

**21st COL PYARE LAL MEMORIAL LECTURE USI – 20 SEP 2017**

General PK Singh, former Chiefs, distinguished guests, ladies and gentlemen. I am deeply honoured for having been invited to deliver the 21st Colonel Pyara Lal Memorial Lecture at the United Service Institution of India (USI). I would like to thank the USI and its Director, General PK Singh for giving me this opportunity to interact with a very distinguished gathering

This memorial lecture honours the memory and contributions of a distinguished soldier scholar, Colonel Pyara Lal, whose name is closely associated with the USI.

In all humility I must admit that I am overawed by this honour, as I have learned the art soldiering & Military Leadership from more than a few present here today. I must also admit that I would definitely not be standing here if Col Pyare Lal would not have helped me pass my staff college and of course I owe whatever I am to

PARA the unit I belong to. Gen Samir Sinha is the founding father of the unit and role model for us all, To deliver a lecture in Gen Samir sinha auditorium is indeed a great honour. This auditorium is testimony to his many contributions to USI.

The brief given to me is

Transforming the Indian Armed Forces for meeting future security challenges.

**A Google search of four words Transform Indian Armed Forces shows up 121 mn results.** As there are four words – so even at a very conservative 10% pertaining to Indian armed forces only it is easily over a lakh results. This is indicative of the amount of material written on this subject. It is an apt topic for discussion and debate. While the world over including India – the focus is on reforms be it **economic reforms, social reforms or even police reforms but when it comes to the Armed Forces it is always Transformation. Be it US, China, UK or India. I often wonder WHY?**

I WILL **Briefly flag the future security challenges to outline the context and the framework and**

**thereafter detail the defence reforms and transformation of the armed forces.**

**Most of the measures for transformation are straight out of the Shekatkar Committee recommendations on “Enhancing Combat Effectiveness by Rebalancing the Defence Expenditure”.**

To Define future security challenges in itself is a challenge as technology changes faster than we can absorb and security challenges manifest in hithertfore unanticipated domains & dimensions. Future security challenges in the Indian context however are not too difficult to foresee .

***The National Aim is to TRANSFORM INDIA INTO A MODERN PROSPEROUS & SECURE NATION.***

External & Internal Security of the nation is the role assigned to the Armed Forces and it is incumbent on

the armed forces to be **PRESENT RELEVANT & FUTURE READY.**

**India is the 7<sup>th</sup> largest nation** in terms of Area with **15106.7 km** land borders with seven countries including Afghanistan, **7516.6** kms of coastline with maritime boundaries again seven countries.

**India faces full spectrum of security threats** from a proxy war, sub conventional or LIC, 4G war, hybrid war, small wars, conventional war, nuclear war, and collusive threat from Pak & China and a collaborative threat. We have a **mischievous Pakistan in the West** and a **strong adversary in China in the North.** Pakistan has waged four wars on india and continues to wage a proxy war for nearly four decades now – if I were to give a date to the commencement of this proxy war **it will 13 Dec 1989.** the ongoing proxy war is a state policy driven by the Pakistan Army. Some of us fall in the trap & follow the **PAK narrative** – **NON STATE ACTORS/ JIHAD, Fidayeen Attacks etc.**

**With Pakistan we have a 772.1 km of LC and 126.2 km of AGPL** along the Siachen Glacier. An agreed upon Ceasefire unilaterally declared by Pak on 25 Nov 2003 and reciprocated by India is under severe stress. Pak army constantly violates CF to aid infil. The fact that there is hardly ever a CFV EAST OF ZOZILLA is indicative of Pak designs. Violence levels in Kashmir are calibrated from across and terrorist attack in the hinterland like Mumbai, Parliament etc are engineered and perpetrated by pak. **A NUC Pakistan with possible TNWs has been able to carry on with terrorism as a state policy with near impunity except for the Surgical strikes.** However the key issue is does India have **strategic space** in a conventional war and as the driver for conflict is **INCIDENT DRIVEN** – we also may not be able to achieve any **‘Strategic Surprise’**. India propagates a **PROACTIVE STRATEGY** of carrying the war into Pakistan Territory with the aim of raising the costs of Pakistan proxy war. The aim being to raise the cost for **Pakistan’s low cost High Effect proxy war to ‘High Cost Low AFFECT’ war.** The **COLD START** - raised the costs with Pak adopting a **New concept of war Fighting**

**China is a strong adversary and respects strength.** 3488 km long India-China border is without a common understanding of LAC. **the LAC in practice is a set of**

four imaginary lines. **perceptions.** The LAC is a set of contradictions, it is the **Most disputed peaceful border in the world with the last shot in anger fired in Oct 1975.**

**A fragile peace exists with Daily Transgressions – Face offs** like the recent one in Doklam and earlier Chumar & Depsang is an ever present danger and driver for conflict. **Both nations have ensured P&T based on Five Principles of PANCHSHEEL & Five Agreements.** compliment the two Armies – LAC **HAA, TEMP LOW & TEMPERS HIGH,** maturity, commitment discp . present dispensation for the resolution of **DOKLAM.** Doklam was a change wherein China practiced the much talked about doctrine of three warfare.

- **Info**
- **Legal**

### **PSY OPS**

**IS DOLAM THE NEW NORMAL?** In my assessment the frequency, depth and intensity of transgressions and face-offs will see an exponential increase and the P&T will be under sever stress and hence we need to build capabilities & enhance capacities – more of this later.

- **Collusive Threat**
  - **Collaborative and Collusive Threat**

**I Quote the NSA Mr DOVAL “ India has to be prepared for a two front war and build deterrence that ensures conflict is not an option for its adversaries” this is a statement by Mr Ajit Doval NSA at HT leadership Summit on 23 Nov 2014. he goes on to say “India has two neighbours, both nuclear powers (which) share a strategic relationship and a shared adversarial view of India,”**

there is no denying the fact that we have to be prepared for a two front war.

**In the event of an India-Pak Conflict China may not directly go to war with India, however in a India-China Conflict – Pak certainly will.**

**CPEC is central to the CHINA DREAM Of ONE BELT ROAD and any threat or perceived threat to its vital national interest is a driver for conflict, leading to a collaborative or two front war possibly orchestrated by Pak. Not to forget that CPEC Passes through indian territories occupied by PAK**

#### **CPEC AS AN OPPORTUNITY**

The INTERNAL security dynamics is well known – J& K and North East and I will leave it at that – **SILLIGURI CORRIDOR** – Br to 8½ state – 5 crore people – shifted Kishan Ganj.

**LWE**-Army should not get involved.

- **Future wars will be Multi Domain wars , LINEAR** war as we have known are only a critical subset of multi domain warfare- these could be both overt & covert.

**At CENJOWS** we are in the process of doing a major research project on **MULTI DOMAIN W in the INDIAN CONTEXT. Multi domain warfare is essentially all encompassing and IMPACTS the GEOSTRATGIC, GEOECONOMICS and GEOPOLITICAL Domains. In brief the essential components are CYBER, SPACE and Outer SPACE, SPL OPS, Autonomous weapons and vehicles including drones, IW, PSY OPS, LEGAL, ELECTRONIC, ELECTRO MAGNETIC , HYBRID, ASYMETRIC, WATER, ENERGY , DRUGS, fuelling Unrest. You Name it and it is there.**

**DRONES OR UAVs are a major threat as these are now easily available and regulations are not in place as yet.**



**MAJOR Threats to our coastline of 7516 km coastal security a major concern, threat to to our Island Territories there are a total of 1,208 islands, EEZ 2,30,5,143 sq km . Domination of IOR.**

**On October 18, 2014, the Prime Minister while addressing the Commanders Conference defined the security threats “Beyond the immediate, we are facing a future where security challenges will be less predictable; situations will evolve and change swiftly; and, technological changes will make responses more difficult to keep pace with. *The threats may be known, but the enemy may be invisible. Domination of cyber space will become increasingly important. Control of space may become as critical as that of land, air and sea. Full scale wars may become rare, but force will remain an instrument of deterrence and influencing behaviour, and the duration of conflicts will be shorter.*”**

***Other Than security challenges***

***India is a responsible risen power and a net security provider in the region and hence we need capabilities building for operations other than war incl HADR.***

## **TRANSFORMATION**

**THE NEED- 2ND largest Army**, 4th largest AF, BLUE Water Navy,

one of the worlds most battle hardened troops, combat rich force.

### **EARLIER COMMITTEES**

**Gen Krishna Rao - 1975**

**Arun Singh TF- 2001 - Arun Singh committee on Def Expenditure 1990**

**KRC & GOM 2001**

**Naresh Chander TF 2012**

**Internal studies- Gen VK Singh 2009, gen Chandershekar NFF, Gen ML Naidu**

**W/o Turbulence & Turmoil – transition Management.**

I will quote the PM again , while addressing the combined commanders conf in dec 2015 he said

**At a time when major powers are reducing their forces and rely more on technology, we are still constantly seeking to expand the size of our forces. Modernisation and expansion of forces at the same time is a difficult and unnecessary goal. We need forces that are *agile, mobile and driven by technology*, not just human valour.** – Prime Minister Narendra Modi, Combined Commanders Conference, December 15, 2015

He challenged senior military commanders to reform their “beliefs, doctrines, objectives and strategies”. identifying six areas that required military reforms. These include **restructuring the higher defence organisation**, improving defence planning, **synergising joint warfare**, enabling manpower rationalisation (teeth to tail ratio), **boosting defence procurement** and specialising professional military education. Prime Minister Modi’s directions can be seen as a challenge to the established structures, systems and organisations of India’s military and the mind-set

of senior military leaders. the **KEY ISSUE IS THE AUTHORITY TO IMPLEMENT THE REFORMS IS WITH THE MoD.**

## **Sheketkar Committee**

**Mil practitioners 11 members.**

Alt structures and systems and organisations of MoD.

Gen Shekatkar – Aims of the Committee

**Transformation should lead to : Indian Military Force to Military Power**

on **29<sup>th</sup> Aug** the erstwhile RM **Shri Arun Jaitley** announced that **65 recommendations of the SC have been implemented.** **Much applause and discussion, deliberations.** **Honestly & being Politically incorrect but then I am a soldier & need to be military correct.** **These are low hanging fruit Cherry pickings.** The SC had over 200 'R' – and aimed to address the concerns of the services and further the interests . **Broadly – 30 pertained to Tri Services, 75 were for org directly under MoD – 29 Orgs – with a civil manpower over 3.4 LAC TOTAL CIV MP IS 6 lac – of which about 2.6 lac is embedded and integral to the service.**

## **Optimisation of Army around 80 Navy – 14 & Air Force – 16.**

The strength of the armed forces is approx 1.4 million with 6 lac civil emp & budget of nearly 2 lac Crore at 1.61% of GDP.

The present sanctioned or accepted force levels have evolved after detailed deliberations and hence need to be maintained whether these are 14 CORPS for the ARMY, A 42 SQN airforce and a 200 ship navy. The government and the armed forces need to take a close look at the existing structure and systems, org , adm, sp and logistics establishments and integrate civil infrastructure and resources to rebalance and maximise defence expenditure.

The first and foremost and the start point is a national security strategy . **In essence the NSS is a strategy to protect and project our national interests.**

**NSS – NMS – NMO – Derived Military Capabilities.**

**Budget Enhanced to 3% of GDP** but not going to happen **completing Priorities** – need to not only optimise but maximise.

**CDS - deliberated for 16 years, GOM, NCTF, Op Preparedness and Op Readiness – Requisite mandate Authority and not an upgraded on 4 Star CISC – Not a PCOSC.**

**Indian Armed Forces least Joint** – 1971, OP PAWAN & OP CACTUS – MALDIVES.

The finest joint institution the NDA is getting disjointed- BTECH.

### **Jointness – Five Domains**

**Int – 14 Agencies – Do not talk – Conflict and Competition – NIW – Planning, Training, Communication and Logistics, Joint Operations.**

**- Aligning Authority and Accountability It is not only the TOB/ AOB, but the services need more authority in all spheres.**

**Defence Plans – LTIPP – HQ IDS. 15 Years Vision, 7 Years strat and 3 Years Action Plan – Committed Budget Allocation. Modernisation is not only severely hampered but at present there is high hollowness and low elasticity and resiience. On the**

**positive side the MoD has signed 110 contracts worth 1,13,995 Crores and accorded AON for 101 schemes at a financial outlay of 2,39,000 Crores.**

**Integrated Theatre Commands need further deliberation and discussion for structure to evolve. China has restructured the PLA.**

**Clubbing of 17 Regional Command – Apologetic – even one man – need.**

**Early raising of Cyber, Space and Special Operation Command THE PRESENT AGENCIES ARE SUB OPTIMAL and do not – Reply of Manpower and Resources – save and raise – cover later.**

**Budget – 3% of GDP.**

**Capital – ROLL ON 2 year in last two decade. POLICY PROCEDURES & PROCESSES are under review**

**DPP2016-**

**STRAT PATNERSHIP- FOUR AREAS ONLY**

**SHORTEN DECISION AND PROCUREMENT TIME.**

**CHANGES- 9 AMN CONTRACTS**

## Integration of MoD and Services.

### MOD HAS 4 DEPARTMENTS

**DOD - DDP- DRDO & DESW, EACH OF THIS NEEDS MAJOR REFORMS.**

- IHQ of Army and Navy – Air HQs
- **Not only 1<sup>st</sup> Floor of SOUTH BLOCK but all structures & Org** , Without reforming these departments most of the structural infirmities will continue to degrade Op efficacy and combat effectiveness.

**DRDO- FAILED TO DELIVER , 51 labs, 30,000 MP with 7000 scientist, 6% of defence budget**

Strat High Visibility Projects. 80% of the requirement of the armed forces is LOW to Med Tech. 65 to 70% eqpt ex import, STRAT AUTONOMY - reduce imports by 50% in next 5 years.

DRDO should focus on CORE COMPETENCIES, CLOSE 11 LABS - RAMA RAO COMMITTEE, A ROBUST CONSULTATION PROCESS, INDUSTRY R&D, CONJOINT DIRECTION LEVEL LEADERSHIP. SCIENTIFIC HEAD and AN OPERATIONAL Head of labs.

**Vice Chief & COSC to clear all Projects – Monitoring by service HQs**



**Responsive to Service- ASLT RIFLE INSAS, BPJ, KIT.**

## **INCENTIVES TO SCIENTIST**

**IOF - 41 Ord Factories with a str of 90,000. Maj issues , non responsive – time And cost over runs – poor quality equipment, arms and ammunition. – Barrel BUKST - INSAS a good design BAD product. Piece of Metal. Too many problems,**

## **MULTI MODE GRENADE**

**EVEN THERE IS NO UNIFORMITY in the UNIFORMS**

**GOCO Model GOVT OWNED CONTRACTOR OPERATED. GMR MODEL.**

**major reforms required. studies have been carried out not implemented. certain factories can be easily Merged Admiral Raman Puri Committee . Close others.**

**outsource to industry,**

**Need to Build Defence Industrial Base –**

**Service GMs the naval model ship yards and dock yards navy has a direct interest and control – Service Cadre Control.**

- **SURGE CAPACITY FOR AMN.**
- **STR EXISTING MFR BASE.**
- **SUPPLEMENT MFR BASE BY PVT INDUSTRIES**
- **INGRESS OF TECH.**

**DGQA & DG AQA – Department of Defence Production – Single Cont over IOF, DPSUs and Quality Control. DGAQA and DGQA under VCOAS / HQ IDS. Total Manpower – 11,000 with only 3,500 – QA/QC. DGQNA**

- **CGDA. MoD is the only Ministry with Pre-Audit and Post Audit. Oversight is a must but not at the cost of National Security – Around 18,000 Audit Staff – Average 65,000 Audit Objections are year; Reduce work Force – CAAT – Computer Aided Audit Technique .**

**DIGITISE PCDA PENSIONS, USE OF E WARRANTS OR SMART CARDS.**

**IFA – Frustration . EXPL ICT, SYSTEMS.**

**AIR FORCE – INMOLS – INTEGRATED MATERIAL MANAGEMENT ONLINE SYSTEM – IN BUILT AUDIT**

- **MES. 80,000 Man Power 14,000 Crores.**

**Outsource – 70:30. AWHO**

**issues of STATUS EQUIVALENCE. This is common to all JOINTLY manned organisations like BRO, MES HQs.**

**STATUS EQUIVALANCE AND NFU- A COMMON PAY STRUCTURE AND CARRER PROGRESSION SCHEMES TO ENSURE HARMONY AND SYNERGY BETWEEN DEF AND CIVIL EMPLOYEES.**

**Border Roads. Work charge not delivered. HR issue Equivalence – Enhanced Financial Powers – DMRC Model – Agency to corporation execution.**

## **DESW**

- **Revamp – Serving and Retired – Empathy**

**POLICY AND ATTITUDE BOTH ARE NOT VETTRAN FRIENDLY**

**LATERAL ENTRY OF ESM TO DEF CIVIL ORGS**

- **ECHS under HQ IDS. ENHANCE POWERS OF MD**

- **Revamp DGR – Services own Placement Cells**

-

**DGDE** , UNDER COMMAND OF LMA, COMMAND HQS  
CONTROL.

**DOD-** MANNING BY SERVICE OFFICERS AND VICE VERSA.

A DEFENCE CADRE - LIKE IFS OR IPS. PRESENT ONLY GENERALIST

## **CAPABILITY BUILDING NORTHERN BORDERS**

**ITBP UNDER OP CONTROL ARMY. Two forces, GOM one border one force, Disputed borders army, most sensitive border. two ministries conflict and competition. coop based on personalities. RECIPE FOR DISASTER.**

**Accretion Forces – 90, 274**, sanctioned July 2013 at a cost of 64676.16 over 8 years. Sharing poverty adversely impact all formations lead to hollowness.

**Amend Land acqn and regulation act 2013. 100 km of northern borders**

**Integrated Infra Devp Plan. NHAI- BRO , OP WKS**

**Infra development board - all agencies MORTH, IWT, Environment ministry, states, ARMY AIRFORCE, under NITI AYOOG.**

**- INDU- GOM No action – Land allotted**

**AID TO CIVIL AUTHORITY- on an average over twice a week, LAW & ORDER, HADR or construction of br for a cultural show. it is a constitutional obligation on requisition. CERT that all resources have been utilised by Chief Secretary. OVER EXPOSURE OF ARMY NOT GOOD – RAM RAHIM**

**JUDICIAL – SANTOSH HEGDE**

**Armed Forces – NEED TO LOOK INWARDS, RESTRUCTURE TO MEET FUTURE NEEDS Sub Optimal ORGANISATIONS HAVE TO KEEP PACE WITH TECHNOLOGY, TEETH TO TAIL RATIO**

**ARMY 1;1, NAVY & AF .75;.25. DIFFERENT YARD STICKS. ARMY FD FORCE & NFF. RATIOS WILL LOOK VERY ACCEPTABLE. ALL COMBAT SP SERVICES ARE TAIL, INCORRECT – SIACHEN, AT, CT, MED LRW, URO -**

**NEED TO INTEGRATE CIVIL RESOURCES, EXPL TECHNOLOGY , AUTOMATE OUTSOURCE AND IDENTIFY FORCE SUBSTITUTORS.**

**Review Policy, Procedure and Processes these are not in keeping with the Best practices in the industry**

## **ARMY OPTIMISATION**

**BASIC PRINCIPLE- RELEVANCE , OPTIMAL OR BETTER UTILISED FOR MODERNISATION.**

**RETURNS NOT COMMENSURATE TO RESOURCE. COST BENEFIT ANALYSIS TO LOOK AT ALTERNATE MEANS. **OUTSOURCING MODEL.** EVERY RESOURCE DOES NOT HAVE TO BE INTEGRAL. US EVEN SECURITY IS OUTSOURCED – AFGHANISTAN.**

**REVIEW PROCEDURES- T1, Q1 and Then L1**

**CLOSURE OF- MIL FARMS, ARMY BUTCHERIES, Stationary depots, APS**

**SIGNALS**- theaterisation of comn at present many layers- NFS , DCN, AREN, ASCON, MCCS

**PLUG and PLAY model- unit entity**

**RADIO MONITORING COY- AIR FORMATION SIGNAL REGIMENT (I AFSR ONLY REPUBLIC DAY. CORPS AIR SP SIG UNIT CASSU??**

SCALING NORMS OF OPERATORS /LINEMEN REVIEW.

**CONCEPT OF DEOs at all levels replace by setting up INTEGRATED SWITCHING CENTRE LIKE IN THE AIR FORCE- NEED TO LEARN FROM AIR FORCE.**

**CORPS OPERATING and CORPS ENGINEERING. EXPL ICT AND TELECOM INFRA . SECURITY ISSUES CAN BE OVERCOME. LAST MILE CONNECTIVITY-**

**CONGRUENCE & CONVERGENCE BETWEEN DG SIGS & DG INFO SYSTEMS.**

**REDEPLOY MP FOR CYBER, EW**

**AEC** - CLOSE AND REDEPLOY. SCHOOL OF FOREIGN LANGUAGES PLACED UNDER HQ IDS/DG DIA.

## **AFC – CYBER/EW etc**

**EME**- PERFORMANCE BASED LOGISTICS AND PERFORMANCE BASED MAINT.

**REPAIR ECHS- OUT SOURCE REPAIRS OF ALL LESS A& C VEHICLES, ARMS AND INSTRUMENTS. ASSAM RIFLE MODEL.**

## **CLOSE DOWN STATIC & STN WORKSHOP**

**CORPORITASIATION OF ARMY BASE WORKSHOPS  
GOVERNMENT OWNED CONTRACTOR OPERATED (GOCO0) MODEL**

**MAJOR SAVINGS REDEPLOY CYBER, EW,  
AVIATION, UAVS**

## **ASC**

**INTEGRAL THIRD LINE TPT - OUT SOURCED- CHT AVAILABLE**

**AIR MAINT OPTIMISE WITH INFRA**

**REVIEW AT REQUIREMENTS- OP TRACKS AND ROADS**



## **AOC**

**AUTOMATE. CICIP 1994. 4.1 LACK INVENTORY NOT  
AUTOMATED, 300 TYPES OF PAINTS, 70 ODD TYPES OF  
CARDBOARD**

LOGINET

**SUP CHAIN MANAGEMENT. TOO LONG CHAIN 9 COD-  
13 RODS - DOUS- OMCS AND BDE ORD UNITS. COMPLETE REVIEW.  
RODS LESS NORTH AND NE.**

**CVDS AND VEH COYS- DIRECT DELIVERY OF VEHICLES  
SALVAGE DISPOSAL**

**AMN STORAGE — MAJ ISSUE. SPACE AND SAFETY**

**PALLETISATION AND MECHANICAL HANDLING EQUIPMENT**

**RVC - INCREASE DOG UNITS. MERGE DEPOTS , TWO EQUINE  
BREEDING STUDS - HISSAR AND BABUGARH ,**

**AREA HQS- UB AREA- OPERATIONALISE - CENTRAL  
SECTOR- DOKLAM**

**BENGAL AREA - SIX UNITS**

**MUMBAI AREA HQ AND SUB AREA COLOCATED**

**WWR- REVIEW RESERVES AT ALL ECHS- small arms ammunition same for frontline and second line troops. Smart Amn, missiles better Single Shot Kill Probability.**

**REVIEW OF SCALING NORMS,**

**WETS**

**PROJECT MANagements- DEFY LOGIC AS THESE ARE INDEFINITE W/O ANY TIMELINES.**

**CADRE REVIEW OF JCO/OR./ - 14 Sep orders issued**

**EXT OF TWO YEAR SERVICE OF JCO /OR- SAVING OF 10 TO 12000 CR IN PERPETUITY ALSO RETAINS QUALITY AND WELL TRAINED MANPOWER. ASPIRATIONS OF JCO/ OR ALSO MET.**

**Medical-**

**IMPROVE STAFFING NORMS.**

**RESTRUCTURE FD AMBULANCE TO DIV MEDICAL BN**

**OUTSOURCE UTILITY SERVICES.**

**ADDITIONAL RESEARCH & REFERRAL HOSPITALS**

**MORE JCO NURSING TECH,**

**MNS REVIEW PC: SSC RATIO FROM 70;30, TO 30; 70**

## **NAVY**

**GROWING SERVICE- 200 SHIP NAVY- MAJOR SECURITY CONCERNS IOR AND COASTAL SECURITY**

**INDIA COAST GUARD IS THE FOURTH SERVICE- BORDER MANAGEMENT SHOULD GO UNDER MHA/ BETTER COORD WITH NAVY AND A MIX OF OFFICERING AS BEING DONE EARLIER**

**MANNING LEVELS OF SHIPS- RUSSIAN SHIPS ACTION HANDS MANNED BY 40 ODD INS IS DOUBLE.**

**NATIONAL MARITIME AUTHORITY UNDER A MARITIME SECURITY ADVISOR TO SYNERGISE MARITIME SECURITY AND RESOURCE.**

**Threat to our island territories 1,208 islands.**

**EEZ of Total: 2,305,143 km<sup>2</sup>**

## **IAF**

## **REVIEW IAF TRG ADM & MAINT ORG TO MEET ACCRETIONS PLANS TO MATCH FORCE LEVEL ENHANCEMENTS**

REVIEW OF BRANCHES, ACCOUNTS, NAVIGATION, EDUCATION  
MET.

REVIEW ROLES OF SOUTHERN AIR COMMAND & MAINT COMD.

A JUDICIOUS MIX OF CONTRACTUAL INSTRS IN TRAINING EST-  
RELIEVE PILOTS FROM TRG.

MERGING OF TROPO UNITS

SECURITY OF AIR BASES- PATHANKOT -- 45000/ CRORES.

AFSEC HAS RIGHTSISED 85% OF ALL UNITS

From then on, it was typical, service talk. It went in the same circles, people invariably said the same things which had been said hundreds of times before in clubs, messes and your own bungalows. Its principles were simple: Your own service, your directorate, battalion or regiment was the best, the most hard-worked and the most misunderstood and its only drawback was the shockingly incompetent officers holding the higher posts. The Navy were the most idle, the Air Force, the most pampered, but the civilians were the ones who created all the problems.

**“DISTANT DRUMS” 1960 BY MANOHAR MALGONKAR**