigers, it had not been effectively used for combat. The organization accelerated the military might. Large battle formations were mustered and fighting was equal to brigade levels in the army. The LTTE was carrying out effective battles on land, at sea, in media and international forums. The international network of shipping and logistics, political and funding offices were covering almost entire Europe, North America, Australia and New Zealand. The collection, saving and investment of money was being handled well. But on the other hand, public support was diminishing. The forced recruitment, ransom money, forced labour and even compulsory military duties were creating havoc on civilian life in the LTTE-controlled areas. So, the LTTE moved from a traditional guerilla life to a dictated military state model.

5. Further, the LTTE's logistic hub built up in South East Asia was centered around Thailand, Indonesia and Cambodia. The LTTE shipping network pumped all available stores from military hardware to day-to-day household equipment. Traditional activities of mafia, pirates, smugglers and black markets of the South East Asian region were feeding the LTTE from fuel to artillery pieces. This continued till the end of the Eelam Wars. Even though the LTTE had these new military stores and areas, the traditional ally, Tamil Nadu was never forgotten. Despite the Indian objections, Tamil Nadu was functioning as a conventional logistic base for the LTTE providing cover.

6. The technological needs of the Tigers went up in this period when compared with the Eelam Wars I and II. The search for Anti Air and Underwater Weaponry and technology was the highest in demand. Keeping the SLN and the SLAF at bay were of paramount importance. The sea Tigers' shift of focus towards under water warfare was rising. Ex-Special Forces soldiers from former Eastern bloc countries were hired to meet the technological and tactical demand of the LTTE.

7. During the peace process, LTTE media, administration and logistics units were busier than its combat units. The LTTE tried to be equal with GoSL officials. The propaganda was directly shifted from old-fashioned leaflets and Voice of Tiger radio channel to more web-based digital media. Further, organized demonstrations, rallies and commemorations took place from New York to Sydney. The LTTE was able to gain sympathy from the Western world more than the support. Simultaneously, in this period the LTTE was banned in the United Kingdom, the United States and India – a considerable blow to the organization's open terrorist behaviour.

8. Further, the impact of 9/11 was high on the LTTE too. Even the LTTE had to make a choice. Though the West didn't consider the LTTE as a threat to the Western interests, the LTTE's shipping network, which engaged in gun-running, drugs trafficking, and human smuggling, was an indirect threat to the security of the other states. Further, intentional technology transfers, copying of LTTE tactics and modus operandi of other international terror outfits were a considerable threat. It is believed that Al Qaeda's suicide boat attack on USS Cole in the Port of Aden was an idea stolen from the Sea Tigers. Anyhow, the LTTE had to change its strategies to show the international community that they were different from Al Qaeda. The impact of the Al Qaeda action over the United States was boomeranging; a number of states started banning the LTTE. As a result, the LTTE lost access to financial deposits amounting to millions. The entire world was against all kinds of terrorism. The Tigers were not able to avoid the wave of "Anti terrorism" around the globe.

9. During the dragging peace time, except the Supreme Leader Prabhakaran and Intelligence Chief Pottu Amman, nearly all top level leaders were touring all over the world attending peace talks and receiving medical treatment in foreign hospitals. The countries included Singapore, Switzerland and especially Nordic countries which facilitated the peace process. The exposure had an impact on the isolated and confined mentality of leaders and deformed and dented their guerrilla stance to a considerable extent. Even though there was no real known fact, Karuna's defection is discussed along with the aforesaid dilemma too. In this period, the LTTE's political department, international network, intelligence units and

media were busy with propagating grievances and focussing more on Western non-profit organizations and Tamil Diaspora.

10. When the LTTE organization became inflated with more men and material, the theatre of war became more complex; the indigenous technology and local production were felt insufficient. The quality as well as the demand for quantity too was increasing. Once again the procurement was sky rocketing. Shipping was busy and fund raising (both local and foreign) was rising. But the zones of interests had not changed much. South East Asia was still good for smuggling. The scattered no man islands of Indonesia, free markets of Singapore and Thailand, the large Tamil community in Malaysia and long drawn conflicts of Cambodia and Vietnam paved a favourable way for the Tigers' illegal business.

11. The LTTE even paid an interest to the African continent. The Tamil Diaspora from Kenya to South Africa was exerting influence. Because of the situation of South Africa after the end of apartheid, the world renown figures such as Archbishop Desmond Tutu and Nelson Mandela were showing sympathy to the Tamil cause. The influence of the global Tamil community and actions of South African Tamils were increasing. Further, newly separated Eritrea was also extending support to the LTTE, possibly due to the lack of experience in statesmanship and being subjected to sympathy and propaganda. Eritrea, one of the infant states which became infamous because of allegations, was providing and hiding LTTE aircraft and offering asylum for notorious Intelligence leader Pottu Amman. Anyhow, it is a fact which is still open to confirmation. It is known that LTTE propaganda and disinformation operations were highly effective, penetrating almost all necessary parts of the globe and were hard to counter with traditional government counter propaganda machines.

12. The fourth or last Eelam War was decisive. Neither the GoSL nor the LTTE was in favour of dragging the battle. The GoSL expected a swift victory being much aware of the past mistakes made in the Eelam wars. The LTTE was planning a protracted war. Newly reformed armed forces of Sri Lanka were making heavy casualties to the LTTE. Multi-role fighters of the SLAF, upgraded weapons and sensors in the SLN with an increased number of small but highly manoeuvrable craft, and the SLA with effective Special Forces with the newly attached light and swift Mech-Infantry were carrying out successful operations in the battlefield. LTTE's unconventional, but now traditional strategies became a failure on the ground and at sea.

13. The Sea Tiger ambition to own a submarine never came true. Though the experiment started a long time ago, the Sea Tiger experiments were not successful in making a submarine. But starting with low-profile, modified wave riding and suicide fishing dinghies, they produced different prototype submersible craft. The underwater unit was not taking considerable kills in actual battles: but the psychological impact on the enemy was very high. But the undetectable, operating under the darkness, low-profile, high impact man-guided weapon made the SLN units uncomfortable and commanders more stressful. Rather than conducting randomly successful attacks, the LTTE underwater unit was sucking more resources and finances and delivering less output.

14. The world's first air guerrillas were instilling more fear but genuinely were ineffective

in actual combat. The Tiger air combat units were much more focused on suicide missions. So there was no need of maintaining a fleet of fighters rather than considering individual aircraft as a “fire and forget” unit. The Czech ZLIN-3 was built for agricultural use rather than combat use. The aircraft suited to air guerrilla war but was not effective in real combat. Nevertheless, it was very difficult to deal with when standard counter measures were used.

15. The traditional massing of troops for concentrated attacks, which gave victory for the LTTE in the past failed when the SLA started multi-fronted, large-scale semi-conventional attacks blended with unconventional means. The limited combatants with limited resources in restricted theatre were more cramped with the SLN operations which denied Sea Tiger activities at sea. It damaged the LTTE’s line of logistics which further damaged the sustainability of operations. The loss of “floating warehouses” due to naval operations out at sea denied terrorists effective use of artillery and mortar in ground combat. Further, the LTTE’s loss of Sea Tiger bases due to ground operations forced Sea Tigers to operate in restricted and limited coastal areas which made the concentration of naval forces easier. The SLA advanced with artillery, armour and air support with the infiltrated special operation units put the LTTE in a desperate situation. Further, the loss of key grounds, vital points and important leaders lowered the morale of the combatants. Day by day, the loss of territory, which was controlled by the Tigers, caused low level combatants and civilians to flee the organization.

16. Regardless of losing ground and sea combats, LTTE intelligence units were maintaining the intensity of operations. The effectiveness of Black Tiger cadre targeting VIP’s and vital installations (both military and non military) increased. Suicide bombers caused havoc in civilian life (out of operational areas) by blasting bombs in public transport. With all of this, the country was unstable although united against all kinds of terrorist acts; civilians in large numbers came forward in support of the armed forces to do security related jobs and duties voluntarily.

17. Finally, the defeat of the LTTE was confirmed. And the LTTE knew it better from fleeing civilians and defecting cadres. The influence of foreign hands became more intensive as the foreign ministers of the United Kingdom and France tried to negotiate with the GoSL regarding the lives of the LTTE leadership. But it is more certain that they were influenced more by Tamil umbrella organizations than the LTTE. It seemed that LTTE foreign units were trying to force the GoSL by creating pressure through the Western world, the United Nations and Tamil Nadu political parties since India was in deep silence. Further, they were trying for a rescue mission for the top level leadership. But the things failed, eliminating the world’s most ruthless terror organization’s entire military structure at the end.

18. The eliminating of the LTTE military structure has made the LTTE international network and its umbrella organizations fully active for their cause. Their propaganda even include the LTTE atrocities citing them as if they had been done by the Sri Lankan armed forces. The assets and funds in foreign lands are now being directly invested in the propaganda and diplomatic missions. It is going beyond ‘Eelam’ to the Trans National Government of Tamil Eelam. A huge effort is being made by the Government of Sri Lanka in international forums to counter resolutions in the United Nations Human Right Council

and the European Union's unfavourable economic policies against Sri Lanka. It seems that the hope of Tamil homeland is never given up and with global trends and local developments, it has assumed a new shape to exist.

19. Now a new era of counter terrorism has emerged with the defeat of terrorism in Sri Lanka. A lot of countries including Pakistan and Nigeria have requested assistance from the Sri Lankan armed forces. Global forums and study circles still continue research work on the use of military for the rehabilitating process of e- combatants to learn the "Sri Lankan way of doing things". Ex-LTTE cadres are contesting local elections today. Further, rehabilitated combatants are contesting under the Sri Lankan flag in international sport competitions. The earlier hostile Global Tamil Forum is discussing with the GoSL to take part in development activities in Sri Lanka.

20. The military defeat of the LTTE has become a historical record in counter insurgency like "Malaya campaign". Although the LTTE has lost in the land of its origin, its ambitions of "Tamil homeland" are still alive globally. Propagation of "Tamil grievances" has become more successful as shown by the impact they are making in international forums. Prabakaran has become a hero in Tamil Nadu to raise a monument but his close followers have lost in local elections in their land of origin. The things have become more complicated and interrelated. As the late Prime Minister of India Pratap Singh said, "there are no permanent friends or enemies in politics"; the former enemies of all parties now seem to be working together and some friends have not become enemies. So it seems that there are no permanent enemies or friends in international forums for both the LTTE and the GoSL.

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EFFECTIVE COMMAND AND LEADERSHIP TRAINING FOR OFFICERS OF THE SRI LANKA NAVY

Commander (ASW) JPKP Kumara

Introduction

“No captain can do very wrong who places his ship alongside that of the enemy.”

- Vice Admiral Lord Horatio Nelson

Preamble

It matters not how advance one's platforms, weapons and sensors are if the people manning them lack motivation, training or adequate leadership¹. Military leadership is the projection of personality and character to get subordinates to do what is required of them and to engender within them the confidence that breeds initiative and the acceptance of risk and responsibility². Simply stated, leadership is the art of accomplishing the navy's mission through people. Leadership is the profession of the officer in which proficiency can only be obtained through a constant study of leadership principles and practice in applying them in day to day relationships with juniors, seniors and peers³. Born leaders are rare, but leadership potentiality can be developed by training, experience, study of the methods of great leaders in the past, and knowledge on military doctrine⁴. However learning leadership only through experience is sometimes a lengthy and arduous process. Therefore profit from the experience of others; in systematic training not only is good sense, but is mandatory to be an effective leader.

Defining the Problem

2. The naval service is more than just a business, profession, or trade; it is a way of life. It is an organization for training people to train people. Its ultimate objective is to prepare and to ready fleet forces for combat operations. Leadership at all levels is the principle element in the maintenance of morale. This calls for a high order of leadership that will inspire confidence and voluntary obedience of others and must be trained to do a disciplined, resolute and effective job under the stress of combat. Therefore the greatest problem facing the career naval officer is leadership⁵. Besides conducting a rigorous physical and academic selection process during enlistment, it is imperative to train young officers continuously and extensively in order to develop their leadership traits and skills.

3. Despite Sri Lanka Navy (SLN) conducts some theoretical cum practical leadership training modules during basic Cadet training, non availability of a dedicated command and leadership training school has affected adversely for the progressive development of

1 British Maritime Doctrine, Command of the Defence Council (BR 1806 Third edition, 2004) p.28.

2 Ibid.,p.174.

3 Fundamentals of Naval Leadership (Maryland: Naval Institute Press, 1984),pp. 1-2.

4 Op. Cit.

5 Op. Cit., p. 77.

command and leadership skills of the SLN officers⁶. Leadership development being a continual and consistent process throughout an individual career, there is a dire vacuum in Leadership development domain in respect of officers of SLN⁷, despite the same has been highlighted as an essential component, according to the Training Need Analysis. Hence it is timely and appropriate to conduct a scholarly investigation to this issue and bring some pertinent findings for the betterment of the officers in SLN.

Scope of the Paper

4. This paper examines the present command and leadership training methodology used to train young officers in SLN and analyse the effectiveness of this system in light of the modern command and leadership training methods used by some developed navies in the world. Hence author carried out in-depth study on command and leadership training models of RN and US Coastguard, and same placed as annexure for reference. The paper also highlights the existing gap between the prevalent and desired command and leadership performance of SLN officers. Moreover this paper endeavors to find new strategies to bridge the aforesaid gap, whilst bringing some salient recommendations to develop unique command and leadership training doctrine and model for SLN.

Assumptions

5. Following assumptions are made as to continue with the study on the subject in present context;
- a. Leaders are not merely born but also made.
 - b. SLN officer cadre expansion plan may continue for next five years.
 - c. SLN training budget may continue to increase in order to cater for the expected expansion.

Authorities Consulted

6. Author of this paper was privileged to conduct exclusive questionnaire interviews with present and previous Commandants of the Naval and Maritime Academy (NMA) and the present Director Naval Training at Naval Headquarters in Colombo. Their contributions are considered as primary source of data for this research. Questionnaire prepared for this purpose is attached as an Annex 'A'.

AIM

7. The aim of this paper is to analyse present command and leadership training methodology adopted for officers of SLN in order to introduce enhanced systematic training model unique to SLN.

6 Analysis based on the outcome of questionnaire interview conducted by the author

7 Ibid.

Discussion

Command and Leadership Training in SLN Perspective

8. Naval and Maritime Academy (NMA) is the premier institution in SLN which train and mould young officer Cadets to become commissioned officers of the SLN; on successful completion of two years of rigorous and intense military cum academic training curriculum & basic command and leadership training for young officers is imparted under Officers Training Wing (OTW) and advance training module under Junior Naval Staff College (JNSC) at NMA⁸.

9. It is deduced that SLN basic leadership training methodology primarily based on classroom instructions whereas command training associated with practical exposure onboard ships during both Cadet and Midshipman sea training. It is noteworthy to mention that SLN has not been able to give emphasis on practical aspect of leadership training due absence of a dedicated leadership training school. Present basic command and leadership training curriculum conducted at OTW is placed at Annex 'B'.

10. In addition to above exposure, all Executive, Naval patrolmen and logistic branch officers undergo two weeks of theoretical cum practical leadership training program during their Sub Lieutenant Technical Course at NMA. Furthermore officers of all branches are encouraged by SLN to develop their command and leadership skills through various guest lectures and interactive exercises being conducted during Junior Naval Staff Course (JNSC) which is only an optional mid career course in SLN. However majority of SLN officers do not avail adequate opportunities to develop their command and leadership skills during the mid carriers⁹.

Training need analysis of Officers of SLN

11. NMA being the premier officers training institution in SLN, has defined its vision and motto with special emphasis on inculcating command and leadership qualities in young officers as enumerated below;

- a. MOTTO OF NMA
“Disciplined are the noblest of men”
- b. Mission of NMA

To prepare subordinate officers morally, mentally, physically & mould them into professional naval officers to command and to lead in pursuit of excellence in the naval service, in the best interest of the nation.

12. Primary task of OTW is to train officer under trainees into qualified officers who will lead sailors and serve for the betterment of the SLN. Motto and quality policy of OTW also being aligned with the objective of developing command and leadership skills among young officers, where as JNSC mission and quality policy not focused for command and

8 www.nma.navy.lk

9 Op. Cit.

leadership development. Mission and quality policy along with the tasks of NMA, OTW and JNSC are placed at Annex 'C'.

13. Therefore it is evident that SLN reiterate that all officers need to develop command and leadership skills in order to perform their duties effectively and efficiently.

Training Gap analysis

14. According to the Navy list 2013; which is the seniority list of regular and volunteer naval officers of SLN; published annually on 1st of January every year, there are 3260 officers in SLN including 500 Volunteer officers. According to the analysis of the author 93% of them represent young officer category¹⁰, which are eligible for leadership and command training to perform effectively in their respective branches. It is further analyzed that only 64.3% officers are privileged to undergo advance command and leadership training during their Sub Lieutenant technical course. Interestingly 35% of them exposed only to basic training on the subject matter.

15. Besides having opportunity to follow JNSC as an optional course only 9.3 % of the eligible young officers have qualified same, whilst denying this unique opportunity for nearly 90% officers due constraints in training capacities. In contrast to the new enlistments only 19.2% may avail opportunities to qualify in above respect in every year, thus deteriorate the said conditions further. In the mean time, the analysis of the primary data based on the questionnaire interview reveals that the majority of young officers in SLN lack in command and leadership skills and performances are below the expected standards. Hence it is noteworthy to state that the issue is in the alarming stage, which needs to be analyzed critically.

Command and Leadership Training Models

16. Author conducted an extensive literature review on command and leadership training methodologies adopted by Royal Navy (RN), Royal Australian Navy (RAN) and US Coast Guard (USCG) and same models are placed at Enclosures.

a. RN model.

The training philosophy of Britannia Royal Naval College (BRNC) has been encapsulated within its present mission statement. Action Centred Leadership (ACL) is pivotal to this ethos and is taught to the new Royal Naval Officers, with practical opportunities to put into practice the theory and the transferable skills of the 3-circle theory¹¹ afforded. ACL is a solid foundation of how the RN operates and manages to 'Get Things Done'. The Royal Navy also recognizes what a potent and effective leadership tool ACL is and it is inherent in their leadership development programmes.

The BRNC, Leadership mission statement is "To ensure Cadets realise the

10 Based on the survey conducted by the author.

11 Adair's three circle leadership model of Task, team and individual.

leadership potential identified at the Admiral Interview Board¹². The first phase of the BRNC, New Entry (NE) training is known as the militarization phase, where the YOs undertake two leadership modules, Basic Leadership Development (BLD) and the Assessed Command Exercise (ACE). It is during BLD that many of the Young Officers (YOs) gain their first insight into the requirements of being a leader. The module consists of both theory and practical and YOs get an insight into the need for a leader and the basic principles of leadership, before giving them the opportunity to apply this teaching within a practical environment in Command Assessed Tasks (CATs).

The Command Training Group (CTG) holds the Royal Navy's responsibility for conducting bespoke CLM training for all officers and NCOs within the Service. This training is primarily delivered through a 5-day outdoor team building course. The Royal Navy Leadership Academy, HMS COLLINGWOOD and the Command Training Group not only fully endorses the practices of ACL and its leadership ethos, but above it also encourages the individuals within the Service to know how they can develop and how they can become more effective and efficient leaders.

It is deduced that RN conduct systematic and focused command and leadership training effectively based on a comprehensive doctrine.

b. Royal Australian Navy model.

RAN has derived comprehensive leadership development strategy for its officers and sailors and conduct systematic leadership development workshops, leadership coaching programme and leadership follow-up workshop respectively. It has also established Directorate of Navy Leadership and Ethics; as a dedicated institution in this regard¹³.

c. US Coast Guard model.

US Coast Guard undertake comprehensive leadership and professional development activities such as Leadership Competencies, Leadership Framework, Unit Leadership Development Program, Mentoring and Individual Development Plans in addition to unique continuums of leadership and professional development activities designed specifically for each workforce. This includes all resident and non-resident leadership education and professional development training¹⁴.

Proposed Model for SLN

17. Author proposed to derive a unique Sri Lankan model based on the fundamental principles of above referred foreign models; in order to ensure systematic and continuous command and leadership training for SLN officers. This training would encompass

12 www.royalnavy.mod.uk/The-Fleet/Shore.../HMS-Collingwood

13 www.navy.gov.au

14 www.uscg.mil/LEADERSHIP

proper doctrine and theoretical cum practical exercises in simulated environment. RN model could be used as the guide in this regard.

Advantages of Proposed Model for SLN

18. SLN would be able to envisage following benefits with the proposed improvements to existing command and leadership training methodology.

- a. Systematic progressive command and leadership skills development for c
- b. Effectiveness and efficiency of SLN would be enhanced as an organization.
- c. Cost effective training for all SLN officers as per the expansion plan.
- d. Human Resource Management and administration in SLN would be improved.

Conclusion

19. Command and leadership skills are essential pre-requisites of a naval officer, which need to be a continuous and systematic process in a young officer's career. Developed navies have established dedicated training institutions and formulated comprehensive training doctrines in order to mould young leaders through a progressive leadership development and command skills. RN, RAN and USCG have given highest priority in developing leadership skills among YOs from the beginning of their careers whereas SLN does not possess a focused systematic leadership training methodology for the same. Furthermore SLN need to develop its own command and leadership doctrine as existing facilities on the subject seems to be inadequate and inappropriate to cater for the rising demand and the future expansion plans. In the meantime SLN required investing on training capacity building and Infrastructure development in order to ensure systematic and focused command and leadership training for all officers.

Recommendations

20. In accordance with the conclusions enumerated above, following recommendations are forwarded for careful perusal and consideration as deemed necessary. The recommendations are forwarded under short, medium and long term remedies as mentioned below;

- a. Short term solutions.

Introduce command and leadership development course for all Commander and below rank officers as a mandatory and substitute course for JNSC as early as possible with existing facilities.

- b. Medium term solutions.

(1) Nominate suitable senior and intermediate rank officers to form competent board for formulation of a unique command and leadership training doctrine for SLN.

(2) Carryout complete feasibility study, for the establishment of a fully pledged Command and leadership school preferably under Naval and Maritime Academy in Trincomalee.

(3) Select suitable officers who have the potential to become dedicated leadership instructors and expose them for foreign military command and leadership training.

c. Long term solutions.

Establish fully pledge Command and Leadership training school with highly qualified coaching team and equip same with modern practical leadership training site with adventure training facilities at NMA, Trincomalee.

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BOOK REVIEW

THE ANALYSIS AND SOLUTION OF MILITARY PROBLEMS BRIG J NAZARETH (RETD)

CENTRAL ELECTRIC PRESS, NEW DELHI, 1991 - INR 295/=

LieutenantCommanderRMSRathnayake

The Analysis and Solution of Military Problems was written by Brigadier J Nazareth who had written extensively on military history. His books include Dynamic Thinking for Effective Military Command, Creative Thinking in Warfare and The Psychology of Military Humor. Being a gold medalist and winner of many prizes for military essay writing, his writings have been reproduced in many foreign journals.

2. Even though the title of the book appears intimidating, I have found the book outstanding because of the writer's refreshingly different perspective. The author has elaborated on many aspects and issues in relation to decision making in the armed forces by drawing on military history extensively. The book also details all levels of military issues from grand strategy to military strategy as well as to tactics at length. Thus, it can be an invaluable handbook not only to armed service officers but also to others who have an interest or are responsible for military decision making. The concepts of strategy and tactics, which often cause confusion to officers of armed forces, have been well defined by the author.

3. After a logical analysis of military problems in Chapter One, the book delves into a dynamic discussion of command personality in relation to military problems. Brigadier Nazareth's writing style keeps the reader thoroughly engrossed.

4. Two of the best qualities of the book are how it draws on the classic and inspiring examples from history to illustrate a point and how the writer deals with each issue relating to military problems boldly and with great honesty.

5. In Chapter Three, he discusses the all-too-real problems of internal hazards facing a commander and addresses the controversial issue of having to obey orders against one's best judgment. He calls the ability to disobey in a commander, a stamp of greatness, and goes on to explain how it is so by taking one example after another. The chapter convinces the reader that a great commander will choose to disobey regardless of the disciplinary actions he may have to face and focus on proving the correctness of his decision by succeeding in the course of action chosen by him.

6. The book also compares and contrasts tactical and strategic judgments in depth and has a chapter devoted to the higher direction of war. Here, the writer emphasizes the importance of coordination between political leadership and military leadership to bring about victory in a war. Attention to the characters of Hitler, Stalin and Churchill is drawn and the power of political direction to determine the outcome of the war is discussed.

7. The conflict between civil governments and Service Chiefs are described in graphic detail through personal anecdotes of the likes of General Douglas McArthur who even had a clash with President Roosevelt. Here, Brigadier Nazareth emphasizes the vitality of strategic decision makers remaining committed to maintaining the national security to the extent of

being willing to resign if required rather than compromising on their duty.

8. At the end of the reading, what we're left with is the feeling that nothing has been missed out. Each issue has been carefully addressed and the answers that have been provided are minutely detailed. Finally, I would not hesitate to recommend this book as an excellent handbook for any great military leader in the making because it isn't simply a detailed discussion of complex military problems. Not only does it clearly define the character of a great leader and the unique nature of military problems but also provide answers as to what is expected of a great leader. The writer never leaves the reader in doubt about any issue the book delves into. Nothing is hazy as instructions and definitions never lack clarity. *The Analysis and Solution of Military Problems* by Brigadier J Nazareth is bold and smart. It hits the bull's eye and emerges victorious in the end.

THE NATURE OF WARFARE IN SRI LANKA FROM THE EARLIEST TIMES UP TO 1815 AD WITH SPECIAL REFERENCE TO MILITARY TACTICS OF THE KANDYAN KINGDOM

Lieutenant Commander (G) SACR Kulatunga

“ An archer letting off an arrow may or may not kill a single man, but a wise man using his intellect can kill even reaching into the womb”.

- Kautiliya

Introduction

Prehistoric evidence shows that the history of the civilization in Sri Lanka can be traced back to 3000 B.C. Pali chronicles such as Dipawamsa, Mahawamsa, and Culavamsa, Sinhalese and Tamil chronicles and foreign and epigraphic sources are the means available to understand the Sri Lankan history. Warfare has played a significant role in determining the events of our past. Battles, foreign invasions and civil wars have shaped its course. However, war tactics of the early Sri Lankan rulers are rarely discussed in our history due to the lack of proper evidence. Yet “... king had the right to demand from every land-owning family in his territory an able-bodied son for military service. The military service consisted of an elephant corps, cavalry, chariots, and infantry. The main missile was the bow and arrow”. (Yogasundram, 2013, p. 66).

Fragmentation of the Sinhala kingdoms had happened from 1235 A.D. to 1518 A.D. The reasons had been attributed to internal instability, external influences, strategic and economic factors and weakness of the hydraulic civilizations. With the development of Portugal, its interest in Sri Lanka had increased. The Portuguese arrived in Sri Lanka in 1505 A.D. and ruled until 1658 A.D. A series of battles had taken place during this period and different military tactics had been used by both parties. The Dutch, who ruled from 1656 A.D. to 1796 A.D., overpowered the Portuguese and their power was based on trade and not acquisition of land. Finally, the British ruled Sri Lanka with their domination of the seven seas from 1796 A.D. until the independence in 1948 A.D. The Kingdom of Kandy had become a huge challenge to all these colonial powers due to the nature of its terrain. Mountains, thick forests devoid of roads and wild animals constrained their access to Kandy. With the

help of the environment the Kandyan were able to launch successful attacks using clever military tactics. This paper examines the nature of warfare before and during the colonial rulers drawing special attention to Kandyan military strategies.



Image 1: Basic platoon of mixed foot soldiers

(The probable basic mixed platoon of the Sinhala Army had consisted about 30 warriors armed with bows, swords and spears and battle axes.)

Battle Tactics before the Colonial Period

The Mahavansa and the Dipavansa describe the wars fought by kings and the two peace keeping missions made by the Buddha in his visits to Mahiyanganaya and Nagadipa to settle a dispute between tribes living here before the arrival of Vijaya. Sena and Guttika were the first invaders from South India to rule Anuradhapura from 237 – 215 B.C. Elara, a Tamil king from South India, was a threat to the country. King Dutugamunu was able to defeat him and regain the rule of the country.

Lady Mutu-Amma, noticing Prince Gamunu eating from all parts of the plate of steaming hot rice and placing a handful in the mouth, had commented, “You are eating hot rice in the same manner in which the fighting is being made haphazardly all over the country, burning both the hand and the mouth. Eat from the sides of the serving in mouthfuls ...”. The words had opened the eyes of King Gamunu; he had changed his military tactics and succeeded in the battles.

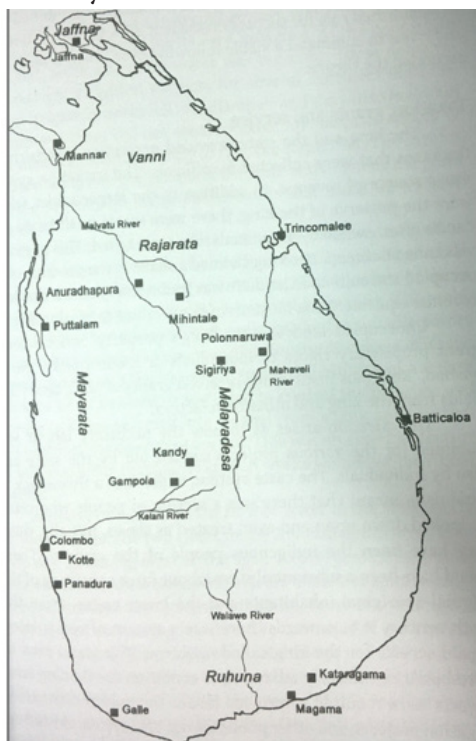


Image: II– Sri Lanka in the ancient and medieval times (Yogasundram, 2013, p. 63)

The kings needed to identify the correct utilization of terrain for the battles. Within the different types of terrain, the more important ones are forests, villages, mountains, rivers, watery lands, dry land, plains, and uneven land. From the point of view of a conqueror, the best land is one most suitable for the operation of the own army and unsuitable for the enemy. If the terrain is equally suitable to both, the conqueror shall undertake such work which would increase his power. The Mahawamsa explains how the terrain of the country became natural barriers.

According to the Abhidhanappadipika, the Chatura Upaya, the four means of success in battle, are Bedha (division or weakening of the enemy), Danda (open warfare or offensive operations), Sama (peaceful negotiations, treaty) and Danani (gifts, bribes). Vijayabahu I (1058 – 1144 AD) used these four methods in his military operation to destroy the Cholas who were ravaging the Rajarata (Palm Leaf Manuscript Study and Research Library, 2013).

Parakkramabahu I, known as “Parakramabahu the Great”, is the most remarkable character in the Sri Lankan history. He had studied Arthasastra, the statecraft of Kautilya (321 – 296 B.C.). A series of land and sea battles had been fought during his period of rule.

Battle Tactics during the Colonial Period

The colonial period started with the invasion of Ceylon by the Portuguese in 1505 A.D. Subsequently, the Dutch and the British took over the ruling power of the country.

The Dutch strategy was to expand their trade (mainly spices) rather than confrontation. Most of the prominent confrontations had taken place during the Portuguese period. Military strategies and war tactics were very high during that period and the Kandyan Kingdom was able to remain in power until 1815 A.D. Kandyan war tactics were remarkable and comparatively different from the warfare of the lowlands.

The Battle of Mulleriyawa

The battle of Mulleriyawa was fought in 1559 A.D. (perera, 2007, p. 351). and different war strategies had been used due to the flat terrain. It was fought on the banks of the Kalani River. The terrain was flat making ambushes very difficult. The ruler of Sithawaka, King Rajasimha played a great role in the battle. The Rajavaliya recounts his quickness to recognize the gallantry and courageous action on the battle field and his readiness to reward it. The Portuguese were defeated in that battle.

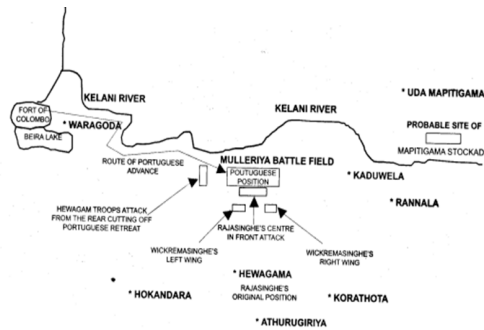


Image: III- Battle of Mulleriyawa (Perera, 2007, p 356)

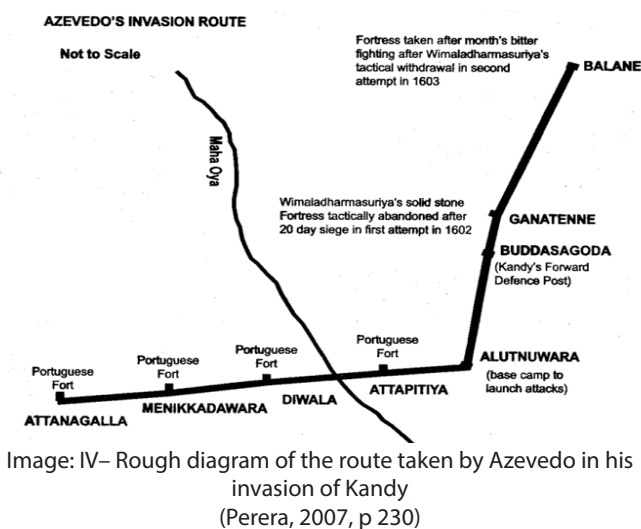
There were a series of battles fought by the Kandyans to hold the power of their kingdom. The battles of Danture, Balana, Ambatanna, Randenivela and the last battle of Gannoruwa were the major events of waging war against the Portuguese.

The Battles of Danture and Balana

The grand strategy of the Portuguese during this era was to conquer the whole island by the subjugation of Kandy. The battle of Danture (1594 A.D.) was the first attempt to achieve that aim. Under the leadership of King Vimaladharmasurya, Kandyan soldiers armed with swords and spears used jungle warfare tactics such as felling trees and rocks. Balana pass was the main access to the Kandyan Kingdom. 'The "watches" were kept by the people of Balana, Mamudavela, Ratmivala, and Kandangama villages' (Weerasooriya, 2004, p. 23). When Portuguese General Lopes de Souza, Dona Catharina and troops passed Balana, the Sinhala soldiers fled the area "flying like birds along the mountain" (Perera, 2007, p 182). The Kandyan Kingdom seemed empty, giving the impression that the king had left the kingdom. He used the method of deception to fight against Lopes de Souza until the right time to go for a confrontation. The king had an agreement with the Lascorin leader Jayavirathat to give him the Kingdom of Sithawaka if he lent support to fight against the Portuguese. This shows the conspiracy theory used by the king through an effective spy service which resulted in the Portuguese killing the Lascorin leader.

After that assassination, all the Lascorins rose up against the Portuguese. Dona Catharina was married to King Vimaladharmasuriya after the Portuguese were defeated by Lascorins who killed General Lopes de Souza at Danture. The Kandyans as their main battle tactics had blockaded the supply routes, making the troops to starve and then waited until the right time to attack at Danture.

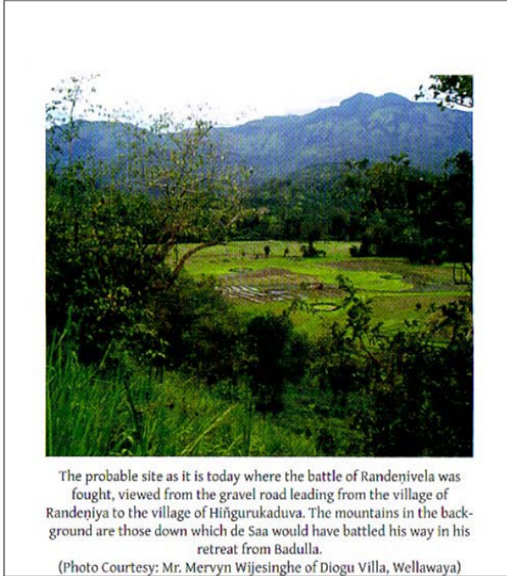
The lesson learned by the Portuguese from the Battle of Danture and Captain General Dom Jeronimo Azevedo (1603 A.D.) changed the strategy resulting in building “forts and Stockades” as a defensive structure. This change of warfare was known as the “Famous Retreat” which helped them to withdraw to Malwana step by step during the counter attack by the Kandyans. Again “tribute goes to King Vimaladharmasuriya as the Kandyans were able to resort to the identical strategy and the identical tactics with the identical results during the two great invasions.” (Perera, 2007, p 233)



Sun Tzu said: Whoever is first in the field and await the coming of the enemy, will be fresh for the fight, whoever is second in the field and has to hasten to battle will arrive exhausted. If the enemy is taking his ease, he can harass him, if well supplied with food, he can starve him out, if quietly encamped, and he can force him to move (Tzu, 2013, p. 21)

The Battle of Randenivela– The Portuguese suffered one of their worst military defeats at the Battle of Randeniwela with the victory by King Senarat’s Kandyan forces on 25 August 1630 (Perera, 2007, p 296). It was fought by King Senerat, his son Prince Mahastana, who later became Rajasimha II, and his brother Prince Vijayapala against the Portuguese forces commanded by the governor Constantino de Sa de Noronha. The Portuguese, despite their superior cannon power, were defeated in that historical battle. The Kandyans had a pre-emptive strike against the Portuguese in this battle. They knew that the existing situation of war was inevitable. They had a plan to make the Lascorins to join them at the right moment. During this battle, De Sa did not have a good reinforcement from Goa and even inside his own force. De Sa was able to successfully penetrate Budulla. He was surprised as the access to the route was not that difficult and there were also no threats from the opponents. Perera (2007) referring to the incident says that “The Kandyans’ intention

was to draw the Portuguese as far as possible to their territory”. On their way, they had come to the area of Mutiyangana temple. At night the Kandyan had surrounded the area and blocked the path they had come. The second tactic was to take the support of the Lascorins. Next day the Portuguese had retreated. With the joining of forces the Kandyan were able to disturb the movement with their small fire arms and traditional weapons. They retreated to Randeniya.



The battle took place in Randenivela and history says that De Sa fought bravely and he was a good swordsman. However, the Kandyan archers targeted De Sa and killed him. There were only a few who survived from the battle. Perera (2007) says that 350 Portuguese lost their lives and there were more than 100 casualties.

The Battle of Gannoruva – This battle is described in history as one of the most fierce battles ever fought in Sri Lanka in 1638 A.D. when King Rajasimha ruled Senkadagala. It was fought with the Portuguese between the Mahavali River and the hills of Gannoruva. The Kandyan people fought their last battle and took a decisive victory over the Portuguese. The Portuguese spy service got to know that King Rajasimha was seeking the assistance from the Dutch to defeat

Image:V-ProbablesiteoftheBattleofRandenivela
(Perera, 2007, p 315)

them. Based on their intelligence, they launched a pre-emptive strike under the leadership of Diogo de Mello. Prince Vijayapala, the son of King Vimaladharmasuriya, also supported King Rajasimha to fight the Portuguese. Initially Diogo thought that he would be able to use the tactics of diversion to get the support from Vijayapala to fight against Rajasimha. However, Vijayapala played a huge role in the battle by giving support to King Rajasimha.

When they arrived in Kandy, the kingdom was empty and King Rajasimha had blocked the Balana pass with trees and rocks constraining their retreat. When they returned from Kandy after burning and destroying the property in Gannoruva, the King struck them with greater fire power than the previous battles. At the same time they used swords, bows and shields. The Kandyan army consisted of separate Musketeer troops and they were in the front and fired fire arms. Vijayapala with his Matale troops attacked them closer to Gatambe near the Mahavelli River and the Portuguese faced difficulty in crossing the river. King Rajasimha came and joined with Vijayapala to attack them at night. This battle shows the clever formations of troops by the Kandyans not seen in the previous battles. The battle is described in Parangi Hatene, Maha Hatene, Mandarampura Puvata and Rajavaliya. There were no more invasions in the highlands after this battle and Kandy was never subjugated militarily. Even the Dutch and the British faced the same difficulty and the British succeeded using other means. Gannoruva was the last great battle which Kandy fought and achieved a decisive victory.

Conclusion

The study of the evolution of military science in Sri Lanka is very important to identify and face the future challenges. Military strategies and tactics of the country have been changed because of the influence of the internal and external factors.

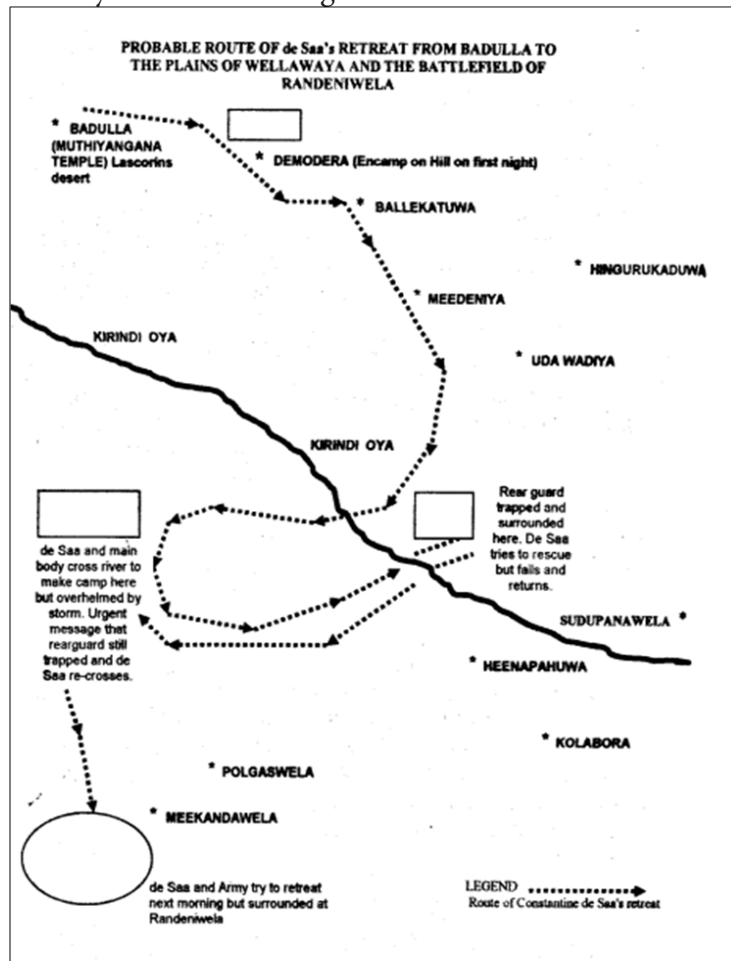


Image: V- Probable routes taken by De Sa from Budulla to Randeniwela
(Perera, 2007, p 315)

From Load Buddha's visit to Sri Lanka to settle a dispute between two groups to the times when the country totally came under the colonial powers, many great battles had been fought and there had been successes as well as failures of warfare. When we closely look at the factors that contributed to the great victories, great leaders can be found behind all the victories; we had lost our battles because of mistrust, dispute and unfaithfulness of our own people. Great leaders such as King Dutugamunu, King Vasaba, Parakrambahu the Great, King Mayadunne, King Vimaladharmasuriya and King Rajaismhe are some the patriotic heroes in our history. They were great experts in military warfare. The knowledge of war, the identification of enemy and his behavior and the correct utilization of terrain and environmental factors had given them victory over the enemy.

The Portuguese and the British were the major challenge to the country and it was a new experience for the Sinhalese kings. Sinhalese people had taken some time to identify the nature of warfare of Europe and counter it efficiently and effectively. But when we examine the development of warfare and tactics used by them, we find Kandyan fighters remarkable. During the final battle against the Portuguese at Gannoruwa they had a complete army with Musketeer troops. It means that they had changed the warfare according to the capabilities of the enemy. The Dutch were much more traders than confronters. During the British period the same methods of war tactics with more fire arms were used. There is a famous saying that "History repeats". Hence, it is very important to understand the history and the techniques which they had used to counter internal and external threats to face the future threats and challenges to the country.

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UNIQUENESS OF SOUTHEASTERN COMMAND

Lieutenant Commander (LNS) Wickramasinghe



The surveillance of the South Eastern coast was initially done only by Naval Sub Unit (NSU) Arugambay from April 2007 until the end of the 30 years of war in the country. Thereafter, the Sri Lanka Navy (SLN) deployed their men at Satellite Base Kalmunai in mid 2010. At the end of the same year, it was expanded by establishing Naval Sub Unit Oluvil at the Oluvil Harbour with small craft. Simultaneously, the SLN started establishing in Panama

with a Naval Deployment initially named ND Panama. However, due to the administrative problems and the increase in human smuggling in the area, the impotence of a separate command increased. Hence, the South Eastern Naval Command (SENC) was established on 30th July 2012 comprising Ampara and Monaragala districts with the coastal belt from Kumbukkan Oya to Neelawane¹. A lot of unique features exist in the South Eastern Naval Area (SENA) and they can be categorized under the following headings:

- a. Naval Uniqueness
- b. Natural Uniqueness
- c. Archeological Uniqueness

a. Naval Uniqueness

The naval uniqueness of the South Eastern Naval Area rose with the establishment of a separate command. ND Panama was under the Southern Naval Command until the establishment of the new naval command. In the initial stage of the SENC, there were only NSUs and NDs and there were no commissioned bases in the area. Therefore, ND Panama was commissioned as Sri Lanka Naval Ship (SLNS) Mahanaga in the month of October 2012 and it became the one and only commissioned base in the SENC, a unique feature when compared with other naval commands.

b. Natural Uniqueness

The Command Headquarters and SLNS Mahanaga are situated in the Radalla reserve, which is full of natural beauty and wildlife. During a short stay in the area, anyone can easily watch elephants, wild boars and various kinds of birds. They are the unique features inside the Command Headquarters. The air sweeps over the south eastern sea making all personnel happy. Though people coming to the command consider it as a punishment, once they feel

the uniqueness of the area, they stay happily. Though they are miles and miles away from their loved ones, none of them feels that they are away from home. Panama lagoon, Peanut Farm beach, sand banks, Kumana National Park and Arugambay surfing beach make the area unique to the country and to the world as well.

Panama lagoon Idyllic surroundings of Panama lagoon create a good tourist destination for locals and foreigners alike. Lagoon cabanas offer a picturesque view of the lagoon. Guests can gaze upon the large forest where animals, such as wild elephants, deer, wild boars and peacocks, roam freely. It truly is a place where people can forget the city life for a moment.

Peanut Farm Beach The best place for the beginners to learn surfing is located at the edge of SLNS Mahanaga. The place is world famous and known as Peanut Farm surfing beach. Foreigners around the world visit Peanut Farm beach for surfing. It is located 1.5km from Arugambay towards Panama. There is a 700m off road ride round the dry lake on the left side near the RadallaVewa entrance which runs through a small jungle area. World class professionals and talented locals can be seen surfing the waves breaking at the point on the main beach. It gives inspiration to anyone before starting their surfing lessons.

Kumana National Park Kumana National Park spreads over an area covering 35,664 hectares. In the west, the park is bordered by Kumubukkan Oya. To the south is the south-eastern coast that runs up to Panama. A splendid feature of the park is the 'KumanaVillu'. It is a natural mangrove swamp which covers an area about 200 hectares. It is at this swamp that many water birds nest during the months of May and June. Several water pools can be scattered in the park such as Kudawilawewa, Thummullawewa and Kotalindawewa, which offer splendid views of wild life.

Arugam Bay Surfing Beach Arugam Bay is the most famous place in the South Eastern Naval Command. It is a popular surfing hotspot for locals and tourists alike and on the list of top ten surf points in the world. The best time of the year is between May and November when the predominant wind is offshore for at least the first half of the day. Any naval person, who comes to the South Eastern Naval Area, will never forget to visit this unique place. People who love to have a sun bath on the beautiful beach come to this place for mental and physical relaxation. Though 320 kilometers have to be travelled from Colombo to arrive at Arugam Bay, it is worth the expenditure because of the enjoyment on offer.

c. Archeological Uniqueness

The archaeological uniqueness of the South Eastern Naval Command comes from the following historical places:

- (1) Kudumbigala Monastery
- (2) Muhudu MahaViharaya
- (3) Okanda Devalaya

- (4) Magul MahaViharaya
- (5) Dematamal Viharaya
- (6) Maligawila Buddha Statue and Dambegoda Bodhisattva Statue
- (7) Buduruwagala Buddha Statue
- (8) Yudaganawa and Chulangani Viharaya

(1) **Kudumbigala Monastery** Kudumbigala Monastery is located in the middle of the jungle by the Panama-Kumana road. According to the historical facts, this monastery was built during the time of King Devanampiyatissa. It is considered as the only dagoba in Sri Lanka built similar to the Dhammachakka Stupa at Saranath in India. There are many rock caves which had been used by monks. The monastery is close to several huge rock mountains which give a breath taking view of the surrounding area including the Okanda beach. It is a challenging place to lead a monk's life as the place is very far from human habitats. It has very few facilities for the monks who live there, yet it is a great place to meditate and reach higher mental states.

(2) **Muhudu MahaViharaya** Muhudu Maha Viharaya is located in-between Pottuvil and Arugam Bay. The site has a standing Buddha statue and two Bodhisattva statues.

(3). **Okanda Devalaya** Okanda Dewalaya is situated on the Kumana Panama jungle path. It is believed to be the location where God Skanda first sailed into Sri Lanka in a golden boat. The boat, which had turned into a rock, still stands on the Okanda beach and is known as the 'Ran Oru Gala'.

(4). **Magul Maha Viharaya** Magul Maha Viharaya lies about 22km off Siyambalanduwa town and about 11km off Pottuvil. It is said to be built by King Kavanthissa in the 2nd Century BC on the location where the king married Princess Vihara Maha Devi. The foundations of the "Magulmaduwa" where the wedding ceremony had taken place can still be seen in the vihara premises.

(5). **Dematamal Viharaya** Dematamal Viharaya is located at Helagama on the Buttala-Okkampitiya road. The temple, which dates back to the 3rd century BC, lies about 4km from Buttala town. The name Dematamal Viharaya has many legends. According to one legend, this area was called "Detu-mal" meaning "I saw (found) the brother", which had happened at the viharaya. Later, it had become Dematamal. It is believed that this is the temple where Prince Tissa hid from his brother, Prince Gamini after a major battle for power at the location now called Yudaganawa.

(6). **Maligawila Buddha Statue and Dambegoda Bodhisattva Statue**
Maligawila is a remote village in the Moneragala District which lies about 15 kilometers off Buttala town towards Okkampitiya. The Maligawila Buddha statue is carved out of a single limestone and stands about 14.5

metres high. It is the tallest free standing Buddha image in ancient Sri Lanka. According to the ancient chronicle Chulavamsa, the statue was built in the 7th century by a prince named Aggabodhi from Ruhuna. About 500 metres away from the Maligawila Buddha statue is another image carved from a single rock. It is thought to be the image of the Maithree Natha Bodhisattva, sometimes identified as Avalokitheswara Bodhisattva. The image is also called Dambegoda Bodhisattva statue.

(7). **Buduruwagala Buddha Statue** Buduruwagala is located about 5km from the Wellawaya on the Thanamalwila road. The name Buduruwagala means “the rock with the statue of the Buddha”. Seven figures are carved in the rock with a massive 51 foot Buddha statue in the Abhaya Mudra at the centre. The rock itself has the shape of a kneeling elephant with its head down. Although there is no documented information about this site in the ancient scriptures, different historians have dated these statues from the 6th century to late Anuradhapura period (between 8th – 10th centuries). The carvings are of the Mahayana Buddhist style and belong to the Pallawa art tradition similar to the statues at Dova Temple.

(8). **Yudaganawa and Chulangani Viharaya** Yudaganawa Viharaya is located close to Buttala on the Wellawaya-Buttala Road. It is one of the largest stupas in the country and dates back to the 2nd century BC. The site is thought to be the place where Prince Tissa and his brother Prince Gamini had a major battle after the death of his father King Kavantissa in the 2nd century BC. The colossal stupa with a circumference of 317 metres (1,038 feet) was initially thought to be a Kota Vehera with a large stupa built half way and a smaller stupa built on the top of that.

BOOK REVIEW: FLAGS OF OUR FATHERS

LieutenantCommander(EJWANS)Madusanka

The photograph of the raising the American Flag on the Pacific island of Iwo Jima during the World War II is one of the most prominent pictures and it is considered as the most reproduced photograph ever taken. It has been an enduring symbol of courage and honour blended with patriotism and valour for the US Marines. The book, “Flags of Our Fathers”, which carries this picture in its front cover, relates a true story of an important moment in history and the dealings around the main character, ex-US Marine Corpsman John Bradley. The life stories of the six men that raised the flag as well as the story of the brutal battle of Iwo Jima in February 1945 are uncovered and interconnected in the book. The author has done a splendid research into uncovering the hidden facts pertaining to each man and their part in the battle. Further, the author unravels the political and social propaganda which has evolved under the shadows of the war.

2. I had the opportunity of watching the year 2006 Clint Eastwood movie, ‘Flags of Our Fathers’, which was based on the same book. While reading the book I had the same feelings and was able to picture the same characters and incidents due to the amazing flow of the story. The story of the six men is told in a systematic way by describing what had happened in their lives before, during and after the battle of Iwo Jima. After reading about the lives of these men, I felt they are no longer anonymous people in a photograph in a remote volcanic island on Mount Suribachi, but comrades in arms who sailed through rough seas and were eventually brought together by circumstances and Karma.

3. The author, James Bradley, is the son of the last surviving member of the six men, John Bradley, also known as “Doc” among the colleagues. Out of the six flag raisers, Ira Hayes, Rene Gagnon and John Bradley returned home while Harlon Block, Franklin Sousley and Mike Strank perished during the later phase of the battle. But the survivors did face a different encounter once they set foot on the motherland. The pressure of media, hunger of glory, and alcoholism hit them hard and the PTSD (Post Traumatic Stress Disorder), which is a common psychic breakdown among war veterans, made the men to crumble one by one. John had kept quiet about his war efforts till his death in 1994. James, however, wanted to understand and tell his father’s story with the true events of Iwo Jima along with the fate of all the men.

4. The book unveils the real-time battle picture of the one of the greatest amphibious operations ever conducted. It was a part of the American strategy of island hopping operations against the imperial Japanese control. It occurred as part of a chain of operations crushing the Japanese control in Pacific islands one after another, but with a great amount of human losses. It provides both American and Japanese perspectives of the battlefield and how soldiers from both ends were in peril. It makes the reader to laugh when it reveals that it was just a replacement flag with no real danger and the original flag had been raised by John and a few other men amidst fierce battle conditions earlier. At that time the US

Navy Chief of Staff had wanted the original flag for himself as a souvenir. The author also describes the political propaganda for fund raising along with the public patriotic advertising campaign. The flag raisers were hailed as heroes although all other Marines put similar effort back on the beaches of Iwo Jima. This dilemma made the downfall of each survivor except John Bradley who kept silent till he died. He had mentioned about the incident to his son James when he was in third grade. But he had refused to make a speech in front of his son's class as he had not seen himself as a hero stating: "Your teacher said something about heroes... I want you to always remember something. The heroes of Iwo Jima are the guys who didn't come back."

5. Beyond the battle, the book is also a story about the bond between a father and his son. It is the best war book I have ever read and it is one of the most inspiring books that you will ever read. As such, I firmly believe that all naval personnel must read it to understand the complexity and brutality of the large scale amphibious operations conducted during the World War II. The book is also recommended to anyone who is interested in understanding the atrocities of war, the sorrow and agony in the hearts of family members, the power of comradeship, the brotherhood in arms and the immoral ideologies of media and politics. Finally, I can say that author James Bradley with the support of Ron Powers has collected all the pieces of the daunting puzzle of the Iwo Jima battle and set them in a commendable way for the readers around the world, revealing the real meaning of the word, "Hero".

DIPLOMACY AND IT'S RELEVANCE IN 21ST CENTURY: THE TASK AHEAD FOR MODERN AND FUTURE DIPLOMATS

Lieutenant WMPMB Eriyawa

"Diplomacy is a complex and often challenging practice of fostering relationships around the world in order to resolve issues and advance interests."

US Department of State¹

Diplomacy is the art and practice of conducting negotiations between representatives of groups or states. It usually refers to international diplomacy, carrying out of international relations through negotiations by professional diplomats with regard to the issues of peace making, trade, wars, economic, cultures, environment and human rights.

Diplomacy, the best theory for implementing foreign policy in the perspective of their proper implementation, usually has an influence on the choice of the appropriate policy to enable the proper path to make the best decisions for the interests of the nation.²

A Brief History of Diplomacy

Diplomacy has existed for thousand years. There is no documented beginning except some examples which date back to the 5th century. Dating back to 432 B.C., the Congress of Sparta, it is said, was an "Illustration of diplomacy as organized by the Greek City States".

The word, "diploma" has its origin in different areas of the world. In Greece, diploma meant "folded in two", while in Ancient Rome the word was used to describe travel documents. The word "diplomacy" gives many meanings. In many instances the words, "policy" and "negotiation", have been seen as synonyms; hence the word "diplomacy" and "foreign diplomacy" can be considered to be the same. Sometimes these "synonyms" of diplomacy are all imperfect.³ Sir Harold Nicolson, who was an English Diplomat born in Tehran, Persia, states that:

"Diplomacy is neither the invention nor the pastime of some particular political system, but is an essential element in any reasonable relation between man and man and between nation and nation".

For the upkeep of the International System, diplomacy is used in every corner of the world. Without it, many nations would not be able to carry out successful negotiations.

Modern diplomacy has become much more advanced and changed over the years. The Peace of Westphalia in 1648 created the first modern diplomatic congress to create a new world order in Europe. Much of Europe started to change after the introduction of modern diplomacy.⁴

1 <http://diplomacy.state.gov/discoverdiplomacy/>

2 <https://odeenishmaeldiplomacy.wordpress.com/2013/01/14/12-the-forms-of-diplomacy/>

3 Nicolson, Harold. *Diplomacy*. Oxford: Oxford University Press, 1977.

4 <http://www.slideshare.net/muhammadsyukhrishafee/diplomacy-and-foreign-policy>

The New World Order began to spread in all over Europe. Every country in Europe contributed a little to the diplomacy of the world today. Many could disagree that diplomacy is a product of society and history itself. With the development of countries, different aspects are added to diplomacy. Separation of powers, national interest, and a country's sovereignty are only a few fundamentals that were added to modern diplomatic history. Therefore, diplomacy can be seen as an ever-changing concept.⁵

Milan in Italy was the first to send a representative to the court of France in 1455. Milan however refused to host French representatives fearing espionage and possible interferences in internal affairs. But France and Spain became increasingly involved in Italian politics and the need to accept representatives was recognized. Soon all the major European powers exchanged the representatives and Spain was the first to send a permanent representative and it appointed an ambassador to the Court of England in 1487.

Many of the conventions of modern diplomacy developed during this period.⁶ The top rank representative was an ambassador. Defining standards emerged for ambassadors, requiring that they had large residences, hosting costly parties, and playing an important role in the court life of the host nation.

Ambassadors at that time were noble diplomats with experience and needed to be supported by a large embassy staff. These professionals were sent on longer appointments and were far more knowledgeable about the host country. Embassy staff consisted of a wide range of employees, including some dedicated to espionage. The need for skilled individuals to staff embassies was met by the graduates of universities, and this led to an increase in the study of international law, modern languages, and history at universities throughout Europe.

The elements of modern diplomacy slowly arrived in Russia by the early 18th century. The entire system was interrupted by the French Revolution and the following years of warfare. Ranks of precedence were eliminated. Napoleon also refused to acknowledge diplomatic immunity, imprisoning several British diplomats accused of scheming against France. After the fall of Napoleon, the Congress of Vienna in 1815 established an international system of diplomatic ranks. Disputes on precedence among nations continued for over a century until after World War II when the rank of ambassador became the standard.⁷

Diplomatic Skills

Harold Nicholson, a famous diplomat in his book of "Diplomacy", had listed and analyzed seven diplomatic skills although he had admitted some of them as outdated:

- Truthfulness
- Precision
- Calmness

5 <http://www.e-ir.info/2011/07/20/the-functions-of-diplomacy/>

6 <http://ifsdream.weebly.com/brief-history.html>

7 www.ediplomat.com

- Good temper
- Patience
- Modesty
- Loyalty

He had also cited several other qualities and skills, nine in fact, in his “The Evolution of Diplomatic Method”, as the main skills required for the diplomats in the 16th and 17th centuries, namely:

- Good language skills
- Being suspicious
- Pleasant
- Hospitable
- Erudite
- Imperturbable
- Ascetic curriculum
- Non-Triumphal
- Tolerant

If a diplomat possessed a number of skills listed here he could be a very proficient diplomat. It would not be better to distinguish these general lists into at least two subdivisions namely one of qualities and the other of pure skills. Doing this does not necessarily bring down the value of qualities and raise the value of skills for all time.⁸

However, we should not try to create a full check list of diplomatic skills for all time, an absolute, but to share these diplomatic skills to the functions at hand. Therefore it leads us to listing the following diplomatic functions briefly summarized in Vienna Convention in 1961.⁹

- Representation
- Observation
- Negotiation
- Documentation

8 Nicolson, Harold. *Diplomacy*. Oxford: Oxford University Press, 1977.

9 <http://textus.diplomacy.edu/>

Functions of Diplomacy

There are many functions of diplomacy that make diplomacy an essential element for peaceful and efficient change. The reason to negotiate with other persons has always been the same, to have better relations. The structure of diplomatic posts can be changed, but the functions always remained the same. There are four functions of diplomacy.

Representations of a state as well as negotiation are the first and most important functions of diplomacy. Negotiations between two representatives are a key factor in diplomacy because they are seeking a common interest. Finding a common interest is vital in conducting negotiations and with that, they are able to devise a solution that is in the interest of both sides.

The second function of diplomacy is the gathering of information, identification and evaluation of the receiving state's foreign policy goals. When the information is sent back to their native country, the Foreign Ministry analyzes the data and determines what foreign policy should be ratified. Then political leaders choose what the correct path for the country's future.

The third major function of diplomacy is the expansion of political, economic, and cultural relationships between two countries.

Finally, the fourth function of diplomacy is that diplomacy is the enforcing mechanism for the observation of international law. It is the diplomat's job to promote the country's national interests and keep relations with other countries. The importance of diplomacy is not just leading in today's world; it was a developing concept also.¹⁰

The subject of diplomacy is always growing and changing. Because of its vast effect on the world, everybody needs diplomacy to survive. It has become such an important part of everyone's life that is indirectly becoming a trait for survival.

In a diplomatic way, an international organization is simply many members finding a common ground on a particular subject. In the United Nations, for example, all the members try to find a common interest for positive change. Although it is sometimes perceived to be slow change, the method of diplomacy causes fewer casualties than any other one. If diplomacy were not in existence, international organizations would not exist. The world would be at a constant state of war, and war would in fact never end because they normally end with diplomatic negotiations.¹¹

The Forms of Diplomacy

All concepts of diplomacy have been created by the economic, legal, political, historical and even geographical and social and cultural courses of the day. The evolutionary process of diplomacy has created a significant number of forms, some of which are the result of modern-day requirements.

One form of diplomacy that has recently attracted a great interest is called "Public

10 <http://www.slideshare.net/muhammadsyukhrishafee/diplomacy-and-foreign-policy>

11 <http://www.e-ir.info/2011/07/20/the-functions-of-diplomacy/>

Diplomacy”. Public diplomacy basically influences public opinion abroad. Its main objective is to build, promote and propagate finest image and opinions of the country including the projection of its values and the effective dissemination of its views.

Under the public diplomacy is “Cultural Diplomacy” which promotes features of the country’s image by clearly expressing the country’s business and economic goals, and showing that development and cooperation can contribute to them both directly and indirectly. The new strategy is basically to use the cultural prospective of the nation for the benefit of its external relations and development of their “country brand”.

Currently, in international relations, the traditional methods of influence through the use of force like economic and military force, is called “Hard Power” and the more clever and effective art of influence is called “Soft Power”.

This is the outcome of a number of factors that have essentially been identified as the complex interdependence, the empowerment of public attitudes, development of the communication, the flow of information through electronic means, and significantly that phenomenon called “Cultural Globalization”.

These factors are fundamentals that require nations to revise their foreign policy and implement and develop the so-called mass diplomacy or “cyber diplomacy” as a new hub in international efforts. The importance of the “cyber diplomacy” lies in its effective actions and resulting benefits for the effective implementation of foreign policy of the State.

Historically there have been several methods of diplomacy;

- Secret diplomacy - Practiced until the ratification of the UN Charter
- Machiavellian diplomacy - Achieve national objectives by menacing tactics
- Open diplomacy - Negotiations and discussions carried out in handling affairs without arousing hostility
- Dollar diplomacy - Replacing the bullet by the “civilizing” US dollars
- Diplomacy of the club (“big stick”) - “Talks softly, but wields the big stick”
- Parallel diplomacy - Efforts made abroad by state institutions without the direction, control or knowledge of the Ministry of Foreign Affairs

Currently, international political organizations also talk about “Preventive Diplomacy” through which they should be able to assess if and when a problem situation could arise in a particular country and implement action to ease any such situation.¹²

Preventive Diplomacy

Preventive diplomacy is diplomatic actions taken to avoid disputes in conflicts and to limit the spread of conflicts when they happen. The most common phrase of preventive diplomacy is the work of diplomatic envoys dispatched to crisis areas to promote dialogue, compromise and the peaceful resolution of conflicts.

Preventive diplomacy can also include the involvement of the Security Council, the Secretary General and other players to discourage the use of violence at critical moments. Half a century ago, former UN Secretary General Dag Hammarskjöld put forward the concept of preventive diplomacy for the first time.

Conflicts today are placing a heavy pressure on war torn societies and the international community. In the face of political tensions and rising crisis, preventive diplomacy is often one of the few options available to safeguard peace. Successful engagements can stop crises before they spread, reducing the impacts and burdens of conflict.

The strengthening of preventive diplomacy both at the policy level and on the ground has developed remarkably in the last decade. Regional organizations such as the African Union (AU), among others, have updated their doctrines to support more positive diplomacy to protect democratic institutions and to resolve conflicts affecting member countries.

These normative developments have paved the way for the formation of new preventive capacities around the world, including systems for crisis monitoring and early warning as well as flexible funding mechanisms for rapid response. The increased deployment of political missions by the United Nations, member states and other organizations also provides a stronger platform for preventive diplomacy.

These are some examples in which concerted preventive actions by the United Nations and its partners helped to prevent or control conflict.¹³

- In Sudan, preventive diplomacy was a major focus of international efforts led for the UN by its peacekeeping mission to ensure the successful holding of the January 2011 independence referendum for Southern Sudan.
- In Guinea, from 2009 - 2010 the UN Office for West Africa (UNOWA) worked actively to keep on track a political conversion from a military coup to the country's first democratic elections since independence.
- In Sierra Leone, the UN Integrated Peace building Office (UNIPSIL) helped to prevent the potential escalation of violence following tensions between the governing and opposition parties in 2009.
- In Iraq, the UN political mission (UNAMI) has assisted peaceful dialogue over Kirkuk and other disputed internal territories for smoothing path to elections in 2009 and 2010.

13 <http://www.un.org/wcm/webdav/site/undpa/shared/undpa/pdf/Fact Sheet - Preventive Diplomacy Report>

- In Kenya, following the outbreak of post electoral violence in 2008, the UN provided strong support to the African Union for stopping the violence and resolving the political electoral conflict through negotiations.
- In Kyrgyzstan, the UN Centre for Preventive Diplomacy for Central Asia (UNRCCA) worked closely with governments and regional organizations to encourage an end to the 2010 inter-ethnic violence and a return to constitutional order.
- In the Democratic Republic of the Congo (DRC), the timely dispatch of an envoy of the Secretary General in 2008 helped to control unrest and ease tensions between Rwanda and the DRC that might have declined into transformed regional war.

Keys to Preventive Diplomacy in Future

While early warning on emerging crisis has improved, we need to better expect marginal moments when covert conflicts may erupt and reduce the time elapsed between warning and action. Even seemingly small actions and signals sent by the international community can have an important effect on the calculations of key actors in conflict like statements and the send off fact finding missions to the field.¹⁴

- By strengthening partnerships with regional organizations, civil society and independent groups active in preventive diplomacy. These actions will allow for good coordination and rapid reaction as crisis breaks.
- By ensuring sustainability. Timely diplomatic involvements may be successful in prevention crises for the moment, but that need political agreements and national mechanisms to sustain them.
- By better equipping and resourcing mediation efforts. More progress is required in expanding and training of expertise diplomatic and support staff.
- Sufficient financial investments are also required to allow for rapid deployments when crises break. Preventive diplomacy is a cost effective option, but it still requires adequate and flexible funding.

The Relevance of Diplomacy in 21st Century

From the beginning of diplomacy, it can be seen that diplomacy has been adjusting and changing in line with the requirements of international politics. The functions of diplomacy also have continuously changed with the conditions of the world. Since WWI, the conduct of relations between states by professional diplomats has been on the decline due to changing circumstances.

The role of the ambassador and his mission has declined in relation to that of other channels of international relations. Due to the increasingly technical nature of key issues

in areas such as in the military and in economic, social, educational, scientific, ecological areas etc., the diplomats do not have such specialized knowledge and need to rely on the respective experts for negotiations.

In the 21st century, bilateral diplomacy has also declined in relation to multilateral diplomacy due to emerging new international organizations. Many important issues are dealt within a multilateral framework such as diplomatic issues through the United Nations and defence issues through the NATO and other organizations.

The various functions of diplomacy, all of which have contributed greatly to state security, remain important in the 21st century. In the area of communications, diplomats are specialists in accurate and detailed communication, conveying moods, intentions as well as information in messages.

In the gathering of information about foreign countries, diplomats are exceptionally skilled in getting information about the views and policies of a country's political leadership. It is the knowledge of personalities which is important, as leaders shape a country's policy. The conclusion of agreements by heads of state or foreign ministers is the pinnacle of a long process of negotiation by the diplomats.

The function of minimizing resistance in international relations might be carried out without diplomats, as others might be capable of applying intelligence and tact in international relations. However, the diplomats are the best persons for this role as their profession symbolize traditions and covenant that equip them for performing the role.

The contributions of diplomacy to the security of states cannot be quantified easily as skilful diplomats enhance the survival of states. Diplomacy remains a key instrument for managing problems peacefully in world by contributing to international order and states security.¹⁵

Modern Diplomacy in Today's World

Modern diplomacy is as topical as it is challenging. We are living through a period of rapid transition in international relations and remarkable developments and achievements in the field of technology. Besides, new concepts and definitions have developed over the years by analyzing threats to peace and security in international arena.

Today peace keeping and building and maintenance of security form part of a wider diplomatic and political exercise. Preventive diplomacy creates new diplomatic skills and new methods of approaches to implement modern strategies to achieve the ultimate objectives of peace. More diplomatic activity is carried out today in the international forum than on a bilateral basis. More dispute resolving mechanisms are being created, and more regional organizations are providing opportunities for further cooperation.

Over the past decade's, diplomats from many more countries have been involved in such tasks as finding resolutions to regional conflicts, providing humanitarian assistances, dealing with global environmental problems, and promoting international economic

cooperation. Diplomats are now involved in these types of activities to a greater extent, and with much greater significance.

Diplomacy and diplomats have become part of the day to day life not only of people involved in international relations but also of the general public. Diplomats are seen not only in conference rooms but also in the field. In such situations, one would expect a greater appreciation for diplomats and for the role of diplomacy in solving the problems of the modern world. At the same time, diplomacy is continuously under the analysis and criticism of the public. Looking at international developments with a negative eye, some have even come to the conclusion that diplomacy is often useless.

On the one hand, some argue that in today's world diplomats is gradually becoming useless. On the other hand, greater importance is being assigned nowadays to diplomacy in resolving the problems of the modern world, in similarity to the alternative of military power. Actually, this is a new type of diplomacy.

Diplomacy is faced by many challenges such as growing interests among nations, the dramatic impact of public opinion on diplomacy, and the technological revolution. As we can see, diplomacy has survived in spite of all of these challenges, continuously adapting to the changes in its environment. Instead of typewriters we have computers; instead of cable we have digital communication.

New concepts have developed, and will continue to go forward. The coining of new phrases continuously improves the vocabulary of this profession, reflecting new trends in political thinking and in the methods and tools used by countries in their permanent mission for stability and peace around the world.¹⁶

Conclusion

Diplomats today are no longer just members of an elite professional society as was the case in the past. Instead of exclusive diplomatic elite we have now quite a various body of professional people contributing in various capacities in the field of international relations, both global and regional. Some of them are diplomatic members of the professional diplomatic services of their countries. Others are international civil servants working within the framework of international organizations and international governments.

The required skills are also varied, starting from general diplomatic skills, negotiation and representation, and extending to specialized skills and competencies for dealing with particular diplomatic issues that are so vital to the strengthening of relations between nations.

In the field of information gathering, diplomats traditionally face strong competition from journalists, shuffled today by the impact of the Internet, e-mail, and satellite transmission technology. In the management of international regimes such as environmental protection, human rights, transport, and so on, the expertise of specialists outside the diplomatic profession is today as much in demand as it has traditionally been in the military field.

Diplomats should mainly have a general role in reorganized policy and putting it into the proper internal and international context. New century diplomats need to develop some of those traditional skills which have made diplomacy what it is up to now, while learning new skills, especially in the area of the use of information technology. They will still be needed to help the development of regional and global political, economic and social co-operation. Once that finished it is even more important to maintain it and to develop it further.

Diplomats will still be necessary to identify needs, potentials, peoples and institutions in other countries that could be utilized for future cooperation. To do this, they must know about their own countries very well. This is a fundamental and important saying which can never be forgotten even when the world becomes one village. “Without an understanding of the history, political system, habits and attitudes of their own countries, diplomats cannot start making contact and cooperation with other entities”.

Among the recognized qualities of a traditional diplomat should be carefulness and tact. Someone once said that a diplomat should always think twice before saying nothing. These qualities are hard to maintain in a world where media exposure has overtaken the profession of diplomacy. However, diplomats should be separate from life in general.

In spite of the joking description of diplomats attributed to Sir Henry Wotton, a late 16th century English diplomat, “an ambassador is an honest man sent to lie abroad for the good of his country”, the fundamental reality is that honesty has been and remains one of the most important qualities of a diplomat.

In the conduct of diplomacy, the reputation of the diplomat as a reliable person is crucial. Therefore, the most demanding skill of a diplomat is indeed how to tell the truth, and not how to lie even for his country. This basic responsibility was, still is, and in the future should remain one of the fundamental precepts of diplomacy. As such, the best description of diplomacy can perhaps be found in the words of former French ambassador in Washington, Herve Alphand, who has once said:

“A Diplomat is a person who can tell the truth to anyone in the government to which he is accredited without offending him, and to anyone in his own government at the risk of offending him”

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Coral reef in Sri Lanka

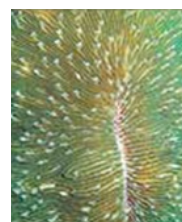
1. Coral reefs are the most diverse of all marine ecosystems. They support about 800 species of corals and more than 4000 species of fish and contribute to coastal fisheries. Coral reefs are often called the rainforest of the sea due to its high biodiversity. Reefs are excellent guards of the quality of their environment. They are important fishery and nursery areas, and more recently have proved to be important economically as tourist attractions. Reefs provide protection to coastlines and sand for beaches. Coral can be divided into two categories as hard corals and soft corals. Coral reefs are dying around the world. Coral mining, agricultural and urban runoff, organic and inorganic pollution, overfishing, blast fishing, disease, digging of canals, access into islands and bays, sea level rise and pH changes from ocean acidification are localized threats to coral ecosystems.

2. Coral reefs have been a valuable resource in Sri Lanka. Coral reefs are located in Bar Reef Marine Sanctuary, Kandakuliya, Talawila, Chilaw, Negombo, Colombo, Ambalangoda to Hikkaduwa, Hikkaduwa Marine Sanctuary, Galle including Rumassala reef, Unawatuna, Weligama, Polhena, Matara, Tangalle, Great and Little Besses, Batticaloa and Trincomalee. They are threatened due to the following reasons:

- a. Crown of Thorns Starfish,
- b. Destructive fishing
- c. Uncontrolled harvesting,
- d. Boat anchors
- e. Sedimentation on inshore reefs
- f. Pollution
- g. Coral mining
- h. Sedimentation
- i. Reef trampling

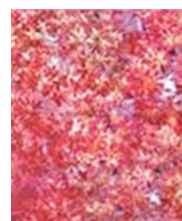
Type of Corals

- a. Reticulate Sea Fan
 Anellareticulata
 Family name: Subergorgiidae
 Anellareticulata is a large sea fan that grows to more than 2m in height and 1m in width. Branches consist of a horny material. Common colours are yellow, red, orange, cream and brown.
- b. Mushroom Coral
 Fungiascutaria Lamarck
 Family name: Fungiidae
 The hard coral Fungiascutaria is among the twenty species of mushroom corals recorded for Sri Lanka. The coral is oval shaped and grows up to 15cm. The colour is usually brown; occasionally with green, pink, or yellow
- c. Vase Coral
 Echinoporalamellosa
 Family name: Faviidae
 The hard coral Echinoporalamellosa is one of two species of echinopora recorded in Sri Lanka. Colonies are foliose and forms tiers of thin whorls or plates. Corallites are small; about 4mm in diameter. The colour is usually brown or grey with a pale margin.

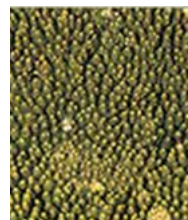
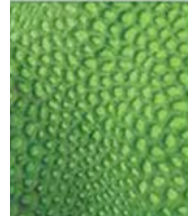


Carnation Coral

- Dendronephthya Kükenthal,
 Family name: Nephtheidae
 The number of species in the soft coral genus Dendronephthya in Sri Lanka is not known. It is common on current-swept offshore reefs, at a depth range of 20-40m. Colour is variable; red, yellow, and purple are common colours.
- d. Honeycomb Coral
 Diploastreaheliopora
 Family name: Faviidae
 The hard coral genus Diploastrea has only one species. Honeycomb Coral colonies are large and solidly built. Colour is uniform brown, green or grey. This species is widespread in the Indo-Pacific region.



- e. Flat-branched Sea Fan
Subergorgia Gray
 Family name: Subergorgiidae
 Several species of sea fans belong to the genus the total number of species that occur in Sri Lanka is not known. Common colours are brown, red and grey with white polyps
- f. Star Coral
Faviteshalicora
 Family name: Faviidae
 The hard coral Faviteshalicora is among the seven species of Favites recorded in Sri Lanka. Faviteshalicora is usually brown or green. It is widespread in the Indo-Pacific region and a common reef building coral in Sri Lanka.
- g. Leather Coral
Sarcophyton Lesson
 Family name: Alcyoniidae
 The number of species of soft corals in Sri Lanka in the genus Sarcophyton is not known. This species forms large colonies up to 1.5m in diameter. Common colours are brown, grey and green.
- h. Brain Coral
Platygyradaedalea
 Family name: Faviidae
 The hard coral Platygyradaedalea is among the five species of Platygyra recorded for Sri Lanka. Usually, colonies have brown ridges and green valleys.
- i. Table Coral
Acroporahyacinthus
 Family name: Acroporidae
 The hard coral Acroporahyacinthus is among the 33 species of Acropora recorded for Sri Lanka. Colonies are brown with a pale brown or white margin. This species is found up to a depth of about 15m.



- k. Cup Coral / Tube Coral
Tubastraea Lesson
 Family name: *Dendrophylliidae*
 The hard coral genus *Tubastraea* belongs to non-reef building corals, but occurs on reef habitats. Orange, yellow, and pink are common colours of *Tubastraea*.



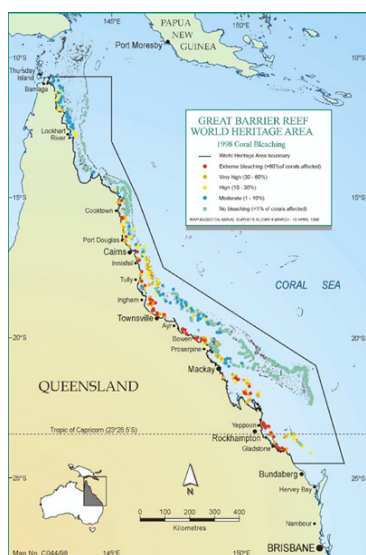
- l. Staghorn Coral
Acropora formosa
 Family name: *Acroporidae*
 The hard coral *Acropora formosa* is among the 33 species of *Acropora* recorded in Sri Lanka. Colonies are various shades of brown with white or purple branch ends.



Great Barrier Reef

3. The Great Barrier Reef (GBR) is the largest coral reef ecosystem on Earth and venue to the diversity of plants, animals, and habitats in Queensland, Australia. It covers 344,400 square kilometres and around seven percent of the GBR is made of coral reefs. The Great Barrier Reef is protected using several methods by the Australian Government.

4. The GBR includes biodiversity ranging from shallow inshore fringing reefs and sea grass beds to deep oceanic waters over 250 km offshore. It is home to 30 species of whales and dolphins and 06 species of marine turtles, and a breathtaking diversity of fish and coral. The GBR attracts an estimated 16 million visitors a year, and was designated a UNESCO World Heritage Area in 1981.



Great barrier reef

The Biological Diversity of the Great Barrier Reef

5. The amazing biological diversity within the GBR includes the following:

- a. Seven species of marine turtle
- b. The largest green turtle breeding area in the world
- c. One of the world's most important Dugong populations (around 14,000 Dugong)
- d. Over 43,000 square kilometres of sea grass meadows, including 23 percent of the known global species diversity

- e. A breeding area for humpback whales with at least 30 other species of whales and dolphin identified within the GBR
- f. Over 2,900 coral reefs built from over 450 species of hard coral
- g. Over one-third of all the world's soft coral and sea pen species (150 species)
- h. Two-thousand species of sponges equalling 30 percent of Australia's diversity in sponges
- i. Over 3,000 species of molluscs, including 2,500 species of gastropods
- j. Six-hundred-and-thirty species of echinoderms, including 13 percent of the known global species diversity
- k. Fourteen breeding species of sea snakes, including 20 percent of the known global species diversity
- l. Approximately 500 species of seaweeds
- m. More than 1,620 species of fish, of which 1,460 are coral reef species
- n. Spectacular seascapes and landscapes such as the Whitsundays and Hinchinbrook Island

Protective plans for the GBR and proposals for Sri Lanka based on those plans

6. Reef 2050 Long-Term Sustainability Plan

The Reef 2050 is a Long-Term Sustainability Plan of the overarching framework for protecting and managing the Great Barrier Reef from 2015 to 2050. The plan is a key component of the Australian Government's response to the recommendations of the UNESCO World Heritage Committee.

Proposal: The Sri Lankan Government should also develop a similar long term plan to protect coral reefs with advice and help from international organizations and NGO's which are concerned about our marine eco system.

7. Reef Trust

The Reef Trust combines both the Australian Government and private funds to focus on improving the coastal habitat and the water quality of the Great Barrier Reef. The Australian Government is committing an initial contribution of \$40 million to the Reef Trust to address key threats to the reef.

Proposal: It is a national necessity to allocate money for long term plans of protecting corals from the Government budget or a partnership trust with private sector.

8. Run-off reduction and control of crown-of-thorns starfish

When rain or snow falls onto the earth, it just doesn't sit there, it starts moving according to the laws of gravity. A portion of the precipitation seeps into the ground to replenish the Earth's groundwater. Most of it flows downhill as runoff. Through the Reef Trust, funding will be provided to farmers and land managers to assist them to implement techniques to reduce run off to the Great Barrier Reef catchment that contribute to crown-of-thorns starfish outbreaks.

Proposal: We can implement the same plan as done in Australia. Most of the agricultural fields are situated around the main rivers. Hence it is essential to assist and give guidance to the farmers by providing technical knowledge in order to reduce run off.

9. Dugong and Turtle Protection Plan

A National Dugong and Turtle Protection Plan is also being established under the Reef Trust. This plan will provide greater protection from the threats of poaching, illegal hunting and marine debris to dugong and turtle populations in the reef region.

Proposal: The Department of Wild Life Conservation and the National Aquatic Resources and Research Agency (NARA) should be focus on research and development of all aquatic living and non-living resources and management of protected areas and conservation of selected species as done by the Australian government for dugongs and turtles.

10. North-East Shipping Management Plan

Shipping though the GBR is a great risk to the ecosystem. But due to the huge land area, it is necessary that goods are transported from the South to the North by sea. Hence, the North-East Shipping Management Plan sets out Australia's intention to enhance ship safety and environmental protection and identifies measures to manage risks associated with shipping in the Great Barrier Reef, Coral Sea and Torres Strait regions.

Proposal: Shipping and fishing are important economic factors in Sri Lanka. But Sri Lankan fishermen have less technical knowledge and facilities. Hence, they fish using traditional and primary methods near the shore area. Shipping agencies and fishermen have not attempted to protect coral regions due to the lack of knowledge about the marine eco system. Therefore, the Sri Lanka Ports Authority, the Navy, the Coast Guard, the Ministry of Tourism, the Ministry of Ports and Shipping and the Ceylon Fisheries Harbours Corporation have to adhere to strict methods of shipping management and further educate people who use coral reef areas for shipping.

11. Reef Water Quality Protection Plan

The GBR is under pressure from many factors such as the poor quality of water running into it from adjacent catchments. The Reef Water Quality Protection Plan (Reef Plan) is a framework for the Australian and Queensland Governments to work together

along with industry, regional natural resource bodies and others to improve the quality of water flowing into the reef.

Proposal: This is a compulsory plan but due to weather conditions, geographical background, inland water condition and poor responses for marine pollution, it will be the most difficult protective plan to implement. Hence, the Central Environmental Authority has the responsibility to establishing national environmental standards as the principal coordinating body for all environmental related activities, which include overseeing Sri Lanka's environmental impact assessment process. Further, the National Drainage and Water Supply Board has to take necessary action to implement sewerage facilities in order to maintain quality water system in near shore area.

Conclusion

12. The Australian Navy, the Marine Police and the Custom and Boarder Protection Service are engaged in preventing marine pollution. Australians have a vast knowledge about marine environment and pollution as they are trained on the subject by respective organizations. We also should conduct awareness programmes on marine environment and pollution. If we can add an extra subject to the officer training syllabus, it will be beneficial for the future. It is also recommended to pay attention to the methods used by other counties to protect their environmental resources. The Sri Lanka Navy, the Coast Guard and other related departments can implement the aforesaid proposals and they will help protect coral reefs for the next generation.

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WHY UN ESTABLISHED

SubLieutenant/PCMadushan

We cannot survive alone or without anybody's support in the world as dictated by law of nature. Always we expect the other's support or cooperation. Like wise the countries cannot survive alone or without other's support in the world. So that the countries should gather and build an organization for their benefit. When discussing the subject of organization, at once United Nations organization comes first to our mind.

2. United Nations organization is the biggest organization in the world. United Nations organization is an intergovernmental organization to encourage international cooperation and peace. Why is united nation organization established in the world?. The main reason is to corroborate world peace and cooperation. After Second World War, the most of the world countries wanted to build the organization to solve their problem through discussion and prevent the third world war. The United Nations organization was established on 24th October 1945. There were 51 member states initial time. Now there are 193 member states representing the united nation.

3. The united nation has so many objectives. The principal object is maintaining international peace and security in addition promoting human rights, help to countries to develop their social, economical and political background, protecting the environment and provide humanitarian aid in cases of famine. During the Second World War united state president Franklin D Roosevelt initiated to establish the united nation organization. The united nation has six principal organs. Those are general assembly, security council, the economical and social council, the secretariat, the international court of justice, united nation trusteeship council. The united nation system agencies include the World Bank group, the World Health Organization, the World Food programme, UNESCO, UNICEF. Present Secretary-General is South Korean Ban Ki Moon since 2007. Some say that the organization is most popular for peace and human development, While some other call the works of organization are preferential.

4. The united nation organization main task is maintaining world peace. Some time they involve for some conflict. United nation followed so many missions for people's benefit. United nation organization has done separate jobs. Four of the five principal organs are located at the UN headquarters in New York City. The international court of justice is located in the Hague. Most of other major agencies are based in Geneva and other sub institutions are located throughout the world. The six official languages are used in the intergovernmental meeting. Those are Arabic, English, Chinese, French, Russian and Spanish.

5. The Security Council is important part of the UN. It is maintaining the peace and security among the countries. There are five permanent members. Those are China, France,

Russia, the United Kingdom and United States. The five permanent members have veto power. The permanent members can accept their resolution though not debate.

6. The UN has so many specialized agencies. Those are doing Separate and specialized job. They are fulfilling its duties. Example, International Atomic Energy Agency, The Food and Agriculture Organization, UNESCO (United Nations Educational Scientific and Cultural Organization), The World Bank and the World Health Organization (WHO). The UN fulfills the most of humanitarian work through these agencies. They help to developing countries through these agencies. They Carry out so many education pregame, health program for helpless people.

7. The UN has So many objectives. Their main objective is peace keeping and security. They always try to protect human rights In addition , UN expects to eradicate hunger, to develop Universal Primary education, to empower of woman, to reduce child death, to improve maternal health, to eradicate HIV/AIDS, malaria and other diseases, to prevent Environmental pollution, to develop the Developing countries and to achieve international Cooperation in solving international problems. UN can fulfill their tasks correctly.