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## PRINCIPAL CONTENTS

National Security Perspectives	<i>Col R Rama Rao (Retd)</i>
Changing Relations of the Seas to the State—The Need for a Ministry of Maritime Policy and Ocean Management	<i>Vice Admiral MK Roy</i>
Terrorism	<i>Brig PN Khanduri (Retd)</i>
On Authority	<i>Col YA Mande</i>
Repatriates from China—1963	<i>Brig KA Gopalan</i>
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**JANUARY - MARCH 1980**

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## CONTENTS

JANUARY-MARCH 1980

NATIONAL SECURITY PERSPECTIVES	Col R Rama Rao (Retd)	1
CHANGING RELATIONS OF THE SEAS TO THE STATE --THE NEED FOR A MINISTRY OF MARITIME POLICY AND OCEAN MANAGEMENT	Vice Admiral MK Roy	8
TERRORISM	Brig PN Khanduri (Retd)	13
ON AUTHORITY	Col YA Mande	23
REPATRIATES FROM CHINA--1963	Brig KA Gopalan	34
THE ROOF IS STILL LEAKING	Brig NB Grant	42
ARTILLERY SUPPORT--EMPHASIS ON CONCENTRATION	Maj Gen KS Bajwa	51
THE STORY TELLERS OF INDIA	PC Roy Choudhury	63
CURZON IN INDIA (A REVIEW ARTICLE)	Brig JAF Dalal (Retd)	66
BOOK REVIEWS		73
INDIA'S LAND BORDERS : PROBLEMS AND CHALLENGES ( <i>R.K. Chatterjee</i> ) ; ARMY POST OFFICES AND PHILATELY ( <i>Brig R.S. Virk</i> ) ; THEIR FORMATIVE YEARS : HISTORY OF THE CORPS OF ELECTRICAL AND MECHANICAL ENGINEERS ( <i>Lt Col Rufus Simon</i> ) ; CONFLICT OVER KASHMIR ( <i>Maj Sita Ram Johri</i> ) ; MARLBOROUGH AS MILITARY COMMANDER ( <i>David Chandler</i> ) ; NO VICTOR, NO VANQUISHED--THE YOM KIPPUR WAR ( <i>Edgar O' Ballance</i> ) ; THE ARMED FORCES OF THE SOVIET STATE ( <i>Marshal A.A. Grechko</i> ) ; NAVAL POWER IN SOVIET POLICY ( <i>Paul J. Murphy</i> ) ; EL ALAMEIN ( <i>Michael Carier</i> ) ; WAR IN THE PENINSULA ( <i>Jan Read</i> )		
SECRETARY'S NOTES		98

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## National Security Perspectives

COLONEL R. RAMA RAO (RETD)

THE Seventies have passed. As that decade dawned, the outlines of the threats to our security looming on the horizon could be discerned. Pakistan had more than made up the losses it had sustained during the course of its ill advised attacks on this country in August-September 1965, which it had launched emboldened by the relative ease with which it was able to stake its claim on a part of our Kutch district and, thanks to the good offices of its patrons, got its claims accepted by a skilful combination of military diplomatic and legal pressures. There was also another consideration which pre-disposed Ayub Khan to attack this country in 1965. After the Chinese invasion of 1962, this country had, belatedly though, started taking steps to strengthen its defences, and Ayub Khan reasoned that if he hesitates any longer, the advantage that his forces had in terms of strike weapons such as tanks, armoured personnel carriers, guns anti-tank missiles, and attack aircraft, thanks to generous American military and economic aid, would be eroded and his forces may find it progressively more and more difficult to launch a pre-emptive strike against this country.

His 1965 misadventure, proved expensive not only for Pakistan but for Ayub personally. Having outlived his utility, his patrons had him jettisoned from power ; but the country remained under military rule. The principal factor predisposing Pakistan to attack this country in 1965 was the massive induction of American arms and American diplomatic support in its moves *vis-a-vis* India. Bhutto's and Aziz Ahmed's appraisal that China by military cum other moves would compel this country to keep its forces tied up along our northern borders and furthermore that we would not dare respond to Pakistan's attack on Kashmir by movements elsewhere may have influenced, and in all probability did influence, the thinking not only of Ayub Khan but of all those concerned with military and political planning in Pakistan at that time.

After the 1965 war, USA formally suspended arms supplies to Pakistan. Even so, that country was able to obtain considerable quantities of military equipment notably tanks, guns, warplanes, ammunition and associated equipment and stores through America's allies, with the

result that by 1970, Pakistani armed forces were considerably stronger than they were in 1965.

While Ayub's Pakistan initiated the 1965 war in the expectation that if it did not strike quickly, it may not be in a position to impose its will on us, it is possible that in 1971 Pakistan drifted into a situation, thanks to the cruelties inflicted by its army and West Pakistanis generally in Bangladesh, in which not knowing what to do to get out of the mess they had created for themselves, Yahya Khan and his aides took the irrational decision to launch a pre-emptive attack on this country. However, as in 1965, American arms supplies and the expectation that American and Chinese help and support would be available were critical factors predisposing Pakistan to attack us in 1971.

After taking over a dismembered and prostrate country, as Mr. Bhutto had put it, he set about the task of restoring the confidence of his countrymen. He deliberately re-built Pakistan's armed forces and especially the army whose self confidence had been shaken, taking care at the same time to purge the army of generals and middle level officers who had lost public esteem or who in Mr. Bhutto's opinion could prove difficult. He also took care to reduce the power potential of commanders in chief of land, naval and air forces by introducing the Chiefs of Staff system with a full time chairman. Concurrently the responsibilities of the Secretary General of the Ministry of Defence were widened and he himself remained Defence Minister in order the better to keep an eye on his coup prone army. These measures, he hoped, would ensure that Pakistan would be spared another spell of 'Bonapartism'.

Mr. Bhutto's main achievements during the first two years of his assuming the leadership of Pakistan were to rebuild Pakistan's army, making good its equipment losses by gifts from China, West Asian countries and USA and personnel losses by vigorous recruitment and training of military and para military forces. Thus by about 1975 Pakistan's forces were numerically as well as equipment wise stronger than they were when they launched their attack on India in December 1971.

The other areas in which Bhutto left his imprint on Pakistan, apart from raising Pakistan's diplomatic stature by his adroit handling of relations with Super Powers whereby he got the maximum support from USA and China without antagonising the Soviet Union; developing further close ties with the Islamic world and being equally friendly with Saudi Arabia and other Arab States as well as with Iran and the Shah, were in the field of defence industry and atomic research. Some steps

had been initiated even before 1971 for setting up defence industries in Pakistan, notably the construction of an Ordnance Factory complex at Wah. But Bhutto secured China's co-operation to set up a tank repair factory, a shipyard for building light naval craft and cargo vessels as well as a machine tool building complex and an aircraft repair factory. These are all now in operation providing Pakistan with an infra structure that can sustain its forces in operation far longer than would be possible if, as in the past, Pakistan were to depend completely on external sources for its defence equipment and stores.

Mr. Bhutto's plan was to build up Pakistan as West Asia's arsenal, utilising capital to be provided by AOPEC (Arab oil producing and exporting countries), technology by West Europe and management and operational skills and manpower by Pakistan. Had this scheme fructified Mr. Bhutto would have acquired leverage over West Europe as well as over West Asian countries and for all practical purposes, would have enabled Pakistan to finance its armament purchases for its forces from this venture and at relatively little cost to the Pakistani taxpayer. But this was not to be, since USA and West Europe generally do not like to lose the rich and profitable Saudi Arabian (and other West Asian) armaments market. For this as well as for other reasons, Pakistan's as well as Egypt's ambitious plans to build arms for West Asia were not allowed to progress beyond the planning stage. The other area in which Bhutto's contribution to the strengthening of Pakistan was decisive relates to nuclear technology. Immediately on taking over as his country's President, he redefined the role of the country's Atomic Energy Commission, assigned specific tasks to it and provided it with adequate budgetary and administrative support.

Pakistan's armament industry has recorded an impressive growth during the past five years. So has its nuclear industry bringing the country to a stage where it can, if it chooses, exercise the option of crossing the threshold.

These two factors have their impact on policy makers in Pakistan. The country is self sufficient in small arms, ammunition for infantry and artillery weapons and now near self sufficient in armoured vehicles also-although it is likely that in respect of certain components/sub assemblies that go into the making of a tank, Pakistan may have to resort to imports from the West or from China.

In respect of aircraft, in which area Pakistan has been 'energetically striving to acquire near self reliance, a good deal has already been accomplished. It can overhaul all types of aircraft, civil and

military, that it has and can manufacture most of the simpler types of spares. While China may be prepared to share its aircraft technology with Pakistan, the latter is anxious to acquire the capability of building more advanced aircraft, including its avionics and weapons systems, that would have an edge over any that we may be able to buy or make. Hence its reported successful negotiations with France for the purchase of Mirage aircraft and their progressive manufacture in Pakistan. As declared by General Zia-ul-Haq himself he is allotting the highest priority to defence production.

Thus, as the Eighties unfold, Pakistan would, whatever its economic health, needs and legitimate priorities, be a country with a strong defence industry which would not only enable it to meet the equipment needs of its own forces but also profitably export a proportion of its small arms and ammunition production to its West Asian neighbours.

The size and striking potential of its armed forces would steadily increase; furthermore they can be sustained in battle over longer periods than in the past. In 1970/71 shortly before Pakistan launched its Operation 'Decapitation' (eliminating at one stroke the leadership of Bengali nationalism represented by political leaders of the Awami League, teachers and students of Dacca university and other Institutions, Bengali government servants and members of East Pakistan Rifles, and other Bengali personnel of the forces) Pakistan had 11 infantry divisions, 2 armoured divisions and independent infantry brigade. During the course of the civil war in Bangladesh, Pakistan raised two divisions in the West Wing to make up for the forces committed to action in the East. Making allowances for casualties and prisoners, Pakistan ended the war with ten infantry and two armoured divisions and an infantry brigade. But in 1972 itself Mr. Bhutto took steps to raise a reserve force of 500,000 to supplement regular forces and provide trained manpower for rapid expansion of forces. By 1975/76, equipment for raising two infantry divisions had been received from China and issued to troops. Tanks and APCs for an armoured division had also been received from Chinese and Western sources and all told Pakistan had 13 infantry divisions, 2 armoured divisions besides 2 independent armoured brigades. An Army Aviation Wing had also been organised and enough helicopters and light aircraft acquired to raise 3 squadrons of Army Aviation Corps. By 1979, armed forces strength had risen to 16 fully trained and equipped infantry divisions, 2 armoured divisions, 2 independent armoured brigades and 3 independent infantry brigades. Two more Army Aviation Squadrons had been raised, making a total of five such squadrons.

In the opinion of knowledgeable observers, the independent infantry and armoured brigades are in fact equivalent in size and equipment to divisions. Reserves total 500,000, who can without much re-organisation provide about ten infantry divisions who can take over internal security duties, relieving regular units and formations for assault duties.

In the Indo-Pak context, the main fight would be on land but Air forces have the vital role of securing and retaining command of the air space, at least over the battle area.

Pakistan's Air Force has gone for quality and can now field an armada of about 150 Mirage aircraft besides its other strike aircraft. More Mirages are to be acquired. Although our Air Force can command more aircraft, these are all overaged types and there is a limit to what the dedication and professional competence of pilots and commanders can do to overcome shortcomings in equipment.

All these need not necessarily worry us; in fact, would not worry us if Pakistan does not entertain ideas of annexing parts of this country by force if necessary. Domestic as well as external factors and Pakistan's perception of developments within this country could tempt Pakistan's ruler(s) to launch an attack on us once again.

It is no secret that General Zia ul Haq has his problems. There is silent—and on occasions not so silent—resentment against his regime. All political parties, excepting those wholly controlled by that section of the clergy who have traditionally been close to Saudi Arabia, are opposed to Zia and his military regime. Within the armed forces too there seems to be resentment. Zia himself has furnished proof of this, by securing the resignation, from active service of the six senior most lieutenant generals. The other lieutenant general has been promoted and kept out of harm's way by being asked to adorn the office of the Chairman, Chiefs of Staff Committee. A number of major generals and brigadiers have been retired, or dislodged from appointments considered sensitive. A coup attempted by a retired major general was foiled. But it does not mean that others—either serving or retired—would not attempt staging coups. Zia would predictably be taking precautions

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According to Pakistan's DAWN (weekly edition 27th May—2nd June 1978) Pakistan had 400 combat aircraft as of early 1978. The Military Balance and other Western publications have consistently been declaring that Pakistan has no more than 270 combat aircraft. In like manner these sources understate Pakistan's tank and gun strength. Additionally, Pakistan could also borrow combat aircraft and tanks from some West Asian countries, thus further augmenting its force strength.

against the staging of coups and of protecting his person. Yet every dictator who relies totally or even to a large extent on the army for sustaining him in power, would be conscious of his vulnerability since military dictators cannot adequately insure themselves against their occupational hazard—military coups seeking to overthrow or eliminate them.

This apart, several factors, external and domestic, would seem to be reinforcing each other to heighten General Zia-ul-Haq's sense of insecurity. The United States has made no secret of its unhappiness at Pakistan's refusal to give up its plans for producing plutonium and enriched uranium. It had announced its intention to cut off economic and military assistance to that country but subsequently offered economic assistance only after it had decided to extend open support to Afghan dissidents operating from bases in Pakistan.

The Afghan developments have served to strengthen Zia's position, somewhat, since USA would be unwilling to discipline Pakistan so long as the Afghan situation provides scope for covert intervention from camps in Pakistan. In Pakistan itself opposition to Zia would be muted so long as the Afghan situation remains confused.

General Zia-ul-Haq has rejected American military and economic aid offers totalling \$ 400 mn on the ground that the quantum of aid is poor compensation for the risks that Pakistan would have to face by accepting American proposals to reactivate bases in Pakistan, and in any case is far too meagre to meet Pakistan's needs. He has also declared that he is not providing military aid to Afghan rebels. On this last point, however, there could be reservations since reportedly rebel movements across the Pak-Afghan borders continue. So long as large scale rebel activities continue in Afghanistan, Pakistan may not deem it expedient to launch an attack on India.

Even so, in case serious threats to the present regime develop or are suspected to develop whether from within the ranks of the armed forces or other groups, Pakistan's leadership may take the irrational decision of launching an attack against us. General Zia-ul-Haq has hitherto shown great tact in managing the many crises that have arisen in his country. He has struck promptly and decisively at his opponents in order to eliminate possible rivals. He has also manipulated external affairs adroitly. This provides grounds for hope that in his own interests as well as in the interests of his country, he will refrain from precipitating another war against this country.

For our part, Prime Minister Mrs. Gandhi has shown wisdom and statesmanship in seeking to assure Pakistan's leadership through her special emissary Sardar Swaran Singh that all this country asks of Pakistan is peaceful coexistence. Wisely, the pace at which good neighbourly relations between the two countries are to be developed is left to the other side so that they may not feel that they are made to do something against their interests.

While our readiness to cooperate with Pakistan in all peaceful and mutually beneficial ventures is there, we have to reckon with the reality that there are still elements within Pakistan, perhaps acting under foreign inspiration, who are unreconciled to the idea of establishing good relations with this country—who would urge imports of bicycles from South Korea or Taiwan at Rs. 800 each while similar ones can be had from across the border at Amritsar for half the price. Likewise electric motors, lamps and a host of other articles could be had more easily and more economically from us than from across the seas. Diehards on the other side fear that should freer trade relations between the two be permitted, they will grow rapidly leading to freer movements between peoples. This, they fear, could result in the people of Pakistan acquiring a vested interest in peace as they will be convinced by contacts with people here that India harbours no ill will towards Pakistan. Such contacts between the two people could also strengthen democratic elements within Pakistan who may make demands for elections and the restoration of popular rights. Ultimately, the sincerity of our stand in seeking good neighbourly relations is bound to be recognised even by die hard elements on the other side.

While this is so, we have to be careful that adventurous elements on the other side or their foreign patrons do not get the impression that our conciliatory attitude arises from our weaknesses. The suspicion that we are weak, have neglected our defences and may not be able to respond to threats quickly and decisively, would invite attacks. Hence the need to maintain forces in adequate strength and equip them at least as well as those of potential aggressors.

A task that should have been completed years ago, and cannot be postponed any further is the provision of more and better equipment for our land and air mobile units—tanks, long range high pay load carrying aircraft. Organisational changes would also seem to be called for so as to increase the proportion of fighting to static elements, especially in our Army.

While alertness on our part will avert disasters, complacency and neglect of our defences would tempt others to try their luck at our expense. This lesson, learnt at great cost in 1962, should not be forgotten.

# Changing Relations of the Seas to the State-The Need for a Ministry of Maritime Policy and Ocean Management

VICE ADMIRAL MK ROY

"He who commands the seas is at great liberty to take as much or as little of the activity of the seas as he will. Whereas those that be strongest by land are many times nevertheless in greater straits."

Francis Bacon

IT is perhaps a myth to state that land unites and the sea divides for if one looks back on the history of the Indian sub-continent, it will be observed that the sea has out-flanked the land barriers of both the mountain and desert with the ships of the colonial powers playing a more durable role in the conquest and continuity of empires than either the horse or camel of the overland invaders.

Therefore, if one considers the relation of the Seas to the State in the context of the uses that has been made of it, it will be seen that in the colonial era, the seas were mainly utilised as an international water-way for colonisation, commerce and conversion.

But with the liberation of over 44 maritime nations together with the increasing cost effectiveness in harvesting the resources of the seas, there has been a discerning change in the relationship of the Seas to the State which merits a careful analysis particularly in the context of India and the Indian Ocean.

Physically, the Indian Ocean with an area of 28 million sq miles is the smallest of all the 3 oceans encompassing 20.7% of the world's sea area. But nonetheless one quarter of the earth's population live in this region. 3 continents abut on to this warm ocean which also contains large offshore islands such as Andamans & Nicobar, Lakshadweep,

Mauritius, Maldives, Malgassy, Seychelles, Reunion, Biot and Socotra. This ocean is also significantly named after India, which straddles this region, as it were, with her 6100 kms of coastline jutting out into the sea and containing 10 major, 20 intermediate and 300 minor ports.

Politically the Indian Ocean area is a region of historical disputes as in the Horn, Yemen, India and Pakistan, Iran, Afghanistan, Arab-Israeli, Vietnam and Kampuchea not to mention the insurgencies in Dhofar, Iraq, Burma, Baluchistan, Malaysia and North East India. Moreover, this ocean region is a kaleidoscope of different levels of political consciousness ranging from military dictatorships, despotic monarchies, Communism, tribalism, Islamic fundamentalism, Socialistic Buddhism to the largest democracy in the world.

Geographically, the Indian Ocean provides the linkage between Europe and the East to Japan, China and Australia as well as connecting both the Western and Eastern seaboard of Russia. It is in addition the link between Europe and East Africa as also with West Asia. This linkage is, therefore, geo-politically both East-West and North-South. Further, this region has distinctive choke points such as the Malacca Straits, Babel Mandeb, Hormuz and the tips of the Cape and Australia. These well defined entry and exit gates are in turn the cynosure of the big powers with their balance of power compulsions.

In addition, this warm ocean provides a sanctuary in international waters for not only ballistic missile submarines but also for external maritime forces which endeavour to influence the political, military and economic postures of the weaker littoral states, many of whom possess strategic material such as uranium, thorium, gold and copper. It is, therefore, not surprising that both USA and USSR have doubled and quadrupled their ship presence, respectively, in the Indian Ocean.

It is also of interest to note that in the last 5 years, 4.5 billion dollars of arms have been pumped into this region. These arms sales are not only necessary to recycle petro dollars but also to ensure the economic growth of the Western Powers whose commodities are being progressively priced out of the international market because of higher labour costs. In addition, arms pushers can also obtain an international leverage by controlling the supply of spares and replacements. Thus the seas have a direct relation in balancing military and economic power of not only the littorals but also of the big powers. The ebb and flow of maritime influence is in turn greatly facilitated by the linking of all the world's oceans. This indivisibility of the seas has enabled naval task forces to be rushed without prior notice to the pertinent area where their presence was considered necessary, such as the recent moves of the US 5th and 7th Fleets from the Mediterranean and Pacific as also of the Soviet Fleets from the Black Sea and Vladivostok to the Indian Ocean.

Further, this region continues to be of vital, strategic importance to the industrial nations. Besides strategic materials, Europe, Japan and USA depend heavily on the oil resources of West Asia. In addition, 90% of rubber, tea, jute, cashew and ground nut are produced in this part of the world. Therefore, there is a measure of collaborative interests among the external powers to ensure the freedom of the seas as also of innocent passage through the international straits. Hence resource diplomacy has come to play an important part in the relations of the outside powers to the seas linking them to this region.

But the most significant change affecting the relations of the Seas to the State is the emerging laws of the seas. This concept which has obtained a fairly large measure of acceptability has already extended the 'Territorial Seas' to 12 miles, the 'Contiguous Zone' for customs, fiscal, immigration and sanitary regulations to 24 miles and the 'Exclusive Economic Zone' (EEZ) to nearly 200 miles for the conservation, management, exploitation and exploration of living and mineral resources.

It is for example estimated that one square mile of sea-bed on India's continental shelf may contain 30,000 tons of manganese, 3600 tons of aluminium, 2300 tons of cadmium, 1700 tons of iron, 400 tons of cobalt, 1200 tons of nickel and 650 tons of copper. Again it is reckoned that India has 220 million tons of off-shore oil reserves and 180,000 million cubic metres of gas.

This Exclusive Economic Zone has, therefore, added nearly 20 lakhs sq kilometres of sea area to the jurisdictional responsibility of New Delhi. A spectrum of new relations has consequently emerged between the Seas and the State in view of the economic viability of the oceans, the growing need to protect maritime interests together with the geo-political ramifications of the continental shelf.

Pushing the boat out a little further, the rising cost of transportation has made conveyance by sea the cheapest mode of transport. Traffic in major Indian Ports has steadily increased from 20 to 66 million tonnes with the foreign trade component being worth Rs. 100 million per annum. India's investment of nearly Rs. 1525 crores in acquiring 591 ships is already yielding a dividend of Rs. 500 crores annually. Therefore, any stoppage of sea borne trade whether it be by mining or contraband control in war or port strikes and inefficient cargo handling in peace has serious implications on the economy of the country.

This increased activity has consequently generated more sea borne traffic which necessitates lane separation, better safety and navigational aids and an integrated search and rescue organisations. Moreover, the

prevention of oil spillage and pollution as well as waste dumping are additional factors which merit a fresh look as they have serious repercussions on prawn breeding grounds as well as on beach resorts which are dependent on the lucrative tourist and leisure industries.

Again the protection of off-shore installations such as Bombay High which is nearly 120 Kms from the mainland and the associated surveillance of our sea-bed are all new found interests which have made deep inroads into the erstwhile relations between the Seas and the State. The recent creation of the Coast Guard as a para-military force to provide a maritime constable on the beat is one such result of the growing utilisation of the seas.

With regard to fishing on which depends the protein intake of many affluent countries, it is estimated that there are approximately 15 million tons of fish within 30 miles of the Indian coast with the present catch being 2.5 million tons of which India's share is only 1.5 million tons. In contrast the catches in the Pacific and Atlantic are 27 and 20 million, respectively. Even so in India, it gives employment to 22000 non-mechanised craft, 13,000 small mechanised craft and in due course to 350 deep sea trawlers. The export of marine products have risen from Rs. 4 crores in '968 to 18 crores in 1976. The necessity to preserve, protect and expand India's fishing industry, therefore, needs no further emphasis.

As our demands increase for resources from the seas—both living and non-living, it becomes imperative to harvest the wealth of the oceans without creating any perturbations in the environment which might lead to irreversible ecological changes. Hence the need for an integrated study of marine environment and oceanography. A start has been made by the setting up of the "Ocean Science and Technology Agency" (OSTA) under the Ministry of Science and Technology.

And lastly, we have the traditional defence role of the Navy to protect the coastline and island territories, ensure the freedom of supplies and exercise sea control or sea denial in war by attack, blockade, intervention, interposition and concealment. These roles have now been further compounded by the added responsibility of guarding our ocean wealth in peace so that it is not recolonised overtly or covertly in the ensuing scramble to exploit the diminishing resources of our water planet. The seas are, therefore, no longer regarded as 'Res Communis' which means 'belonging to all'. Instead it has progressively become a part of our everyday life affecting both the country's economy and national security.

But unfortunately our present maritime legislation continues to be woefully inadequate to safeguard our expanding maritime interests. And

neither do we have sufficient ships and aircraft to enforce even this limited legislation as contained in the Maritime Zone Act of 25 Aug 76, defining India's territorial waters, continental shelf and EEZ. The large number of foreign trawlers that find it profitable to poach in our waters is ample proof of the inadequacy of our enforcement jurisdiction as also the insufficiency of our maritime constabulary. In addition our comparative backwardness in ocean engineering and ocean management as also the limited resources available for mapping our sea bed has led to our, continuing dependence on the bigger powers for information collection data interpretation and ocean exploitation, which is reminiscent of neo-colonialism at sea.

The lack of an integrated approach to our maritime interests is again reflected by the allocation of responsibility for different maritime activities to separate Ministries such as fishing to the Ministry of Agriculture, shipping and ports being under the Ministry of Transport, oceanography being controlled by the Ministry of Science and Technology, off-shore oil being with the Oil & Natural Gas Commission, seabed exploitation being looked after by the Ministry of Mining and Defence and Finance Ministries being responsible for the Navy and Coastguard.

However, in view of our earlier ventures into maritime activities such as the Navy, merchant marine, coastal surveys, diving, off shore exploration etc there is fortunately available in the country a nucleus of trained manpower which can still be mobilised for rapidly expanding our ocean activities.

With regard to ocean engineering, India appears to be still far astern. The country remains heavily dependent on outside technology for mapping our extensive continental shelf, acquiring sea-bed vehicles, designing and building off-shore installations as also for constructing drilling ships etc. There is hence an urgent need to introduce more oceanic sciences in our Universities as also to found Institutes of Technology for Ocean Engineering preferably on the coast so that maximum use can be made of the existing expensive equipment in the country such as diving tenders, submarine rescue vessels, under water T.V., submersible bathyscoopes, sub-surface electronics etc for a determined and planned onslaught to reduce our dependence on external powers for harnessing our ocean wealth.

It is, therefore, for urgent consideration that as a first step, an independent Ministry of Maritime Policy and Ocean Management be created under a dynamic Minister for the more effective planning, development and management of our ocean resources based on the understanding that it is not merely seapower but rather the power of the seas that will be the governing factor in our emerging relation with the seas around us.

# Terrorism

BRIGADIER PN KHANDURI (RETD)

THE Dictionary defines a terrorist as one who favours or uses terror—inspiring methods of governing or of coercing government or community. Many articles have been written by various writers on the subject of terrorism—but one finds that the subject has not been dealt with in depth. In this article I have tried to give in brief the background of terrorism by some sections of youth in the present day world, the methods used by them, the type of targets selected and the remedial actions required to rid the world at large of this cursed method of coercion and annihilation.

The news of the tragic assassination of Lord Louis Mountbatten, his grandson and the Irish boatman manning his boat on the 27th August, 1979, while holidaying, by the under-ground members of the outlawed Irish Republican Army in the Atlantic Ocean, off the coast of Northern Ireland, has shocked the world throughout. Nay, it has highlighted the extent and the threat to which the highest, the bravest, the best, the most enlightened and the most innocent in human society could be subjected to by a gang of thoughtless killers in any corner of the world. It has, therefore, become all the more necessary that the problem is analysed and a solution to terrorism as it bedevils the world in the interest of humanity at large is thought of by those who would wish to see that the rule of jungle does not replace the rule of law and that this planet becomes a safe place for all of us to live peacefully.

The modern manifestation of the terrorist theory had its advent with the industrial revolution and the consequent restructuring of society and the collapse of the existing value of norms. Terrorism aimed at political ends; it first came to be used immediately after the French Revolution. Then the notorious new classes used weapons of terror or struck at dissent by whatever means available—the guillotines, the gun, assassinations or annihilation.

The 19th century saw terrorism came into its own. The consolidation of industrialisation saw the growth of capitalism, imperialism, colonialism and terrorism. By the third quarter of the century the

nihilists in Russia and the anarchists in Europe had adopted terrorism as a political philosophy. Since the newly consolidated industrial societies influenced and used the instruments of the state apparatus to terrorise and coerce their subjects, both at home and in the new colonies, the dispossessed individuals and groups saw terrorism as their only means of fighting back. Raids on banks to finance themselves, assassinations of the rulers to highlight the vulnerability of those in power, planting of bombs to disrupt meetings as a method of voicing protest, all became the standard methods of fighting back. This was seen as a way of paralysing the state and thus pave a way to its eventual disintegration, to be replaced, by various visions of a better planet.

The terrorist actions left their own imprint on history. Some psychologists have asserted that Lenin's total commitment to revolution was promoted by the fact that his brother was hung as a terrorist; while a school of historians have agreed that it was Archduke Ferdinand's assassination by an anarchist which sparked off World War I. Assassinations of rulers by anarchists reached their peak round the turn of the Century as they claimed several spectacular successes, including the death of President McKinley of the USA.

In modern Indian History the first recorded act of terrorism was the murder of two government officers - Mr. Rand and Lt. Ayers by the Chapekar Brothers, in Jun 1897. Terrorist acts in India were mainly aimed against British Officers who symbolised particular aspects of colonial expression. These acts were then seen as an assertion of individuals as well as nations violated dignity and as a means of inspiring the masses. Attempts to block trains, rob banks and assassinations of officials continued in India well upto 1940.

Groups like the Ghader Party and the Hindustan Republican Army, incidents like the Kakori Conspiracy case, the Chittagong Armoury Raid and the exploits of Bhagat Singh, went down in the annals of Indian folk legends.

Broadly there were three groups of terrorists or revolutionaries which have operated in India - the Nagas and the Mizos fighting for their so called independence, the Naxalites and others like Dalit Panther against oppression of the poor at the hand of landlords, jotedars and money lenders and finally religious groups like the Anand Marg which believes in bringing a new order through propagation of its proutist theory, and is not hesitant to use terrorism as one of its weapons to achieve its ends.

The Nagas and Mizos considered themselves distinct from the majority of the Indians—ethnically, historically and politically. They demanded that theirs should be a separate country, and got encouragement by the deterioration of our relations in the late 50s with the Chinese and the Pakistanis. Branding the Indians as aggressors the Naga Hostiles (UG) launched attacks at selected targets, police stations and district offices in order to terrorise the administrative machinery and resorted to ambushing of vehicle convoys. They began receiving weapons from the neighbouring countries and safe sanctuaries across the borders when the heat was turned on against them; reports of beheadings and impaling on stakes were publicised; villages were coerced into obeying the dictates of the hostiles, feeding them and giving money, informers were killed; villages not cooperating were burnt down.

It is the Naxalite movement, however, that made terrorism a national phenomenon in India. Starting from Naxalbari in Siliguri District as a revolt against the merciless exploitation of the landless and the poor by landlords, money lenders and tea-planters, it caught the imagination of the peasantry in no time. It was strictly speaking a revolutionary movement. It became terroristic in nature when Charu Majumdar, a theoretician and a believer in CPI (M), advocated individual annihilations and gun snatching. For three years idealist boys and girls went into various villages in Bengal, Orissa, Andhra Pradesh systematically attacking and killing landlords, local money lenders and police officers. The idea was that the killing of the exploiters would lead to awakening of the masses, who in turn would take to arms and do the rest. From 1969 to 1971 the movement caught the imagination of the middle class intellectuals facing unemployment and sections of the village poors. Unfortunately it also allowed anti-social criminal elements to go on rampage. As an example, in Calcutta life became insecure; cinema houses refused to operate by night, policemen moved in armoured plated vans. The annihilist theory was not appreciated by the masses and the intelligentsia. Life became unbearable and people gradually turned against the movement.

The Naxalites drew their strength from the growing disillusionment of the youth and the ruthless exploitation of the village poors, even 20 years after independence by the same agencies as used to harass them before August 1947. 'In Bihar and Bengal bonded labour was practised at its cruelest. Here the landlord still could demand and get his "right" to deflower the labourers bride'. The movement was finally crushed by a combination of long term measures and infiltration by police forces.' It was here that counter-terror prevailed over terror.

Although roots of violence (terrorism) reach back to ancient times ; it was not used systematically until the middle of the last century. Then it became a federal weapon of radical nationalists. The Irish used terror as a weapon against the English and the Armenians and the Macedonians against the Turks. Perhaps the most notorious and brazen of the 19th century terrorists were the Russia's—ruthless bands of nihilists who robbed and used bombs at the Czars officials. Rebellious Bedouins seized French planes in the 1920s. The first inflight sky-jacking took place in 1931 when a plane was commanded by anti-regime forces during a coup in PERU. In 1972 alone there were 62 attempts at sky-jackings.

Violence—to sum up, is the attraction of terrorism—the end, not the means. To some, the act of terror itself is an ideology. Many terrorists are compensating through their acts of violence for their inadequate personality. It is their belief that if they cry and stamp their feet, no one will take any heed of them. But by taking hostages in a sky-jacked aircraft in a matter of minutes the whole world will be watching them ; they will come into limelight. This helps overcome their ego deficit. Yet what motivates many terrorists, is a deep hatred of the present day society. They talk vaguely of socialism but they offer no tangible guidelines. No one really knows what kind of society they envision. The young urban terrorist in Europe claims to speak for the working class. In fact his background, when checked, is most often found to be that he comes from a middle or upper middle class and the common man is frightened of his methods as much as is the millionaire.

It is said that most of the Italian Red Brigade members came from well-to-do-church-going families ; and had attended universities, majoring in social sciences. Practically all of them had witnessed and many had participated in the Europe wide May Revolution of students in 1968. According to Dr. Henry Kissinger today's youth has shown a loss of a sense of relevance, combined with a loss of authority by democratic governments since the post war early years and, he feels that this is, what is, at the bottom of terrorising the youth. Many West German observers, according to him, believe that the 1968 generation of student protesters developed an idealistic hatred of their country's sleek materialism during the economic miracle. The US Intelligence sources, however, feel that there is Russian hand in it. They feel that Russia has been concentrating on West Germany in an attempt to disrupt its Government and undermine its citizens confidence in democracy. With memories of Nazis most fresh, Bonn has been reluctant to increase its police forces fearing an outraged reaction, both at home and abroad. The Federal Republic more over has a very limited authority

over police matters. The country's post war constitution deliberately created West Germany as a relatively loose federation of states to prevent recurrence of an oppressive society of the type as existed during the rule of Hitler. Exploiting West Germany's permissive judicial system, accused terrorists and their lawyers have disrupted court proceedings and have even planned new acts of terror from inside their prison cells. Some 70 radical lawyers are suspected of having aided terrorists. Most celebrated among them is believed to be lawyer Crossiant 47; Baaders, Attorney. Arrested, Crossiant jumped bail and fled to France. Andres Beaders and his associates were almost legendary figures, amongst the extreme left in Germany, and their release would have raised howls of protest among right wing and moderate opinion all over the country. They carried out a series of bank robberies in the late 60s and early 70s in Germany, and were thought of even by many non-violent radicals as martyrs of the left and victims of authoritarian repression. The new terror groups with names like "The Red Morning" and the "Red Fashion" appear to have similar ideologies i.e. either Marxists or Anarchists—but are, if anything, even more audacious than their fore-runners. They also include significant numbers of young women some of whom are now among the most wanted people in Germany. On the other hand, extreme Neo-Nazism appears to be a spent force, despite frequent attempts at revivals and the interest of increasing numbers of people in the events and personalities of the Third Reich. Recently a former Federal Chancellor, Willy Brandt, warned in a letter about the dangers of ignoring the Right, but to no avail.

The war by terrorists has been raging for more than a decade on a global battle field. And, it threatens to grow more intense. The terrorist tactics of combat include assassinations, kidnappings, sky-jackings and bombings as small cells of urban terrorists attack the institutions of the world industrial democracies. The principal victims are not soldiers but civilians; public officials and businessmen as well as school rooms of children, plane loads of tourists and trains packed with commuters.

Terrorists can be divided into two distinct categories :

(a) *Special*

Under this category one could include Robbespierre, Hitler, Idi Amin and some others.

(b) *Ordinary*

These can be further sub-divided into three categories ;

- i) Those with a cause (or atleast so they think)
- ii) Psychopaths
- iii) Criminals

In the first sub category mentioned above could be included the members of the PLO, the Japanese Red Army Brigade, the West German RAF (the Baader-Meinhoff group) and Italy's Red Brigade. It is believed that they want to overthrow their existing capitalistic societies, because, according to them these are corrupt and exploit masses. The other two categories need not be defined and detailed.

The aims of the PLO are well known to explain; they want a Palestinian home-land for those they feel have been made to leave their homes and hearths when in 1948 Israel came into existence and the land which their forefathers were made to give to the Israelis to settle under duress. They want to establish a permanent sovereign state for Palestinians.

A totally different form of terrorism has been practised by the Anand Marga in the name of religion. A little known Railway clerk from Jamalpur proclaimed himself God and gradually built-up a monolithic organization in the name of bringing in a new order. The terrorism practised by Anand Marga in its quest for a religio-political changes is alleged to have included even relations of some highly placed personnel. It is believed that members of this cult made an attempt on the life of the Chief Justice of India in 1976; it is also believed that the organization used weapons of terrorism even against its own members; nay various attempts were believed to have been made by its members on members of our diplomatic missions abroad—notably the one on the life of our Military Attache in Australia.

Recently in Italy, Aldo Moro—one of the ex-Prime Ministers and the President of the Christian Democratic Party and an Architect of rapprochement between his party and the Italian Left was kidnapped and murdered by the members of Italy's Red Brigade for fear of his giving political lease to the party he belonged to. The Red Brigade hate both the parties as they feel that they had betrayed their ideals and that the leaders of both belonged to the same reactionary bourgeois fascist elements which they (the terrorists) wanted to destroy.

In Germany Dr. Hanns-Martin Schleyer, the 62 years old President of West German Employees and Industrial Association was kidnapped and the kidnappers demanded that 11 of their colleagues who were in West German Jails be released if the Government wanted him to be released, as also a ransom of \$ 5,00,000 alongwith a plane to take the terrorists to a destination of their choice. He was unfortunately found dead later on.

The Japanese Red Army appears to have started with some students at the Tokyo's Meiji University during 1964-65, with a student known as Takamaro Tamiya as one of the early leaders of what by 1969 developed into an extremist group engaged in smuggling of arms ; it advocated violent overthrow of the then existing Japanese Government and their political system. Ever since the members of this group under a woman called Fusako Shingenobu and a comrade in arms of Takamaro Tamiya have made it their business to carry out hijackings ; it was this group which was responsible for the 30th May 1972 incident at the Lod Airport near Tel Aviv -where three Japanese terrorists, arriving by an Air France flight from Paris and Rome, took out their automatic rifles and grenades from their baggage and indiscriminately shot 26 passengers, injuring another 5. Fusako Shingenobu is still believed to be in and around Beirut and is reported to say that 'her revolution was not yet over' !

Now that we know the genesis of terrorism and the mental behaviour of its members the question arises—what type of training should a terrorist undergo ? The terrorist must be disposed to kill the police, government functionaries and industrialists ; carry out kidnappings, assaults, raids, penetrations, ambushes and sabotage. A terrorist should acquire experience in the use of all types of arms and explosives and should be able to use and repair all types of vehicles. He should be an electrician ; should be able to handle electronic gadgets and should master all forms of unarmed combat/judo techniques. He should be a first rate guerilla, able to observe and carry out reconnaissance of areas and evaluation thereof to assess their suitability for his job. This would go to show the versatility which a terrorist must acquire to carry out his various tasks.

The most vulnerable point from the point of view of terrorists today, therefore, happens to be an airport. In some cases even identity of hijackers yet remains a mystery. Since 1969 there have been as many as 400 attempted hijacks involving nearly 30,000 passengers ; in nearly 80 cases there have been incidents of shots being fired inside the aircraft. Perhaps some of the following measures, if adopted may help to a considerable extent in ensuring security of airports and aircraft passengers ;

(a) Foolproof guarding of outer-perimeter of an airport; no unauthorised person should be allowed to enter it and there should be extensive patrolling of the area in between the inner and outer perimeter.

(b) Passengers should not be allowed to loiter on the apron, they should be taken in vehicles to and fro the lounge.

- (c) International cooperation in the matter of apprehending terrorists should be extended to nations by each other without any hesitation.
- (d) Luggage going into the holds should be screened by electronic devices ; no one should be allowed access to the conveyer belts once the luggage has been screened and thereafter it must be escorted till it is placed in the hold.
- (e) Metal detectors should be used to carry out body checks and hand-baggage ; personal check of individuals must be 100 per cent foolproof and no part of the body including wigs, heels of the shoes, or coat lining or lining of a brief-case, hand bag, file covers and so on should go unchecked.
- (f) 'Sky marshals' may be introduced to travel incognito in the planes.
- (g) Special commando squads may be trained to deal with terrorists at the airport, to handle hi-jackers. The Israeli raid at Entebbe is one of the best examples to be copied.
- (h) An Air international Agency to coordinate intelligence on terrorists should be created. Germany has computerised data about suspected terrorists and with this data they are capable of locating a suspect within the shortest possible time anywhere.
- (j) The area between the inner and outer perimeters should be flood lit and under constant surveillance.
- (k) Ground staff working at an airport must be kept under constant surveillance lest someone from amongst them should be used to smuggle weapons by hijackers.

The next question arises—"What about the safety of individuals marked as possible targets ?" Some of the suggestions made below may help reduce the degree of danger to such personalities but no guarantee of foolproof safety can be given.

- (a) International agencies should be created for passing of data and information about the moves of terrorists, their hide outs, modus operandi, assistants and likely RVs.
- (b) Tightening of passenger screening at airports and particularly those with their aids and contacts who frequently visit; it means that not only the suspected terrorists but their possible contacts must also be kept under constant surveillance.
- (c) Increased surveillance operations are most necessary.
- (d) Attempt to divide the terrorists through fair or foul means must be made by the organization created for International Security.
- (e) If possible, redressal against the grievances of these misguided youths may be given a very difficult task indeed.

(f) Terrorists must not be given any respite and counter terror techniques be used against them ; they must be relentlessly pursued by International Security and Intelligence Agencies.

(g) Besides having body guards and so on for possible targets amongst public figures, politicians and industrialists it will minimise their chances of falling a victim to terroristic attempts, at kidnapping and assassination if they could refrain from following a stereotyped routine. Mr. Sykes, the British Ambassador in Amsterdam perhaps could have saved himself had he followed this principle.

(h) Hotel, Airlines and restaurant reservations for executives may be made under pseudonyms ; obvious identifications from the vehicles that they use may be removed to make it less conspicuous. Their addresses, telephones and so on may be kept secret and frequently changed.

"Terrorism is not the complete revolution and the revolution is not complete without terrorism." This thesis can be supported by an analysis of any and every revolution in history. Terrorism instills fear in the hearts of the oppressors, it brings hope of revenge and redemption to the oppressed masses, it gives courage and self-confidence to the wavering, it shatters the spell of superiority of the ruling-class."(Manifesto Hindustan Republican Association "issued in 1929")

Terrorism is philosophy of premeditated violence; it is being used by a group of misguided youth to achieve social or political ends about which the participants themselves, are not very clear. It will be seen that the phenomenon of terrorism has been part and parcel of human existence since the advent of human civilization, but the modern technological and industrial advances have given it a boost and the modern youth in many affluent countries of the world has taken recourse to it under the false belief that by using terrorism as a weapon against the society they would be able to change it to their way of liking—a much easier said than achieved ideal, for obvious reasons. The massacre of entire towns by the hordes of Chenghiz Khan and Attila the Hun and their systematic savagery were means of instilling fear in their opponents, but today such methods are unlikely to work.

The marauding bands of 'Pindaris' in India during the days of Lord Bentinck, the later day 'Robin Hood' all used terrorism to achieve their ends. Yet these were not converted into political ends because these lacked cohesion and direction, beyond that of personal gain.

There is a general feeling that the number of activists among the world terrorists is not very large one; it is placed at not more than 3000-5000. But notwithstanding their number, taking into consideration

their modus-operandi, lack of clear cut ideology uncoordinated and leaderless activities and aimless violence cannot be allowed to flourish at will at the cost of innocent citizens all over the world.

There is no doubt that by and large terrorism has grown out of urbanisation, industrialisation and the resultant affluence coupled with frustration set in the youth there because of non-fulfilment of their expectations from the present day society in the West. As far as the developing countries are concerned, its roots can also be traced to destruction of traditional moral values, present day pace of life, frustration and unemployment among the youth, unscrupulous behaviour of some political parties and unbelievable lack of character shown by their leaders, and so on.

The world cannot allow itself to be put to ransom by a handful of misguided youths. These youngmen need psychological treatment and brain washing ; they need to be convinced, that their acts of terrorism, though perhaps initiated in good faith, are not going to be acceptable. That instead of resorting to terrorism they could achieve better results by channelising their activities to constructive work for the good of the society; by pleading for help from the 'haves' for 'have nots', by focussing attention of the developed nations to those with backward economies and lacking technology and in the process of development. That human life is valuable and that society to progress needs security and not terrorism.

The key to counter terrorism lies in having upto data about the various terrorist groups, their movements, their hide-outs, their sympathisers and contacts, possible targets, This is the job of the Interpol, and other international coordinating agencies entrusted with the job. International cooperation in the matter will pay handsome dividends.

Although for sometime now since Lord Louis Mountbatten's tragic death we have not heard of any startling acts of terrorism but merely because his assassins were awarded 14 years rigorous imprisonment should not lull the society about the dangers of modern terrorism. But the treatment lies not in shooting or imprisonment of these misguided people but in getting at the root cause which prompts them to behave in such an irresponsible way towards the society. They need psychological treatment and channelisation of their energies in constructive activities. They must, therefore, be spotted and their leaders and members psychologically reoriented.

# On Authority

COLONEL YA MANDE

## INTRODUCTION

Armed Forces are known to be authoritarian organisations. If only we analyse the goal of organisation, it would be more than evident that our organisation cannot possibly function otherwise. The historian Macaulay was right when he said that no wars have ever been won by debating societies. However, it would be a folly to think that our organisation runs merely on rigid adherence to rules and regulations and fear of punishments. Running across the very structure of our organisation is fellow feeling, comradeship and affection. The human relations in our organisation are of such high standard that Ruskin enamoured by it had advocated such human relations even in the industrial organisations.

It is important for us to understand the concept of authority, to enable us to apply it correctly. The desire for authority is obvious and so are the pit falls, and hence we should understand the nature of authority.

In this article we will examine the nature of authority in relation to various aspects such as types of authority, origin, certain concepts on authority, social situation, and its application. At the end of our consideration we will list certain guidelines as aid memoir on the usage of authority.

## MEANING OF AUTHORITY

**I**N common parlance by authority we mean the right to enforce obedience. The meaning of authority is however well defined only in formal organisations where it means power to use specified resources for the specified tasks. In broader sense the authority also implies ability to influence. We will be more clear about the meaning of authority as we proceed with the examination of its various aspects.

## TYPES OF AUTHORITY

People enjoy various types of authority depending on the situation. Almost everyone of us enjoys some or the other kind of authority such

as that of head of the family, seniors in the schools and colleges, rank and status, caste or class or some kind of influence over the others. We can delineate three broad categories as under :—

- (a) *Organisational Authority.* In all organisations there is a distinct exercise of authority which is clearly discernible. The type of authority can either be formal or informal.
- (b) *Societal Authority.* In society we find exercise of authority by seniors and the heads of families. Of special significance to us, is the exercise of authority by great social and religious leaders who do not hold any formal position.
- (c) *Personal Authority.* In this category, we can list exercise of authority due to individual eminence and charisma.

#### ORGANISATIONAL AUTHORITY

##### *Formal Authority*

- (a) The exercise of authority as already stated is clear cut only in formal organisations. Here the meaning of authority is well defined. It means power to use specified resources for the specified tasks. Since all organisations are designed to achieve a task, authority relationship has to be worked out in great detail and is spelled out in various rules and regulations. Disregard and disobedience to authority involves disciplinary action.
- (b) The delegation of authority is generally proportionate to the responsibility i.e. greater the responsibility more the authority. Whenever authority and responsibility are not properly matched, trouble is likely and needs attention.
- (c) In every formal organisation, activity is controlled and regulated by the exercise of authority. The Armed Forces are distinguished from other organisations because of centralisation of power and its pyramidal structure. Since the authority is centralised and vested in the hands of commander, our organisation becomes one man show. Also very noticeable, is the pyramidal structure involving far too many levels and the fact that commanders exercise control through limited number of staff officers. This peculiarity of our organisational structure is in one way very efficient, but looked from other points of view, is full of dangers. There is therefore, a requirement on the part of officers to understand the implications of our structure and to ensure that authority is properly exercised, otherwise antithesis in the form of frustration and unhappiness is likely to set in.

##### *Informal Authority*

- (a) In every formal organisation, there exists informal authority which merits understanding. The informal authority is exercised by those persons and groups who do not figure in the organisational chart but nevertheless exercise tremendous influence in one form or the other. The instances of informal authority are far too

many and often one wonders how even the major policy decisions are influenced by those who have nothing to do with the organisation. Influence of ladies in the formal organisations is a typical example of informal authority. Decisions are often influenced by social circles, golfing friends and bridge groups. The influence of money and shady deals are too well known.

(b) Informal authority weaves across the very structure of the organisation and rightly it has been described as a "grape vine". The informal authority can be both good and bad. The exercise of informal authority by "Dadas", ring leaders and subversive elements are typical examples of bad influence. But, the informal authority can also be benign provided it is used for creative and cultural benefits.

(c) It is important for us to understand the role of informal authority. Its influence is so pervasive that it is futile to think merely in terms of hierarchical structure and the chain of command. As already stated, informal authority is inseparable part of formal organisations.

#### SOCIETAL AUTHORITY

In society we find exercise of authority as a part of social heritage varying in various cultures. Thus a father, mother, elder brother, head of a tribe or clan, priest etc enjoy some or the other kind of authority. The exercise of such authority although not given in any rules or regulations are exercised by customs. The Mores of the society act as a strong check against infringements.

In the old days, paternalistic authority of the heads of family, clan, tribes, feudal and land lords was a force to reckon. Paternalism, however, is dwindling and already it has fallen into disrepute. But paternalism, in our case, remains valid in one respect. Men live in barracks away from their families. Men have certain problems, personal and confidential, which they would disclose only to dear and near ones in whom they have faith. Commanding Officers are in a best position to fill the role of pater familia.

To us, it is very important to understand the exercise of authority enjoyed by social and religious leaders. These people do not enjoy any formal status but their exercise of authority is so great that they can cause upheavals. For example Gandhi and other leaders who fought for our Independence did not enjoy any formal position in any organisation but their influence hardly needs any elaboration. It is this kind of influence which even the kings would envy.

Such great leaders exercise authority due to their sacrifice for the public good. The social groups in turn recognise their sacrifice and

endow them with authority covertly and openly. Such a voluntary surrender to a leader is never seen in any formal organisation.

#### PERSONAL AUTHORITY

In the society we also come across exercise of authority which is due to individual eminence. Such authority is exercised by accomplished people in various fields such as learning, hobbies, sports, arts and culture. Because of their eminence the social groups accept their views as authority.

A very interesting example of personal authority is that of charisma. Charisma works like grace, hypnotic and magical spell; and wherever charismatic leaders move, people throng about them overwhelmed by reverence and awe. Max Weber, exponent of charismatic authority, cites the example of Christ. In the military field, Napoleon exercised charismatic authority. One of his generals, after his defeat remarked "I know the faults of Napoleon but if he appears before me, I will fight for him again".

It would be a futile exercise to acquire charisma. It must come from within. There are two common traits of all charismatic leaders. Firstly, they are good mixers, they mix freely, without reservations with all kinds of people. Secondly they are good orators and masters of art of communication.

Charisma is a rare gift. But it is possible for us to develop reputation. Reputation travels faster than men. Needless to say, that it requires years of hard work to acquire good reputation.

#### CERTAIN CONCEPTS ON AUTHORITY

##### ORIGIN

Broadly speaking there are two different views on the origin of authority. There is a view that the origin of man is divine, the other view is that origin of man is due to evolution, and the changing pattern of authority relationship is man made.

Those who advocate divine origin contend that the universe is hand work of God. The authority of man is limited to the divine will. There are various interpretations of the divine origin professed by religions. We will not consider this aspect any further as it is not relevant to our study. This however does not mean that the religious philosophy does not have a meaningful content.

More relevant to our study is the view that authority pattern has evolved. Organisations are as old as mankind. Our very survival

against the vagaries of nature and wilderness involved some kind of authority relationship. Down the ages, along with evolution, the authority relationship has changed to the complex pattern of the present age. Sociologist Sorokin rightly emphasises the role of culture in human institutions and organisations.

#### DESIRABILITY OF AUTHORITY

Is authority desirable in society? What right does a man have over another to exercise authority? Can we live in a society where there is no authority and if authority is a must, does it need to be pruned down to the minimum possible level? These are some of the conceptual problems which we must examine now.

There are philosophers like Kropotkin who feel that authority is not required in a society. Men are capable of exercising self control in the mutual interest. Kropotkin felt that the exercise of authority is due to paucity and shortages, but in the times of plenty, a state is bound to come when no authority will be needed. To give an example, on the village wells, often people quarrel for water, but suppose adequate tap water is made available, there will be no bickering and no requirement for any show of authority. Kropotkin advocated anarchism. Whether human situation will develop to an age where no governments are required is debatable, but no one can deny the likeable human content of anarchist's view. The communists too feel that once a classless society is achieved the state will wither away.

The common opinion is that some kind of authority will always be required in the society. Bertrand Russell felt that human nature is such that we cannot totally dispense with authority. A majority of philosophers agree that though the authority is essential, it should be cut down as much as possible. This is also the democratic view. The function of the state is only regulatory and that government is best which governs least. The democratic view is based on lessons learnt through the ages that power will corrupt anyone. Society needs to evolve various ways and means to dilate the concentration of power.

#### AUTHORITY AND PRIVILEGES

As a matter of common observation we notice privileges associated with authority. Higher the position, more are the privileges enjoyed by the occupants of the chair. Generally we agree that people in authority must have privileges. After all, the privileges are designed to save time of men in authority so that they can devote their precious time to the organisational benefit. A certain prominent industrialist told me that

their philosophy is, that if a man reaches the high level such as Managing Director, they provide him ample money and see to it that he and his children will face no problems. How far are we right in such views?

We have already noted the great examples of social leaders. They have never asked for any privileges. On the other hand they have sacrificed everything for the society and have lived in as simple manner as possible. Our sages of Upnishads say that in life take as much as you need, the rest belongs to the society. Radhakrishnan adds that our requirements are far less than what most of us imagine. In such context, how far are we justified in asking privileges?

We can discern three kinds of privileges. There are privileges which are in the nature of facilities required to perform jobs. The examples of such facilities are means of transportation, communication, attendants etc. The second type of privileges are designed to impress the mark of authority and is associated with status symbols such as flags, guards and so on. The third kind of privileges, which are more in the nature of abuse of authority is a massing of wealth and luxuries.

Strictly speaking, the authorities do not need any privileges, but the society does not run on the examples of Rishis and Maharishis. There is no harm in privileges which are given for efficient performance of work. A certain amount of showmanship will also be necessary as status symbol. Our objection would therefore lie in economic gains for personal ends by misusing authority. This unfortunately is a common occurrence.

With privileges, there is always a dirty problem. Suppose an officer in high chair enjoys certain privileges which are not authorised but necessary. The problem arises because others, down the line, exploit the situation and make use of similar privileges. Now this cannot go on and one does not know where to draw the line.

#### AUTHORITY AND SITUATION

Exercise of authority varies with situation. The change from the absolute monarchy to feudal lords and the present democratic leadership has been governed by the prevailing situation. Democracy is outcome of the present complex society. It is no longer possible for a General to know each and everything about the various departments and hence democratic style has to creep in even in authoritarian organisations.

We live in a democratic environment. The cardinal principle of democracy is that authority needs checks and the transfer of power should present no crisis of succession. Most of us are prone to faulty interpretation of democracy. There are two points on which we must be very

clear. Firstly, the democratic style is dictated by the complex nature of modern organisations. Secondly, the democracy does not mean that its tenets are also applicable to the Armed Forces. The Armed Forces have to maintain their authoritarian character because of their role.

Although the authority relationship in the Armed Forces is rigid but it does not mean that the authority is sacrosanct and inviolable. The history shows numerous examples where troops have openly defied the orders of officers such as in French Revolution, Russian Revolution, Revolution in China and most recently in Iran. There is nothing sacrosanct about authority, it is only in normal course of events that authority relationship is maintained. We should always be aware of adverse situations which can well develop.

The authority relationship changes depending on the situation. If the life is normal people do not like authority. But, suppose there is confusion and disorder, the people will lean towards authority. During wars and emergency people accept sterner exercise of authority by those in power.

#### THE LURE OF AUTHORITY

The lure of authority is obvious and an average man seeks promotion and higher status, fully knowing that higher ranks involve greater responsibility. People seek authority for various reasons. Amongst the various needs that we have, the psychologists identify need for power. The need for power exists in all of us. However, its intensity varies and there are quite a few who display predominant need for power.

Many a people seek authority for privileges and glamour associated with chair. The wide majority seeks authority for enhancing their economic ends.

Very few in the society are those who seek authority to serve the mankind. Such are the people who are most likeable and adored by the society. Such are the people whom the organisations really want, but unfortunate as the situation is, most of us want authority for personal gains.

#### AUTHORITY AND CHALLENGE

In the normal course, the authorities do not face challenges in every day life. But one does face challenging situations sometimes and it is here that one tests the competence of men in authority. Take a battle situation. Your company is waiting in the FUX for the attack, you give the signal to move forward but no one gets up. What are you going to

do ? Admittedly such situations are rare and the best we can do is to visualise such situations, prepare for them and be fully resolved to face them. Clearly then, there is a requirement for men in authority to devote sometime on thinking and visualisation every day, despite the busy daily routine.

### AUTHORITY AND ITS APPLICATION

#### AUTHORITY STYLES

The application of authority differs with people and each individual develops his own style of exercising authority. The scholars identify three styles of authority viz Aristocratic, Democratic and Laissez faire.

The Autocratic leaders believe in centralisation of power and strict adherence to chain of command. They do not believe in participation and discussion of problems. Generally they remain aloof and insist on obedience to the letter and spirit. The Autocratic leaders fail to appreciate some of the basic problems in formal organisations such as :—

- (a) In all formal organisations the ideas easily flow, from top to bottom but the reverse is extremely difficult.
- (b) The communication is subject to tremendous distortion. The views of bosses radically change by the time they trickle down to subordinates.
- (c) The bosses never have the feeling of pulse and sentiments existing in the lowest level. Equally damaging, but true, is the fact that all subordinates hide facts and are chary of presenting true picture to higher echelons.
- (d) The leader may be honest and good, but not necessarily the officialdom. Already enough crimes have been committed in the name of Gods and Kings.

It is not necessary that autocratic leaders as a rule are inefficient and unsuccessful. In many situations, autocratic style is preferable to democratic style, but one must be clear on its serious limitations.

Democratic style is quite different from the autocratic style of leadership. In the democratic style, the leader behaves like conductor of an orchestra. He believes in participation and consultation. He lays down procedures, decentralises power and gives full freedom to the subordinates and exercises controls only where necessary.

The Laissez faire type of leader does not influence the running of the organisation. He allows the organisation to run without taking any

interest or drive. The Laissez faire type of leader, to be successful, must be extremely shrewd. Such a style of leadership is obviously not applicable to us.

#### AUTHORITY AND LEVELS

The exercise of authority changes with levels. There is obviously a great difference in the matter of exercise of authority by NCOs, JCOs, junior & senior Officers. The style of authority adopted by the junior leaders necessarily has to be of autocratic pattern. The democratic style only figures at higher levels.

We should not unnecessarily interfere with autocratic style of authority existing amongst the junior levels of leadership. Here even abuses and punishments (to an acceptable degree) are valid. However, officers as they grow in ranks, are advised to change their style of leadership.

The style of authority also must change with situation. In abnormal situations, it would be advisable to adopt autocratic style even at higher levels.

#### PITFALLS IN THE USE OF AUTHORITY

We will now examine pitfalls in the use of authority. There are many an ambitious leader, who at certain stage of life meet with failures. If such failures are due to improper use of authority, we must discover reasons.

The pitfalls occur because, we do not appreciate the nature and meaning of formal authority. Formal authority, as already stated, means power to use specified resources for specified purpose. It is in the understanding that we go wrong. Some of the reasons are :—

- (a) We exceed the authorised limits of power.
- (b) We do not restrict ourselves to the specified resources. Sometime in our zeal and enthusiasm, we try to extend our authority on those who have not been allotted.
- (c) The authority is meant for specified task. Often we use resources for unauthorised tasks. This often leads to trouble.
- (d) Misuse of authority for personal gains is obvious enough. Such misuses lead to trouble at sometime or the other. The excuse that others also misuse authority is most common. It is a convenient means of justifying own weaknesses.
- (e) One of the most common pitfalls is not using authority. The authority is given for exercise and therefore, non-implementation of task cannot go unpunished. In all organisations tasks are allotted.

Nobody gives an order to relay the order. If the job has not been done as directed, the authorities are to be blamed.

#### SUMMING UP

Authority is an interesting subject for study. As officers we learn about the application of authority by the example of others and personal experience. No special emphasis is laid to teach the concepts on authority; it is, however, indirectly covered in lessons on leadership and man management. It would be good for us if we understand the concepts on authority and the characteristics of our organisation, one of which is authoritarianism.

At the end of our examination, we will now list certain points which may act as guidelines for our conduct :—

- (a) Always remember that authoritarianism is one of the important characteristics of our organisation. But also remember, that if our organisation was based merely on authoritarianism, it would have cracked down long before.
- (b) As officers we acquire authority by virtue of our rank and appointment. But the mere rank is not good enough. We must reinforce it by personal accomplishments and the virtues of social leaders. We must make an effort to build a good reputation. Since we seek authority, we must be deserving of authority.
- (c) If some one disobeys, we pounce on him saying why did you disobey? It would do us good if we ask ourselves a question, why should others obey?
- (d) Follow norms. In authoritarian organisation your wish will always be obeyed. You are at liberty to change the policies of predecessors, but remember your successors! Absence of norms, confuses the subordinates.
- (e) Don't get perplexed by the role of informal authority. It is an inseparable part of every organisation. If possible use informal authority for good cause.
- (f) The society is moving towards a direction in which the authority should be minimised as much as possible. Nevertheless, the Armed Forces will always remain an exception. The overall environment will affect Armed Forces. Our problem is to maintain authoritarian character.
- (g) Privileges with authority cannot be justified by pure reason. However, in the society constituted as it is, the people in authority will always enjoy some privileges. But the authority used for personal ends is clearly a misuse.

#### ON AUTHORITY

(h) We must learn to exercise authority according to situation. Our choice is between autocratic and democratic styles.

(j) Don't interfere in the exercise of autocratic leadership by junior leaders.

(k) If you are a senior officer adapt democratic style. However, due to long years of habit, it becomes difficult to change style at a particular point of time. In that case, be careful of the dangers of autocratic style of leadership.

(l) Beware of pitfalls in the use of authority. Do not exceed your authority and extend control on those who are not allotted to you.

(m) Don't use resources for the tasks which have not been specified.

(n) Don't abuse authority for personal gains. It never pays in the long run.

(o) You may fail to execute your good intentions and plans because of lack of authority. Don't get frustrated. Think it hard ! You will realise that in society it is good that most of us do not succeed in implementing our ambitions.

(p) Beware of those who praise you and dance upon your every wish. Subordinates generally flatter you only to further their self-interest through you.

(q) Retain a little humility. The day when you will vacate the chair is not far off.

# Repatriates from China-1963

BRIGADIER K A GOPALAN

**O**FFICERS, JCO and OR who were taken as prisoners of war in November 1962, were repatriated by China in May-Jun 1963. It may be a good idea to keep this small episode on record lest it be forgotten. Since I do not have all facts and figures, this article is written purely from memory after a lapse of approximately 16 years. As a staff officer, I was directly connected with the entire organisational setup for reception of these repatriates.

## INTRODUCTION

Many officers, JCOs and OR sacrificed their lives fighting for their country and an equally large number were taken prisoners of war (PW) by China in late 1962. Brig JP Dalvi, then Commander of an Infantry Brigade, was captured at about 0900 hrs on 22 October 1962. The prisoners were from all arms and services. The future of these prisoners was rather uncertain at that time because of the fear of the effect of indoctrination on one hand and unquestionable loyalty towards the country on the other.

Some time in the end of April 1963 a message was received, at the Formation Headquarters, from "higher ups" that China had decided to repatriate all our men who were taken PW by the Chinese peoples Liberation Army. The Chinese also announced on their radio that they would hand over PW through the International Red Cross Society.

Divisional Headquarters at Missamari (Assam) did not know what went on at higher level. The only information available was, that the Chinese had decided to hand over the PW at Bumla pass on the Indo-Tibetan border, in Kameng Frontier Division.

The responsibility of making reception arrangements was delegated to the Divisional Headquarters, by the Corps Headquarters, which was located at Tezpur. The complete details were to be worked out by the Divisional Headquarters. No other information pertaining to handing over of PW was available except for the venue.

# TASKS

The task in general included the following :—

- (a) Reception of the repatriates at Bumla by a representative of Indian Red Cross Society.
- (b) Conveyance of PW from Bumla to Foot Hills.
- (c) Entraining them at Missamari railway station for onward journey to Ramgarh where a camp was established especially to interrogate and sort out their postings/release.
- (d) Sending various reports and returns direct to all concerned including Army Headquarters and All India Radio, to enable them to make an announcement about the number of personnel repatriated.

## ROUTE FROM FOOT HILLS TO BUMLA

Repatriates were to be transported on the only route that was available from Tawang to Foot Hills via Chako. This was a class 5 road barely fit for 1 Ton traffic. Road from Foot Hills to Dirang Dzong was fairly good to the standards of those days. Roads can generally be described as under :—

- (a) *Foot Hills to Eagle's Nest*. Steep climb, narrow and winding to the height of 9000 feet.
- (b) *Eagle's Nest to Tenga Valley*. A drop to 5000 feet. Tenga River had to be crossed by a very narrow bridge.
- (c) *Tenga to Bomdilla*. A short distance but steep climb upto 9000 feet.
- (d) *Bomdilla to Dirang Dzong*. A drop to 4000 feet.
- (e) *Dirang Dzong to Senge Dzong*. Again a steep climb to 10000 feet.
- (f) *Senge Dzong to Sela*. A very steep climb over a desolate mountain to a height of 13550 feet.
- (g) *Sela to Jung Via Nuranang*. Vertical drop to 6500 feet.
- (h) *Jung to Towang*. Short distance but a steep climb to 9200 feet. Very bad road.
- (j) *Towang to Bumla*. This was an old trade route to Tibet. Chinese constructed a corduroy road with wooden logs when they withdrew in November/December 1962 for carrying the captured vehicles and earth moving equipment, both of the Army and the Border Roads. The distance is only about 25 KM. Bumla is at a height of 14000 feet, snow covered and bitterly cold even in May. The area is barren and rocky after the tree line at Pankantang Tso.

Based on the analysis of road condition, the entire stretch was divided into three parts, each part was to be covered by a sizeable convoy in a day. These stretches had no relevance to distance because of their condition. They were as under :—

- (a) *Bumla to Towang*. No road was available. It was decided that repatriates would march the distance in snow, slush and mud. Jeepable road was made with engineer assistance. Engineer Road clearance parties were kept to clear snow.
- (b) *Towang to Jung*. It is approximately 40 KM but the road was so bad that this portion was to be traversed in a day's journey. In reality a convoy of 100 x 1 Ton used to take about 12 hours to traverse this distance.
- (c) *Jung to Dirang Dzong*. One day journey.
- (d) *Dirang to Foot Hills*. One day journey.

#### RECEPTION CAMPS

Based on the road stretches that could be traversed by a convoy in a day, reception camps were located as under :—

- (a) *Towang Camp*. This was the first camp where repatriates were to be brought immediately after they were received by the Indian Red Cross representative at Bumla. The repatriates had to generally march this distance to Towang. This camp had to cater for the following :—
  - (i) *Tents*. Sufficient tented accommodation was created to accommodate the repatriates for over night stay.
  - (ii) *Ration*. Complete rations were catered for.
  - (iii) *Medical*. Immediate medical attention was catered for.
  - (iv) *Bedding and Blankets*. For about 600 personnel.
  - (v) *Indian Army Uniforms*. Shirts, trousers, socks, PT shoes, cap FS, towels and some other items were stocked. Repatriates on arrival were clothed in Chinese dress which consisted of warm padded coat and trousers.
  - (vi) *Refueling facilities*.
- (b) *Jung Camp*. This was manned by approximately two companies of an infantry battalion. This camp was to cater for transit facilities only. This included tented accommodation, feeding arrangements and medical facilities.
- (c) *Dirang Camp*. Based on the same as Jung Camp.
- (d) *Foot Hill Camp*. This was the main camp where the repatriates were looked after in the best possible manner. This was manned by one of the infantry brigades with certain additional troops. This camp catered for the following ;—

- (i) Comfortable tented accommodation was provided according to rank and category.
- (ii) *Cook Houses and Dining Halls.* Nicely done up camp cook houses and dining halls were erected on adhoc basis.
- (iii) *Medical Facilities.* Fully provided.
- (iv) *Clothing.* Repatriates were given some clothing at Towang. Whatever could not be provided was given at this location.
- (v) *Postal Facilities.* Postal facilities including despatch of telegrams was arranged. This worked even at nights.
- (vi) *Barber.* All repatriates were given a nice hair cut in the Indian Army fashion.
- (vii) *Washerman.* Washing facilities were arranged.
- (viii) *Documentation.* Certain amount of documentation was done here before repatriates were sent to Ramgarh camp.
- (ix) *Bathing.* Bath rooms were erected where hot water facilities were arranged.

#### ARTICLES OF CHINESE ORIGIN

Almost all PW were wearing Chinese padded garments. In addition each individual was given a present or two by the Chinese. All the repatriates were carrying these articles with them. Range of these articles included the following :—

- (a) Books on Mao's thoughts and other subjects on warfare and politics.
- (b) Fountain pens of varying pattern.
- (c) Beautiful silk covered albums.
- (d) Silken scarves.
- (e) Scenarios of China woven on silk.
- (f) Woollen articles.
- (g) Beautiful engraved Jewel boxes.
- (h) Cigarette case cum lighters.
- (j) Chocolates and toffees.

The question arose whether these articles should be kept by the repatriates or to take away every thing of Chinese origin from them so that they do not have any association with them. The General Officer Commanding decided that the repatriates should be asked to discard everything of Chinese origin and this was implemented. This created a huge dump. Most of these items were burnt.

#### DISPOSAL OF DEAD REPATRIATES

The Chinese appeared to be very meticulous in the preservation of ashes, documentation of the dead and return of urns and wooden boxes containing ashes of the dead. A few wooden boxes, approximately of the size of a jewel box, beautifully done up, containing the ashes of men who had died in PW camps were also handed over to the Red Cross representative with all particulars. This I thought was a very good gesture on their part.

#### PATTERN OF RETURN OF REPATRIATES

Brig JP Dalvi in his book "Himalayan Blunder" has stated that the Chinese were well prepared for the after-effects of their action in 1962. In these, they had positioned blue padded suits, bedding and essential clothing. The General Staff was responsible for forecasting the number of prisoners likely to be captured, as they were in the best position to know the scope of battle. The size of the camps was a clear indication that they were anticipating a big event. This shows that appreciations about prisoners of war was very well done.

#### INDIAN RED CROSS SOCIETY

Indian Red Cross Society was responsible to detail a representative to go to Bumla for receiving the prisoners. This, in reality, created lot of problems. One of the representatives who came to receive the first batch could not withstand the weather at Bumla and actually wanted a change of venue eg Hong Kong and so on. The problem was solved by appointing local Red Cross representative who could withstand the climate. Innumerable number of signals and telephone calls were exchanged on this account.

This representative had to sign certain documents before repatriates were taken over. This handing/taking over ceremony was done in a military fashion by the Chinese. Generally this was done at about 0900 hours on the day of taking over. Our representative had to reach in time. No other person was allowed to cross the Chinese check post.

#### TRANSPORT AND ORGANISATION FOR RECEPTION

On receipt of instructions from Corps Headquarters, the Divisional Headquarters at Missamari drew up elaborate organisational structure for the various camps already described. The greatest handicap for this arrangement was transport, for stocking the various camps to cater for administrative personnel of the camp, drivers who had to pass through the camp and the repatriates.

The road was barely fit for 1 Ton vehicles traffic. The allotment of second line transport was not sufficient. Therefore, it was decided to pool in first line 1 Ton vehicles also. A total of approximately 400 x 1 Ton vehicles were collected and were divided into three lots because of the road capacity.

The few days which were available, before the first batch was to be repatriated, were fully utilized for the despatch of administrative personnel for various camps and stocking of various items. A convoy of 125 x 1 Ton vehicles was sent up every day. It used to take three days for the convoy to reach Towang. Returning convoy used to come down on the fourth day from Towang. Seventh day was a maintenance day and again on the eighth day the first convoy used to leave Foot Hills for Towang.

The convoys which started in April 1963 continued like this till about the first week of June 1963. By then all the repatriates were brought to the Camp at Foot Hills.

As ill luck would have it the Tenga Bridge was damaged due to floods in the middle of June and was closed for all traffic. Some of the camp personnel and vehicles remained on the other side of Tenga. A few men crossed the Tenga River over pine logs which were placed across the river for crossing.

ASC drivers who were fully geared to this sort of driving, used to take anything up to 12 hours in a 1 Ton vehicle. Convoys moved as per schedule. There were breakdowns and accidents. Some vehicles did go down the hills. Luckily none of the vehicles in which the repatriates were brought met with any accident or went down the slope.

#### RECOVERY

In early 1963 it was decided that Bomdila Garrison would be stocked for 30 days or so for 5000 troops. The convoys were operating upto Bomdila. When the problem of repatriates arose, the area of operations of convoys went upto Towang. In order to cope up with the breakdowns and recovery, it was decided to position EME detachments at every 10 or 15 KM alongwith Border Road Organisation detachments all along the route upto Towang. Strange enough, the resources were such that this task was given to one field workshop company with augmented personnel and equipment to man all the detachments right from Tezpur to Towang.

## GIFT STORES

Gift stores for the repatriates were issued by the Red Cross Society and certain other social organisations. It was heartening to see the innumerable gift items that were received for issue to the repatriates. Besides some attractive gift articles, there were eatables and items of clothing to suffice 300 repatriates only. Therefore these were distributed on selective basis. Red Cross Society from Austria had also given some gift packets which had items of toilet and other useful things. A packet was given to each officer. All these gift items were directly handled by the Divisional Headquarters and issued to Foot Hills Camp only.

## WORD FROM REPATRIATES

Although no one was to interrogate the personnel at Foot Hills camp or enroute from Bumla to Foot Hills, still lot of information was collected in informal conversation with known personnel. The impression given by the repatriates was that the Chinese treated them well, looked after the medical comforts and gave them the same food which they themselves ate. A day before they were released PW were taken around Lhasa for sight seeing. Before leaving they were given proper clothes and a decent shave. Their accommodation was bit inferior. 15-20 persons were to share a small room and all used to sleep on floor with hay as their mattress. There was no lighting arrangement in these wooden cubicles.

The repatriates were of course subjected to brain washing and indoctrination. However, it was found that it did not have any effect on almost 99 percent of our men. This really shows the stern will power of the Indian Army personnel.

## TRAIN JOURNEY

Repatriates were kept for a few days at the Foot Hills camp and from there they were despatched by train to Ramgarh camp. All these arrangements were made by the Divisional Headquarters.

## STAFF WORK

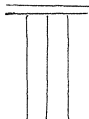
During this period, the staff at Divisional Headquarters worked day and night. It is reckoned that about 1500 signals were sent in those six weeks. Every thing was on 'Op Immediate' basis. Flash signals were given when the crises of Red Cross Representative cropped up. Emergency signals were also given to intimate the number of repatriates received, so as to enable All India Radio to broadcast. Telephone calls were innumerable.

The camps were visited regularly to solve problems on the spot. Foot Hills camp was visited by all important persons in that area. Many explanations were given by junior staff for even minor lapses. It was done on more than on operational footing. Many procedures for issue of clothing, ration and POL were evolved which were not normal. Bold decisions were taken and sorted out later.

#### CONCLUSION

This was a great experience for the Indian Army especially those who actually suffered and sacrificed their lives for their motherland. Besides many other traits, our Army gave a very good account of discipline, will power, determination and loyalty. The whole episode will be remembered and talked about by all, more so, by those who had lost their near and dear ones ! Prisoners under China gave a good account of themselves and did not succumb to the brain washing of the Chinese.

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# The Roof is Still Leaking

(The Works Services' Lament)

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## PREAMBLE

Precisely ten years ago, the Journal carried an article under the caption 'The Roof is Leaking', which was an attempt to remove certain misconceptions which then existed in the mind of the average Service officer regarding the Military Engineering Services. Although many more new cantonments have since been built, and the old ones renovated with some magnificent new structures, it is observed that the old misconceptions still prevail, if anything, now even more so. It is tragic that even after 30 years of our independence, the MES officer is placed in a position, where he is still in search of an identity of his own. This paper is a result of a series of discussions the author has since had for an extended period of time with the various commanders and officers of the General Staff, and the ground executives of the Works Services. It is realised that, many of the things mentioned herein will not be palatable to the new generation of commanders and staff, but nevertheless it has to be said, even at the expense of repeating some of the observations which have been said before, but still persist.

It has become a common practice in the Services today, that whenever any commander or staff officer goes out on his inspections, he invariably has something to say about the MES work in the station or the units visited. Recently there has been such a spate of private house building activity by individual officers, that overnight each one of them seems to have become an engineer, and thinks, that he knows more about building construction than the experts in the Works Services. In this respect most Service Officers still regard the MES as a lucrative "Money Earning Service", where officers of the Corps of Engineers are sent before retirement for supplementing their retiring pension, and having a good and easy time doing it. It would not have mattered if the case just rested there, but when this view, not so long ago has also been voiced openly by a COAS at one of the Chief Engineers' conferences, then it is time the MES sat up and took cognizance of it. In this respect, it must either accept the charge, or fight it, but on no account must it be allowed to simmer, as it appears to be doing at the moment.

Now let us see what are the general criticisms normally levelled against the MES. It is accused mainly of three things, viz—

- a) Delays in execution of works,
- b) Bad workmanship, and
- c) Corruption.

It is proposed to examine each one of these in some detail.

#### DELAYS IN EXECUTION OF WORKS

**F**IRSTLY, there seems to be a feeling, that works executed by the MES are usually slow and take a long time to complete. In this respect most commanders think that once the Administrative approval is given they should expect to see the first brick laid on the ground the very next day. Little is it realised that, the actual construction takes comparatively very little time, but that the maximum time and effort have to be devoted to the 'back room' planning, that goes on continually in the contract and drawing offices in respect of both the pre and post administrative approval stages.

Secondly, in MES type of contracting, although time has always been the essence of contract, however on the ground, this is not always so, and extension of time seems to be the order of the day and not the exception. The reasons for this are many, and although to some extent, this can be attributable to departmental lapses, to a large extent, most of the delays are due to interference, and more so indecision, on the part of the users. Engineering planning is specialised work which can only be undertaken by experts. Users have an important part to play in the correct zoning of units in order to facilitate administration and training. In this they must have their full say, but any tendency on their part to dictate on the technical aspects of planning, can only result in delay and infructuous work. In this respect there are several factors that materially affect and retard the progress of construction. To name a few—

- a) difficulty in accommodating the changing requirements of users at different stages of planning, and obtaining their concurrence to plans based on them
- b) the tendency on the part of users to infringe on the principles of good and sound engineering planning although this is done with the best of intentions. However, as already stated, engineering planning is specialised work and therefore best left to trained planners

- c) fixations in the minds of users which are insisted upon even when not supported by engineers, medicals and other experts
- d) time taken by the staff to make available Q briefs including vetted strengths
- e) Q Staff are usually unable to furnish accommodation statements and the groupings of units for zoning. This invites endless comments and criticisms, necessitating the preparation of great many zonal plans resulting in avoidable delays
- f) each new CO/formation commander wanting to make changes not only in the approved layout plans, but also in the structures already under construction and approved by his predecessor.

In this respect the CPWD have an edge over the MES, as in their case there are no formation commanders, staff or users to interfere in the technical execution of their work, with the result, that very often the CPWD are able to achieve targets which the MES cannot do with the best intentions. It is the users delving in the field of technical engineering planning, that results in maximum delay and infructuous work.

If it can be guaranteed by the Staff, and especially Army HQ, that all projects are planned well in advance with a set pattern and order, and that this pattern will not be disturbed during that financial year, the MES on its part will guarantee, that its planning will also go according to the time schedule laid down. In this respect, it must also be guaranteed, that once the Sitting Board has been held and signed by all concerned, the users must not change even a 'nail' during its execution, except in some unforeseen emergency. If this is guaranteed then, under normal circumstances, the MES will guarantee adhering to the PDCs laid down. What is not realised is, that today the MES is one of the few services in the army, which uses modern management techniques such as CPM, for control of its work. However, any saving of time on the actual of execution works by these methods, is rendered null and void and has no meaning, unless similar techniques are also adopted by Service HQs, who are responsible for processing and sanctioning these works. Thus it will be realised that the real delay is not in the execution of the project on the ground, but in its processing and sanctioning by the Staff.

#### STANDARD OF WORKMANSHIP

It is not unusual for comparison to be made at every stage between the standard of workmanship of the MES and that of the other government agencies viz the PWD, the Railways, and even of private industries. Regarding the former, an extract from the MES Construction Committee Report appointed by the Government some time ago, is reproduced

below. It speaks for itself:—

“We have examined the specifications adopted by the MES particularly from the point of view of cost of construction, and also compared them with the specifications adopted by the CPWD, Railways and non-official organisations. The cost of construction of MES buildings is, by and large, comparable to the cost of construction of similar CPWD and Railway buildings. The buildings constructed by the MES, CPWD and Railways, we found were in some respects particularly structural stability, superior to the buildings put up by some of the non-official organisations. The cost of construction by these three Central Government constructing agencies also compared favourably with the cost of construction of buildings put up by the non-official organisations”.

In connection with the latter, viz private industries, any comparison will only give a false picture. In their case there is very little competitive ‘cheap tendering’ as it is understood in government departments, and there are no government type procedures and dampers with which the MES is faced. The private industry is willing to pay for quick service and superior specification, which the government often tries to get at ‘no cost basis’. By and large however, the standard of finishes of MES construction is as good or bad as the general standard of workmanship, that exists in the country. If after 30 years of independence, we still have to put up with the type of finish and workmanship that goes on the Ambassador or Fiat cars and which today cost nearly five times as more, why should we grumble at the standard of finish attained in buildings constructed by the MES, but at a cost lower than that prevailing in the market.

There is also another factor which often is responsible for some of the poor finishes, namely, the user wanting some unauthorised work done at no cost basis. In this connection we must once and for all realise, that there is no such thing as ‘no cost basis’, as this goes against all canons of economics. It is common sense, that no contractor is going to do any extra work free for ‘patriotic’ reasons or for the ‘love of the country’. Whatever extra work he is made to do without cost, he does so as the expense of poor workmanship and finish of some other work, which the MES executive is then forced to accept. Possibly the ACR of the MES officer being in the hands of the Staff, forces the former to compromise his better technical judgement in order to favour the latter.

Another field of criticism regarding bad workmanship levelled against the MES is in respect of the present shabby appearance of our cantonments. It is not realised that, this is not so much due to non-maintenance of MES buildings, but due to the fact that we have got so

many hired houses in these cantonments which have gradually deteriorated to an extent, that we cannot do anything to improve them without spending a lot of money on them. The present regulations prevent us from spending more than a very limited amount on their maintenance, which is hardly enough to even whitewash them, leave alone carrying out any reasonable maintenance or repairs. It is these buildings which give the cantonment its present appearance and in turn give the MES a bad name.

In the days of the British, the cantonment was the best area in the town and was maintained in ship-shape condition. Today, it is the reverse. In fact there is a standing joke going round in civil circles, that in this space era if one wishes to see a 'thunder-box' or an 'open drain', he can only do so in military cantonments, as this is the only area in any city today that does not have modern sanitation. In this respect, it is pertinent to point out that even in the capital of the country, right under the very nose of Army HQ, there still exist two Service messes near India Gate which do not have water borne sanitation. There also exists a senior officers' palace known as 'Sangli Mess', the likes of which is not seen in any of the cantonments in India. Surely therefore the MES cannot be held responsible for the state of affairs in our cantonments.

#### CORRUPTION

Of late it has become fashionable to state that, corruption in the MES is mainly due to contract work. However it has never been made clear, how a corrupt official will all of a sudden become honest, if instead of supervising the contractor's work, he is made to supervise the work being carried out by labour employed by him direct. If anything experience has shown that the opposite is more correct. Today, there are more audit requirements and stricter regulations governing the employment of departmental labour than for works carried out by contract. Many claims have been made in recent years with regard to the cost of work done departmentally vis-a-vis that carried out by contract. The former often claims of its economy with little in the way of the facts to back them up. This is not true of the contractor. He cannot remain in business very long if he did not know what were the actual costs of his business. To our knowledge, there never has been made a detailed and certified analysis of departmental work, not even in the Border Roads Organisation, yet the myth persists.

Perhaps it would not be out of place here to compare statistics of cases of corruption existing in other arms and services with that of the MES. One such random survey taken from a Command HQ about five years ago is shown at Appendix 'A'. Only those cases which are

common with the MES are shown therein, and the purely military offences have been omitted. From this it will immediately be apparent, that no other arm or service is in a position to render any advice on corruption to the MES. The fact that the MES features only sixth on the list in spite of the fact that when compared to the other Services, it has the maximum opportunities for corruption, and is continually exposed to maximum temptation by handling large sums of money directly with civil contractors, speaks very highly of the integrity of the Works Services.

If the MES has been dubbed as corrupt, it is because the other arms and services have really made it appear to be so. It invariably starts with the GE being asked to do some unauthorised work, and which he can only execute by *'misappropriating' funds allotted for some authorised work*. This is especially so in respect of maintenance. In many cases, maintenance money is being spent on items where a special repair work should have been sanctioned. In this respect, the GE is pressurised in frittering away his maintenance allotment on works which warrant special repairs, and for which a proper work has got to be sanctioned in the normal manner, but which the formation commander however is reluctant to do so, thus leaving little money for authorised maintenance. The question is often asked as to why the MES officer can't say 'No' to execute an unauthorised work. The answer to that, I believe, lies in the fallacy of the existing appraisal system, the ACR.

As far as the appraisal system is concerned, the MES officer is subjected to two sets of reports—one from his so called administrative boss, and the other from his correct technical superior. Whereas the former is supposed to report on his administrative ability and military leadership, his technical boss is required to comment only on his technical ability, thus giving an impression that the two things are quite distinct and separate. Little is it realised, that in the case of a MES officer, the term 'administration' implies administration of contracts, administration of funds, administration of labour and stores, and the administration of various other activities connected with any construction project. The term 'administration' is not just confined to the physical running of the GE's own small office. The formation commander can only comment on the latter, as he neither has the knowledge nor the insight to comment on the former. Similarly the term 'leadership' and 'initiative' should apply to the MES executive's ability in progressing of works which requires all the normal qualities of leadership expected of a military officer, but with which the formation commander never comes into contact. Thus the only officer who can correctly assess the MES officers' administrative and leadership qualities is his technical superior with whom he comes into contact 90% of his time, and not the formation commander who only knows him superficially and that too perhaps 'socially'.

It is for the above reason that it has almost become proverbial, namely, that if a GE gets a smashing report from the formation commander, specially in respect of him being 'extremely co-operative', it is more than likely that nine times out of ten the GE has gone out of his way to please his administrative boss, by carrying out some unauthorised work at the expense of his normal and correct technical functions. On the other hand, if a MES officer is dubbed 'not cooperative' by his formation commander, one can almost take it for granted, that he is a strong GE who has the courage to say 'No' to distemper the commander's house, or put up a chicken run in the AQ's garden, or to carry out modifications and maintenance of a PSO's residence in New Delhi, which is a CPWD jurisdiction. Thus the poor MES executive always gets it broadside from both directions, and in the bargain is dubbed corrupt. However, if and when there is an audit objection or a CBI enquiry into this, the MES officer is invariably left to hold the baby. Not one commander has ever been known to stand by his MES officer and say 'Yes, I gave him the order to execute this unauthorised work'.

#### CONCLUSION

For whatever reason it may be, today, the Work Services are deliberately being made a laughing stock and butt of ridicule in the eyes of all concerned. Instead of being a 'Service', the MES today has come to be regarded as a 'Servant' to be bullied, ordered about, and criticised by all the users and the staff, without giving it a chance to retaliate. In this respect the position has reached a stage where the Staff and the users have now been asked to give decisions even on technical matters such as whether a particular work is properly constructed or if it is sub-standard, and even whether MES officers can be given accommodation in their own Inspection Bungalows, which were created specifically for the subordinate staff of the Works Services.

In this respect what is not understood is why of all the other services in the Army, the MES alone has been singled out for this continuous target of criticism. We never see letters criticising the quality of grain supplied by the ASC and the delays which take place at the Supply Depots, nor the fact that a number of units are without their full quota of mosquito nets, boots and other common user items supplied by the Ordnance, nor is any question ever being asked regarding the large number of vehicles which continually break down for one reason or the other after having returned from the EME workshops.

All the above failings on the part of the other services are considered routine, and go unnoticed; however if there is the slightest delay or defect in any building work, then this is made much of and the Works Services criticised severely at all levels. We can understand an individual GE's or a CWE's or even a Zonal CE's formation where works are being delayed or are sub-standard.

However, when this is generalised for the entire Works Services in the army, it does not appear logical and shows complete ignorance as to how the Works Services function. By such criticisms, an impression seems to have been created, that the MES is not part and parcel of the army organisation, and that it functions separately from it. We hope it is realised that we are all on the same side fighting a common external enemy. These sort of criticisms only make us feel that the MES and the Staff are on opposite sides.

It must be appreciated that, any government department or organisation is as efficient, industrious and honest, as any other government department in the country. The monopoly of being a 'superior' or 'inferior' service is not confined to any one individual organisation. The commander who orders an unauthorised work is as dishonest as the MES executive who accepts a bribe. The technical mistakes made by the GE on the ground are much less serious than the blunders committed by commanders either on the battlefield or even during training. However, whereas the former remains on the ground for all posterity to see, the latter is buried in graves or in exercise papers. Again whereas the former loss is stated in terms of money, the latter occurs in terms of loss of lives. But nevertheless, it is always the former, that is highlighted and made an issue of by the Services in general, and the Public Accounts Committee in particular. The mistakes done on the battlefield and in training are forgotten under the guise of the so called 'fog of war'. For the same reason, the poor finish workmanship and delays attributed to the MES, are in no way different from the present standard of finish that we see in the GS operational order, or a staff paper, or the skill we notice in the use of our armaments, or the maintenance of our equipment, or the delays that occur in putting a simple trunk call through.

It will go a long way if a little encouragement is given to this much maligned Service, so that the reputation and *izzat* of the works executive on the ground is once again restored and put on an equal footing with that of the Staff. The MES must be made to feel, that they and the Staff are equal partners in this huge task of construction. The present 'Servant' and 'Master' attitude is not conducive either to its good morale or its efficient functioning, and will only force the MES to take up a case for it to be placed directly under the Ministry of Defence, away from any Staff/users interference in its day-to-day working, and where possibly the human dignity of its members will be more respected.

In the ultimate analysis, to quote an old cliché, it can be said that —

The Nation gets the Government it deserves,  
The Government gets the Army it deserves,  
The Army gets the Works Services it deserves,  
no more, no less.

## Appendix 'A'

FRAUD AND MISAPPROPRIATION CASES  
(Random Survey of a Command)

S. No.	Office	AC	SIGS	ORD	MED	EME	MES	ARTY	INF	ASC	Total
1.	Fraud	—	—	2	1	—	3	1	1	3	11
2.	Theft of Govt property or money	3	6	5	3	13	9	11	23	34	107
3.	Dishonestly misappropriating Govt property/money	—	1	1	2	—	4	—	2	11	21
4.	Falsifying official documents	—	—	—	—	—	—	4	—	—	4
5.	Dishonestly receiving/retaining Govt property	—	—	—	—	—	—	1	1	1	3
6.	Dishonestly misappropriating property belonging to military institution	—	—	—	—	1	—	—	—	1	2
7.	Attempting to obtain for himself an advantage by using false entry in official documents	—	—	—	1	—	—	—	—	—	1
8.	Unauthorized or improper possession of Govt. property/money	—	—	—	3	—	—	—	3	—	6
9.	Dishonestly receiving/retaining stolen property	—	—	—	—	—	—	—	—	1	1
TOTAL		3	7	8	10	14	16	17	30	51	156

# Artillery Support—Emphasis on Concentration

MAJOR GENERAL KS BAJWA

## INTRODUCTION

**E**FFECTIVE artillery support is an essential battle winning factor. The resources of artillery available to our formations, both integral and in the reinforcing role, are not liberal. The constraints imposed by the need for economy, availability of suitable equipment and the available manpower ceiling, limit the raising of additional resources. Even with the constant review of teeth to tail ratio and elimination of non-essential utilisation of resources, only very selective augmentation of artillery is feasible.

Within our limitations, we must try to achieve more decisive concentration of artillery fire by improving upon our concepts and techniques for maximum utilisation of our available resources. One way of doing it would be to introduce sophisticated electronic equipment, which would enhance the flexibility and scope of employment of our current artillery pieces. Such equipments besides being costly are not readily available. Consequently, introduction of such equipments will have to await indigenous development. In the meanwhile, the thrust of our effort should be directed to enhance as well as exploit to the maximum the existing flexibility of artillery for a more decisive contribution to success in battle. There is considerable scope to improve upon the techniques of movement, deployment, target acquisition, data processing, transmission of data, signal communications and ammunition supply. Better timings thus achieved will enable us to concentrate our existing resources in turn for different tasks within the parameters of time and space imposed by tactical requirements.

In the mountains, while the problems for providing adequate artillery support are considerable, the scope for concentrating any significant artillery resources is limited. Moreover, decisive fighting will inevitably take place in the plains to which the bulk of the artillery resources will

be committed. Consequently, the present consideration of the problem will be largely confined to operations in the plains.

In the background of what has been stated above, aim of this article is :—

- (a) to examine the existing concepts, organisations and techniques of employment of artillery with a view to utilise to the maximum our present resources for achieving decisive concentration of fire support in battle, in operations in the plains.
- (b) to suggest the thrust of future development, including sophistication of equipment with the above end in view.

#### TACTICAL CONSIDERATIONS

##### GENERAL

For an operational task of any significance, the artillery resources organic to a division are invariably required to be augmented. Our current resources of reinforcing artillery are not only rather thin, but also lacking in balance. For instance, there is little or no reinforcing field artillery. Equally, the current field artillery equipments have a limited range. Consequently, movement and redeployment of artillery during battle must be our accepted concept. Experience has shown that the inter-formation movements of guns in time in battle, is generally difficult due to the reticence of formation commanders to release artillery allotted to them. This is largely due to the lack of a proper assessment of the enemy's residual capability to launch fresh offensive initiatives, and their location, magnitude and timing; the latter being a vital factor, as the time taken for a fresh thrust to become effective, would decide whether we can redeploy our artillery to deal with fresh thrusts with maximum effect in turn. It is vital that such assessments are constantly made at Corps, Command and Army Headquarters when the battle is joined, and issued to lower formation commanders. The likely redeployment pattern of artillery should also be forecast and disseminated.

For movement and redeployment of artillery, the problems related to both space and time have to be tackled. In order to delineate these problems, we will first spell out our tactical requirements in both defensive and offensive operations.

##### DEFENSIVE OPERATIONS

In the Western theatre, where most of our decisive operations in the plains may take place, the defences of opposing forces are based on a series of continuous obstacle systems running parallel and very close to

each other. Since the cantonments and support bases of the potential enemy lie fairly close to the border, there will be little warning before the decisive battle is joined on our main defences. The potential aggressor, by virtue of the availability of a fairly good network of surface communications to the international border, has a wide choice of thrust lines. The significant aspects of these factors are as under :—

- (a) Our formations which are inevitably holding fairly wide frontages have to initially adopt a well balanced fire support posture throughout. For this we need a sound mix of long, medium and short range weapon systems, backed up by a flexible system of command and control and ammunition supply.
- (b) Since there will be very little time available to subject the enemy to the desired degree of attrition by fire, we need more than the normal weight of artillery support.
- (c) While the enemy may try to close up with our obstacle system on a wide frontage, he can attempt only a limited number of credible crossings of the obstacle. We must develop the capability to identify the critical thrust lines fairly early and concentrate maximum artillery fire on to them. This puts a high premium on acquisition of information, fail-safe signal communications, a flexible command and control and speed in movement and redeployment.
- (d) Initial attack across a ditch-cum-bund obstacle system will invariably be carried out by infantry, which is most vulnerable when approaching as well as crossing the obstacle. However, the obstacle system by virtue of its construction, tends to dissipate the fire of guns but the Mortar fire is most effective under these conditions.

The above considerations clearly spell out that, for our defensive posture, we need to cover nearly the whole wide frontage of the obstacle system with an adequate weight of artillery fire, a heavy volume of which should be capable of being concentrated quickly at critical points. Whereas, a compact divisional defended sector could be supported by one or two fire bases, under the above circumstances a fire base, and sometimes more than one, is needed to support each of the holding brigades. It must be conceded without much argument that our current artillery resources generally earmarked for defensive operations do not adequately measure up to the requirements. We have already emphasised the constraints of economy. Taking all factors into account, following concept for providing artillery support may be adopted :—

- (a) A series of fire bases for occupation by field and medium artillery giving weightage in allotment to such thrust lines as can be assessed as more likely, or which lead to vital objectives behind our defences. While a proportion of field and medium artillery is permanently assigned to the fire bases, the remainder should be earmarked for reinforcing other fire bases within the Corps Zone as

the enemy thrust lines become apparent. A well thought out plan for this movement and redeployment must be made, laid down in orders and practised.

(b) Employment of light batteries to provide the basic framework of artillery fire on and ahead of the obstacle. Mortars and their ammunition have the advantage of being produced indigenously and cheaply. Since these light batteries will not be required to manoeuvre to any extent, their organisation can be on a reduced scale as compared to the current light batteries.

It emerges from the above, that the most important aspect in the handling of artillery is the command of artillery and its movement for redeployment, so that maximum fire support is available at the decisive points at the correct time. The present system of assigning multiple functions of command; rendering continuous advice; fire direction and control, and control of movement, redeployment and build up of artillery resources to artillery commanders and their staffs at respective levels is considered unsatisfactory. Invariably in battle, the artillery commanders have to stay in their role of advisers. Their headquarters are fully occupied with the staff duties of fire production, direction and control. The vital aspect of forward planning and execution of artillery movement, deployment and build up does not receive adequate attention. The considerable flexibility of artillery is thereby not fully exploited. While artillery commanders must stay close to the tactical commanders, as otherwise artillery thinking and planning may not be in step with the tactical requirements, there is need to create a fairly well defined build up organisation. In order to avoid any dichotomy, the current commanders at respective levels must retain the overall direction and responsibility. The following pattern of organisation is suggested:—

- (a) A build up cell under a Colonel with suitable staff as part of the Headquarters artillery brigade in a division.
- (b) In a Corps, each Headquarters independent artillery brigade should be redesigned to provide one or two fire direction centres and a fully geared up build up control organisation. Consequent to this, there will be no requirement for the HQ Corps Artillery Brigade to undertake any fire direction and its organisation could be suitably modified. In the mountains, where the quantum of artillery available is limited, and the connected problems are of a lower magnitude or do not lie in very narrow time parameters, the creation of a build up cell in the HQ Corps Arty Bde, out of its existing resources would suffice.
- (c) Where the quantum of artillery support in a battle is of the level of four or more artillery brigades, the current organisation as well as the recommendations made above will require further augmentation. It may well be necessary to introduce a controlling higher headquarters to plan, direct and command execution of artillery plans and control artillery support.

*Ammunition.* It has been pointed out that consequent to the limited time available for inflicting adequate attrition on the aggressor and the dissipating effect of the ditch-cum-bund obstacles, additional weightage in the allotment of ammunition is necessary. Equally, a higher scale on a per gun basis is needed to make up for the insufficiency of artillery units. We, therefore, need to review and revise upwards our overall allotment of ammunition to the holding formations. Ammunition does not have the same flexibility as the gun. Once positioned/dumped it is difficult to shift to another location in a hurry. Also, large dumps are difficult to protect and conceal. While it is not desirable to increase the first line scales, and some additional ammunition can be dumped during the warning period at the designated fire bases, a fair proportion must be held in central dumps within the holding divisions as well as in the Corps Zone. We need to provide greater flexibility to ammunition so held, by adopting better and mechanical techniques or handling and transportation. Manpower for handling of ammunition both at the ammunition dumps and the gun positions is always at a premium. Moreover, the digging down of the ammunition held for a period in the gun areas further strains the limited manpower available. The alternative suggested is dispersion in smaller quantities with limited digging. The following measures are recommended : —

- (a) Carriage of ammunition in packs with removable small low inflation rubber tyred wheels. These will permit speedier handling and easy dispersion in the gun area.
- (b) Provision of trailers specially designed to carry ammunition packs.
- (c) Authorisation of a haulage tractor in each battery gun position for movement of ammunition packs in the gun area.
- (d) Introduction of fork lift trucks for the loading and unloading of the heavy categories of ammunition from Kraz vehicles.

#### OFFENSIVE OPERATIONS

Offensive operations may be undertaken in pursuance of own initiative or as a counter to enemy aggression. Fresh offensive operations may also be launched in the course of offensive-defensive operations. In all cases the problems of providing decisive artillery support are similar, though these may differ in scope and magnitude under different sets of tactical situations. For ease of consideration, a counter-offensive by a corps on a two divisional frontage, with an armour and two to three infantry divisions, through a holding corps is assumed. In the event, the artillery available will be about two artillery brigades of the holding corps, about two independent artillery brigades and three plus artillery

brigades of the Corps undertaking the offensive operations. It can be further assumed that the latter artillery would also be deployed for the initial defensive battle. The holding corps would still require considerable artillery support for containing the enemy thrusts and to prevent him from carrying out readjustments, thereby recreating adequate reserves. Inevitably, there would be considerable resistance to the redeployment of artillery for the counter-offensive. Defence requirements must, therefore, be very carefully, assessed, and a lower concentration of guns compensated with an enhanced weightage of ammunition, accepted. Maximum artillery must be redeployed primarily for the offensive task, even if the planned thrusts lie close on the flanks of the contained enemy ingresses. However, four to five plus artillery brigades are likely to be available to support the two divisional offensive which is considered inadequate against the prepared enemy defences that would be encountered. Besides the eventual augmentation of our artillery resources, inter corps redeployment of artillery must also be considered.

Artillery can be released for redeployment possibly one or two nights before the projected launching of the counter-offensive. This will impose very tight parameters of time for movement, redeployment, build up of resources and preparation for engagement. The requirement of achieving tactical surprise would place severe limitations on the intensity of preparations in the gun areas to support the planned offensive. Consequently, there is a requirement to plan well ahead and spread preparations over a period of time, fitting them into an overall deception plan. It will be of self-delusion to expect these anticipatory preparations from various artillery headquarters of formations engaged in the battle, or of the reserve formations who may well be sucked in for reinforcements. Even the reorganised headquarters independent artillery brigade suggested above would not be adequate for this role. Raising of artillery divisional headquarters to plan, coordinate and execute artillery support for offensive operations is recommended. Once accepted in principle, the organisation, role and delineation of responsibility vis-a-vis the Commander Corps Artillery can be formulated.

*Initial Support.* Depending upon the support that can be provided by the artillery of holding formations, we should aim at concentrating four to six artillery brigades to support the initial break in, which would invariably be the crossing of the canal/ditch-cum-bund obstacle system. Of these, three to four artillery brigades may be deployed in one gun area. As stated above, the bulk of the deployment and build up will invariably take place on two nights prior to the D Day. This will create a large number of problems of which the significant ones are considered below :—

(a) *Control of build-up.* Artillery build up will have to be dovetailed into the movement and build up of the attacking formations; including armour, earmarked for the initial break-in, as well as designated for the break-out. This is a complex and gigantic problem, which can be tackled only by deploying a well conceived control organisation and a strictly enforced sound movement plan. Artillery formations must be very closely associated with the planning and execution of this build up.

(b) *Activity Control.* A wide variety of preparations are essential for pre-battle deployment of the attacking formations. Activities in artillery gun areas would be reconnaissance and some of the technical preparations for engagement, improvement of tracks, laying of lines, dumping of ammunition and digging of gun pits. If surprise is to be maintained, all this activity must be rigidly controlled. A well-staffed control and policing system must be set up in the gun areas right from the outset.

(c) *Digging.* Digging of gun pits and ammunition pits takes considerable effort. While it can generally only be done at night, proper concealment and camouflage is vital. Nevertheless, with improved means of detection from the air there is considerable potential for endangering surprise. Digging should normally be resorted to only the night previous to D Day.

(d) *Line Laying.* Inter Command Post line communication, though effort consuming to lay and maintain, is essential to speed up passage of technical information and other preparations.

(e) *Target acquisition and Data Processing.* Most of the target acquisition for the attack must be completed well in advance with the assistance of the holding formation. A constant process of review and confirmation must be instituted so that completed target lists can be handed over to reconnaissance parties immediately on arrival if not earlier.

*Support During and after the Break In.* In view of the proximity of enemy defences likely to be encountered during the break-in, it will be rarely necessary to carry out a major step up of artillery initially deployed. The move forward of artillery would be necessary to keep pace with the anticipated depth of penetration as the break out commences. At all times this is a difficult operation. Sound anticipatory planning, detailed coordination, early movement of reconnaissance parties, good movement training, speed in deployment and a reliable build up control organisation, deployed from the outset, would be necessary. The availability of an artillery divisional headquarters would ensure adequate build up artillery as the operation progresses. As the operations become fluid, self propelled artillery and medium guns will be the mainstay of the support. Depending upon the air situation and own available air defence, the movement of artillery by day, particularly medium guns, will need to be regulated. Supply forward of ammunition

will be a major problem. Dumping forward of any significant quantity of ammunition would neither be feasible nor desirable. The move forward of a number of short serials of about ten vehicles in a continuous chain is suggested. Use of container packs and fork lift trucks as suggested earlier, and tail to tail transfer to artillery ammunition vehicles would be profitable. Measures to speed up technical preparations, such as survey, target acquisition and dissemination of data, would increase our capability for achieving more effective concentration of artillery.

#### TECHNICAL CONSIDERATIONS

*Observation and Target Acquisition.* Our resources of observation and target acquisition are both limited and time consuming. In defence, generally the observation post parties available are never adequate. To overcome this problem, direction of observed artillery fire should be made a part of the training of every armour and infantry officer. This training should also be given to selected infantry JCOs and NCOs. Equally, closer integration of air observation posts is essential to provide effective observation, particularly during offensive operations. Creation of an Army Aviation Corps equipped with helicopters is an inevitable step. The provision of laser range finders at the observation post would make target acquisition more accurate and save in effective engagement. The introduction of radar surveillance both for normal acquisition as well as location of HBs would also be eventually necessary.

#### SURVEY

Accurate survey is the essence of effective concentration of artillery fire. Our current practices are time consuming and do not allow for speedy switching of artillery. While anticipatory survey of likely artillery deployments must be carried out and is possible, for greater inherent flexibility improved equipments and techniques must be introduced. In the interim period while a comprehensive system is being developed/acquired, introduction of laser range finders and electronic calculators, which are readily available, will considerably speed up survey.

#### DATA PROCESSING

Production of target and fire plan data, its processing and dissemination is time consuming. For instance, target lists, fire plan task tables and charts are manually produced and distributed through DRs/runners. This does not adequately meet the time parameters that the need for maximum concentration of artillery imposes. In the long run,

computerised electronic data processing between command posts must be introduced ; current techniques permit production of compact computers that can be carried in light vehicles. In the interim period, facilities for mechanical production of charts/task tables as well as mechanical transmission over line/radio between command posts should be adopted. A number of indigenously produced equipments/gadgets such as electronic calculators, reproduction machines and on-line typewriters can be suitably adapted for use in the interim period.

*Fire Direction and Control.* At present, the headquarters of an artillery brigade can provide one proper fire direction centre. This does not meet the actual requirement. Both during defensive and offensive operations, there is a need to set up more than one FDC. The adhoc arrangements of using one of the regimental command posts is not satisfactory. It is, therefore, recommended that the headquarters of each of the artillery brigades less the Corps Artillery Brigade should be capable of deploying two FDCs.

*Signal Communications.* Good and reliable signal communications are necessary for exercise of command, fire direction and passage of information from the Observation Posts, and circulation of technical data and fire control at the gun end. Command and control problems and inadequacies of current resources are discussed below :—

(a) *Between Commanders Observation Posts and Guns.* Radio communications between commanders, OPs and guns are fairly satisfactory, except that in certain circumstances the inadequacy of reliable range is felt. Given other essential characteristics, the introduction of radio sets with a longer range or an increase in the range of current sets by using better aeriels and auto relay stations is desirable. Line is time consuming to lay, and with our increasing mechanisation becoming very difficult to maintain. It can, therefore, be treated only as a bonus, and laid when the operational situation permits.

(b) *Gun End.* The passage of fire orders, circulation of technical data and fire control require reliable signal communication between command posts, which can carry a heavy volume of traffic. As stated earlier line communication, including the fire orders line are becoming increasingly difficult to maintain. A command post VHF radio net has been found a reasonably satisfactory alternative, though this cannot be used when radio silence is enforced. There is, however, a limitation to the volume of traffic that can be passed. Consequently, under certain situations when the maintenance of surprise is vital and time available, line must be laid. To meet the requirement at all other times, it is recommended that artillery command posts are linked by radio relay. The introduction of light weight terminals for each artillery command post is considered essential.

(c) *Radio Networks.* The increasing concentration of artillery fire units tends to overload radio communications, thereby either leading to unsatisfactory communications or creation of additional radio nets. Both alternatives are time consuming, and have a bearing on achieving maximum concentration of artillery fire in time.

### CONCLUSION

#### GENERAL

The requirement for more decisive concentration of artillery support in all our operations is undeniable. The constraints of economy, manpower ceiling and availability of equipment make only selective raising of new resources and limited introduction of sophistication feasible. Consequently, the thrust of our immediate development should be to enhance the flexibility and scope of employment of our available artillery resources by improving upon :—

- (a) The command and control of artillery.
- (b) The capacity for movement and deployment.
- (c) Technical aspects to achieve greater accuracy and speed of response.

*Concept.* Our concept for artillery support should be a basic framework and sizeable resources earmarked for reinforcement. By timely redeployment for a series of tasks we could provide decisive support in turn. Inter-formation redeployment should be our accepted practice. To adequately support defences based on ditch-cum-bund obstacles, the raising of additional light batteries with a restricted organisation is suggested ; the equipment can be produced indigenously fairly cheaply. In the attack, we should aim to support each divisional axis with three to four artillery brigades.

*Organisation.* The current artillery formation headquarters at various levels are not adequate to carry on the multiple functions assigned to them. The rendering of continuous advice, control of fire, forward planning and execution of redeployment are generally not compatible in detail. The following are recommended :—

- (a) Raising of artillery divisional headquarters, one each for the Corps earmarked for offensive/counter offensive operations.
- (b) Headquarters of Artillery Brigade with infantry divisions and Headquarters of Independent Artillery Brigades should be redesigned to provide the following functions in addition to their existing functions :—

- (i) To Fire Direction Centres.
- (ii) Headquarters of an artillery brigade with infantry divisions, a build up control cell under a Colonel.
- (iii) Headquarters of Independent Artillery Brigade to organise artillery build up in the Corps Zone in the assigned sector.
- (c) In view of the above recommendations, curtail the functions of the existing Headquarters Corps Artillery Brigade in respect of fire direction and control and movement and deployment.

The measures suggested are for use in the plains in the Western Zone, as speed of deployment and very heavy concentrations of fire would not be possible in the mountainous border areas in the East, due to the constraints imposed by the nature of the terrain and by the poor state of developed surface communications.

In defensive operations, as wide frontages have to be covered, a series of fire bases should be deployed at intervals, each fire base being supported by those on flanks and in depth and in turn providing fire support to them. Mobile fire units could be held at selected places to move speedily to augment these fire bases when the direction of the enemy thrusts become evident.

In the context of ditch-cum-bund type of defences, heavy mortar fire is more effective, and can inexpensively be provided. Additional light batteries raised for this purpose need not be organised with the full scale of transport as at present, as the need for movement of such batteries away from their target areas, ie, the ditch-cum-bund would be minimal.

To enable the build-up of artillery, to be smoothly carried out, each divisional artillery brigade Headquarters in the Western Zone should have an additional build-up cell under a Colonel which would be able to do forward planning and take a large number of the build-up artillery units under command.

The independent artillery brigade under command of Corps Headquarters in the Western Sector should similarly have a build up cell.

Ammunition back up be augmented to cater for the increased concentration of fire necessary. The concept of holding of this increased quantum of ammunition should be reviewed. To facilitate handling, ammunition packs/containers should be introduced together with fork-lift trucks, special ammunition trailers to carry these packs/containers.

and haulage tractors to pull a train of the trailers carrying packs/containers possibly detaching a trailer or so at each battery position visited according to requirements.

For offensive operations, for the break-out through a bridge-head made by a Corps, fire support of possibly three Corps Artilleries, including that of the bridge-head corps may have to be coordinated and concentrated. As the present artillery brigade headquarters cannot handle such large massed artillery fire, there is a need for the introduction of an artillery division headquarters, organised and equipped to handle the large mass of artillery needs. An artillery division headquarters would also be required to handle the large mass of artillery needed to effect a break-in into the main defences of the enemy.

At a later state, in the longer term when our developmental level has eased the constraints at present existing, sophisticated surveillance device, electronic computers, data processing systems, closed television circuits between artillery command posts, and improved radio communications should be introduced.

In effect the short term measures should be tried out and a tactical doctrine evolved. Thereafter, the organisations (and equipment) must be authorised, raised and trained to provide effective artillery support until the long-term measures are in position.

Due to the long lead-time required in the technical development of new weapons and their trials, modifications and issue, the first steps for introducing the long-term measures must start now simultaneously with the introduction of the short-term measures.

## The Story Tellers of India

PC ROY CHAUDHURY

ONE of the dying professions in India is that of the Story-Teller who has had a long and prestigious innings from the days of the Rajas and Sultans, rich Zamindars and Nawabs. They were patronised in royal courts and the assembly of the intellectuals who wanted occasional entertainments. They used to move about in villages and townships and were great favourites of both the children and adults irrespective of age or sex. They were equally respected along with the poets and singers or musicians. They were well versed in the scriptures and their stories. They would put in snatches of songs or trot out references to other well-known tales of valour or religiosity and could spin out their single story for more than two or three hours if needed. They would occasionally stop, have a smoke in the traditional *hukkah* (hubble-bubble), crack a stale joke or two or have a pan (betel leaf) and then resume the trend of the story.

They had a very entertaining voice and they modulated their tone to suit the tempo of the story. They would mimic the rumbling of the cloud or the trot of the horse or the grunt of the particular animal or the rattle of the chariot. While repeating the traditional and time-old moralistic story where the heroine went through innumerable sufferings but ultimately succeeded in reviving her dead husband or child his tone would be plaintive and draw tears from the eyes of the audience and while describing the triumph of virtue his voice would perceptibly change and excite the joy and feelings and would probably draw out a shout of exuberant feelings. For all his trouble for a few hours in a village the storyteller would be paid very little and probably would get some rations if a Brahmin. Usually they were Brahmins but story-tellers from other castes were not unusual.

They usually enjoyed some rent-free gifted lands from the landlord and spent their spare time in studying scriptures and visiting friends and patrons. They were known by various names in different parts of India. In Andhra Pradesh they were called Upadhyas and in Mithils *Bhats* or Pundits, in Bengal as *Kathaks* and in Utkal as *Galpa* or *Kahani Bapas*.

Bengal also had a fond name for them. Very affectionately the old story-tellers were called *Galpa-Dadus* or the grandfathers doling out stories. In Bangla Desh which was once part of Bengal strangely enough such story-tellers were women and called *Alapinis* or the Talkers. Usually they were *Malinis* (the gardeners' wives) and they dealt in flowers and garlands. They had a free access with flowers to any inner apartment of ladies whether in a rich man or a commoner home. While selling their wares they would dole out stories and more women and children would be attracted. Also the young women selling bangles and small titbits needed by women like vermillion or hair-oil were also story-tellers in Bangla Desh.

What were the sources of their fund of stories? The Puranas, Ramayan and Mahabharat, the Jatakas were the traditional sources and the stories had gone through a lot of changes and distortions. But the most entertaining and lavish source were the Folktales which existed in all the regions of India. These Folktales did not know any geographical barriers. Like Wind they did not go a particular direction. The *Melas*, the occasional *Shans* or religious baths, the trade fairs which are quite common in every part of India from the olden days always attracted people from different parts who were also pedlars of their Folk stories and other forms of Folklore. The rivers had a great traffic and the boatmen and the traders doled out folktales particularly stories of Chand Saudagar and Behula or Dhanapati Saudagar or the exploits of Prince Vijay when he took out his boat expeditions etc. The Folk Tales all over the world have a strange affinity due to the fundamental common base of human feelings. They have lived through ages in India handed down from generation to generation through the storytellers. True, they have undergone many changes but the core remains the same. We hear a few stories repeated from Kashmir to Kerala, Assam to Maharashtra. Regionalism or language differences have not affected them. They have a strange resilience to casualty and have been our solace and entertainer from the days of yore.

Side by side of the professional story-tellers there was another class of them in the villages. They were the grandfathers and grannies in the families who would repeat the oft-repeated folk tales to their little ones after night-fall or on holidays and festive occasions. Every religious festival has some stories behind them and they were repeated. The colour, the variety, the uniqueness of the folktales were fully maintained by the grandfathers and grannies and there used to be some particular ones among them who were in great demand on festive occasions. The Folk Tales of India have still continued because of them.

The Professional ones were the first to go and fade out with the decline of the courts and darbars. Those who lingered have to look for other occupations and have almost given up the profession of story-telling. It has also ceased to be economically viable. Very unfortunately the tribe of grandfathers and grannies telling the stories to the children is also almost gone. The present generation or most of them hardly know the stories and have no knack of telling stories. Their own folktales they do not know as they lisped in English nursery rhymes for no fault of their own. Our children now read more of Grimm or Enid Blighton. This is a very sad state of affairs.

Very luckily at the turn of this century or a little before a number of Christian missionaries and our scholars both Indians foreigners started taking interest in the folklore of the different regions in India and collected folk tales and other stories from the story-tellers who still existed. It is from an old lady of about 100 years that a Bengali folklorist Dakshina Mitra Mazumdar collected the famous Bengali folkstory of Malancha Mala that had thrilled savants like Rommain Rolland, Rabindranath Tagore and others. The story was collected at Tangail in Bangla Desh when she was a part of Bengal and in the actual words of that Bengali dialect current there. Gourlay, a scholar-administrator in the I.C.S. cadre introduced the story reproduced by Mitra Mazumdar and observed that the current society and social culture of Bengal could be analysed and culled from this one story alone. Stith Thomson has also in his monumental Index to Motifs of Folk Tales of the World given a very high place to Malancha Mala for the multifarious motifs delicately and superbly presented.

Recently there has been a number of regional folk tales of India retold in books and that is a very good attempt in right direction. The books both in English and the regional languages shall preserve the stories and shall be a great contribution to preserve India's folklore. Cannot an attempt be made to revive the art of story telling at the family level again and then to make a deliberate attempt to give it a bigger shape. There is no reason why it cannot be done. Still Ramayan is recited or the *Kathas* of Satya Pir or *Panchalis* or *Kavyas* of Mangal and other deities are recited. There is enough of expertise to take up the reiteration of Folk Tales in assemblies and other places. The Tribals have retained the art of story telling and particularly at the time of harvests when they have to keep long vigils for their crops. They could teach us the way of reviving this great art. Our folk tales are too precious to be lost.

## Curzon in India\*

( A Review Article)

BRIGADIER JAF DALAL (RETD)

THESE two volumes give a detailed account of Curzon as Viceroy of India from 1898 to 1905. The author took seven years to collect the material for this work. There is according to him "a mass of relevant material" which would take four or five similar sized books to cover the subject. However, he has followed "a rather episodic and selective treatment" which has resulted in these two excellent volumes.

The Bibliography (found at the end of volume Two) which mentions manuscript collections, published collections of documents and secondary works, runs into a little over thirteen pages. So one can imagine the thoroughness of the author, who was a scholar at Oxford and for two years a research student at St. Antony's. He has also been research assistant to Sir Anthony Eden (Lord Avon), Lord Tedder (Marshal of the RAF) and to Mr. Harold McMillan (one time Prime Minister of England).

Besides the Bibliography, the author has given in each volume a list of the principle characters with brief notes on each. The reader can periodically turn back to this list to confirm the identity of any of the characters.

The first volume describes Curzon's achievements. George Nathaniel Curzon was born at Kedleston near Derby on the 11th January 1859. As the eldest son of Lord Scarsdale, though born to reasonable wealth, he was strictly brought up. He revealed early academic promise and could work "quickly, accurately and neatly in mathematics and classics". His record at Eton has never been equalled. He gained

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\*Curzon in India-Volume One Achievement pp 296, Volume Two Frustration pp 307-by David Dilks. Both volumes published by Rupert Hart Davis Limited, 3 Upper James Street, Golden Square, London W1 and printed by Ebenezer Baylis and son, The Trinity Press, Worcester and London, © David Dilks 1969 (Volume I) and 1970 (Volume II)

prizes in Shakespearian studies, mathematics, Latin and Greek, Ancient history, French and Italian. At Eton, he also developed a taste for "formal declamation" and for "informal debate". Subsequently, at Oxford he worked very hard and took part in various outside activities. He became President of the Union. He put new life into the Canning Club and Oxford Conservatism. He got a good First in Honour Moderations. He competed for the Chancellor's Latin verse prize and the Lothian prize, for both he was adjudged "proximie accessit". With all these activities he failed by a "hairs-breadth" to gain a First in the Finals for Greats. Perhaps, besides his outside activities, this was due to exhaustion. Subsequently, he redeemed his self respect and confidence by winning the Lothian prize in 1883 and the Arnold prize in 1884. No one had ever before won both the Lothian and Arnold prizes. He could thus have been a don, but he was not "a gown man". In 1885, he became Secretary to the Prime Minister, Lord Salisbury. The following year when Salisbury resigned, he dispensed with Curzon's services. However, a few months later, Curzon won a seat in Parliament standing for the Southport Division of Lancashire.

It was actually in 1877, after listening to a lecture by Sir James Fitzjames Stephen that Curzon developed a passion for Asia. He felt he had to travel East if he were to succeed as a Statesman. But funds were lacking. He supplemented his small allowance from his father by writing and in 1887 began his first journey round the world. With J.B.C. Weldon, later Bishop of Calcutta, he travelled to Canada, Chicago, Salt Lake City and San Francisco. Then Curzon went alone to Japan, China, Malaya, Ceylon and India.

He wrote sixteen articles of over two thousand words each, published in a syndicate of Northern Newspapers; this enabled him to pay for the journey. On his return, he published a book "Russia in Central Asia".

He again set off in 1888 for Persia and on his return started writing his book on Persia. By 1891, two massive volumes in draft were ready. After scrutiny by Lord Salisbury when some portions about the then Shah and his palace were altered, "Persia and the Persian Question" appeared in 1892.

The author describes well Curzon's restless nature. Shortly after his return from Persia, Curzon set off on another world tour. With a companion he travelled across USA, Japan, Korea and China and then went alone to Tong King, Annam, Cochin, China, Cambodia and India and published his conclusions in "Problems of the Far East" which appeared in 1894.

It was during his visit to India in 1894 that he had stood before Government House at Calcutta which had been modelled upon Kedleston and said "when I next see this, I shall see it as Viceroy and I shall bring Walter Lawrence as my Secretary".

With such an early upbringing and apprenticeship, coupled with determination, there was no doubt that he would become a successful Viceroy. He craved activity, decision and action. His normal working day was of about twelve to fourteen hours. "Six or eight hours of toil constituted his idea of a complete rest". He had a prodigious memory, an asset to quick decision making. As a result he could complete in a day what another would take a week. All this he did despite the curvature of his spine, which he accepted as a handicap "severe but not dominant". He used to say "When you are sufficiently absorbed in a big problem, you can forget yourself and in that forgetfulness, comes relief".

His unbelievable fluency of language made him a first class debater and an excellent orator. Best of all were his after dinner speeches. His private talk, especially with women, was entrancing. Yet he has no prig. He was fond of risque jokes and riotous good company.

This restless character, who loved travelling became secretly engaged in 1893 to Mary Victoria Leiter, daughter of an American businessman of Jewish origin and immense wealth. They were married in 1895 when she was twenty-five and he thirtysix. The marriage was tragically brief, but brought deep happiness to both.

His ambition of becoming Viceroy was fulfilled at the age of thirty-nine. He was the youngest Viceroy ever appointed with only Dalhousie as an exception. As Viceroy he felt great loneliness "What one longs for is help, solace, advice, the talk of friends. The Viceroy is too much above everybody to get it". With his drive and capacity for work, he naturally was not popular with the Governors of Presidencies and other senior officers. Of the Governors, he wrote—

"I disturb and annoy these old fogies, looking into everything, writing about everything, picking at the flaws, always urging promptitude and decision, always detecting and protesting against delay. How can they possibly like it? It is a new sensation, which no man above fifty would relish".

Curzon spoke and wrote in an unvarnished way", abhorring "the diplomatic lie".

All the problems that occurred in his Viceroyalty he met and despatched swiftly. It may not be known to many but it was the prompt despatch of troops (mostly British with Indian followers) from India in 1899 to South Africa which saved Natal.

That he was very much against red tape was quite evident. When a mass of material arrived the Viceroy humorously noted :—

“Waltz me around again Willie,  
Waltz me around and around,  
Waltz me around once again, Willie,  
Don't let my feet touch the ground”.

Nevertheless he effected reforms in various Departments, such as Irrigation, Archaeology, Education and so on with the result that he was called “the greatest Indian Viceroy of our times—possibly of all times...”.

Volume one ends in a blaze of glory for Curzon. Shortly after the accession of King Edward VII, “Curzon proposed that a Durbar be held at Delhi as demonstration to India of her unity and to the world of her vitality”. Curzon wanted the King to come, but eventually the Duke of Connaught came. The Durbar was “the best show that ever was shown” according to the then Prime Minister, Arthur Balfour. It also brought out that Curzon was “the most unpopular Viceroy ever seen” ! Whether this was because his reforms were very good or whether of his own ability and hard work and expecting the same from his subordinates is debatable.

The second volume starts with the Debut of Kitchener which almost foretells the ill-luck dogging Curzon's footsteps resulting in his resignation before completion of his second tenure as Viceroy. Initially, Curzon liked Kitchener. He found him full of energy and ideas, unlike the previous Commanders-in-Chief with whom he had dealt. Kitchener reciprocated and felt kindly towards the Curzons. But Kitchener had a fixed idea that the Military Member in the Viceroy's Council must be removed or be a nonentity. The C-in-C, he felt, should be the Chief Military Adviser.

In addition to his boundless energy, Curzon thought him to possess honesty, directness and commonsense—a very powerful human machine.

Yet the author makes out Kitchener to be a power-hungry intriguer, who though supposed to be an excellent organiser made some impracticable suggestions creating confusion. He accentuates Kitchener's faults, which he does not do for Curzon.

Curzon continued his policy of having buffer states—Afghanistan and Tibet. Russia's interests in these buffer states increased. He anticipated the Russian action in Tibet. However, Russian influence in Persia gained ascendancy over that of the British, and this was dangerous to British interests in Afghanistan, but the British Prime Minister did not falter in his policy of keeping Russia out of Afghanistan. The success of British Foreign policy with the buffer states and Younghusband's Mission to Tibet, both attributable to Curzon's suggestions, are well described in this volume. He had differences of opinion on these matters with Kitchener but they were not of a serious nature. What irked Kitchener was the system of having a Military Member in the Viceroy's Council who could be powerful enough to have the C-in-C's suggestions turned down by the Council. Kitchener had a very useful link in Lady Cranborne, daughter-in-law of Lord Salisbury, the wife of the Under Secretary at the Foreign Office and friend and relation by marriage of the new Prime Minister, Arthur Balfour. Kitchener thought Curzon a first-rate Viceroy but did not like the poor second position of the C-in-C to the Viceroy. He disliked red-tape considerably and wrote to Lady Salisbury as follows :—

"I wish I had been created so that I could look on senseless obstruction, useless delays and multiplication of work with perfect equanimity, but then I was not built that way, worse luck".

Curzon was to find out later that among Kitchener's many qualities scrupulous regard for truth and accuracy was not the most promising feature. Besides difficulties with Kitchener, Curzon continued to have difficulties with the Cabinet and the India Council which could be attributed to his "inability to put himself in others' shoes or to imagine how others saw him".

While he was having these difficulties with Kitchener and the Cabinet it is unfortunate that his wife of whom he was very proud and whom he admired and adored, fell seriously sick. She could not accompany him initially when he returned to India during his second tenure as Viceroy and he could not turn to her for help.

To her he wrote "I have not dared to go into your room for fear that I should burst out crying. And indeed, I am utterly miserable and desolate. Nobody to turn to or talk to, memories on all sides of me and anxiety gnawing at my heart...It is a misery even to tear myself from writing to you and never in my life have I felt so forlorn and cast down".

In the meantime Kitchener threatened to resign if he did not get his way and the author has described this episode fully showing how matters came to a climax resulting in Curzon offering his resignation. The author feels that Curzon was badly treated although he admits that he was somewhat "wrong headed, credulous and obstinate". Curzon's remarks why he resigned are well brought out in his speech, at the Byculla Club, Bombay on 16 November 1905 "The post of Viceroy of India is not one which any man fit to hold it, would resign for any but the strongest reasons. When you remember that to me it was the dream of my childhood, the fulfilled ambition of my manhood and my highest conception of duty to the State, when further you remember that I was filling it for the second time..., you may judge whether I should be likely heedlessly or impulsively to lay it down...I resigned for two great principles; firstly, the hitherto uncontested, the essential, and in the long run the indestructible subordination of military to civil authority in the administration of all well-conducted states, and, secondly, the payment of due and becoming regard to Indian authority in determining India's needs".

The concluding portion of his speech shows his conception of Empire "remember that the Almighty has placed your hand on the greatest of his ploughs, in whose furrow the nations of the future are germinating and taking shape, to drive the blade a little forward in your time, and to feel that somewhere among these millions you have left a little justice or happiness or prosperity, a sense of manliness or moral dignity, a spring of patriotism, a dawn of intellectual enlightenment or stirring of duty where it did not exist before—that is enough, that is the Englishman's justification in India. It is good enough for his watchword while he is here, for his epitaph when is gone. I have worked for not other aim. Let India be my judge".

Added to the frustration of his resignation, came the additional blow of Lady Curzon's death in July 1906. On this he remarked "every man's hand has long been against me and now God's hand has turned against me too".

That he was an unrepentant imperialist was quite evident, but at the same time his reforms in various departments cannot be forgotten. He had many interests, architecture, paintings, history and literature. He was a great supporter of the ICS. When asked whether a young Englishman should join the Home or the Indian Civil Services, he replied that whatever good was in a man would show itself in India, whereas in England, it might for ever be interred in files.

The author certainly has studied his subject and presented it interestingly, though greatly in Curzon's favour. A well-balanced view of Curzon is given in Viscount Cecil's autobiography "A Great Experiment".

"I had known him for very many years and though latterly we had been officially opposed to one another, there was no breach of personal relations. He was a man of many gifts social, literary and political. He had what must be regarded as a highly successful life and had filled some of the highest offices of State. Yet he was not, I believe, a happy man. Certain peculiarities of manner and outlook, particularly a curious want of proportion made him quarrel, sometimes bitterly with many of his best friends. In some moods, he was, as an American acquaintance describes him 'both peevish and arrogant'. Yet he was a great figure. He had a sense of public duty, great eloquence and almost incredible industry. He narrowly missed being Prime Minister, to his intense disappointment. It was perhaps, this event, coupled with his continuous ill-health, which made the closing years of his life miserable for himself and trying for his colleagues".

Undoubtedly as a biography this is a great work and should be read and reread by all—soldiers and civilians.

## Book Reviews

INDIA'S LAND BORDERS : PROBLEMS AND CHALLENGES

by R. K. CHATTERJEE

(Published by Sterling Publishers Pvt Ltd., New Delhi, 1978) 269 pp.

Price Rs 75/-

THIS book deals with the border regions of India and the countries on its land borders. There is nothing new which the author has brought out which is very disappointing considering the pains he has taken and the study he must have made to produce this book.

Unfortunately there is nothing much about the actual land borders or boundaries and if the reader is hoping to learn something about the demarcation of our frontiers, he or she will be sorely disappointed.

The author has no doubt brought out some of the problems that have arisen in India and the adjacent countries of Bangladesh, Bhutan, Burma, China and Pakistan. Quite a bit of the contents of the book are unnecessary and inaccurate.

The book has also serious deficiencies. For example there is no map at all in it. Surely a publication dealing with our borders and the countries on our borders should have a map indicating borders and bordering countries.

Take the chapter on the Himalayas which consists of 63 pages and is very much like an advertisement prepared by the Tourism Department. This chapter itself has some serious errors. In the table of Himalayan Peaks above 25000 feet (7620 metres) there are mistakes. The author gives heights of mountains which, in the majority of cases differ from those available with the Survey of India as seen from the comparison below :

Sl. No.	Name	Height as given by the author	Height as given by the Survey of India
1.	Mount Godwin Austen (K2)	28,250 ft (8,610 m)	28,250 ft (8611 m)
2.	Kanchenjunga (the author spells it Kanchanjangha)	28,168 ft (8,586 m)	28,208 ft (8598 m)

3. Makalu	27,827 ft (8,482 m)	27,824 ft (8481 m)
4. Cho Oyu	26,867 ft (8,189 m)	26,750 ft (8153 m)
5. Dhaulagiri	26,811 ft (8,172 m)	26,810 ft (8172 m)
6. Manasalu	26,658 ft (8,126 m)	26,760 ft (8156 m)
7. Nanga Parbat	26,658 ft (8,126 m)	26,660 ft (8126 m)
8. Annapurna I	26,504 ft (8,077 m)	26,504 ft (8078 m)
9. Kamet	25,443 ft (7,755 m)	25,447 ft (7756 m)
10. Gurla Mandhata	25,355 ft (7,721 m)	25,335 ft (7728 m)

The information about the discovery of Mount Everest is incorrect. The Surveyor General after whom the highest mountain in the world has been named was Colonel Sir George Everest (Not Sir John Everest). The author says that Radhanath Sikdar (spelt Sickdhar by the Survey of India) and Hennessey "did the survey and the subsequent computations leading to the discovery of the world's highest peak". This is incorrect. Radhanath Sickdhar had been transferred to Calcutta in 1849 and was in no way responsible for the actual calculations of the height of Mount Everest. He was, however, frequently consulted by the Surveyor General regarding refraction and the formula for vertical angles. Hennessey was in charge of the Computation Section at Dehra Dun when the height was calculated, but to attribute the discovery to him would be incorrect. Credit for Mount Everest's discovery would go to various observers and computers of the Survey of India too numerous to mention in this review. It was found in 1855 (Not in the sixties of the last century as stated by the author) that the height of Peak XV (later called Mount Everest) was 29,002 ft (8839.8 m). The present accepted height is 29,028 ft (8848 m) as a result of fresh observations and calculations during 1952-54.

On page 48 the height of Nanga Parbat is given as 7,980 m, whereas it should be 8,126 m as given on page 14.

The author does not seem to be able to distinguish between 'Himalaya' (pronounced like Somalia) and the 'Himalayas' (pronounced like Malaya). The first is the correct version derived from two Sanskrit words meaning "the abode of snow" and should be employed in the singular only. The plural form, 'Himalayas', is an Anglicisation which is used more widely than the correct version.

Brief descriptions have been given of hill stations. But, here again there are inconsistencies. The heights of Nainital, Ranikhet and Almora have been given, but not of Mussoorie and Darjeeling. Ghoom is

mentioned as being 305 metres higher than Darjeeling, yet nowhere in the book is the height of Darjeeling given !

In indicating the Sino-India Boundary, the author states "he has drawn extensively on the material officially put out by the Historical Division of the Ministry of External Affairs". Here again there is no map of the McMahon line nor of the other portions of our land borders. These maps were made available to the late Dorothy Woodman for her book "Himalayan Frontiers" by the Ministry of External Affairs. Therefore, there should have been no difficulty in including them in the book under review.

The "Bhutan, India and Tibet" and the "India, Burma and Tibet" trijunctions have been mentioned. India has recognised Tibet as part of China. Hence, while referring to these trijunctions, the word 'China' should be substituted for 'Tibet'. In actual fact, since the India-Burma China trijunction has not been fixed there is delay in completing the demarcation of the India-Burma boundary.

Indo-Pakistan relations have been well described and some interesting facts have been recorded.

The actual boundary between India and Pakistan is "extremely well-marked by pillars which can be seen on the ground all along the frontier". This has not been able to prevent the peoples of the two countries from mixing with each other. "The villages that exist on both sides of the border are closely interconnected by social, spiritual and commercial ties"....."In fact many villagers from India visit the *Pirs* and *Fakirs* (Muslim saints) who live on the other side of the border. Marriage between the people on both side of the border are quite frequent". One would like to see such bonds strengthened and be a forerunner for a one-world government. However, the author feels that "the primary need in these areas is to build up a strong popular front as a part of the national defence and wean the people away from the influences that percolate from the other side". In times of stress as during the Indo-Pak conflicts of 1965 and 1971 some members of the minority community became positive security risks. For example "in several villages on the Barmer border, the Pakistani troops could stay for several days after the cease-fire only because they received support and sustenance from the local people. On the other hand, in several other villages, the Pakistani troops could not get a foothold during the conflict because of the non-cooperation of the local people."

An interesting factual account of the exploitation of East Pakistan (now Bangla Desh) for the benefit of West Pakistan has been given based on an analysis made in 1969-70 by a group of scholars of Vienna.

The problems of the North-Eastern Region are very well brought out. Details of various facets of Naga life and culture are lucidly given. The author gives a brief account of the practice of head-hunting and quotes from Verrier Elwin's book *Nagaland* "the Nagas have always been a warlike race and the warrior, especially the young warrior, who had taken a head held a great advantage over his fellows in attracting the most beautiful girl of his village for marriage. Indeed, it is said that a youth who had not taken a head found considerable difficulty in obtaining a wife at all". During the course of Indo-Burma boundary demarcation, this reviewer along with his Burmese counterpart, met a wizened old Naga who claimed to have forty heads to his credit! Head-hunting is now very rare; only isolated incidents occur.

Missionaries in Nagaland had fanned the separatist spirit. "Reverend Michael Scott had to be sent out of India because of his partisan activities". The author feels that "non-official organisations of a regional or all-India character should extend their branches to Nagaland to bring before the people the high ideals of India, both past and present, its secular approach, the operation of parliamentary democracy and its social objectives."

The general get-up of the book is fair. There are quite a few spelling mistakes. Place names have also been misspelt. For example the author mentions *Hardwar*, when that name has been altered to *Haridwar* since 14 December 1973. Considering the contents and size, the book has been priced far too highly.

A better title would have been "THE LANDS BORDERING INDIA: Problems and Challenges" instead of the one adopted, as the countries bordering India have been dealt with in some detail, but there is hardly anything about our actual *Land Borders*. The book would be useful if the inaccuracies were corrected and the deficiencies removed.

JAFD

#### ARMY POST OFFICES AND PHILATELY

by BRIGADIER R.S. VIRK, AVSM (Retd.)

(Published by Army Postal Historical Society,

APS Association, C/o 56 A.P.O., 1980) 222 pp. Price Rs 35/-

TO any serviceman Brigadier Virk needs no introduction. He may well be described as the father of the Army Postal Service having joined it in 1942. His first and last love has been the APS and Philately. On the occasion of the International Stamp Exhibition 1980 held at the Exhibition Grounds (Pragati Maidan) New Delhi, his erst while colleagues Brigadiers

Raghawan and Anand persuaded him to produce this delightfully interesting book, containing selected articles contributed by him over the years to the *Hindu of Madras* and various Philatelic Journals. In doing so, he opens fresh vistas on the fascinating hobby of Philately—a bug which hits young and old alike—and the history of the Army Postal Service.

Brigadier Virk credentials are impeccable, born of an abiding interest years long association and a moving force in Philately. As a matter of fact many national and international philatelists consider the success of the recently concluded Indian International Stamp Exhibition 1980 mainly due to his endeavours, drive and interest.

This handy little book [with its attractive APS First Anniversary Stamp/ Dust cover is published by the Army Postal Service Association. The printing and production are reasonably good but it is a pity that some eminent Philatelist has not written a foreword. The six Chapters cover a wide range of philatelic activity viz: Army Post Offices; Army Post Offices and Philately; My kind of Philately; Postal History and Youth Philately; Other Places Other Stamps; and a Notable Postal centenary (of the lowly and humble post card). There are maps of far flung and romantic places/where the APS functioned coloured plates of overprinted stamps and APS First Day Covers, facsimiles of Postmarks and the Independence Day Cachet on a Cover from FPO 112 Japan. In his Introduction, the Author sensibly spells out how he developed his interest in this fascinating subject. To quote him he says: "I have been fascinated by the challenge to curiosity, knowledge, imagination, artistic feelings and intellect but the search for rarities, freaks, gimmicks and the speculative investment and commercial exploitation have no appeal for me". It is, therefore, evident that Brigadier Virk is a purist and as one, he is eminently suited to writing on Philately.

To a Serviceman sitting on his lonely perch be it in the Deserts of Rajasthan, the forbidding mountains of the Great Himalaya, the tense and disputed border in J & K, and the jungles of NEFA, Nagaland and Mizoram, mail call is a morale booster when one is separated from ones families for 2 to 3 years at a stretch. In these outlandish locations mail is looked forward to as manna from heaven. The APS has never failed to deliver the goods in every conceivable type of terrain, weather, lack of communications et al; as a field soldier one can say so with a degree of confidence. Yet, how many of us really know the inside workings of this great service, so long as mail is delivered and despatched? Very few indeed. Brigadier Virk sets the record straight and in the first two chapters of the Book explains in a logical and easy to read manner—how the Army Postal

System Operates and, to illustrate the operation of the system, gives three delightful and historical examples of the Operations of the APS in the John Company Days, the Chinese Expeditionary Force of 1900-01, Iraq in 1942 and the period 1774-1913. Having served with the Author during the Japanese Occupation, I found the article on "A Philatelic Curiosity" especially stimulating because of its association with Independence Day 1947. Equally interesting, and educative, are the authors views on how a stamp is born, what is a watermark, Post marks and so on—little known to those outside the world of professional Philatelists.

I am an amateur philatelist and believe it or not, I was drawn or attracted to this fascinating hobby by the Army Postal Service where, during one of my inspections as a Divisional Commander, I learnt that the APS has a Philatelic Section. I promptly deposited a sum of money to be placed on the mailing list for First Day Covers. My next step was a thematic Collection of wild life stamps and this hobby continues into my retirement. Brigadier Virks book has further whetted my appetite as it will both amateurs and professionals who would be missing something vital if they did not read this publication. And Philately today has innumerable nuances. As the Author says: "Philately is no longer the single stamp collection as it is defined in popular dictionaries. Though stamps are still the main pursuit of this avocation, be they mint, used, set spoiled perforated, indigeneous, foreign, freak or faked, it has now branched off into the studies of cancellations, covers, brochures, monographs and all embracing postal histories". Brigadier Virk renders valuable service to our home grown Philatelists by opening fresh vistas. And for prospective soldier Philatelists—there is a special scope and is one sure-fire method of whiling away ones hours in remote locations.

Brigadier Virk deserves full marks for collecting all his thoughts expressed through the medium of various articles he has written over the years, into a compact and readable book—part historical part professional. For those numerous Servicemen who have benefited from the services of the APS, for the "Janata" Philatelist, for the amateur like the reviewer and the professional, this book is a must.

IDS

THEIR FORMATIVE YEARS : HISTORY OF THE CORPS OF ELECTRICAL AND MECHANICAL ENGINEERS. VOL I

by Lt Col Rufus Simon

(Published by Vikas Publishing House Pvt Ltd., New Delhi, 1977) 486 pp. Price Rs 75/-

THIS book with a foreword by Lt Gen Sir Clarence Bird, the first Colonel Commandant, is a history of the Corps of Electrical and Mechanical Engineers of the Indian Army. 'Their Formative Years'

traces the evolution of the Corps from 1895 when the first professionally qualified Mechanical Engineer assumed the appointment of Inspector of Ordnance Machinery in the Indian Ordnance Department up to the end of the Second World War in 1945.

In covering a period of about 50 years, the author has taken great pains to highlight the changes in organisational stature and structure that took place during this period. In tracing the history of the Corps of Electrical and Mechanical Engineers, the book takes back the readers to the state of engineering skills available in India about a century earlier and the status of the technician in the Army in India during that period. The book highlights the importance of equipment in the Army which eventually led to the formation of the Corps of EME. In doing so, it traces the changes that took place regarding the maintenance of equipment in the Indian Army which was earlier mainly held by the Artillery and later by the RIASC (MT) and the IAOC. The historical growth of the necessity for a more unified structure for the maintenance of equipment held by the various Arms and Services has been highlighted in this volume.

It was not until early 1925 that the designation of Ordnance Mechanical Engineer was brought into use when technical Officers formed part of the IAOC. At that period, the IAOC Officers were treated as non-combatants and within the Corps itself an additional inner discrimination prevailed which in practice debarred OMEs from command or senior posts. The need and dependance upon mechanical engineers in the Army in India was appreciated only early in 1930 when the first OME was posted as an Assistant Director at Army Headquarters.

With the worsening international political situation, in 1938, it was decided that the Indian Army must be fully mechanised and armed with the latest equipment in order to raise its fighting value. The history of Corps of EME is very much connected with the history of the growth of mechanisation of the Indian Army and the book brings to the attention of the readers the work of the Modernisation Committee with Maj. Gen. Sir Claude Auchinleck as Chairman and of the 'Expert Committee on the Defence of India' otherwise known as the 'Chatfield Committee', which was set up in 1938. Both the Committees felt that dual organisation for the technical maintenance resting with the RIASC (MT) and the IAOC should be drastically revised and highlighted the need for centralisation of repair facilities. The book brings to light the various choices that were then available and how and why finally it was decided in April 1939 that the responsibility for the provision, maintenance and

repair of all mechanical transport should be transferred from the RIASC to the IAOC.

In Part IV, the book takes the readers to the changes that were taking place in the British Army. The outcome of a deep and long continued agitation in the public mind as well as in certain quarters of the War Office led to the formation of the Corps of Royal Electrical and Mechanical Engineers in May 1942. As a consequence of this, the question immediately arose as to whether India should also follow the British example. The author has covered in great detail the exciting events that took place before the birth of the Corps of Indian Electrical and Mechanical Engineers in May 1943. A Committee under Sir William Beveridge had reported in February 1942 that there should be established in the Army (British) a Corps of Mechanical Engineers. The Report further stated that the Navy set Engineers to catch, test, train and use Engineers. Until the Army gives to mechanical and electrical engineers their appropriate place and influence in the Army system, such engineers are not likely to be caught, tested and trained so well as in the Navy and there is always the danger that they will be misused by men whose interest mainly lie in other fields. However, an adhoc Committee set up by the Army in India to consider the changes to be carried out in India felt that, though the principal aim of forming REME was to concentrate the electrical and mechanical engineering responsibilities of the Army in a single organisation, the changes carried out already by the merger of the RIASC and the IAOC repair resources was adequate and there was no need to form a separate Corps of Electrical and Mechanical Engineers. However, at this time a large number of American medium tanks began to arrive in India and many difficulties were being experienced in assembling, handling and repairing them. Lt. Col. Rothwell Brown of the U.S. Army, who was then stationed in India forwarded a report calling for the attention of the Commander-in-Chief to the various aspects of the unsatisfactory situation pertaining to these tanks. The book highlights the role played by Lt. Gen. G Le Q Martel, the Commander Royal Armoured Corps, who was on an extended tour of India and Burma at that juncture. This chapter narrates the exciting changes that took place with the arrival of Gen. Martel which led eventually to the despatch of a telegram on 12th November, 1942 from the Commander in Chief to the Secretary of State for India, London recommending the formation of the Corps of Indian Electrical and Mechanical Engineers.

Thereafter, events took a rapid turn and Major Gen. D. R. Duguid REME became the first Director of Mechanical Engineering on 5th February 1943. The author has narrated in great detail the various

events that took place thereafter. Faced with a paucity of resources in the way of Officers, men, units and equipment, the first Director went about his task in an organised manner and laid a firm foundation for the Corps. The latter chapters of the book cover the period of growth of the Corps to meet the challenges of the Second World War right up till its end in 1945. The establishment of various training centres, the Indianisation of the Officer Cadre of the Corps and the reorganisation of both field and static Workshops to cater for the ever changing situation in the various theatres of war are very clearly brought out in this latter part of the history of the Corps. Lt. Gen. Sir Clarence Bird, the first Colonel Commandant, has summed up this period very clearly in his foreword in stating "The lasting impression that I have of the early days is the astonishing speed with which the organisation became welded into a fine and efficient whole, imbued with a dedication to overcome successfully all the frustrations and difficulties inherent in any such undertaking and to set an example of courage and devotion, all of which has been ably followed by its successors".

Lt. Col. Rufus Simon deserves high appreciation for the excellent work done by him in bringing out this handsomely bound volume of the early years of the formation of the Corps of Electrical and Mechanical Engineers. He has highlighted the needs then felt for concentrating all the repair resources of the Indian Army into one single organisation. With the further growth of mechanisation of the Indian Army there is a greater need to consolidate the gains achieved by concentrating the technical resources into one single Corps though minor changes may have to be made from time to time to meet the challenges posed by technological changes in equipment. This volume together with its successors should easily find a place of pride on the shelves of the Officers and others of the Corps of Electrical and Mechanical Engineers. It is bound to be appreciated by others also, who are interested in the history of the Indian Army and especially the history of the young and dynamic Corps of Electrical and Mechanical Engineers.

CSR

## CONFLICT OVER KASHMIR

by MAJOR SITA RAM JOHRI

(Published by Himalaya Publications, Lucknow, 1979) 164 pp. Price Rs 35/-.

**A**LTHOUGH no official history of the Jammu & Kashmir Operations, 1947-48, has so far been published by the Govt of India, a few private narratives have already been brought out, the latest one being the present publication under review. Major Sita Ram Johri is a well-known writer on military subjects, with as many as 8 publications to his

credit. This book was published posthumously after his death by his friends and admirers, being foreworded by General K M Carriappa.

Although the book has given a brief narrative of the J & K Operations of 1947-48, the author has tried to give a coherent account of the whole story of the J & K Conflict right from the pre-partition days. Although no effort could be made by the author, for understandable reasons to give a central review of the operations from the Vantage Point of the joint-planners of the South Block, he has been able to write a compact history in a very readable way, tracing the operations in a logical and chronological manner. His comments in certain places of the narrative go to suggest that the British Officers posted both in India and Pakistan during the early days of the J & K Operations were privy to the plans and preparations of the tribal raiders who were co-ordinated by Maj. Gen. Akhar Khan, code-named Gen Jebel Tariq, whose office was located in the same building at Rawalpindi where the Pakistani Army HQs headed by Lt. Gen. Messervy was functioning. The author has laboured hard to collect bits of information from various commanders and jawans who were the vetrans of these operations, on the basis of which he has been able sometimes to provide little known, but interesting facts of the conflict. At the end of the book he has also brought out some lessons of the 1947-48 operations. He has observed that the Indian Army had the military initiative and balance in their favour at the end of December 1948 when the cease-fire was declared, and the whole of the so-called Azad Kashmir could have been liberated by them if the war was not halted due to political directions. Although the book does not contain any bibliography or even an index, it contains some valuable operational maps. No doubt, the book will be read with interest by both Servicemen and civilians.

BC

MARLBOROUGH AS MILITARY COMMANDER  
by DAVID CHANDLER

(Published by BT Batsford, London, 1979) 384 pp.

**D**AVID Chandler brings unique qualifications to bear on his masterly description of Marlborough's character and battles. Mr. Chandler's research interests centre on 18th and 19th century European land warfare. He is also a prolific writer, a historian of repute and at present connected with the War Studies department at Sandhurst.

His book "Marlborough as Military Commander" is a worthy companion to his earlier "Traveller's Guide to the Battlefields of Europe" (1964) and "The Art of warfare in the Age of Marlborough" (1976). The two earlier non-biographical books form an appropriate backdrop against which Mr. Chandler now explores the character and capabilities of the military leader who despite the passage of two and a half centuries since his campaigns in Europe is still considered by many to be the greatest British military commander in history, a certain member of any list of great Captains of War.

Marlborough's life is probably one of the best documented of military generals. Historians as eminent (and as varied) as Mecauly, Wolseley, Hillaire Belloc, Prof GM Trevelyan and Sir Winston Churchill have written at great length on his life as well as on the battles he fought and won. Mr. Chandler's even handed biography which deals with the great Duke's battles and generalship as well as his traits of character was written as a "respectful salute on the occasion of his 250th death anniversary".

Sir Winston Churchill's epic "Marlborough his Life and Times" is naturally a trifle biased towards eulogising his illustrious forebear and glosses over his unsavoury or less than heroic characteristics. Mr. Chandler's otherwise remarkably fair and detailed characterisation of Marlborough's personality is only marred when he occasionally sees fit to fault such lapses of Sir Winston's and pointedly refers to these misleading or mistaken descriptions. As Mr. Chandler points out, Marlborough's political record and private character were certainly not sans reproche and even his showing as a commander of genius had its darker moments, but in balance he was the foremost Englishman of his day as well as one of the greatest soldiers of all time".

As a matter of fact, Marlborough's career did not run evenly. His defection from his early Jacobite leanings, his subsequent alienation from King James to William, his intrigues at court and the machinations of his wife Sarah, all form part of the characterisation which however still do not detract from his eminence and the fact that he directly inspired the emergency of the British Army to international status. Less well known but of far greater importance subsequently and of immensely for reaching consequence was his indirect influence on the growth of the Royal Navy due to his understanding of the importance to Britain of the ability to exert military power over the seas in pursuance of its traditional strategy of a balance of power on the European continent. His experience aboard the fleet in his early career, the influence of Dutch William and his connections with the Admiralty all served to clarify the

importance of Grand Strategy to this able administrator and leader of men. His fabled march to the Danube in 1704 is a classic example of his understanding of Grand Strategy.

Mr. Chandler does supreme justice to the battles of Blenheim, Ramilles and Malplaquet as also to the various campaigns, in as much as they serve to delineate Marlborough's character and leadership traits as a soldier. His further achievements as a statesman and courtier are also chronicled and commented upon with perception and pragmatism. This book forms a worthy addition to any military or historical library and is also a wonderfully perceptive psychological study of generalship with numerous analogies drawn to modern day instances and personalities.

SP

NO VICTOR, NO VANQUISHED—THE YOM KIPPUR WAR

by EDGAR O' BALLANCE

(Published by Presidio Press San Rafael, California and London, 1978)  
370 pp. Price \$ 14.95

TO the students of Arab politico-military affairs, Edgar O'Ballance is a renowned authority on the subject. In his preface he has set out an aim for himself, "Some would rather I had omitted certain information or comments, played down certain aspects and overemphasised others. This I was unable to do, as I wished to compile an accurate, contemporary, warts-and all history, at this distance of time and in this myth-making atmosphere". To this end he has kept his word throughout the book. Perhaps he has no axe to grind and his work bears the stamp of scholarship as opposed to being a 'pot boiler' or a 'quick buck maker'.

This book is certainly a handsome, excellently produced volume with fine sketches and photo plates of the war on both sides. It is a book where all references pertaining to the subject are compiled from authentic source materials that are now available about Arab-Israeli War of October 1973 and will prove invaluable to the students studying this war. Every page displays indefatigable industry and deep erudition of the author. The events which culminated in this war and political events in the preceding years—which are not hard to guess—were a manifestation of under lying mostly unrecognised conditions and trends that had been converging for a long time even before this show down, towards a critical crossroads. In both political and military preparation for this war President Sadat must share a major portion of the credit for providing a clear ideological lead to the Arabs.

The book is chronologically laid out. Various chapters have useful evaluation and analysis which are an intrinsic part of each chapter of this detailed and comprehensive book which can be considered a definitive study of this war. This scholarly work is the outcome of years of close acquaintance with the Arabs and the book, besides its military record, is a fine effort at understanding of the inter Arab problems and environment and stakes of the super powers in the cause.

The book lucidly brings out —

- (a) Resonance between political aims and military objectives on the part of Arabs in their planning;
- (b) Belief in infallibility of the intelligence system of the Israelis which failed them in war;
- (c) The resilience and quick mobilisation during the war by Israel;
- (d) Boldness in offensive planning towards the later stages of war by Israeli generals;
- (e) Mutual misgivings between the two super powers sponsoring either side resulting in a US DEFCON 3 alert as mentioned on page 261; and
- (f) Failure of Israeli doctrine of deterrents.

In this sedulous work a detailed biography and index including that of military equipment which is useful to the readers is included. The book, to the young enthusiast, apart from providing scholarly information offers good hunting ground; as also for erudite scholars revering in the study of this war and a look into the future.

The book tendentiously gives a back drop of the genesis of Arab-Israeli conflict and subsequently describes in detail the laborious preparation that had gone into launching this war. It rightly credits Sadat and his military and political advisers in extracting the most advantages from the Soviet Union, at the same time placating the USA and keep the United Nations guessing. One, however, wishes that he had included more detailed sketches of personalities of military leaders on both sides. He has rightly concluded that if the strongest card played on the Arab side was an initial surprise attack, that on the Israelis' was their counter of speedy mobilisation. The initial hours of mobilisation were chaotic, but matters quickly sorted themselves out. The feat of the Egyptian Army of crossing the Bar Lev Line and that of the Syrians coming down the Golan heights nearly right up to Lake Tiberias shall go down in the annals of the military history in golden letters. A lesson that comes out right from the days of Siegfried, Maginot lines and so on, including the Bar Lev Line, as static lines of defence, which if occupied over a period of time, the troops tend to become complacent and the adversary finds a way either to negotiate them or by-pass them.

Purely from a military point of view a few inaccuracies seem to have crept in such as the carrying capacity of Soviet MI-4 helicopter being described as 24 men on page 89. It is to be wished that perhaps a chapter on atomic capability of Israel, the anxiety of the Islamic world for an 'Islamic bomb' as an off-shoot thereof could be alluded upon. The casualty figures at page 267 may be debatable as also the infantry mutiny mentioned at page 146 and earlier referred to at page 133.

His events of battle on both fronts seems accurate but it is not possible to agree with him on some matters wherein the constraints on the Egyptians to operate beyond the air defence umbrella on the Suez Canal front to capture the line of the Mitla passes has been put in a myopic view. The involvement of Soviet Union on the side of Arabs and of USA on the side of Israel had been amply demonstrated through the massive air lift on both sides to sustain them during the war and manoeuvring of the two super powers to create a situation of a 'No Victor, No Vanquished' so that the West Asian problem could be given a new start of negotiations with arrogance of the Israelis' shattered and confidence of the Arab restored.

The book explicitly brings out the lack of coordination on the battle field between Syria—Jordan and Iraqi troops on the Golan height front. The battle field environment with the introduction of SAM missiles and the future of the tank on the battle field have been well covered.

I have it on good authority that there was a reluctance on the part of the British Government in signing the agreement for the appointment of General Shazli as the Egyptian Ambassador to UK after the war since it was alleged by the Israelis that in an order of the day during the war by way of a pamphlet, he had ordered to kill every Israeli soldier. It has been elucidated by the author on page 142.

He has rightly mentioned on Page 340—342 that a complete analysis of the effects of various weapons is not yet available "and perhaps may never be", but partial elective figures are which have become the ammunition of protagonists. However, military adversaries the world over have to examine the cost effectiveness of weapons, in view of changes in the electronic environment on the battle field. As to the Navy he has judicious recommendations to make on page 324, wherein he suggests that boats under no circumstances should become big or expensive in equipment to the extent that their own defence becomes a first priority requirement in itself. This would inevitably negate their

offensive capability—a point which designers of aircraft and tanks would do well to ponder.

The danger of preparing for a short war, if it is not won within the stipulated time, it is invariably lost because plans and stocks of material do not cater for extra time of prolonged war has been stressed on page 333.

The 'truth drug' (succinyl choline) reportedly used on Israeli prisoners by the Syrians and other medical and Soviet techniques to break down resistance, if true, could revolutionise intelligence gathering in future war—Page 335 refers.

Incredible amount of material destruction that occurred on both sides in such a short period of time of tanks and aircraft besides guns, vehicles and other equipment just about reached sustenance limits of replacement both on US and Soviet sides considering their national rate of production of military hardware as mentioned on page 332.

There was a high rate of expenditure of ammunition on both sides. Planners seem to be working on World War II experience; and may have to revise their estimates and recalculate for stockpiles to be held (Page 332).

Overall, delightful reading and a very informative thought provoking book which is strongly recommended for men in uniform in the country and abroad.

R.S.S.

THE ARMED FORCES OF THE SOVIET STATE  
by MARSHAL A. A. GRECHKO  
(Published by US Government Printing Office,  
Washington, 1975)

“SOVIET Military Thought” series is the 12th volume in the Soviet Military Thought published under the auspices of the United States Air-Forces. First edition in 1974 published 50,000 copies. The second edition in 1975 issued 200,000 copies. That speaks for the merit of the book and its high readability.

Late Marshal Andrey Antonovich Grechko was Soviet Union's Defence Minister for nearly 9 years having held some very prestigious appointments earlier viz., C-in-C of the Soviet Ground Forces, C-in-C of the Joint Forces of Warsaw Pact Nations: During the war Marshal

Grechko rose to the position of General-Colonel and Commander of First Guards Army. He had joined the Soviet Red Army in 1919 and had taken part in Civil War Campaign. He became member of the Communist Party in 1928. As a token of his outstanding performance he Graduated from Frunze Military Academy (equivalent to Staff and Command College). Later in 1941 he Graduated from the general Staff Academy (like N.D.C) at the time of Hitler's attack against the Soviet Union. Another distinction that was conferred upon him was in 1973 when he became a member of the Powerful Policy Making Body i.e. Politburo of the Central Committee of the Communist Party of the Soviet Union (CPSU). The Marshal died in saddle.

The Book of Marshal Grechko is an authoritative Soviet exposition of the development and essence of Soviet Military power. The Marshal had visited India on two occasions as guest of our Defence Minister. During one of his visits the reviewer had the privilege of accompanying him for a period of 10 days. The Marshal had a magnetic charm. He was handsome & tall besides being genial in disposition. He was out and out a professional and was ready to discuss and share military experiences with rare openness of mind given to very few in the 'iron-curtain' countries.

If Soviet Union enjoys the status of a Super-Power, the military has a contribution. The development of military might under the direction of Marshal Grechko played a notable part in strengthening and modernising Soviet Armed Forces, Navy, Air-Force and expanding its science and technology base. Marshal Grechko's rise to the position of a Defence Minister is related to the rise of the Soviet Military Power. Red Army absorbed the lessons of war, applied them and continued to improve upon their weapons. The high degree of mechanisation that has been achieved by the Soviet Armed Forces, the colossal amount of fire power and the mobility are no mean achievements. The nuclear capabilities of the Soviet Union are now well comparable with the Western countries and NATO Powers. The process of updating of the Armed Forces by realistic appraisal of the likely threats integrating the advances made by science and technology are the key notes of the book. In the foreword of the book the Marshal has repudiated the Western historians for underestimating the Soviet Army Forces role in 2nd World War. To this suggestion the Marshall has stated that "It is impossible to blacken our world historic victories with any kind of slander."

Another strong refutation in the book refers to western historians not giving proper due to the Soviet Armed Forces in terms of sacrifice and skill in war and refers to 235 German Divisions being tied down-i.e.

1.7 times more than Allied Forces faced in the West during 1418 days of war. By Feb 43, Red Army claims to have destroyed or disabled 800,000 men, 2000 tanks and 10,000 guns in the battle of Stalingrad alone.

German General Westphal had described Stalingrad battle as an event incomparable in history in terms of destruction of forces.

As against this Marshal Grechko has mentioned that Monty's Army faced only 4 German & 8 Italian Divisions as against 258 fascist Divisions that opposed the Russians.

He has tried to prove that Soviet Victory over Hitler's Germany was no 'accident'.

In the first 74 pages the Marshal has recounted the famous battles of World War II particularly those fought in 'Kurs', 'Stalingrad', 'Moscow', Smolensk Volga, Leningrad & Svestapol and also those against the Japanese in the 'Far-East'. The Marshal had given a brief idea of the growth of Red Army soon after the Revolution under the guidance of Soviet Union's founding father V.I. Lenin.

Lessons relating to world war rightly emphasise factors like :—

- Determined political leadership controlling the Armed Forces.
- Integrating nation's entire resources like economy, industry, manpower, railways, energy, fiscal for defeating the aggressors.
- Maintenance of morale and cooperation of common people.
- Combat readiness to meet 'surprise' attacks.

According to statistics as quoted in the book, Red Army was supplied with 1,37,000 air-crafts, 74,0,000 tanks and 4,88,000 Artillery pieces. This is far in excess of what Hitler's Armed Forces ever expected his rivals to achieve.

Another notable statement in the book refers to the mobilisation of 5.3 million men within first eight days of war. Raising of 291 Divisions and 94 Brigade were organised for front line action within first 5 months are no mean achievements.

The author has given purposeful attention to surprise "in wars where an aggressor invades another country without warning" he has referred to not only the German attack on the USSR but also the Japanese attack on Pearl Harbour and later by the Israelis on Arab lands. He has suggested thorough preparations to meet the threat of a surprise attack without warning. He fears that this may happen again

in the future. Proper grouping of Forces and foresight is necessary otherwise delay in response is bound to be disastrous.

The Marshal has aptly stressed the need from his observations of World War II, how necessary it is to update and replace old weapons in accordance with the developmental situation and military policies and strategies of potential enemy states. The process of improving weapons and military equipment is a continuous process. The Soviet military hardware in use today is an example how gradually they have replaced their war machines like tanks, air-craft Missiles, guns with better ones. In fact they keep on doing it regardless of the cost to the national economy.

This particular lesson has contemporary relevance for the Armed Forces of other countries including India as well where there are competing pulls on the meagre financial resources. Choice between bread for masses and guns for the Armed Forces has to be balanced.

His advice to future soldiers and leaders of the Armed Forces is not merely to absorb the lessons of lost wars mechanically but relate them to the historical compulsion of modern times and creatively develop military art to meet the challenge of the future.

In the post-war development of the Soviet military scene the author has claimed credit as to how the introduction of rocket forces in the Soviet military machines have been able to face up the challenge of threat from NATO Powers, the creation of National Air Defence Forces and modernising of the Air-Force itself, the high degree of readiness which is the corner stone of future success have been emphasized. Marshal Grechko has defined combat readiness in the following words : "It is that state of the Armed Forces in which they are capable of repelling and disrupting aggression at any moment and under the most difficult conditions of the situation, no matter what the sources or the means or methods used including nuclear weapons." Combat readiness of the Air-Force has been described as the pinnacle of military expertise and a guarantee of victory in war.

Some of the components of military readiness according to Marshal Grechko appear to be unswerving dedication to the cause of high military discipline and training, physical conditioning providing the Armed Forces with sophisticated weapons and combat equipment and maintenance of these weapons and equipment in operative conditions, a high level of military and specialised training of commanders and their ability to skillfully control troops and to organise and implement the uninterrupted

provisions of supplies and readiness of the political organs to inspire soldiers by words and personal example to perform combat missions."

I was a party to a conversation when Marshal Grechko was pressed for advice by a visiting Army Chief. He is reported to have said "My advice to any Army Chief who is Incharge of defending the borders of the State will be "to remain ever prepared and vigilant".

The Marshal has elaborated as to how combat readiness can be achieved in peace.

A very interesting observation of the late Defence Minister which has relevance for other developing countries of the third world is the integration of civil resources to support the combat readiness of the Armed Forces. They pertain to spheres like industry, agriculture, transportation including air communications for supporting the Armed Forces in war time, the accumulation of reserves of strategic raw materials and also the execution of other essential measures. In other words the integration and maintaining military economic potential at a higher level of self-sufficiency in order to repel and disrupt aggression. The Marshal in his observations has advised the need for integrating the economic resources of the country in overall plan for repelling aggression. He has emphasised the need for establishing industrial installations, development of roads, rail and air communication so that the mobility of the Armed Forces is not hindered, in furtherance of overall Military planning for defence of one's country.

The role of Civil Defence has also been touched upon as a very important link in the overall defence plan of a country whereby the whole nation gets geared up to support the Armed Forces and denying the enemy the access to their vital resources in the rear areas.

The use of press, radio and mass media and psychological preparations of the country has not been lost sight of. The role of DOSAAF, a voluntary organisation which looks after the cooperation of the people with the Armed Forces and KOMSONOL, a youth organisation and trade union organisations have also been assigned appropriate tasks in preparing and helping the Armed Forces in times of war.

The book has three most interesting chapters on Morale, Officer Cadre and Training for War. These are valid for all Armed Forces the world over. Here are some quotes :—

"Man with the moral political psychological and combat qualities has always been and will remain the decisive factor in war."

"The Morale factor indicates the spiritual state of personnel and their resolve to wage combat operations and endure any trials, hardships or deprivations to win victory over the enemy."

German General Kliest is quoted to have written about the Russians—"They were first rate fighters from the beginning of war."

Guderian had cited Fredrick the Great who thought that Russians had to be shot twice and then given a shove in order finally to get them to fall."

He has assured the need for morale factor to assume greater importance in the event of a nuclear war.

The gadgetry for maintenance of soldiers morale is in no way different to what is not already known. There is usual sprinkling of party's role and Lenin's advice on morale but does not alter a professional soldiers perception of a fundamental human factor in war.

There are good 20 odd pages on Soviet Armed Forces Officer Cadre. They make an interesting reading.

—Grechko's Soviet Officer is one who "is a combination of ideological conviction, a Commanders will, high and intelligent, exactingness towards oneself and subordinates, organisational abilities, overall culture, a well developed operational tactical thinking and military technical outlook.

—The author views an officer as 'model of morality, faultless, discipline, self discipline and refinement. His personal example for subordinates is yet another ingredient.

The author has also stressed the need for scientific bias in training to enhance all aspects like moral, physical, weapon, tactical and collective to enable a person to operate under very adverse circumstances involving danger and tension unlike training in other civilian professions.

There is another interesting chapter on Soviet Military Art. The Book quotes eloquent tributes from war time leaders like Roosevelt, Churchill and Guderian about Russians soldiery, their leadership and skill in war.

For those concerned with the conduct of a war in the future, the Chapter needs being read, and assimilated as it is the juice of the book for military scientists and scholars. For general staff and Defence Machines of Armies the world over, there are clear messages about the

future pattern of war and the means suggested to deter the aggressor. In the event of war forced on them, Russians seem to be ready.

They are learning every day and improving their plans on need basis.

At times book makes heavy reading on account of Communist Jargon, dialectics and party control over the armed forces but not withstanding all this, it is a faithful rendering of Russian Military thought, possible strategic options available and the way they propose to meet the threat in the future. The very fact Russia has lived in safety from external aggression for 33 years and enjoy a super-power status is a tribute to their Armed Forces and its state of readiness.

Counter offensives, encirclement and destruction of enemy's armed forces by fire—power were practised forms in World War II just as Defence was used as a means to exhaust and inflict losses. Coordination and cooperation among widely separated fronts is yet another art perfected by the Soviet Armed Forces considering the vastness of territory they had to defend.

The author has made a pointed reference to the need for a change in organisations and tactics in the light of nuclear threat in the future wars.

All in all the book is an eminently suitable addition to any personal library of an officer endowed with an ambition to rise as literature about Soviet Military Thought is generally scarce.

I.S.

#### NAVAL POWER IN SOVIET POLICY

EDITED BY PAUL J. MURPHY

(Published by US Government Printing Office, Washington, DC, 1978)  
341 pp. \$ 5.25

“NAVAL Power in Soviet Policy” forms the second volume of the series “Studies in Communist Affairs” sponsored by the US Air Force. The editor Paul J. Murphy is not unknown in matters dealing with the Soviet Union and works as a Military and political affairs analyst with the US Air Force. This book is yet another in a series of books evaluating the Soviet Navy and Soviet Policy. Preoccupied as

they are with the growing might and apparent (or imagined) influence of the Soviet Navy and its mentor Adm Sergei Gorshkov, Western analysts tend to go on and on regarding all aspects of Soviet Naval Policy. This book likewise, being a collection of 16 papers by various authors, deals with matters much wider in scope than one would infer from its name. Some good papers do deal with the interaction between the Soviet Navy and Soviet foreign domestic policy, but quite a few do not really qualify their inclusion, both from the point of view of pertinence as well as that of quality.

Claude R. Thorpe's report on the use of the Delphi technique to evaluate western conceptions of the Soviet Navy's intended missions which appears somewhere in the middle of the book is really the yardstick against which all Western analysis of the Soviets should be measured. The technique used is imaginative but the results emanating from the study merely confirm the findings of many other authors.

A praiseworthy section in the early part of the book consists of articles analysing Gorshkov's writings and contributions to the evolution of Soviet Policy, Naval and otherwise. John Hibbit's makes an interesting analysis of the changes in Gorshkov's writings over the years and in particular the changes between his "Navies in War and Peace" series of articles published by the US-NIPS in '74 and his "Sea Power of the State" published in '76.

The paper by William Thomson on the other hand analyses Gorshkov's writings using a complicated matrix of phrase analysis, review dissection and an analysis of contemporary developments in the Soviet Union. He concludes that Gorshkov's statements are actually indicators of an ongoing and not necessarily settled debate on naval policies and procurement plans and perspectives.

The concluding chapter on "Soviet Strategy and Policy on the Indian Ocean" by Albert Graham is a well researched and comprehensive paper and forms a useful addition to the growing bibliography on the world's 3rd largest ocean.

The final section of the book consists of lists-lists of Soviet flag officers, lists of Soviet naval and military schools, a glossary of Soviet naval terms etc. A very useful section.

S.P.

## EL ALAMEIN

by MICHAEL CARVER

(Published by B. T. Batsford, London, 1962)

194 pp. Price £ 7.50

IT is but rarely one has the opportunity to study the account of a famous battle, a turning point in history, written by an outstanding soldier. Such is EL ALAMEIN by Field Marshal Lord Carver. The book is a fascinating account of the battle, day by day, hour by hour and almost minute by minute of the Corps, divisions, brigades, Regiments, battalions and even individual actions. It is a gripping drama of the fortunes of war in the desert, with its hazards escarpments, soft patches, difficult going, a nightmare for any commander, for any troops, but which the experienced, the knowledgeable, the brave can turn to their advantage. It is a saga of the bravery, the courage, the indomitable spirit of those in the forefront, the Infantry, the tank crews, the sappers, the anti tank gunners on whom the burden of battle and its inevitable casualties fell. It is a very just and true account of the characters of the Commanders, their weaknesses, their strong points. There was Rommel who had shown that what was not possible by all the rules of reason and calculation, could be done by a determined will, speed of action and the exploitation of the confusion caused by a surprise move, swiftly and boldly executed; though, eventually, he failed against vastly superior numbers in men and material and a breakdown of his supply system. There was Montgomery cautious, eager to obtain and amass superiority in men and material before joining battle, as he could not afford a defeat. Montgomery's first priority was preparation, and the policy rested on three bases. First security, secondly training and thirdly reorganisation of units into formations and under the commanders chosen for the battle. Three new minefields were laid in the South; training of 10 Corps consisting of the 1st, 8th and 10th armoured Divisions and the New Zealand Division was organised. The Army was reformed into three Corps, with seven Infantry divisions holding the front. The 10 Corps was to break out in the North and the 7th Arm'd Division in the South, eventually also moved North. The reequipment included 300 American Shermans; the tank strength rising from 896 to 1351; of these 1136 were with the units in forward area, and 1021 were fit for action on the evening of 23 October. More anti tank guns arrived, the 6 pdrs raised to 850 from 450, an increase from 216 to 832 in field guns. There was also a vast increase in the Desert Air Force and its operations. Montgomery strongly resisted all pressure from the War Cabinet to start the operation before he was ready, reorganised, reequipped and trained.

The book brings out the errors in organisation, command and control of formations, incorrect grouping for the tasks allotted, mistakes in planning and orders, change of routes for armoured Divisions at the last minute, crossing each others paths, at times complete confusion, accentuated by dust, sand, lack of visibility and free and uncontrolled movement of vehicles of all formations all over the Desert. There was both rigidity and flexibility in thinking and planning, changing Formations and plans to suit the changing situations in a fast moving mobile battle.

Mention has also been made of the first rate performance of the 4th Indian Division, commanded by that outstanding soldier of whom Auchinleck said 'the trouble with Gertie Tucker is he is three years ahead of anyone else in India', and the Division distinguished itself under his leadership right through the 8th Army campaign in North Africa and Italy; and of the 5th Indian Infantry Brigade brilliantly led by Russell Pasha, who had earlier commanded 6/13th FF Rifles with such distinction and was later to command the 8th Indian Division in Italy, and whose name had become a byword in the Indian Army.

One of the main lessons that emerges from a study of the book is the vital importance of preparation; in men, material, training, organisation of formations and administration, a lesson so woefully ignored by us during the events of 1962.

M. S.

#### WAR IN THE PENINSULA

by JAN READ

(Published by Faber and Faber, London, 1977)

256 pp. Price £ 6.95

**T**HE Peninsular War, once described as Napoleon's "Spanish Ulcer", bled him white. Even Napoleon himself admitted during his exile at St. Helena that the decision to invade Spain was his cardinal mistake, although he blamed his Minister Talleyrand for it. The war not only drew forth the patriotic ardour of the Spaniards and the audacity and bravery of the English, but also inspired the Russians and the Germans to rise up again and again to fight Napoleon to the finish. Numerous accounts of this war have already been written, one of the important of which was Sir Charles Oman's seven-volume, 4,200-page "History of the Peninsular War", published in Oxford during 1902-14. Generally, the British historians who have written on this war have concentrated on the heroic efforts of their own forces and done little justice to the

Spaniards to whom it was not a plain Peninsular War, but "La Guerra de la Independencia". The present author has produced a neat and balanced history of this war after studying all important sources—English, Spanish and French. He has not only given an analytical account of important battles and campaigns, but also discussed the political and diplomatic aspects of the conflict—Spanish Court intrigues, Napoleon's machinations and Godoy's selfish role. The Anglo-Spanish Victory in this war was neither due to 'beef and rum' that gave vigour to the British soldiers, as the French General Foy had thought, but due to the combination of the patriotic spirit and relentless fight of the Spanish guerillas and the determination of Wellington's 40,000 troops. The author has also dwelt upon the far-reaching significance of the Anglo-Spanish victory in unfolding a revolutionary process in the Iberian peninsula and the South American colonies.

Jan Read has written a very readable and informative history. He has also provided a good map of the area of the war, a useful chronological table covering 1788-1824, a select bibliography which guides one on further reading, and pictures of some famous paintings and engravings, mainly from Spanish sources. He deserves congratulations. H. C.

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## Secretary's Notes

### ANNUAL SUBSCRIPTION

Many members have not yet paid 1980 subscription, which became due on 1st January. If you have not paid yours, would you please do so without delay, and so save the Institution the cost of sending further reminders.

### MEMBERS' ADDRESSES

Copies of the Journal posted to members are sometimes returned undelivered by the Post Office with remarks such as 'the addressee has been transferred', etc. This appears to be on the increase and the only way to rectify it is for members to drop a line to the Secretary whenever their addresses change due to promotion, transfer, etc. It is of the utmost importance that the Institution should have the up-to-date addresses of all its members.

### LIBRARY

An extensive library is available for members of the Institution at Kashmir House, New Delhi. Members stationed outside New Delhi may receive books on application; they will be sent post free by registered parcel post, and must be returned within one month, or immediately on recall. No more than two volumes may be issued at any one time. Reference books and works marked "Confidential" may not be removed from the Library. If after the expiration of three weeks from the date of issue a book is wanted by another member it will be recalled. Should a book not be returned within fourteen days of the date of recall, it must be paid for, the cost of lost defaced books being refunded by the member to whom they were issued. Such volumes which have become out of print will be valued by the Executive Committee, the member being required to pay the cost so fixed.

NEW MEMBERS

The following new member joined the Institution :—

AGASHE, Lieut US	BISHT, Captain KS
AHLAWAT, Captain RS	BISHT, Captain NS
AHLUWALIA, Major BJS	BOGAR, Captain PY
AHLUWALIA, Captain JS	BORA, Captain AK
AHLUWALIA, Captain RS	BWADE, Captain AK
AITHANI, Captain KS	CHAHAL, Captain BS
ALPHONSE, Captain BV	CHAKRABARTI, Captain A
ANAND, Captain TS	CHAKRAVARTY, Captain S
ANEJA, Captain KAS	CHAKRAVARTY, Lieut SC
ANIL KUMAR, Lieut (0-33806)	CHAND, Lieut NK
ANIL KUMAR, 2/Lieut (0-34125)	CHANDER BHAN, Lieut
ARORA, 2/Lieut AK	CHANDER MOHAN, Lieut
ARORA, Captain MAHESH	CHANDEL, Captain NB
ARUN KUMAR, Lieut (0-33869)	CHANDNA, Captain PN
ARUN KUMAR, 2/Lieut (0-33953)	CHATTOPADHYAY, Major GP
ARVIND, Captain S	CHAUBE, Lieut KN
ASHOK SINGH, Captain	CHAUHAN, Lieut KR
BABU, Captain AA	CHAWLA, 2/Lieut S
BAHADUR SINGH, Captain	CHENGAPPA, Captain BA
BAHUKHANDI, Captain PS	CHENKUAL, 2/Lieut L
BAJAJ, Captain LK	CHETRI, Lieut IR
BAKSHI, Captain AK (Life)	CHHIBBAR, Captain AC
BAKSHI, Major MR	CHOHAN, Captain SS
BAIHARA, Major MS	CHOPRA, Captain M
BALI, Lieut RD	CHOPRA, Captain MS
BALI, Captain VK	CHOUBEY, Shri A
BALJEET SINGH, Captain	CHOUDHARY, Major CP
BALLAL, Captain SK	CHOUDHURY, Captain SK
BATRA, Captain RL	DABBAS, Captain RS
BATRA, Captain SK	DAGAR, Major HS
BAWA, Captain JS	DAHIYA, Captain UB
BEDI, Captain KR	DALVI, Captain SG
BHADAURIA, Lieut RS	DAS, Captain MK
BHALLA, 2/Lieut K	DATTA, Captain S
BHANDARI, Lieut G	DAVRAY, Captain SP
BHANDARY, Major NS	DEHVE, Lieut SA
BHARDWAJ, Captain AK	DESAI, Captain RG
BHASKAR, Major RK	DEVINDER SINGH, Captain
BHATI, Captain OS	DHAM, 2/Lieut RK
BHOLA, Captain A	DHALIWAL, Captain DS
BHUPINDER SINGH, Captain	DHARIWAL, Captain BS
BIKRAMJIT SINGH, Captain.	DHAREKAR, Captain PR

DHAWAN, Lieut VK	JONJUA, Lieut HS
DHILLON, Captain RJS	JOSHI, Captain P
DHILLON, Captain SS	JOSHI, Major VKS
DIXIT, Captain CM	JOSHI, 2/Lieut VIJAY M
GANESAN, Captain A	KAILASH, Captain BK
GANGULY, Lieut S	KAILASH CHAND, Captain
GAUTAM BIR, Major	KAILASH SINGH, Captain
GEORGE, Captain BMP	KAIMAL, Captain CNB
GEORGE, Captain T	KAKATI, 2/Lieut JC
GHANSHYAM SINGH, Captain	KALIA, Captain SK
GHOSHAL, Captain AK	KALYAN, Lieut V
GILL, Lieut BPS	KANG, Captain MS
GILL, Captain VPS	KAPOOR, Captain AK
GODARA, Captain BS	KARWAL, Captain RK
GODARA, Captain DDS	KAUSHAL, Captain RM
GOGIA, Captain SK	KAUSHIK, Captain R
GOHIL, Captain KS	KELSON, Captain BW
GOSWAMY, Captain VK	KHANNA, Captain VIVEK
GOUR, Lieut ANIL	KHAIRE, Captain RM
GOVIL, Captain VK	KHAJURIA, Captain SK
GREWAL, Captain DS	KHATE, Captain KPS
GREWAL, Captain KS	KHINDRI, Captain RK
GREWAL, Captain PS	KHULLAR, Major S (Life)
GREWAL, Captain SS (Life)	KISHORE, Captain TT (LIFE)
GREWAL, Captain VM	KLAIR, Captain HPS
GUPTA, Captain KK	KOTWAL, Captain KS
GUPTA, Captain RK	KRISHNAMURTHY, Sqn Ldr S
GUPTA, Captain SK	KUBER, Captain AW
GURBAX SINGH, Captain	KULJEET SINGH, Lieut IN
HARBANS SINGH, Captain	KUMARAN, Captain PA
HARDEV SINGH, Captain	LOKENDRA SINGH, Captain
HARI PRASAD, Captain S	LAMBA, 2/Lieut CJ
HARI SINGH, Col (Retd)	LAMBA, Major PS
HARSH VARDHAN SINGH, Captain	LEHAL, Captain JS
HAVANOR, Captain DK	MADHAV MHASKAR, 2/Lieut
JADHAV, Captain SS	MAHENDRA SINGH, Major
JAGAN KUMAR, Captain MSRP	MAIHAN, Captain VS
JAGJIT SINGH, Captain	MALIK, Captain OP
JAKHAR, Captain MS	MALIK, Captain SS
JAMES, Captain V	MANGALAMPALLI, Captain VS
JAMWAL, Captain RS	MATHEW, Captain B
JAMWAL, Captain SS	MATHUR, Captain SC
JASWANT SINGH, Captain	MEHROTRA, Captain HC
JHA, Captain SC	MEHTA, Captain NS

MEHTA, Captain SD	PRAMOD KUMAR, Captain
MEHTA, Major SK	PRASHANT KANJILA, Lieut
MENON, Cdr KR IN	PREM SHANKER, Captain
MENON, 2/Lieut V	PUNDIR, CAPTAIN VKS
MIDHA, Captain BB	PURI, Captain AK
MINOCHA, Captain DEEPAK	PURKAIT, Captain M
MISHRA, Captain IB	RABINDER SINGH, Captain (Life)
MOHAN, Captain KS	RAGHUVIR SINGH, Lieut
MOHAN, Captain SK	RAI, 2/Lieut PS
MOHANDASAN, 2/Lieut K	RAI, CAPTAIN RK
MULLICK, Captain GS	RAJAGOPAL, Captain RN
MURADIA, Captain D	RAJKUMAR, Captain
NAHRI, Captain SSMD	RAJAN ANAND, Captain
NAIR, Captain BK	RAJINDER PRASAD, Captain
NAIR, Major VK	RAJINDER SINGH, Captain (0-33861)
NALIN KISHORE, Captain	RAJINDER SINGH, Captain (0-33996)
NANDA, Captain AK	RAJIV KUMAR, Captain
NARAYANAPPA, Captain LV	RAM KUMAR, Captain
NARINDER PAUL, Captain (Life)	RANA, Captain OB
NARENDRA SINGH, Captain	RAO, Lieut DJ
NAUTIYAL, Captain SK	RAO, Captain PRC
NEGI, Captain OS	RAO, Captain YS
NEGI, Lieut PS	RASTOGI, Lieut A
NOAH, Captain RJ	RATH, Captain GC
OJHA, Lieut JK	RAUTELA, Captain PS
OJHA, Captain RK	RAVINDER SINGH, Captain
OOMAN, Lieut PT	RAXINDRA KUMAR, Lieut A
PABLA, 2/Lieut MS	REDDY, 2/Lieut CN
PACHORI, Lieut COL VC	RUSTAGI, Captain RK
PADHI, Captain DP	SACHDEV, Captain HS
PALLA, Captain PJS	SACHDEVA, Captain SS
PANAG, Captain NS	SAHARAN, Captain HS
PANDEY, Captain AK	SAHI, 2/Lieut HS
PANDEY, Lieut SURESH	SAHI, Lieut RP
PANDEY, Captain UC	SAHU, Captain N
PANDIT, Major SN	SAINI, Captain SP
PARAMJIT SINGH, Captain	SAMKARIA, Captain SK
PATHANIA, Captain R	SANDHU, Major JS
PATTANAIK, Captain RK	SANDHU, Major VS
PAVRI, Captain SN	SARASWAT, Major DP
PAWAR, Major PP	SATYA PAUL, Captain
PILLAI, Major MPN	SAXENA, Captain NK
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SHARMA, Captain AK	SURESH CHANDRA, Captain
SHARMA, Captain ANM	SURI, Captain SM
SHARMA, Captain BK	SURINDER SINGH, Captain
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SHARMA, Captain KK	SURYAWANSHI, Captain AJ
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SHARMA, Captain P.K. (0-33870)	TALWAR, Lieut RK
SHARMA, Captain PK (0-34080)	TALWAR, Lieut Col VK (Life)
SHARMA, Captain RC	TEWARY, Captain LS
SHARMA, Captain RK	TAMBAY, Captain PV
SHARMA, Captain RL	THAMBURAJ, Captain N
SHARMA, Captain SK	THAPA, Lieut RB
SHARMA, Captain TM	THAPA, Captain VS
SHARMA, Lieut TR	THORAT, C Captain BN
SHARMA, Captain VK	TIWANA, 2/Lieut GS
SHINDE, Captain DD	TOCHHONG, Captain L
SHINDE, Captain LA	TOOR, Captain PP
SHIVANE, 2/Lieut A	TRIPATHI, Captain AKR
SIDHU, Lieut HS	UGRASEN, 2/Lieut
SINHA, Captain P	UTHAIAH, Captain KA
SINHA, Captain RK	VARMA, Captain RP
SINGH, 2/Lieut AK	VASHISHT, Major BC
SINGH, Captain AP	VASISHT, Captain AK
SINGH, Captain IJ	VASISHT, MITRA, Mrs
SINGH, Captain IP (0-33939)	EERMA, Capt AK
SINGH, Captain IP (0-34086)	VIDYA SHARMA, Captain (Life)
SINGH, Lieut Col LP	VIJAY KUMAR, Captain (Life)
SINGH, Captain NP (0-33930)	(IM-33818)
SINGH, Captain NP (0-33933)	VIJAY KUMAR, Captain (0-54021)
SINGH, Captain RP	VIJAY SHANKAR, 2/Lieut
SINGH, Captain SB	VIRENDAR SINGH, Captain (0-34041)
SINGH, Captain SK	VIRENDAR SINGH, Captain (0-33991)
SINGH, Captain SM	VIRENDRA SINGH, Captain (0-33848)
SODI, Captain MS	VIRENDRA SINGH, Major (0-34117)
SOOD, Captain DR	VISWANATHAN, 2/Lieut S
SOOD, Captain GK	WANGDI, Captain P
SOPORI, Captain A	WHORA, Lieut AKR
SRIVASTAVA, Lieut SK	WONGDI, Captain T
SUBASH, Lieut R	YADAV, Captain BS
SUBASH CHANDER, Captain	YADAV, Major RS
SUBRAMANI, Captain OC	YADAV, Major UB
SUKUMAR, Captain CS	

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