



THE MALAYSIA CIVIL DEFENCE FORCE (MCDF) OR APM WITH MALAYSIAN ARMY FOR FUTURE PARTNERSHIP AND INVOLVEMENT

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INTRODUCTION

Partnership or collaboration among agency have been practiced at various levels either in organization or individual level. It has been practiced for a long period of time to enhance the effectiveness and gain desirable outcome in organization. It is a broad concept to be applied in a strategic level or management level and gives benefit to the both partner, to achieve economic goal or knowledge enhancement. Partnership usually involves two parties or more cooperating to achieve specific mission or goal for organization. The benefit of partnership can be seen not only for the organization itself but it also can affect individuals in the organization. In order to implement partnership it must be well planned and supported from higher authority.

Malaysia government has endorsed National Blue Ocean Strategy (NBOS) in 2012 as one of the National Transformation Action to achieve a develop cooperation within government agency. Cooperation between agency in Malaysia such as Malaysian Army and Royal Malaysia Police Corps (RMPC) to provide security is one of the actions taken to support NBOS in Malaysia. Even though, Blue Ocean Strategy (BOS) in Malaysia is not design for business purposes and to gain monetary benefit but it has proof to reduce government expenses. The same idea was implement in California where inter-agency cooperate in security operation and management and it proof to be successfully conducted to reduce government expenses up to 6.6 billion (Halim, 2012)¹.

Partnership within Malaysia government agency has been practiced since the establishment of this nation. During the emergency period, all government agencies have cooperated to take necessary action in order to throw out insurgency threat from polluting our sovereignty. Keselamatan dan Pembangunan (KESBAN) is a total measurement taken by government agency and national citizen to fight against insurgency threat. Action taken by government in KESBAN to prevent communist ideology by influencing our citizen has succeeded and won local people hearts and minds. It forced all agencies to take action towards insurgent threat. Based on Cambridge

¹ Halim, A. (2012). Idea Inovatif Pengaplikasian Konsep Blue Ocean Strategy Dalam Perkhidmatan Awam Malaysia Hamdan bin Haji Puteh, Fazni binti Mat Arifin, Abdul Halim bin Ahmad dan Khairul Anuar bin Nordin, 33–42.

dictionary partnering refers as: "Relating to an agreement between organization or people to work together"².

Reflecting towards the definition of partnering, it's clearly define as, there must be an appropriate agreement between both agency in partnering. Mutual understanding must be achieved by gaining respect from each of agency. The concept of BOS written by W. Chan Kim and Renee' Mauborgne. BOS is a new concept for business to enter uncontested market space and make the competition market is relevant. Blue ocean strategy is a dynamic process where it requires creativity rather than static achievement. Partnering within government agency is one of the concept used in BOS, it will not create the new market, however it will drive the creativity of the organization to explore new knowledge and experience. At the same time those agency involved in partnership will expand their opportunity in new networking, either for working environment or for knowledge sharing (Kim & Mauborgne, 2005)³.

Partnership Between Malaysian Army and MCDF

Malaysian Army and Malaysia Civil Defense Force (MCDF) in the past experience have conducted several joined operations in disaster relief operation. The past experience in join operation between both agencies in natural disaster relief operation can be referred to the report produce by Asian Disaster Reduction Center (ADRC). Each year Malaysia counterpart a several type of disaster relief, which is land slide, earth quake, and flood disaster. From all disaster relief operation, the highest case in Malaysia is flood disaster due to the Malaysia climate weather and monsoon wind season cause heavy rain. Some cases of the flood disaster solved at district level and some cases have been solved by state level. Latest flood disaster in Malaysia solved at national level is on 2014 at Kelantan. (Produksi, Sapi, Ntb, & Sauki, 2014)⁴.

Malaysian Army is a versatile organization that may operate in any condition. Its role and task is to protect national sovereignty from external threat. After more than 80 years serving to protect this country. Malaysian Army is ready to embark new stages of national development in operation other than war. According to Brigadier General Dato' Abu Muslim, "The Malaysian Army in new decades is versatile and ready to involve in various part of national building"⁵.

This statement has support with the proactive action taken by Malaysian Army, to cooperate with Prison Department in Inmate

² <https://dictionary.cambridge.org/dictionary/English/partnering> dated 10 Nov 2017.

³ Kim, W. C., & Mauborgne, R. (2005). Blue Ocean Strategy. Journal of Chemical Information and Harvard Business School Press, 53(9), 1689–1699.

⁴ Produksi, P., Sapi, D., Ntb, K. G. D. I., & Sauki, I. A. (2014). Laporan akhir.

⁵ Ismail, A. M. (2012). Army Transformation : Navigating into the Blue Ocean. United States Army War College, 1–22.

Rehabilitation Program for 1,200 inmates in five Army camps throughout the country. This action enforced by Malaysian government itself in NBOS plan. Based from the report, rehabilitation program conduct by Malaysian Army with prison department has save national budget approximately 281 million. Another involvement by Malaysian Army in NBOS is by reducing man power to provide security and protection at Key Installation such as Airport and strategic location with RMPC (Ismail, 2012)⁶.

The development of MCDF recently capture attention from all government agencies and this strategic development is to enhance MCDF roles and task to in civil defense responsibility. Chief Director of MCDF Major General (R) Dato' Azmy bin Yahya mention that MCDF is ready to participate in international operation disaster relief to represent Malaysia government. "In 2014 MCDF solves 127,736 emergency cases throughout the country and it presents the credibility of MCDF to carry out task and cooperate with other agency in future"⁷

The emergence and development of MCDF assets is one of the national strategic plan, MCDF now has greater capability with several developments of facilities in every state and district throughout the country. Moreover MCDF also involved in educating civilians in Malaysia to aware in civil defense especially for students in university. Siswa Siswi Pertahanan Awam (SISPA) is design to expose university student with civil defense and they may carry those skill learn in daily routine after completing their studies. MCDF also has established own training center which is PULAPAU for North part of Peninsular Malaysia and PULAPAT for East part of Malaysia.

Considering the Malaysian Army and MCDF has been involved for a long time in HADR operation, Malaysia government has reviewed the strength and weakness in HADR operation. Government of Malaysia also looks into additional requirement to enhance the effectiveness of the operation. After flood disaster crisis in Kelantan on 2014, it has cause loss to the area damage approximately 1.75 billion⁸. Government of Malaysia has taken seriously to manage unexpected natural disaster by launching National Disaster Management Agency (NADMA) to ensure future natural disaster relief conduct in appropriate manner.

⁶ *ibid* 5, Page 5.

⁷ <http://www.civildefence.gov.my/profil-apm/perutusan-dan-mesej/perutusan-ketua-pengarah-apm/> dated 3 Oktober 2017.

⁸ Shafiai, S., & Khalid, M. S. (2016). Flood Disaster Management in Malaysia : A Review of Issues of Flood Disaster Relief during and Post-Disaster. *International Review of Management and Marketing*, 6(1983), 51–56.

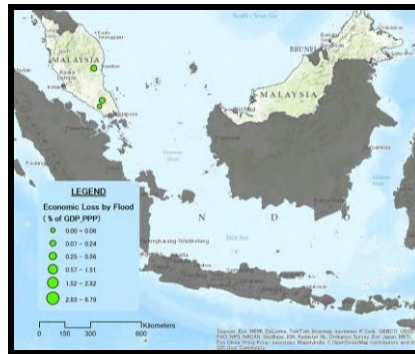


Figure 1: Major Flood Disaster involved by Malaysian Army and MCDF

Based on the past and present experience, both agencies were ready to conduct partnership in future. The future partnership for both agencies is likely in HADR operation, however it will be conducted in different dimension and different spectrum. Moreover, the ability to survive in extreme condition by both agencies can be used to absorb the higher level of challenges and encounter the critical situation during the operation. Despite, the both agencies has involved in HADR operation in the past, the spectrum of previous operation is only conducted within the country. Currently, ASEAN country requires more support in HADR operation and this is the sign of demand for both agencies to involve at international level of HADR operation.

Opportunity For Future Partnership in HADR Operation

Mostly, partnership between agency in Malaysia are usually conduct to solve the problem which the problem has becomes national problem. Statistic of natural disaster in Malaysia usually hit every state in every year; however the massive flood natural disaster usually occurred in 5 years period of time. Flood natural disaster in Malaysia is solved at state and district level. Within ASEAN region, flood disaster is synonym to be occurred in all ASEAN country frequently and there are several cases of other type of natural disaster hit ASEAN country such as earthquake and landslide. During the Tsunami tragedy hit Aceh in 2011, it has forced ASEAN region to prepare any unexpected of natural disaster.

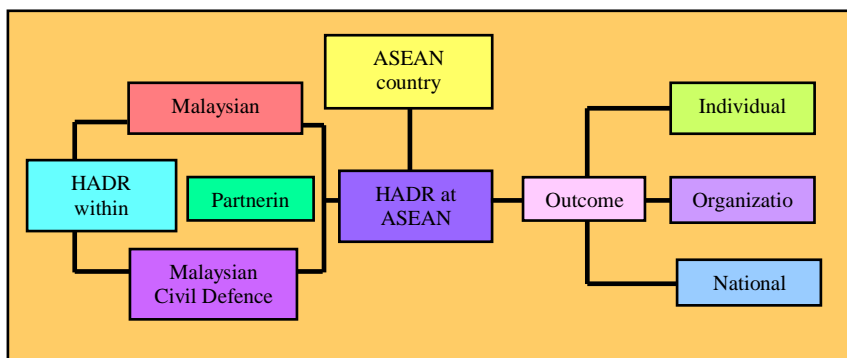


Figure 2: Diagram Opportunity for Future Partnership in HADR Operation

Flood disaster relief operation requires command, control, coordination and communication in the operation (C4)⁹. Malaysian Army as they train for war and currently have secondary roles to involve in flood disaster relief operation. Malaysia Prime Minister, Dato Seri Najib Tun Razak mention that the “Malaysian Army should be given greater roles in flood disaster relief operation”. Malaysian Army have the capability to handle such situation, where the ability to react in quick action is important in HADR operation. Despite the secondary roles given to Malaysian Army in flood disaster relief operation, their primary roles must be in form of higher readiness (Kumar, 2014)¹⁰.

During flood disaster crisis in Kelantan which involved Malaysian Army and MCDF, the crisis has revealed several weaknesses especially in execution of operation based on Directive No. 20. The first weakness is early warning system has delivered late information on coming flood disaster. It reflects late reaction by locals and government agency and cause collateral damage to the area especially towards private property and public property. Moreover, even though there are number of volunteer and NGO comes forward to gives support in operation but the evacuation process is lack of coordination supposedly to be centralizing by higher authority¹¹.

In flood disaster relief operation at Kelantan, the agency involved in that operation is not only MCDF and Malaysian Army, it's also involves other agency such as RMPC and Malaysia Fire and Rescue Agency. Other than RMPC and Malaysia Fire and Rescue Agency, hundreds of agency also

⁹ Kumar, A. (2014). Humanitarian assistance and disaster relief - Flood relief operations in Malaysia. *NADI Joint Working Paper: Sharing Experiences in ASEAN HADR Management*, (August 2014), 43–53.

¹⁰ *ibid* 9, Page 9.

¹¹ Shafiai, S., & Khalid, M. S. (2016). Flood Disaster Management in Malaysia : A Review of Issues of Flood Disaster Relief during and Post-Disaster. *International Review of Management and Marketing*, 6(1983), 51–56.

involves in the operation and it has reflected the miscommunication in delivering orders in that operation. To conduct appropriate partnership between both agencies in disaster relief operation, there must be clear orders and communication given to both agency either Malaysian Army or MCDF to complete a necessary task.

Based on the HADR operation at Kelantan, it has reflected all stage of operation and it stated in Directive No. 20 where Malaysian Army together with MCDF involved in second stage of the operation. The second stage of operation responsible to evacuate the victim at reflected area. It is conducted in critical situation where both agencies are train to conduct operation in extreme condition. Based on the report and AAR, the implementation of third stage based on Directive No. 20 is not carry out properly by responsible agency assign to the task. Welfare Society Agency was one of the agencies that involved in the last stage operation during the crisis. However it is not fair to blame Welfare Society Agency individually, it is because the recovery process involves more fund and commitment instead of man power and other physical support (Shafiai & Khalid, 2016)¹².

Analysis on Natural Disaster Relief in Other Country

Other than Malaysia, HADR operation and natural disaster also taken seriously by other country. Type of disaster hit the other country is based on the climate and geography factor of the country itself. Japan has succeeded to handle natural disaster effectively and efficiently by developing their SOP for HADR operation. The geography factor made Japan frequently hit by earthquake disaster and disrupt the government effort to build up the nation. Government of Japan has taken necessary action to reduce the casualty and damage by improving their SOP, technology and equipment. Instead of improving SOP, technology and equipment, Japanese citizen also willing to give support and helps the victim to cope out from the disaster during the HADR operation.

When Japan was hit by great east Japan earth quake in 2011, government of Japan and other agency work together to evacuate the victim and the operation is remark as a most efficient HADR operation in the world. The main factor contribute to the successful of the operation is well coordination of task among agency by higher authority. The affected area involved in Great East Japan Earth Quake is Miyagi, Fukushima, Ibaraki, Iwate, Tochigi and Aomori. During the operation take place, the first action taken by government of Japan is collecting donation from all agency and Japanese citizen.

¹² *ibid* 11, Page 10.



Picture 1: Temporary Compartments for Earthquake Victim in Japan

Generally, this operation has involve various agencies and volunteer, total number of agency is 114 respond team from local Japanese NGO, 57 respond team from private companies, 54 respond team from foreign government agency, 47 respond team from international NGO, 21 respond team from local government agency, and 14 communities from based organization. Other than that, it also involves 5 United Nation (UN) agencies and 3 central government agency. Total involvement including military agency in that operation is 340 respond team¹³.

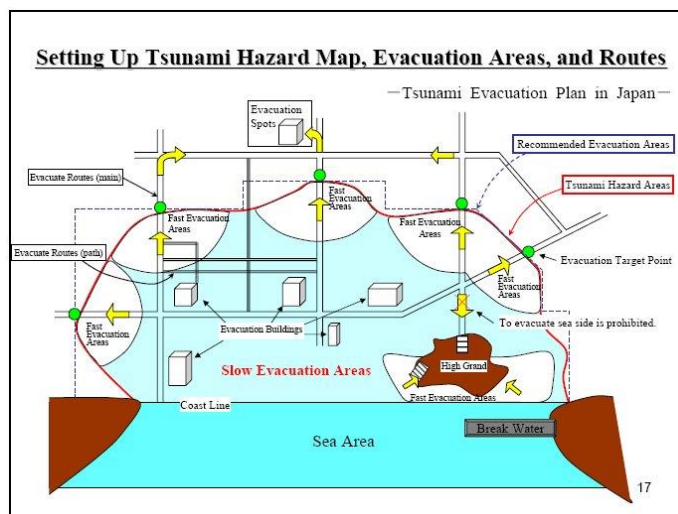


Figure 3: Earthquake Evacuation Plan in Japan

¹³ Bisri, M. B. F. (2016). Observing Partnership Innovation through Inter-organizational Network Analysis on Emergency Response of the Great East Japan Earthquake and Tsunami 2011 Mizan Bustanul Fuady BISRI. *Japan Social Innovation Journal*, 6(1), 27–41.

Basically, task for each agency are categorize and coordinate thoroughly, for example, there are several team to focus on Food Distribution, several team is responsible for Non Food Item Distribution, some of the team caters the Heath Services task. During the evacuation operation, some of the respond team concurrently conducts Damage Assessment. Another important task perform by respond team is Coordination and Communication Services to ensure the communication process in evacuation process under controlled. In addition, Japan also allocated tasked for agency to handle Cash Donation and Fund Rising, Education and Other Child Related Services, Water Sanitation and Hygiene, Shelter Logistic Support, Livelihood, Debris Removal and other activity necessary. (Bisri, 2016)¹⁴.

United Kingdom as one of develop country in the world has develop specific doctrine on military contribution in disaster relief operation. The operation will be conduct based on doctrine where task has been allocated based on military specialist such as Engineer Troops, Join Media, Air Movement and also Specialist Communication. The execution of disaster relief operation will be start by pre event engagement, assessment and advice, reconnaissance and assessment, mounting and deployment, support the relief effort to meet basic needs, in extreme circumstances, assistance may provide to restore the affected state capacity, and the last phase is transition and termination where it involved collating operational lesson (Centre, 2016)¹⁵.

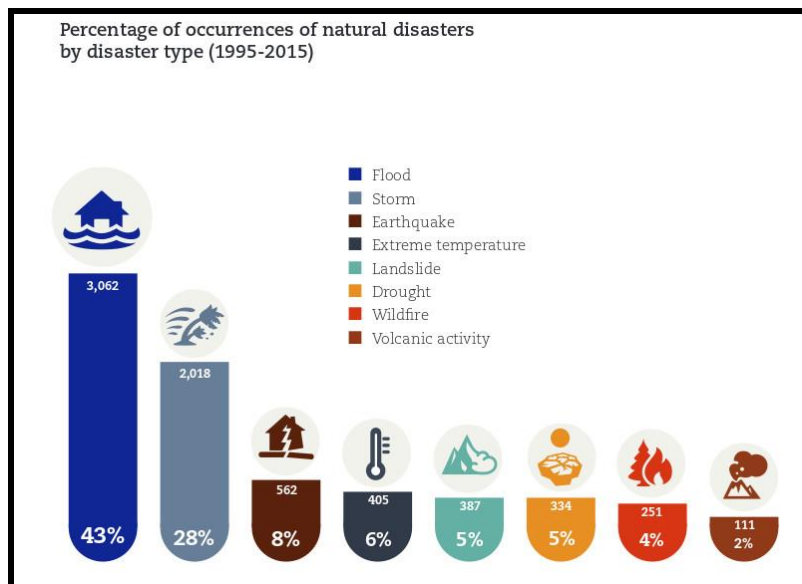


Figure 4: Statistic of Natural Disaster in ASEAN

¹⁴ *ibid* 13, Page 13.

¹⁵ Centre, D. (2016). Disaster Relief Operations Overseas: The Military contribution (JDP 3-52).

Based on the statistic above, the higher cases of natural disaster in ASEAN region is flood disaster. So based on both agency has been expose more in flood disaster operation, it will be most suitable for both agency to conduct future partnering by involving within ASEAN country. Several other issues in ASEAN country is still remain unsolved after ASEAN has been establishing for a long time. Most of the countries has not been giving full commitment to support each other. The certain issue within the region is meeting the dead end; moreover most of the countries has not been giving much attention to support in HADR operation. The crisis between Malaysia and Indonesia in haze crisis is likely to be ignoring by Indonesia after several complaint has been made by Malaysia and its shows that mutual understanding each country in ASEAN is not strong enough. (Haruyo & Gentner, 2006)¹⁶.

Challenges For Future Partnership in HADR Operation

Based on Directive No. 20 it clearly stated that responsibility given to Malaysian Army, RMPC, Malaysian Fire and Rescue Agency, and MCDF to take part in flood disaster relief operation. MCDF previously known as Malaysia Department of Civil Defense establish on 1951 by Lt Gen Sir Harold Briggs to protect civil property during insurgency era and known as Home Guard Force. It involves local people with limited fire weapon issued during the early of its establishment (Melayu & Darurat, 1960). It has expanded to Singapore, Sabah and Sarawak during Malaysia – Indonesia confrontation crisis. In 1993 JPAM plays important role to evacuate victim in highland tower tragedy. Latest involvement by MCDF is during Lahad Datu crisis, and on 1 Sept 2016 JPAM officially change their identity to APM or MCDF and received medal of honors from International Order of Civil Defence by Dr Vladimir Kushshinov (ICDO Secretary General).

Historically, inter-agency cooperation in disaster relief is a complex and challenge task especially when two or more organization joins in one operation. The success of an operation must be determined by the whole operation rather than only the cooperation organization. In 2007, Ghana involved in flood disaster, where local agency and international agency involved in disaster relief operation. Support from international agency helps victims to recover well but in the other hand it faces challenges especially in communication and cultural differences¹⁷. The coordination between local agency and international agency in planning, organizing, leading and controlling the operation is lesson learn in future disaster relief operation (Wuni, 2008)¹⁸.

¹⁶ Haruyo, H., & Gentner, H. H. (2006). ASEAN : Cooperative disaster relief after the tsunami ASEAN : Cooperative disaster relief after the tsunami.

¹⁷ Wuni, M. T. (2008). Inter-Agency Coordination For Effective Humanitarian Relief Operations : The Case of the 2007 Floods In Northern Ghana, (December).

¹⁸ *ibid* 17, Page 17.

Mutual understanding between two different entities is hard to achieve and it will be easier to achieve when two their interest is fulfilled in the agreement. Each agency or organization have own strength and weaknesses. The perfect partnership concept is characterize by both agency which completed each other and at the same time they will achieve growth for a long term. To meet the mutual understanding there must be some barrier to be solved in order to meet the partnership objective and trustworthiness each other. For instance, leadership plays a vital role in implementing the partnership however in case of Malaysian Army and MCDF partnership there are common interest and also common function both agencies.

Multi agency cooperation requires more coordination and understanding each other to mole in partnership. During the worst situation, it demands efficient coordination of task and good communication. For instance, strict SOP must be followed during the disaster relief operation take place. There are several conflicts that usually occurs based on the past operation such as unclear SOP, the lack of knowledge and information to deliver problem. On top of that, the communication issued are the factors to jeopardize the operation. (Bharosa, Lee & Janssen, 2010)¹⁹. The challenges in future HADR operation is highlight as below.

- Communication and delivered information issues does not only rise among agency, it also occurs within the agency in the operation. For example during flood disaster or earthquake disaster communication centre or communication tower will be defective and unable to transfer the wave. There is certain communication devices issued to the agency involved but usually total of volunteer involved is outnumbered and some of the personnel will not get important information effectively and this creates miscommunication in operation²⁰.
- The efficient warning system technology will save people life during natural disaster. Prevention by providing early information towards the affected area will trigger fast action in evacuation process. The past experience remarks that the statistic of death and damage will reduce in large number by early action transferring the victim and property before the area hit by natural disaster. However there are some cases, after early warning system provides necessary information; it has taken for granted by victim itself and it shows the bad attitude of citizen. This is why enforcement of SOP must be strict. (Aldrich, 2015)²¹.

¹⁹ Bharosa, N., Lee, J., & Janssen, M. (2010). Challenges and obstacles in sharing and coordinating information during multi-agency disaster response: *Propositions from field exercises*, 49–65.

²⁰ *ibid* 19, Page 18.

²¹ Aldrich, D. P. (2015). Resilience and Recovery in Asian Disasters, (November),363.

- The other challenges in future HADR operation is lack of fund allocation by government. Fund allocation must be coordinated at district, state and national level. It plays important roles in the operation where the whole operation require fund to provide necessary equipment and to sustain the operation. Instead of man power, the requirement of equipment, food, and other necessary items must be handling carefully to ensure the effectiveness of the operation. Long term economic planning must be allocated for natural disaster operation in national budgeting to support the operation²². Moreover, fund allocation must also consider the recovery phase in operation (Seneviratne, TKKS, Pathirage, C, Amaratunga, RDG and Haigh, 2011)²³.

CONCLUSION

Future partnership between Malaysian Army and MCDF requires high commitment from both agencies and support from government. During the past and present experience, it shows that Malaysian Army and MCDF have conducted partnership in HADR operation within Malaysia country. By conducting partnership in HADR operation both agencies will also gain own benefit towards each organization in term of individual skills and also will increase level of professionalism among both troops. For instance, partnership also will reflect growth of each agency in various aspects such as knowledge sharing between agencies can be used in own organization.

In anticipating with ASEAN country situation, ASEAN country mostly faces similar problem such as economic and social problem. Based on statistic of natural disaster in ASEAN country, most of the ASEAN country is vulnerable to unexpected natural disaster such as flood disaster, earth quake and land slide. Natural disaster will cause big loss to the country and support from neighbor country is highly needed. Future partnering between Malaysian Army and MCDF in HADR operation will fulfill the requirement of ASEAN country during natural disaster crisis.

Contribution at international level such as ASEAN level is not only beneficial towards both agency but it also will gives benefit towards Malaysia itself. Involvement in natural disaster relief operation at ASEAN level will improve diplomatic relation between Malaysia and ASEAN country. This future partnership can be longer extend after achieving desired outcome in ASEAN level and ready to embark to the next level of operation at other region such as Europe country and Middle East region.

²² Seneviratne, TKKS, Pathirage, C, Amaratunga, RDG and Haigh, R. (2011). Disaster knowledge factors : benefits and challenges.

²³ *ibid* 22, Page 19.

Partnership or cooperation among agency will give positive impact to both organization, but it must be well coordinated and its strategic purpose must be clear. There are several point notes to be understood by both agencies. The first is strategic focus, where it must be a clear strategic goal to achieve the partnership vision. The second important aspect is transparency in allocation of fund, where it will relate to strategic focus. The third is commitment from necessary stakeholders, where both agency must give cooperation employing skills and shared technology in partnership process. The fourth is trustworthy element, it plays vital roles in partnership. The fifth point is outcome oriented task required to both party to sustain the partnership process, and the sixth factor is capacity for cooperation and mutualism and the last factor is organization complimentary and coterminosity (Lindsay, Mcquaid, & Dutton, 2008)²⁴.

Regarding the future partnership between Malaysia Army and MCDF, It has been note that Prime Minister of Malaysia has given greater roles for Malaysian Army in HADR operation. It also remarks by Chief Director of MCDF that they are ready to conduct HADR operation at international level. In order to decide either HADR operation at international level suitable for Malaysia Army and MCDF for future partnership, PEST analysis will be used as tools to analyze situation in ASEAN region. The remarkable point from weakness during the Kelantan flood disaster relief operation can be used to overcome in this partnership to embark in HADR operation at international level.

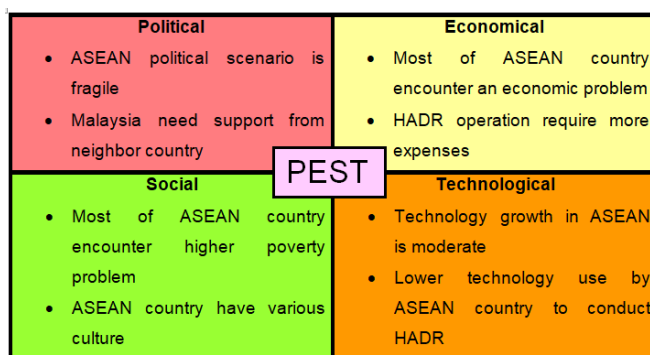


Figure 5: PEST Analysis on ASEAN country for Future Partnership in HADR Operation between Malaysian Army and MCDF

Future partnership for Malaysian Army and MCDF will focus to ASEAN country where most of the ASEAN country is frequently involved with natural disaster, PEST analysis above, present the political, economic, social and technological analysis in ASEAN country. The first outcome from PEST Analysis is ASEAN political condition is unstable due to the conflict

²⁴ Lindsay, C., Mcquaid, R. W., & Dutton, M. (2008). to Employability, 715–732. Melayu, T., & Darurat, S. (1960). Pasukan Home Guard Persekutuan, 1948–1960.

rise within each country such as Myanmar conflict involved in ethnic cleansing. The next aspect is ASEAN country also struggling with the economy condition where the HADR is most needed during the natural disaster crisis. The third points is most of the ASEAN country have high statistic of poverty and the last is moderate technology in ASEAN country where the external support will be needed from neighbor country.

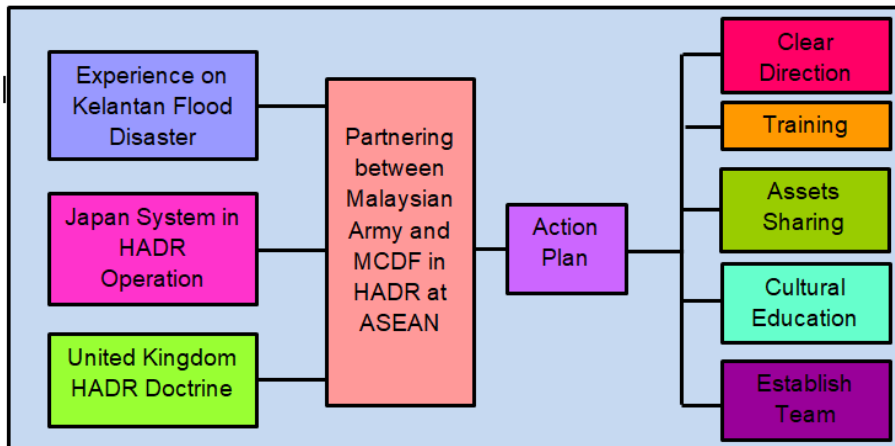


Figure 6: Diagrams for Future Partnering between Malaysian Army and MCDF in HADR at ASEAN Level

Diagram above represent necessary action plan for both agencies to perform future partnering in HADR at ASEAN level. The detail explanation of diagram above as follow:

- **Training Integration.** Training must be conducted to integrate both agency and to develop the chemistry between agencies. Training is necessary to improve existing skills and knowledge, it also must be conduct at similar environment to achieve desirable outcome. To maximize training in HADR, location of training must be conduct in specific environments based on type of disaster such as flood disaster might be suitable to conduct at swampy area. Furthermore, during join training taken place, trainees from both agencies must be exposed to the additional knowledge in HADR such as precaution to handle victim in order to avoid infected disease. For instance, invitation for guest lecture is important to give new input and knowledge. The last part in training is, conduct necessary test to examine each of training participant performance.
- **Sharing Assets.** Currently both agency have several development in the organization, however to conduct operation in HADR its demand new assets and technology. To overcome these weaknesses, both agencies have to share available assets in partnering. Recently Malaysia Army has given new strategic asset to

enhance the capability of the force. Latest assets given to Malaysian Army is Armored Fighting Vehicle and MCDF currently acquire new transportation for quick deployment. Despite both agencies has been given new assets, new equipment needed in search and rescue must be upgrade to fulfill the operational requirement.

- **Cultural Education.** Cultural knowledge and cultural awareness must be exposed to both agencies in order to carry out and perform well in HADR operation at international level. Every county have different type of culture based on ethnicity and belief. Japan for example has a unique of culture among their people and some of the sensitive issue must be taken care carefully by both agencies during commencement of operation. Every single personnel involved in operation must have value of respect towards victims and high professionalism to avoid any further negative consequences.

- **Establish Respond Team.** Both agencies must consider in establishing their respond team and mixing both troops in the team with balance composition. It also must take into consideration in each respond team will have specific SME to carry out the task. In other words, MCDF might have several specialists in certain task same goes to Malaysian Army where certain equipment required specific skills. Balance group will drive the respond team to react effectively. The suggested number of respond team is approximately 8 to 10 personnel and only one leader in each team either from MCDF or Malaysian Army.

- **Clear Direction.** Based on the Japan experience effectively handle HADR operation, in order to arrange partnering for Malaysian Army and MCDF both agencies must be clear the tasking to perform in partnering plan. Both agencies must be must focus one main task and search and rescue operation is suited the most for both agency. The other task during the disaster must be given properly to other agency and must be in written orders to ensure the effectiveness of the operation. Pertaining to learn from Japan as successful county handling HADR operation, Malaysian Army and MCDF must aware that there are plenty of task in the HADR operation and it must be discuss properly and both agency must have mutual understanding to focus only one main task instead of take responsibility to all task available.

- **Amendment to Directive NSC No. 20 Disaster Relief Operation.** For the time being, Malaysia government has establishes action plan and SOP for natural disaster relief operation and based on Directive No. 20 NSC to conduct HADR. Latest amendment on Directive No. 20 has been done to provide detail task during the

operation, but it still needs to be improved by adding one important task which is collection of donation to support victim during the operation. This task is important to give support to the victim and another amendment suggests to be done is scale of food and shelter must be detail and clear to avoid waste.

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