

IDFER 2022

A N N U A L R E P O R T





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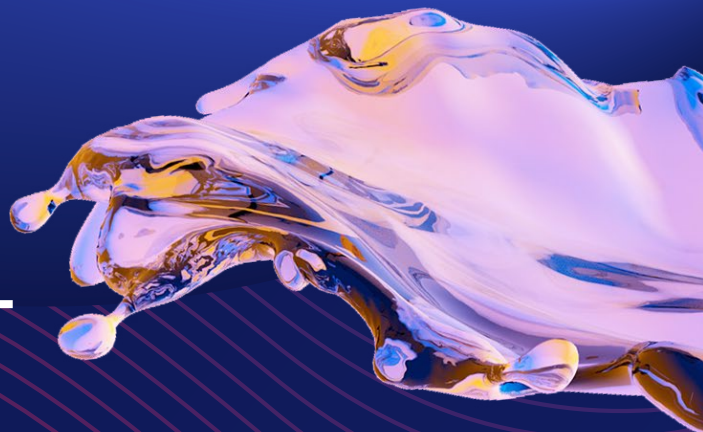
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MESSAGE

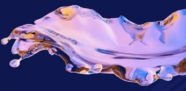
From the Secretary General,
Ministry of Foreign Affairs, Malaysia

I would like to congratulate the Institute of Diplomacy and Foreign Relations (IDFR) on yet another eventful year filled with wonderful accomplishments and success in upholding a high performance work culture despite the challenges brought on by the current COVID-19 pandemic. 2022 has been a remarkable year for IDFR, and I am pleased to see the institute has come back stronger than ever.

As the ministry's training arm, IDFR plays a pivotal role in training the next generation of Malaysian Diplomats particularly in supplying and enhancing pertinent information and diplomatic abilities. Knowledge resources in the field of international relations have significantly expanded over time thanks to numerous courses, training, and research activities carried out by IDFR, becoming crucial resources for practitioners.

In addition to the numerous constantly evolving global phenomena, foreign service officials must always be ready to put Malaysian interests first, defend them, and uphold the nation's reputation while offering the finest services both domestically and abroad. All officers must be adequately prepared and equipped with in-depth knowledge, a variety of strong abilities, a strong sense of purpose, creativity and invention, critical thinking, resilience, and assertiveness to meet the challenges of the future.

One of the main highlights of 2022 is the publication of *Daftar Istilah Diplomasi dan Hubungan Antarabangsa* and a monograph titled 'Focus in Continuity: A Framework for Malaysia's Foreign Policy in a Post-Pandemic World' which I was honoured to have the Prime Minister preside over the official launch during the Heads of Mission conference. IDFR's contribution at that Heads of Mission conference could not be measured in terms of man hours and effort. I was pleased to see the institute and ministry's officials and staff come together like never before.



“

As the ministry's training arm, IDFR plays a pivotal role in training the next generation of Malaysian Diplomats.”

**DATO' SRI AMRAN
MOHAMED ZIN**



FOREWORD

By the Director-General,
Institute of Diplomacy and Foreign Relations (IDFR)

This is the second year running that IDFR's Annual Report. The report is a summary of the programmes and activities undertaken by the Institute throughout the twelve months of 2022 presented in an E-book version.

I am particularly proud that thanks to the excellent commitment and dedication of IDFR staff and collaboration alike, the Institute was able to organise and plan 120 programmes in total, including 53 virtual, 56 physical, and 5 hybrid events. There were 3710 participants in all, including diplomats, government employees, ambassadors, scholars, and other students of international relations. The institution also managed to keep track of 6 publications in total, including research papers, newsletters, analytical papers about significant domestic and international topics, research papers, and the newest publication, the Foreign Relations magazine.

The ever-present Diploma in Diplomacy (DiD) programme was run last year in two cohorts: one from 14 February to 24 June 2022, with 21 participants, and the other from 13 July to 17 November 2022 with 21 participants.

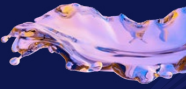
All programmes run by the Institute is nestled under four learning centres in IDFR, namely: i) the Centre for Political Studies and Economic Diplomacy (PSED), ii) the Centre for Leadership, Negotiation and Public Diplomacy (LNPD), iii) the Centre for Languages and Cultural Diplomacy (CLCD) and, iv) the Competency Enhancement Centre

(CEC). The Management Services Division provides support and administrative services to IDFR and ensures the practicality and efficiency of all management and operation activities of the Institute.

One of the major events of 2022 was the release of Focus on Continuity: A Framework for Malaysia's Foreign Policy in a Post-Pandemic World and *Daftar Istilah Diplomasi dan Hubungan Antarabangsa*, which was officially launched by the Prime Minister during the Heads of Mission Conference (HOMC).

In February 2022, podcast and the Diplomatic Dispatch was launched, making the Institute the first government agency to have its own serial podcast in Malaysia. The Diplomatic Dispatch is a means by which the Ministry's substantive and non-substantive subjects are showcased to disseminate updates and analyses. With nearly 3000 downloads at the end of 2022, and 17 episodes, the Diplomatic Dispatch remains a valuable tool in the Institute's outreach and information efforts.

The year 2022 marked a number of milestones in the Institute's history. One of the major events in 2022 in the calendar of the Ministry of Foreign Affairs was the Heads of Mission Conference (HOMC), from 6 to 7 September 2022, which brought together Ambassadors, High Commissioners, Permanent Reps, Consuls General, chargé d'affaires and consuls of the 107 Malaysian Missions around the world. IDFR was able to deliver not one, but two publications during the HOMC:- i) *Daftar Istilah Diplomasi dan Hubungan Antarabangsa*, and ii) a monograph titled 'Focus in Continuity: A Framework for Malaysia's Foreign Policy in a Post-Pandemic World'.



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The institute was able to plan and organise 120 programmes in total, involving 3710 participants, produced 6 publications and launched a regular podcast in 2022.”

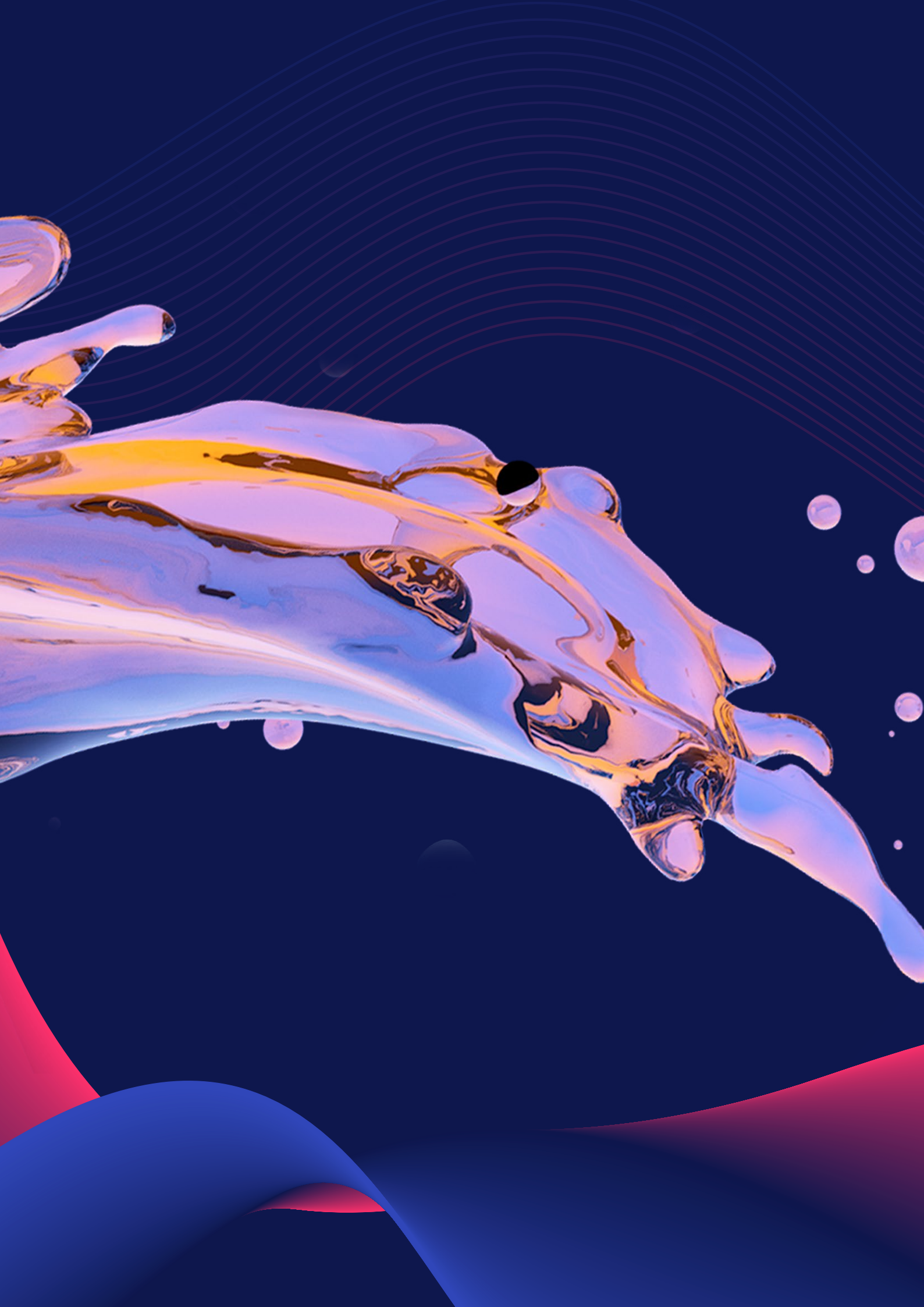
IDFR's collaboration with Dewan Bahasa and Pustaka (DBP) was recognised by the DBP when it was awarded the *Anugerah Citra Sahabat* towards the end of 2022. This is a signal honour for an institution whose language or instruction by far and large is not Bahasa Melayu.

Let me take this opportunity to extend my sincerest gratitude to the Minister of Foreign Affairs for his continued support, and to the Secretary-General of the Ministry of Foreign Affairs for his sage guidance, to the many senior ex-Ambassadors who have willingly been my sounding board and institutional memory, and to the many great trainers and lecturers who have shared their expertise within the walls of the Institute.

It goes without saying that the Institute would not be where it is without the officers and staff, whose endless dedication, commitment, cooperation and hard work in conducting all programmes have been the backbone of the Institute. My deepest gratitude to them all.

**DATO' DR SHAZELINA
ZAINUL ABIDIN**







OVERVIEW

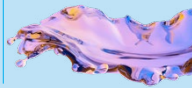
OVERVIEW



The Institute of Diplomacy and Foreign Relations, or IDFR, is the training arm of the Ministry of Foreign Affairs, Malaysia. The Institute was established in July 1991 as a full-fledged training organisation with a mixed cadre of administrators and trainers under the direction of a senior diplomat after its humble beginnings as a training module for Malaysia's diplomats.

The year 2022 was another productive year for IDFR. Under the four Centres, the Institute organised a total of 120 programmes. They include courses for Malaysian Diplomats and other members of Malaysia's foreign affairs community, as well as for officials under the MTCP recipient countries. One of the three Institute's flagship programme – the Diploma in Diplomacy – saw the participation of 42 junior diplomats in two

cohorts. The participants were exposed to various leadership and diplomacy courses through practical lessons, lectures, briefings, simulation and role-play exercises and excursions. Among them are Defending National Interest (DNI), drafting of Annual Leaders Retreat (ALR) document, simulation on ASEAN Summit and Related Meetings and drafting of UN Resolution. As part of their social responsibility initiative, they hosted an iftar with Rumah Nur Kasih, a home for the less fortunate in Kuala Lumpur. Along with visiting the Dignity for Children Foundation, they also went out to help the homeless. A health day that featured blood donation, first aid demonstrations, health screenings, and a special health presentation was also arranged and was well appreciated by all in attendance.



With regards to the other flagships programme - Diplomatic training courses are offered to international participants under the ambit of the Malaysian Technical Cooperation Programme (MTCP) in areas of diplomatic training, strategic analysis, and crisis management. The course was attended by 25 diplomats from Algeria, Brunei Darussalam, Kenya, Kyrgyzstan, Laos, Madagascar, the Philippines, Papua New Guinea, Samoa, Trinidad and Tobago, Turkmenistan, Vietnam, Zambia, and Zimbabwe. Despite the course being held online for another year, all the participants nevertheless gave full engagement throughout the sessions.

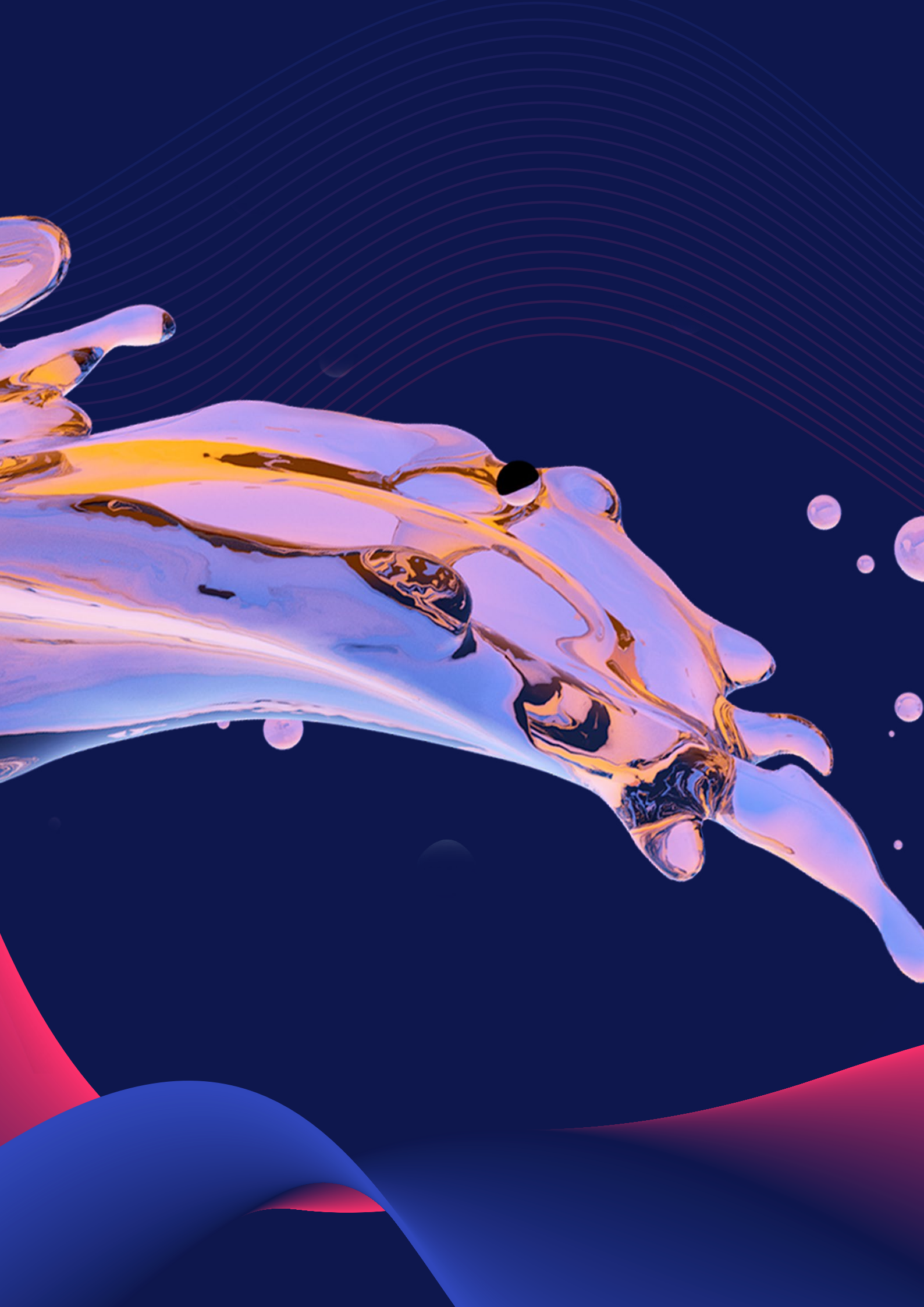
Together with the two programmes is the SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses for officers about to serve abroad from agencies other than the Ministry of Foreign Affairs. In the year 2022, the Centre successfully conducted six series of SPKM. Four series were conducted for officers Grade 41 and above (an eight-day course) and two series for officers Grade 38 and below (a five-day course) with a total of 454 participants comprising 258 officers and 196 spouses from 17 ministries and government agencies. SPKM course is mandatory for government officials alongside their spouses designed to enhance the participant's knowledge and skills in diplomacy and international

practices that are imperative in performing the duties at Malaysia's missions abroad. The course was conducted through interactive sessions with professionals in the field of diplomacy and with officers who have served at the Malaysian Embassies/High Commissions and Consulates abroad.

Along with offering courses, the Institute also provided a variety of chances for participants to engage in roundtables, seminars, and workshops, as well as hear from eminent scholars and leaders from across the world in keynote addresses and lectures. Among the topics discussed in the discourses were on Human Rights in Myanmar: Perspectives and Realities, Feminist Foreign Policy: Lens from Asia, Forging Ahead in a Post-Pandemic World, and The Realities of Multilateralism in the 21st Century.

As one of the agencies under the Ministry of Foreign Affairs Malaysia, IDFR's strategic direction is crafted to best complement the Ministry's objectives. To further Malaysia's interests both in the country and abroad, IDFR will keep providing top-notch training programmes and producing diplomats of the highest calibre. With its active support of knowledge cultivation, IDFR will also offer expert help to the Ministry.

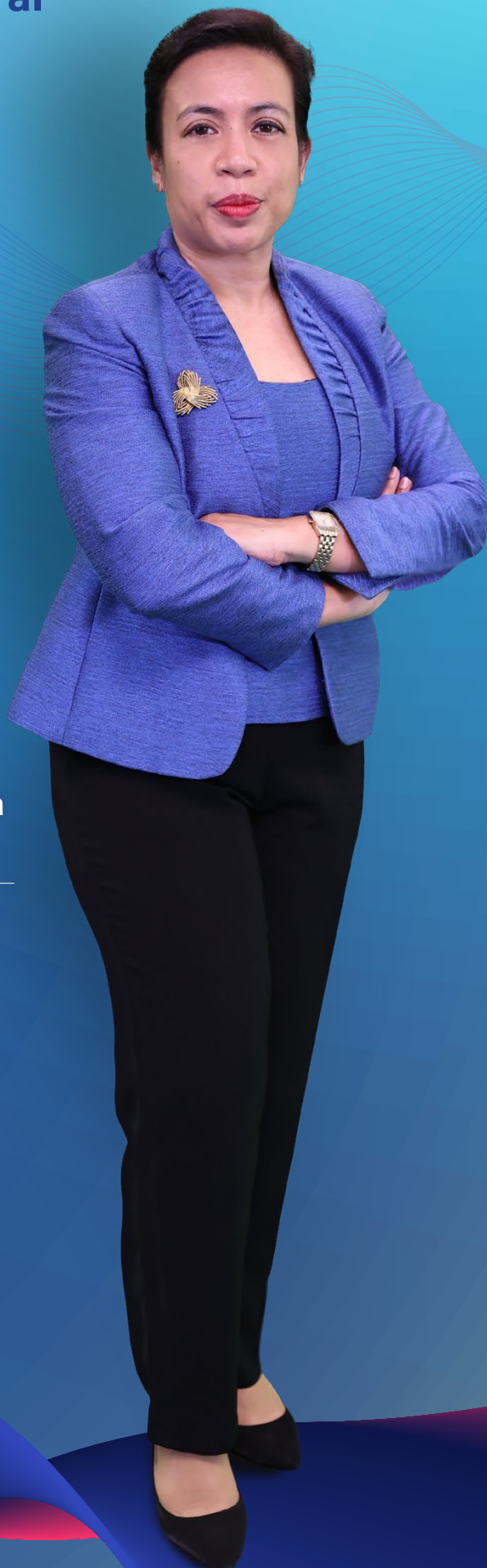






THE IDFR TEAM

Director General



► **Dato' Dr Shazelina
Zainul Abidin**



Centre for Leadership, Negotiation and Public Diplomacy



▶ Front row from the left:
Mr. Amirul Khairi Mustafa Bakri
Ms. Farah Dhiba Ahmed @ Salleh
Mr. Hamizan Hashim
Ms. Norlela Samad
Ms. Saffa Haninie Mohd Rodzi

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Ms. Hasnah Mohd Sharif
Ms. Zalina Abdul Razak
Ms. Nur Farhah Nayli Sharil Azman
Ms. Nurul Izatul Hidayah Abdul Razak
Mr. Ahmad Muziru Idham Adnan



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Ms. Jasmine Mohamed Jawhar
Ms. Nuryante Mohd Yazid
Mr. Harvinder Singh Ramday
Ms. Aida Yasmin Binti Azhar

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Ms. Jamnatul Ain Sarani
Ms. Norazlin Mohd Tahir
Ms. Hanun Insyirah Ishak
Ms. Noraziah Omar
Ms. Raja Nur Izza Shazzira Raja Muda
Mr. Mohd Sha'arie Amran



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Mr. Haris Syarwani Razali
Mr. Ruzaimi Mohamad
Ms. Sithira Devi A/P Govindan
Dr. Raihan Dato' Dr. Marzuki
Ms. Haliyath Zahiyah Haji Kamal Mustaffa

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Ms. Faridah Mohd Arip
Ms. Nik Khalilah Nik Ab. Kadir
Ms. Nur Adiba Shuaib
Ms. Siti Aishah Mohd Ali
Ms. Siti Hazirah Mohd Rosdi
Mr. Muslim Hanafi Mohd Jalis



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Mr. Theventhiran Arumugam

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Mr. Haslil Hadi Amir Hasan



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Amb. Sarimah Akbar
Mr. Mohd Syaifulludin Mahamad Ayub
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Mr. Muhamad Syahfie Md Saleh
Ms. Nur Hafizza Bahrim
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Mr. Alif An Naz Nazaruddin
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Mr. Mohd. Fairuz Asraf Ismail



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Ms. Nurfarhana Abdul Manan
Ms. Filza Syahida Md Jamal
Ms. Nur Ain Azmira Abu Seman



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Back row from the left:
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Mr. Abdul Halim Ghazali
Ms. Nora Tukirin
Mr. Rozaidi Abdul Razak



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Ms. Cornelia Chin Siew Ling
Amb. Sarimah Akbar
Mr. Muhd. Jaafar Abd Karim
Mr. Mohd Saiful Anuar Yusof

Back row from the left:
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Mr. Muhamad Ridzuan Basarudin
Mr. Mohd Syaifulludin Mahamad
Ms. Nora Tukirin
Mr. Erdee Azreen Abdul Malik
Mr. Wan Marzuki Wan Mohamad



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Amb. Sarimah Akbar
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Mr. Shah Rizal Mohd Salleh
Ms. Nor Asikin Zahari
Ms. Siti Haira Jaafar



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Mr. Suresh Kumar A/L K.Rengasamy

Back row from the left:
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Ms. Iliza Ismail
Ms. Gurnam Kaur A/P Hari Singh
Ms. Roslina Haroun @ Haron
Ms. Sofiazzi Abdul Rahman



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Ms. Zuliana Daud
Ms. Nur Idayu Abdullah
Ms. Badriyah Johari
Ms. Wdh Hanum Dollah
Mr. Mohammad Fitri Ghazali
Mr. Suresh Kumar A/L K.Rengasamy



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Mr. Suresh Kumar A/L K. Rengasamy
Ms. Dzuita Mohamed

Back row from the left:
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Ms. Nurul Syaznee Zulkiflee
Ms. Hanriyani Sahmawi
Ms. Zulaikha Abdul Hamid Soon
Ms. Dayang Jariah Johari
Mr. Mohd Issammuddin Sayuti

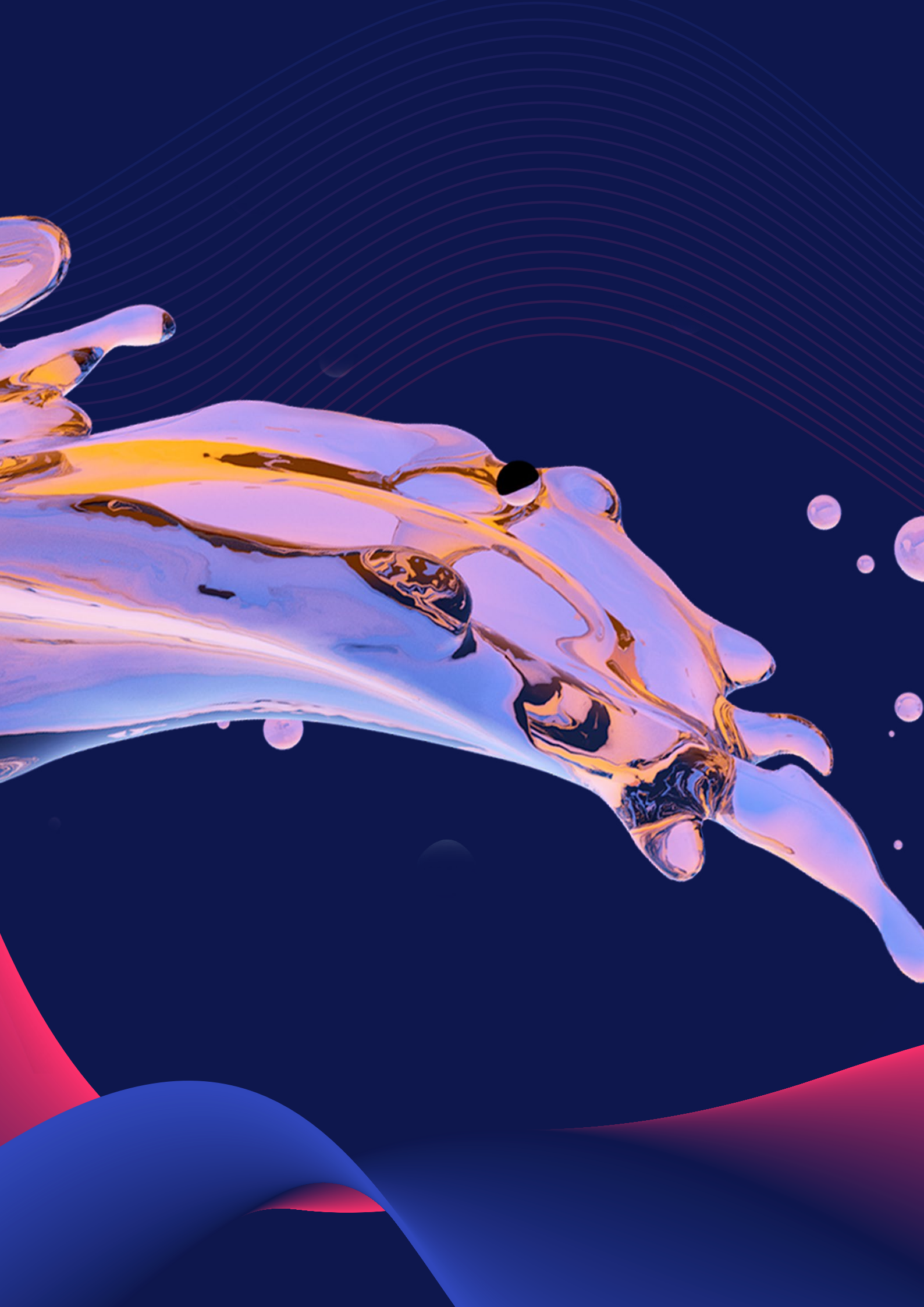


PA Team



▶ From the left:
Ms. Nik Latifah Mohd. Zaki
Ms. Zalina Abdul Razak
Mr. Mohd Azhari Latif @ Abdul Latif
Mr. Khairul Kamal Abdul Rahman
Ms. Noraziah Omar
Ms. Idayu Syima Mohd Saleh





**CENTRE
FOR
LEADERSHIP,
NEGOTIATION
AND PUBLIC
DIPLOMACY**

CENTRE FOR LEADERSHIP, NEGOTIATION AND PUBLIC DIPLOMACY (LNPD)



Roundtable Discussion on Feminist Foreign Policy: Lens from Asia

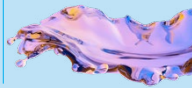
The Centre for Leadership, Negotiation and Public Diplomacy (LNPD) serves as the focal point for training and development subject matter specialists, and research on leadership, negotiation, and public diplomacy. The Centre is designed to improve the leadership and diplomatic abilities of Malaysian diplomats and emphasises more intensive research and study in both the fields of leadership and diplomacy.

SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses (Series 1 to Series 6)

SPKM course is a mandatory course for government officials alongside their spouses designed to enhance the participant's knowledge and skills in diplomacy and international practices that are imperative in performing the duties at Malaysia's missions abroad. This is in accordance with the directive under a revised *Surat Pekeliling Am Bilangan 2*

Tahun 2018 Sistem Pentadbiran Kerajaan Malaysia (SPKM) di Luar Negeri dated 8 November 2018.

In the year 2022, the Centre successfully conducted six series of SPKM. Four series were conducted for officers Grade 41 and above (an eight-day course) and two series for officers Grade 38 and below (a five-day course). The first three series were held online while the remaining three were held physically at IDFR. SPKM 1/2022 was held from 19 to 27 January;



SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses

SPKM 2/2022 from 21 to 25 March; SPKM 3/2022 from 30 May to 9 June; SPKM 4/2022 from 4 to 8 July; SPKM 5/2022 from 1 to 10 August; and SPKM 6/2022 from 11 to 20 October. A total of 454 participants comprising 258 officers and 196 spouses from 17 ministries and government agencies attended the course. SPKM 6/2022 was an additional series held in the year to accommodate the demand for the course by the ministries/agencies.

The course was conducted through interactive sessions with professionals in the field of diplomacy and with officers who have served at the Malaysian Embassies/ High Commissions and Consulates abroad. The course covered lectures on administration matters including *Introduction to SPKM, Protocol and Consular Works at Mission, Auditing and Finance Matters, General Administrative, and Asset Management at Mission*. The course also covered *The Overview of Malaysia's Foreign Policy* and social etiquette affairs which includes *Cross*

Cultural Awareness, Grooming and Social Etiquette, and Fine Dining, Reception and Official Entertaining. The participants also benefitted from experience-sharing sessions delivered by distinguished speakers on *Enhancing Personal Security and Counter Espionage*. Additionally, they were reminded of the importance of integrity at work, which includes good judgement, honesty, and dependability in the *Integrity at Work* session. The course also provided relevant knowledge to the participants on the promotion of Malaysia overseas, namely Malaysia as the preferred trade, investment and tourist destination and Malaysia's palm oil industry.

This year, the SPKM course modules have been enhanced to ensure it remains updated and sufficient in preparing the officers for their future postings abroad. Two new slots on state and diplomatic immunity and on crisis management, specifically on fleeing a mission were added to the course content in this last

series of SPKM. Overall, the participants gave the course favourable reviews and believed the course has met its objectives.

Negotiation Course for Junior Level Officers 2022

Since understanding good negotiating techniques is crucial, IDFR organised a negotiation course for junior level officers in 2022. The course, which took place online from 22 to 24 February 2022, was designed for Malaysian diplomats and junior-level government officials in Grades 41 to 44 who engage in formal and informal talks with governmental and non-governmental actors both domestically and internationally.

Officers from a variety of ministries, departments, and organisations made up the forty-five attendees during the course. They came from the Prime Minister's Department, the Ministry of Higher Education, Ministry of International Trade and Industry, Ministry of Defense, Ministry of Foreign Affairs, Science, Ministry of Technology, and Innovation, and *Majlis Amanah Rakyat*.

This course was designed to enhance participants' understanding of the principal rules of negotiations, strengthen their skills, as well as to share with the participants about the real-life experience of negotiation strategies, processes, tools, and tactics from a Malaysian diplomat. It also aimed to help the participants to develop their core competencies towards effective negotiation through interactive lecture sessions, group discussions, and sharing of experience with the expert in this field. This course has enhanced their competency and professionalism in preparation for the actual negotiation.

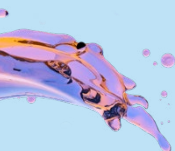
Leadership Course for Junior Level Officers 2022

The Junior Level Officer Leadership Course 2022 was organised on 17 to 19 May 2022. This course was specially designed for Malaysian government officials in Grades 41 to 44 to learn the fundamental aspects of leadership that will help them build their competencies in this area, improve their self-awareness, and boost their skills to stimulate teamwork.

Thirty officers from various ministries, departments, and agencies including the Prime Minister's Department, *Majlis Amanah Rakyat*, Ministry of International Trade and Industry, Malaysia External Trade Development Corporation, Auditor General of Malaysia, Ministry of Defence, Ministry of Home Affairs, Ministry of Foreign Affairs, Ministry of Transport, and Malaysian Timber Industry Board, attended the three-day course.

The course was organised to develop participants' competencies and inspire their leadership potential. Furthermore, the course was intended to enhance participants' capabilities and make a high-impact contribution to their respective organisations. It also aimed to equip participants with the necessary tools, techniques, and skills to be highly effective leaders.

The centre's director, Mr. Hamizan Hashim, expressed his hope in his concluding remarks that the participants would be able to apply the significant learnings from the course to their regular, everyday jobs as leaders at their respective workplace.





Public Diplomacy Workshop for Junior Level Officers 2022

Public diplomacy acts as a soft power that can enhance the image of the country and influence the formation of local and foreign policy. Mastering the skills of managing public diplomacy and media is imperative for Malaysian government officials to help them deliver government policies and information well.

In line with this, the Centre successfully organised *Public Diplomacy Workshop for Junior Level Officers* in 2022. The workshop was held from 21 to 23 June 2022 and was attended by thirty officers from various ministries and agencies. This three-day workshop is specially designed for government officials who are at their early-career level. They were from the Ministry of Defence, Ministry of Education, Ministry of International Trade and Industry, Malaysia External Trade Development Corporation, Prime Minister's Department, Ministry of Transport, Malaysian Timber Industry Board, *Majlis Amanah Rakyat*, and Public Service Department.

Throughout the three days, the participants were exposed to various modules which gave exclusive and essential insider knowledge to the participants via interactive lecture sessions and saw active participation from the officers as they were guided through engaging activities by experienced experts in their field. In addition, the participants had the opportunity to undergo intensive practical sessions to create media-worthy materials that will help refine public relations skills. This directly contributes toward effective information propagation that advances the interest of their respective organisations and ministries, be it the online presence or face-to-face press conference.

Negotiation Course for Mid-Level Officers 2022

Negotiation requires the ability to meet challenges and deal with the unknown. Skilled negotiators know how to analyse each situation, set up negotiations in ways that are advantageous for their side, cope with cultural differences, and manage the negotiation process to reach a deal. They also know how to provide value in the negotiation process and how to find the quickest way for a win-win agreement.

In accordance with this, the Centre successfully organised *Negotiation Course for Mid-Level Officers* that was held online from 26 to 28 July 2022. Twenty-five participants of grades 48 to 52 from various ministries, departments, and agencies of the Malaysian government attended the course. They were from the Prime Minister's Department, *Majlis Agama Islam Wilayah Persekutuan*, Ministry of Foreign Affairs, *Majlis Amanah Rakyat*, Ministry of International Trade and Industry, Ministry of Education, Ministry of Science, Technology and Innovation, Ministry of Transport, Ministry of Defence, and Ministry of Higher Education.

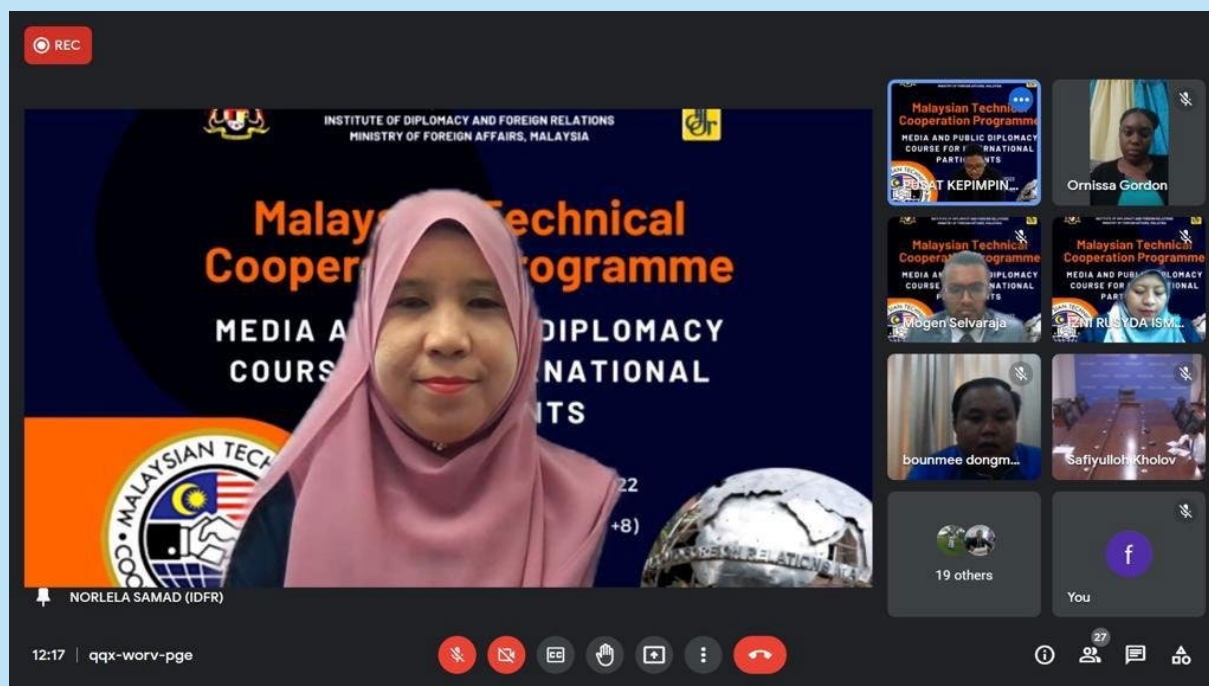
This course was designed to enhance the competency and effectiveness of the government officials in negotiation, at various stages of the negotiation process leading towards favourable results. It is expected to enhance participants' understanding of steps and approaches and to equip the participants with the necessary skills to prepare, undertake, and conclude the negotiations. The course was conducted through interactive lecture sessions, simulation exercises, group discussions, and sharing of experience with the expert in the field of negotiation.

Based on the participants' feedback, they benefitted immensely from the course and look forward to applying their newly acquired skills and knowledge at their respective workplaces.

MTCP: Media and Public Diplomacy Course for International Participants 2022

public via traditional and new media, such as Facebook and Twitter as well as preparing press releases.

The course was conducted using integrated teaching and learning formats, such as lectures, discussions, and case studies. Among the modules covered during the course were *Malaysia's*



MTCP: Media and Public Diplomacy Course for International Participants 2022

The Centre has organised *MTCP: Media and Public Diplomacy Course for International Participants 2022* from 15 to 19 August 2022. The course was attended by 27 diplomats from Laos, Tajikistan, Guyana, Panama, Egypt, Bhutan, Kenya, Samoa, Malawi, Mauritius, and the Philippines.

The five-day course was held virtually gathering aspiring young diplomats from various countries. It aimed to equip the participants with a better understanding of the importance of public diplomacy and media and how this can be best utilised in delivering the government's policies and information. The participants were trained in communication skills, utilising tools, and techniques in managing the

Foreign Policy; Public Diplomacy & Foreign Relations; Diplomatic Press Release; International Media Relations and Coverage for Public Diplomacy; National Branding; Mastering New Media; Managing the Public on Social Media Platforms; and Handling Media for Diplomats. The course trained the participants to communicate with the media confidently and to handle media-related conflicts well. Additionally, the course also emphasised diplomatic skills because they are all diplomats who will be the frontline for their respective countries.

Despite being held virtually, all participants were actively involved in the course. Not only were they diligent in asking questions, but also generously



shared their experiences as diplomats in their respective countries regarding media management and conflict handling. Based on the participants' feedback, they benefitted immensely from the course and look forward to applying their newly acquired skills and knowledge in their respective workplaces.

Media Skills Workshop for Mid-Level Officers

The Centre has successfully organised *Media Skills Workshop for Mid-Level Officers* from 6 to 8 September 2022. The workshop aimed to enhance participants' awareness, knowledge, and skills in handling the media. It was specially designed for senior government officials of Grades 48 to 52 from various

diplomacy through traditional media and current social media. In addition to interactive lectures and knowledge-sharing sessions, the workshop included hands-on practical training in handling questions and answers during press conferences and studio interview sessions through media simulation conducted by media professionals.

Overall, the participants gave favourable reviews and believed that the three-day workshop has indeed increased their awareness of public diplomacy and has enhanced their skills to better communicate and handle the media effectively.

Leadership Course for Mid-Level Officers 2022



Leadership Course for Mid-Level Officers 2022

ministries and government agencies. The participants were from the Royal Malaysia Police, Immigration Department of Malaysia, *Majlis Amanah Rakyat*, Malaysia Timber Industry Board, and IDFR.

Throughout the three-day course, participants were exposed to some of the best practices in managing public

Effective leaders are essential to any organisation. They can help build strong teams within an organisation and ensure work functions are performed successfully. Whether they are starting out in an entry-level position and looking to move up the career ladder or are in their mid-level position, their leadership skills will be among their most valuable assets.

From this perspective, the Centre organised a *Leadership Course for Mid-Level Officers* from 20 to 22 September 2022 at the Institute. It was attended by 26 officers from various ministries, agencies, and departments of the Malaysian government including the Prime Minister's Department, *Majlis Agama Islam Wilayah Persekutuan*, Ministry of Foreign Affairs, Ministry of Higher Education, Ministry of Domestic Trade and Consumer Affairs, Ministry of Home Affairs, Legal Aid Department, Malaysian Timber Industry Board, Ministry of Science, Technology and Innovation, and Malaysian Anti-Corruption Commission.

The course was specially designed for Malaysian government officials at the mid-career level of grades 48 to 52 to cover the essentials of leadership that will help them build on their core competencies in this area. To help the participants strengthen the key skills most needed for success, they were exposed to various modules designed to enhance their abilities and hone their potential as future leaders in their respective workplaces. Throughout the three days, they engaged actively in

interactive lecture sessions, role-play exercises, and group discussions.

Roundtable Discussion on Feminist Foreign Policy: Lens from Asia

A roundtable discussion on Feminist Foreign Policy: Lens from Asia was successfully conducted at the Treaty Room, IDFR on 24 November 2022. The roundtable discussion was co-hosted by the Institute of Diplomacy and Foreign Relations (IDFR), Malaysia and The Asia Foundation. Three distinguished panellists invited were Ms. Nandita Baruah from The Asia Foundation India Country Representative, Ms. Alina Kwan, First Secretary (Political) of the High Commission of Canada to Malaysia, and Dato' Dr Shazalina Zainul Abidin, Director General of IDFR. The discussion was moderated by Mr. Shahril Nizam Abdul Malek, Principal Assistant Secretary from the Southeast Asia Division, Ministry of Foreign Affairs, Malaysia.

Forty-three guests attended the discussion, comprising the Wisma Putra Senior Officers overseeing Malaysia's



Roundtable Discussion on Feminist Foreign Policy: Lens from Asia



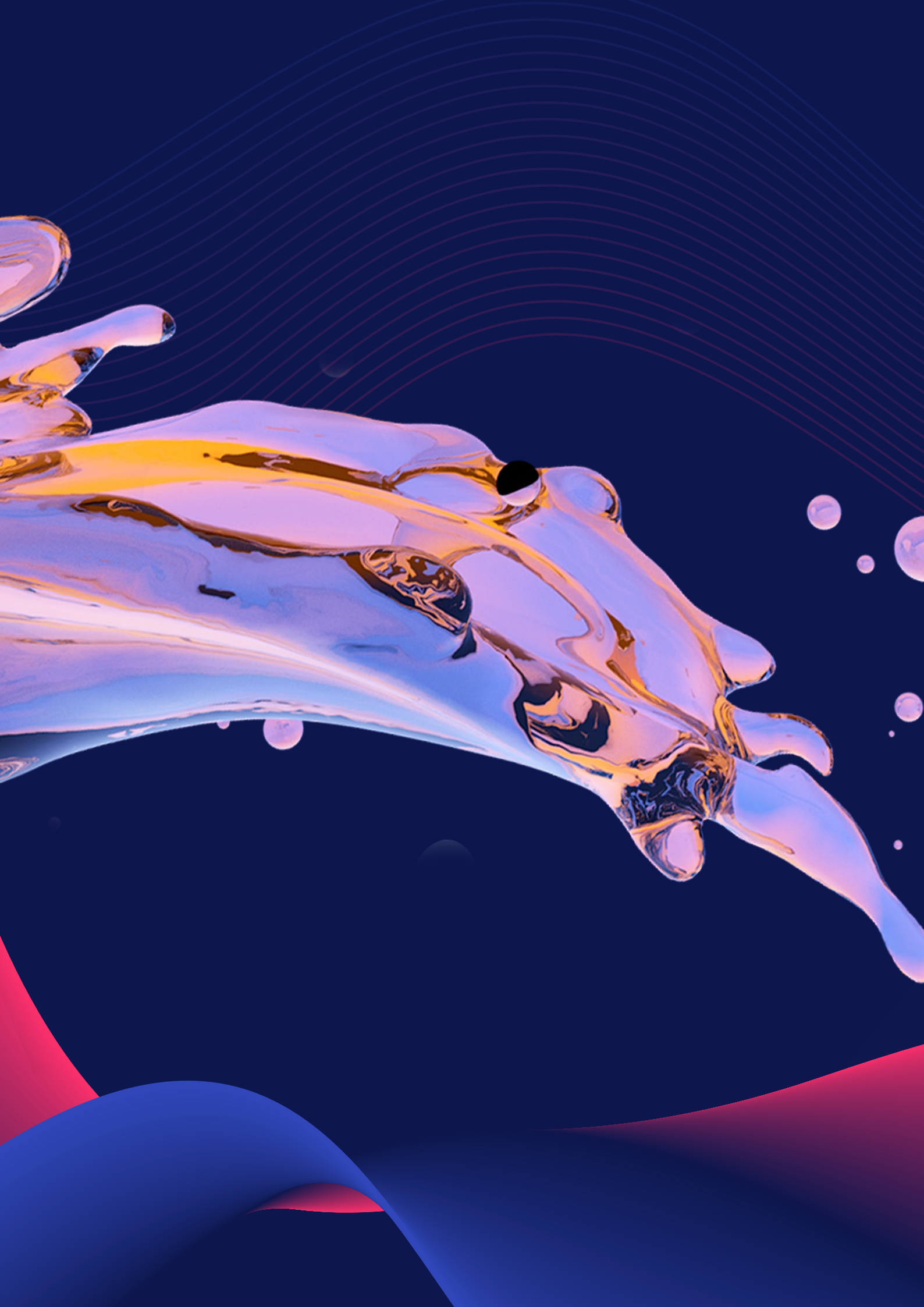
foreign policy and multilateral affairs; representatives from the esteemed co-host, The Asia Foundation; Diplomatic Corps, namely from Sweden, Australia, Finland, Hungary, Indonesia, India, and France; representatives from Ministry of Women, Family and Community Development; the officers from IDFR; representatives from a renowned think tank, Institute of Strategic and International Studies Malaysia; Women's Aid Organisation; Association of Former Ambassadors of Malaysia; and members of the academia, namely University Malaya and Universiti Kebangsaan Malaysia.

In this roundtable discussion, Ms. Nandita Baruah shared the key points from the recently published compendium of essays "Applying a Feminist Lens to India's Foreign Policy" as well as reactions to it amongst India's foreign policy community. She also provided insights on how and why a Feminist Foreign Policy might be implemented in an Asian context. As a representative of one of the countries formally adopting a Feminist Foreign Policy, Ms. Alina Kwan shared Canada's experience with the implementation

of the policy. She provided insights on challenges experienced and how taking a Feminist Foreign Policy has benefitted Canada both domestically as well as internationally. Dato' Dr Shazalina Zainul Abidin discussed the experience of Malaysia, particularly regarding the status of women's representation in policy-making and decision-making positions in critical posts in the Government services at present. Throughout the discussion, the participants actively participated by sharing information about their own country's experiences and observations including how the feminist foreign policy was crafted to reflect the country's own identity.

IDFR is confident that the roundtable discussion will initiate many more discussions in the Ministry of Foreign Affairs and the relevant Ministry overseeing women's rights and gender equality about the policy directions after thoroughly assessing the possibilities, challenges, and benefits of implementing Feminists Foreign Policy in Malaysia.





**CENTRE FOR
POLITICAL
STUDIES AND
ECONOMIC
DIPLOMACY**

CENTRE FOR POLITICAL STUDIES AND ECONOMIC DIPLOMACY (PSED)



Workshop on Streamlining the Standard Operating Procedures for Crisis Management

The Centre for Political Studies and Economic Diplomacy (PSED) focuses on diplomacy and international relations, bilateral and multilateral political, economic and trade relations as well as traditional and nontraditional issues. The Centre aims to promote and accomplish high standards of professionalism in discourse, research and publication as well as consultancy services in the Institute's quest to become a premier think tank in diplomacy and international relations.

IDFR Lecture Series 1/2022

On 24 February 2022, the Centre for Political Studies and Economic Diplomacy, IDFR successfully kick-started its first IDFR Lecture Series 1/2022 featuring H.E. Takahashi Katsuhiko, Ambassador-Designate of Japan to Malaysia. The "40th Anniversary of Malaysia's Look East Policy: 40 Years and Beyond" was chosen as the title of the lecture in

commemoration of the LEP milestones that have reached its fourth decade. The lecture was held in a hybrid form with a physical attendance of 30 participants from Wisma Putra officials including DiD 1/2022 cohort and 120 online participants via Zoom and Facebook live from relevant ministries, government agencies, think tanks and universities.



The lecture began by reflecting on the inception of the LEP back in 1982. Under the administration of former Prime Minister Tun Mahathir Mohamad, LEP was introduced with the aim to emulate the work culture and ethical values besides learning the best practices from Japan. Through this policy, both countries have placed emphasis on study and training programmes for students and government officials especially in the fields of Engineering, Science and Mathematics.

Looking beyond the 40 years of LEP, Japan is ready to take the policy a notch higher by venturing into new areas of collaboration such as disaster risk management, carbon neutral environment, ageing and health society, digital economy, and also aerospace industry. H.E. Takahashi Katsuhiko highlighted that Japan can also learn from Malaysia through its diversity, Islamic moderatism and tourism aspects. The two-way partnership should also be elevated into a new notion of tackling current global issues such as COVID-19, sustainability, climate change, ageing society, and maritime security especially in the region of Indo-Pacific. In conjunction with the 40th anniversary, it is a good opportunity for both Malaysia and Japan to review the outcome of LEP and elevate their bilateral relations in the global context.

Roundtable Discussions: Focus in Continuity

The Roundtable Discussion (RTD): Focus in Continuity is a series of discussions on current and evolving matters of diplomacy and international relations. The RTD is a platform to exchange views of mutual concerns and interests, with and among political leaders, practitioners, subject matter experts (SME), academia, and Civil

Society Organisations (CSOs). In 2022, PSED organised two of the RTD series, in collaboration with Astro Awani.

Focus in Continuity: Peaceful Coexistence was the theme of the first panel, which featured notable speakers like Professor Dato' Dr. Mohammad Hashim Kamali, the first Chief Executive Officer of the International Institute of Advanced Islamic Studies (IAIS) Malaysia; Dr. Farish A. Noor, Professor at the Department of History, Faculty of the Arts and Social Sciences, University of Malaya; and Datuk Professor Dr. Azizan Baharuddin, from the Centre for Civilizational Dialogue.

The second RTD series titled *Focus in Continuity: Cultural Diplomacy* featured experts in the field including Professor Datuk Dr. Osman Bakar, from the Institute of Islamic Thought and Civilisation (ISTAC), International Islamic University Malaysia (IIUM); Mr Eddin Khoo, founder of Pusaka; and Dr. Asma Abdullah. Anthropologist, Intercultural Specialist and Certified People Coach (ICF).

Workshop on Crisis Management and Preparedness

The Workshop on Crisis Management and Preparedness was held on 18 May 2022. The goal of this workshop was to expose participants to the concept of crisis and the various approaches to crisis management in the context of international relations. This workshop attended by a total of 19 participants consisting of officers from IDFR and the Ministry of Foreign Affairs, Malaysia served as a guide for the Centre in preparing a new course on crisis management and preparedness for officers and staff of the Ministry of Foreign Affairs, Malaysia, and other government agencies, who will be serving in Malaysian missions abroad.

This Crisis Management and Preparedness Workshop commenced with a session by Professor Dr. Kamarulzaman Askandar, Universiti Sains Malaysia (USM). In this session, Professor Kamarulzaman delivered a talk titled, *Introduction to Crises and Conflicts in International Relations* via Zoom application. He explained the relevant international relations theories relevant to crisis management such as peace and conflict theories. Professor Kamarulzaman also shared his experience being in several consultations and conflict resolution missions while serving as Malaysia's Representative to the ASEAN Institute for Peace and Reconciliation (ASEAN-IPR).

In the second session, the participants were exposed to the functions and capacity of the National Security Council (NSC) in crisis management through a talk titled, *The Role of the National Security Council in Managing Crisis Abroad*. The talk was delivered by Ms. Zetty Noor Akmar Abd Majid, Principal Assistant Director at NSC. The last session on *The Role of International Organisations in Crisis Preparedness and Management* was delivered by Mr. Martin de Boer, Deputy Head of Delegation, International Committee of the Red Cross (ICRC). He introduced the functions and roles of ICRC in channelling humanitarian aid to victims affected by various types of international crises and conflicts including wars, natural disasters, and food crises among others.

Malaysian Technical Cooperation Programme: Diplomatic Training Course for International Participants

A Diplomatic Training Course for International Participants from 23 to 27 May 2022, served as the opening event for

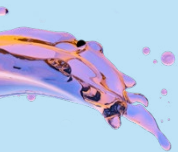
the first Malaysian Technical Cooperation Programme (MTCP) of the year. The five-day online course was held via Google Meet to train diplomatic officers from the MTCP recipient countries in keeping abreast with Malaysia's foreign policy as well as enhancing their diplomatic skills and competencies in the conduct of diplomacy and foreign relations. The course was attended by 25 diplomats from Algeria, Brunei Darussalam, Kenya, Kyrgyzstan, Laos, Madagascar, the Philippines, Papua New Guinea, Samoa, Trinidad and Tobago, Turkmenistan, Vietnam, Zambia, and Zimbabwe.

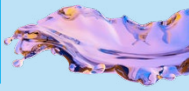
Among the modules covered during the course were Malaysia's Foreign Policy; Malaysia's Bilateral and Multilateral Diplomacy Practices; Malaysia and ASEAN; Crisis Management; Economic Diplomacy and Its Practices; Strategic Leadership and Management for Officers; Integrity in the Government Service; Media Relations and Media Skills; International Negotiations; Futurist Thinking; Protocol Practices and Diplomatic Etiquette and finally on Ambassador Sharing Session. All the modules were designed to equip serving diplomatic officials with theoretical and practical knowledge in the craft of diplomacy and new methods for effective diplomatic practices.

Despite the course being held online for another year, all the participants nevertheless gave full engagement throughout the sessions. As always, IDFR is ever ready to improve its mechanisms in ensuring the effectiveness in its course delivery.

Let's Talk Series

Let's Talk series is a talk show that discusses current topics of diplomacy and international relations. The Centre conducted a total of four Let's Talk





Let's Talk Series

series in 2022. The first three series were moderated by the participants of Diploma in Diplomacy (DiD) programme from Cohort 1/2022.

Let's Talk: Cyber Diplomacy: Securing Malaysia's Virtual Borders featured three prominent panellists namely Col Ts Sazali Sukardi (Senior Vice President of Strategic Research, Cybersecurity Malaysia, Ministry of Communication and Multimedia); Ms. Shariffah Rashidah Syed Othman (Senior Principal Assistant Director at the Chief's Executive Office, National Cyber Security Agency (NACSA) of the National Security Council); and Mr. Tajul Azhar Mohd Tajul Ariffin (Cybersecurity Researcher at the National University of Malaysia). This session was moderated by Ms. Yazmalina Yaacob, DiD participant, Cohort 1/2022.

The panellists for *Let's Talk: Multilaterality: The Realities of Multilateralism in the 21st Century* were Undersecretary of

Multilateral Economics and Environment Division, Department of Multilateral Affairs, Ministry of Foreign Affairs, Ms. Aznifah Isnariah Abd Ghani; Senior Lecturer at the National University of Malaysia, Dr Hoo Chiew-Ping; and Analyst in the Foreign Policy and Security Studies (FPSS) Programme at ISIS, Malaysia, Ms. Izzah Ibrahim. The session was moderated by Mr. Danial Akhtar Abd Halim, DiD participant, Cohort 1/2022.

As for *Let's Talk: Forging Ahead in a Post-Pandemic World*, the panellists invited were the Director of Macroeconomics Division, Economic Planning Unit (EPU) of the Prime Minister's Department, Mr. Surrendren Sathasivam and Member of the National Economic Action Council, Datuk Dr A.T. Kumararajah. The session was moderated by Ms. Mardhiah Muhamad Sabri, DiD participant, Cohort 1/2022.

The final series of the year was *Let's Talk: Food Security*. Conducted in October 2022, the session was moderated by the Undersecretary of Multilateral Economics and Environment Division, Department of Multilateral Affairs, Ministry of Foreign Affairs, Ms. Aznifah Isnariah Abd Ghani. This session featured three panellists. They were the Director of the Institute of Agriculture and Food Policy Studies at University Putra Malaysia, Professor Datin Paduka Dr Fatimah Mohamed Arshad; Senior Development Economist at UNDP Malaysia, Singapore and Brunei Darussalam, Dr Haniza Khalid; and Senior Principal Assistant Director, Ministry of Agriculture and Food Industries (MAFI), Ms. Siti Salwahanim Mohd Nazir.

IDFR Lecture Series 2/2022

On 9 August 2022, IDFR Lecture Series 2/2022 was organised featuring Her Excellency Nanaia Mahuta, the Foreign Minister of New Zealand. The lecture titled "Foreign Policy for Small States" was held

in a hybrid mode with physical attendance of 92 officials and 40 online participants from various government ministries and agencies, Malaysian Missions abroad, foreign embassies, state governments, as well as members of academia.

Her Excellency Mahuta's visit to IDFR was a historic event as it was the first time a New Zealand Foreign Minister has taken the stage. Her lecture began by defining small states and their challenges. In comparison to big powers that could exert influence through their military and economic strength, small states have to call for greater cooperation through multilateralism to achieve shared objectives. Additionally, international rules and norms must be defended to govern behaviours and responsibilities of small and large nations, towards mobilising global efforts such as combating climate change.

With today's pressure and challenges encountered by small states, added by the difference in resources from



IDFR Lecture Series 2/2022



larger states, Her Excellency Mahuta underlined the importance of small states to set up clear principles and priorities essentially by knowing their values. In this regard, values were highlighted by Minister Mahuta as the core of New Zealand's foreign policy conduct, which encapsulates prioritising people and relationships, showing respect to others, working together to address shared challenges, and protecting the interest of future generations. Through values, prosperity and openness, small states are called to utilise soft power through the form of "appeal and attraction", in influencing others for action.

In her remark, Her Excellency Mahuta has not only emphasised on investing in the region in terms of defence and security, but also on investing in the people, as being smart, innovative, and strategic are vital for small states to steer their future. In fact, the uniqueness in history and culture can also be a source of strength for New Zealand and Malaysia. The bilateral ties of both countries can set a powerful testament of how small states can work together bilaterally, regionally, and globally. When small states harness core strength collectively, it is believed that larger impacts can be made in the international arena. With that, Her Excellency Mahuta ended the lecture with a saying in Māori, "He iti te mokoroa, nana i kati te kahikatea", which means there is power in small things.

Malaysian Technical Cooperation Programme: Economic Diplomacy Course for International Participants

The second series of the MTCP programme, the Economic Diplomacy Course for International Participants 2022, was held from 15 to 19 August 2022. The five-day course was held

virtually via Google Meet platform with the aim to introduce the participants to the practice of diplomacy in Malaysia and the pertinent components related to economic diplomacy grounds. The course was attended by 27 diplomatic officials from Algeria, Bhutan, Chile, Kenya, Libya, Pakistan, the Philippines, Samoa, Tajikistan, and Turkmenistan.

In delving into the role of economic diplomacy and the current state of the global economy, the course has covered diverse topics and issues under its modules such as Malaysia's Foreign Policy; WTO: Establishment and Challenges; Economic Diplomacy for Malaysia: Post COVID-19; Malaysia's International Trade Policy & Free Trade Agreement (FTA); Strategic Thinking for Return Of Investments (ROI); Country Promotion; Islamic Finance and Investments; Health Tourism Economic Opportunities; International Business Etiquette; International Negotiation; Futurism for Economy; Digital Economy; and Ambassador Sharing Session.

All participants have shown active engagements in lectures as well as group discussions with the speakers. Positive feedback given by the participants on how the course has benefitted them immensely despite being conducted online. The course was concluded with submission of a country report by each participant which incorporates the key takeaways from the course in explaining the potential contributions of their country to Malaysia and the potential opportunities between both countries in terms of economy, trade, and investments.

Economic Diplomacy Course

Economic Diplomacy Course 2022 was held physically at the Swiss-Garden Hotel, Kuala Lumpur from 23 to 25 August 2022 with a total of 27 participants. The

participants comprised of mid - level officers from the Economic Planning Unit, Prime Minister's Department; Halal Development Corporation Berhad; Malaysia Automotive Robotics and IoT Institute; Ministry of Agriculture and Food Industries; Ministry of Defence; Ministry of International Trade and Industry; as well as the State Secretary Offices from Johor, Kedah, Negeri Sembilan, Penang, Perak, Perlis and Terengganu.

As this was the first-time officers from the State Secretary Offices joined the course, the modules have been designed to provide exposure on diverse topics related to international economy, trade, and investments and also the role of economic diplomacy. Among the modules covered under the course were *Malaysia's International Trade Promotion; Economic Diplomacy for Malaysia: Post COVID-19; Economic Strategic Analysis; Return of Investments (ROI) for Organisations; Islamic Finance and Investments; IsDB Foreign Investments; ASEAN Economic Community and Current Practices; Futurism for Economy; Malaysia's Digital Economy & Cyber Security; and EXIM Bank Financial Brief*. Participants have been exposed to theoretical and practical knowledge on economic diplomacy in building strong economic relations and opening doors of opportunities at the national, regional, and international level through the course.

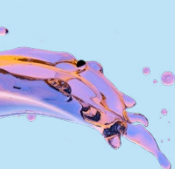
The three-day course generated active participation especially during group discussions and activities with the speakers. Positive feedback and suggestions were given by the participants via the evaluation form provided during the end of each day. The final day was concluded with closing remarks by the Director General of IDFR, together with a certificate presentation ceremony.

Malaysian Technical Cooperation Programme: Diplomatic Training Course for The State of Palestine Participants

From 12 to 16 September 2022, IDFR has conducted another Malaysian Technical Cooperation Programme (MTCP) programme this year, known as Diplomatic Training Course for the State of Palestine Participants. The course was attended by 13 diplomatic officers from the Palestinian Ministry of Foreign Affairs. The course was held online to emphasise and expose critical skills to the participating diplomatic officers on Malaysia's foreign policy and diplomatic practices, as well as enhancing their competencies and skills in diplomatic conduct and foreign affairs.

The five-day course covered a diverse range of topics and introduced tools and knowledge required for participants to perform their duties more effectively. Among the topics were *Malaysia's Foreign Policy; Malaysia's Bilateral and Multilateral Diplomacy Practices; Economic Diplomacy and Its Practices; Country Promotion, Public Diplomacy; Mission's Experience; Media Relations and Media Skills; Strategic Leadership and Management; Integrity; International Negotiations, Futurist Thinking, Protocol Practices and Diplomatic Etiquette; and Ambassador Sharing Session*.

Throughout the course, all participants were committed to sharing their thoughts and actively participated in group discussions with the speakers. Through the feedback received, all participants expressed that the course had exceeded their expectations and benefited them in many ways, either personally or professionally. The course was concluded with submission of a course report by each participant which incorporated the key takeaways in explaining the benefits of





the course that could contribute towards the betterment in diplomatic knowledge and skills, as well as to overcome the shortcomings. IDFR will strive for the highest standards in conducting the MTCP courses including for the State of Palestine towards uplifting the spirit of the South-South Cooperation and the long-standing brotherhood with Malaysia.

Workshop on Streamlining the Standard Operating Procedures for Crisis Management

The Centre had organised a programme titled, "Workshop on Streamlining the Standard Operating Procedures for Crisis Management" from 21 to 22 September 2022 at Sofitel Kuala Lumpur Damansara. The workshop was attended by a total of 20 participants consisting of officers from various departments in Wisma Putra, Prime Minister's Department, and IDFR.

This workshop's objective was to create a Standard Operating Procedures (SOP) that would effectively and completely cover crisis management in Malaysian embassies and high commissions. The session covered a variety of topics, including the lines of communication and reporting as well as suggestions for fleeing a mission in a crisis. In achieving this objective, the participants were required to revise and update the line of communication and reporting based on the *Standard Operating Procedures for Humanitarian Crisis Management Handbook* produced by Wisma Putra in 2013.

The two-day session managed to gather important information in building effective lines of communication and reporting, along with various suggestions for officers and staff serving at Malaysian missions to better prepare themselves in times of crises.



Strategic and Security Analysis Course

Strategic and Security Analysis Course

The Strategic and Security Analysis Course was successfully organised from 19 to 21 October 2022. The three-day course was held physically at the Majestic Hotel, Kuala Lumpur with a total attendance of 20 participants. The participants were officers grade 41-52 from the Prime Minister's Department; Ministry of Foreign Affairs; State Secretary Offices from Kedah, Kelantan, Melaka, Negeri Sembilan, Pahang, Penang and Perak as well as the Department of Social Welfare.

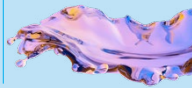
Throughout the course, participants were exposed to great variety of modules such as on *Malaysia's Foreign Policy and Strategic Interests; Tools for Strategic Analysis in Decision Making; Malaysia's National Defence Policy and Strategy; Strategic Thinking in Organisation Management; Intelligence and National Security Analysis; Crisis Management: A Fundamental Strategic Overview* as well as *Strategic Approaches in Preventing*

and Countering Violent Extremism. From the course, the participants are able to enhance their understanding, skills, and ability to apply critical thinking in assessing issues and challenges; identifying current and emerging issues related to traditional and non-traditional security; acquiring skills in analytical techniques and problem solving; and broadening their professional network.

Each module was presented in different yet engaging forms such as simulation exercises, group discussions and activities where the participants had an active learning experience. The course also held a two-way discussion, as the participants and the speakers exchanged views and thoughts throughout the lectures. At the end of each day, participants had provided their feedback and suggestions via the google form with positive and constructive comments. The closing remarks were presented by Mr. Harvinder Singh Ramday, Principal Assistant Director of PSED, IDFR, together with a certificate presentation ceremony.



2nd EU-IDFR Diplomacy Course 2022: 45 Years of ASEAN-EU Relations and the Road Ahead



2nd EU-IDFR Diplomacy Course 2022: 45 Years Of ASEAN-EU Relations And The Road Ahead

In collaboration with the Delegation of the European Union (EU) to Malaysia, IDFR hosted the 2nd EU-IDFR Diplomacy Course 2022: 45 Years of ASEAN-EU Relations and the Road Ahead from 26 to 28 October 2022. The three-day course with the Indo-Pacific as its key theme was held via Google Meet with a total attendance of 53 officials. The course comprised senior-level diplomatic and government officials from ASEAN member states, which were from the Ministry of Foreign Affairs and other relevant ministries.

The course achieved its objective in raising awareness of the recent initiatives, exploring ways to leverage the ASEAN-EU Strategic Partnership in the evolving Indo-Pacific geopolitical landscape, and addressing concrete opportunities for cooperation notably in the field of maritime security and connectivity. Throughout the course, participants exchanged their views on the ASEAN and the EU strategies in the Indo-Pacific region and the synergies in implementing their respective guiding documents were discussed.

Under the theme of “The EU And ASEAN: Partners for Stability in the Indo-Pacific?”, the first day of the course had shed light on the topic of “The EU’s Indo-Pacific Strategy: What’s in it for ASEAN?” and “ASEAN- EU Relations in an Era of Great Power Politics”. The theme for day two was on “Maritime Security: Interests, Challenges and Prospects for Cooperation” where the topics of “The EU as a Maritime Security Provider”, “Maritime Security Challenges in ASEAN” and “Prospects for ASEAN- EU Maritime Security Cooperation” were discussed.

The theme covered for the final day of the course was on “Connecting the EU and ASEAN: The Way Forward” discussing “The Global Gateway and EU-ASEAN Connectivity” and was followed by an interactive wrap-up session with the participants.

The course was concluded with closing remarks from H.E. Michalis Rokas, Ambassador and Head of the EU Delegation to Malaysia, followed by H.E. Charles C. Jose, Ambassador Extraordinary and Plenipotentiary of the Philippines to Malaysia, and Ms. Nuryante Mohd Yazid, Director of PSED, IDFR, respectively.

Crisis Management and Crisis Preparedness Course

Following the Workshop in September, IDFR had organised the Crisis Management and Crisis Preparedness course from 8 to 10 November 2022. The course was attended by a total of 20 officers from the Ministry of Foreign Affairs, Malaysia and the Prime Minister’s Department as well as IDFR.

The goal of the course was to expose Malaysian civil service officials with the knowledge and skills to manage crises more effectively and efficiently while serving abroad. Among the modules implemented in the course were Introduction to Crises and Conflicts, Tipping Points, Evacuation Process, and the roles of the National Security Council (MKN) and the National Disaster Management Agency (NADMA) during crises abroad. Several guest speakers consisting of academics, practitioners, and experts in the field of crisis management were invited to share their experiences and expertise with the participants.



Special Talk by Sir Mark Moody-Stuart

The first two days of the course were conducted at Pullman Kuala Lumpur City Centre while the final day of the course involved a simulation exercise on a crisis scenario at a Mission.

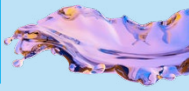
Special Talk by Sir Mark Moody-Stuart

The Institute of Malaysian and International Studies (IKMAS), Universiti Kebangsaan Malaysia (UKM), and IDFR's Centre for Political Studies and Economic Diplomacy (PSED) had the honour of co-hosting a Special Talk on 25 November 2022, with Sir Mark Moody-Stuart, a former chairman of the Global Compact Foundation, a former vice chairman of Royal Dutch Shell, and a director of Saudi Aramco.

The talk titled "Responsible Leadership in the Face of Energy Challenge" was held in a hybrid mode with a total attendance of 138 participants from various government ministries and agencies, Malaysian Missions abroad, foreign embassies, state governments, as well as members of academia. Sir Mark Moody-Stuart is a

prominent figure in the corporate world, with 20 years of experience in leading top international corporations. He has also undertaken various global leadership roles, including UN Secretary General's Advisory Council for the Global Compact, Vice Chairman of the UN Global Compact Board (2006 to 2018), and Chairman of the Global Compact Foundation (2006-2022).

Sir Mark Moody-Stuart had shared his knowledge and lessons learnt on how best corporate leaders, state and non-state actors could work closely and constructively together in addressing challenges regarding corporate sustainability, business ethics, and responsible leadership especially in the energy sector. The engaging session also highlighted the significant role of corporate leaders and their commitment in undertaking responsibilities to address the global challenges which continue to evolve into more complex forms and highly demand urgent responses. The event was then concluded with an engaging networking session with the participants.



PUBLICATIONS

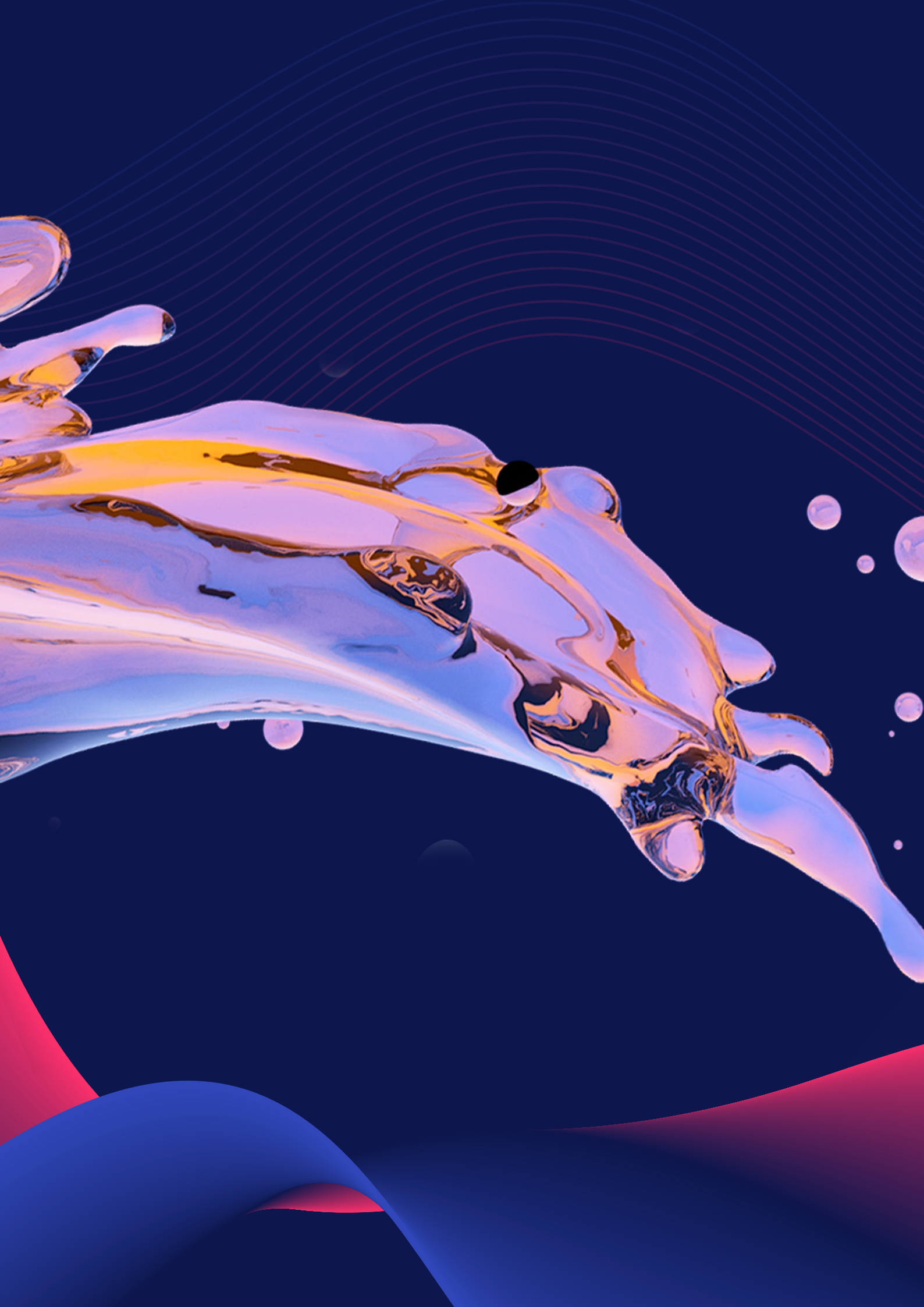
LET'S TALK NEWSLETTER

Let's Talk Newsletter is a continuation from IDFR's Let's Talk series that serves as an extension to the discussion on a topic in a more focused and in-depth manner. *The Let's Talk: Forging Ahead in a Post-Pandemic World's* newsletter features three articles, namely *Orang Asal and COVID-19: An Imperative for Action in Post-Pandemic Malaysia* by the Commissioner at Human Rights Commission of Malaysia (SUHAKAM), Dato' Dr Madeline Berma; *Public Procurement: A Strategic Instrument to Support Malaysia on the Road to Post-Pandemic Economic Recovery* by the Senior Assistant Director (Finance) at Penang State Health Department, Mr. Mohammad Shafiq Syazwan Mohd Ashri; and *Ukraine-Russia Conflict: The Spillover Effects on Malaysia and the Asian Economies* by a participant of DiD 1/2022, Ms. Shairah Abdul Wahab.

FOREIGN RELATIONS

'Foreign Relations' is an impartial writing platform prepared specifically for articles in the form of opinions and views on various international relations issues, aimed to influence foreign policy decisions. It is a publication written by influencers, persons with highly specialised knowledge and a wealth of experience in the areas of international relations. The theme for volume 1/2022 is 'Major Power Rivalry' which focuses on the issue of global major powers' competition. Among prominent authors for this volume are former Malaysia's Foreign Minister, Tan Sri Syed Hamid Albar; former Chairman and Chief Executive Officer of ISIS Malaysia, Tan Sri Mohamed Jawhar Hassan; former Ambassador of Malaysia to the Kingdom of Netherlands, Dato' Dr Fauziah Mohd Taib; and Ambassador of Malaysia to the People's Republic of China, H.E. Raja Nushirwan Zainal Abidin, among others.





**CENTRE FOR
LANGUAGES
AND
CULTURAL
DIPLOMACY**

CENTRE FOR LANGUAGES AND CULTURAL DIPLOMACY (CLCD)



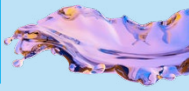
Presentation Skills at the Workplace

The Centre for Languages and Cultural Diplomacy (CLCD), continues to offer language courses – Bahasa Melayu, English, German and Arabic. They also introduced two programmes on cultural diplomacy to provide participants with a better understanding of cross-cultural elements, geared towards tolerance and moderation. The programmes conducted by the Centre are rooted in the primary objective of helping participants to broaden their personal horizons in languages and cultures and to succeed in the global community.

Say It Right: A Course on Pronunciation

This three-day intensive course, which was the first to be physically conducted after being held online in 2021 due to the COVID-19 pandemic, aimed to assist the participants to be intelligible in what they wished to convey in oral communication. It was held from 8 to 10 February 2022 with the objectives to raise

the participant's awareness of the English Sound System, elements influencing effective speech such as intonation, word and sentence stress and rhythm, and distinguishing different pronunciations, and accents among others. These significant factors when combined, encouraged better communicative skills. Participants demonstrated confidence through practice as they improved their pronunciation at the end of the course.



The course was attended by 19 participants from various ministries; among them were the Ministry of Foreign Affairs, Ministry of Human Resources, Ministry of Finance, Prime Minister's Department, National Audit Department, Ministry of Works, Ministry of Rural Development, Parliament of Malaysia, Chief Government Security Office and the Institute of Diplomacy and Foreign Relations.

The participants were encouraged to speak in English intelligibly through interactive classroom sessions, adopting various learning methods to gauge their understanding of the speech skills to ensure a comprehensible and enjoyable learning experience of speaking effectively in English.

Cultural Diplomacy Lecture Series (CDLS) 1/2022: The Dynamics of Malaysia's National Cultural Policy (DAKEN) at the International Stage

IDFR held this year's first Cultural Diplomacy Lecture Series (CDLS) on 11 March 2022, featuring Dr Christina Yeo Ken Yin, Undersecretary for International Relations (Culture) from the Ministry of Tourism, Arts, and Culture (MOTAC) as the guest speaker. CDLS is an effort to instil awareness and acts as a knowledge-sharing session on how cultural diplomacy is practised and how it can promote peace, stability, and prosperity globally. Fifty-three officers from the Ministry of Foreign Affairs attended the hybrid session in person, while 19 officers from several Malaysian Missions joined the programme online.

The topic emphasised on "The Dynamics of Malaysia's National Cultural Policy" (DAKEN) at the International Stage and how crucial it is to not view DAKEN as merely a document, but instead to take advantage of the avenues that DAKEN

provides to promote cultural diplomacy. The National Cultural Policy of Malaysia (DAKEN) (2021-2025) has been unveiled with the subject *Negara Maju and Rakyat Berbudaya*. It's a plan created to serve as a compass for maintaining cultural variety.

The Federal Constitution, the *Rukun Negara*, the five-year MOTAC strategic plan, and other legal documents are used as anchors to guarantee that DAKEN is developed in accordance with current national policies and practices. The lecture ended with a Question-and-Answer session, in which thought-provoking questions were raised about enhancing cultural appreciation on the national level before propelling it globally.

Workshop on Intercultural Communication and Cultural Diplomacy (WICAD)

The Centre conducted the two-day Workshop on "Intercultural Communication and Cultural Diplomacy" (WICAD) from 29 to 30 March 2022. The workshop was designed to develop the participants' awareness of cultural diversity, improve their knowledge of the relationship between culture and diplomacy, and expose them to cross-cultural communication management.

The workshop was attended by twenty-five participants from various ministries and government agencies. They were from the Ministry of Foreign Affairs, Ministry of International Trade and Industry, Ministry of Human Resources, Ministry of Transport, Ministry of Finance, Ministry of Higher Education, Ministry of Entrepreneur Development and Cooperatives, Ministry of Rural Development, Attorney General's Chambers, Department of Syariah Judiciary, Prime Minister's Department, Parliament of Malaysia, and National Security Council (MKN).

The participants had the opportunity to interact with practitioners and academicians from various backgrounds to better understand cultural differences throughout the two-day workshop. They were widely exposed to various aspects of intercultural communication and diplomacy, including the impact and scope of culture in diplomacy, intercultural awareness within the ASEAN region, and the distinctive features of nation branding. Overall, the workshop was very helpful to the participants and gave them the skills and resources needed for cultural diplomacy.

Arabic Language Course Level 1 2022

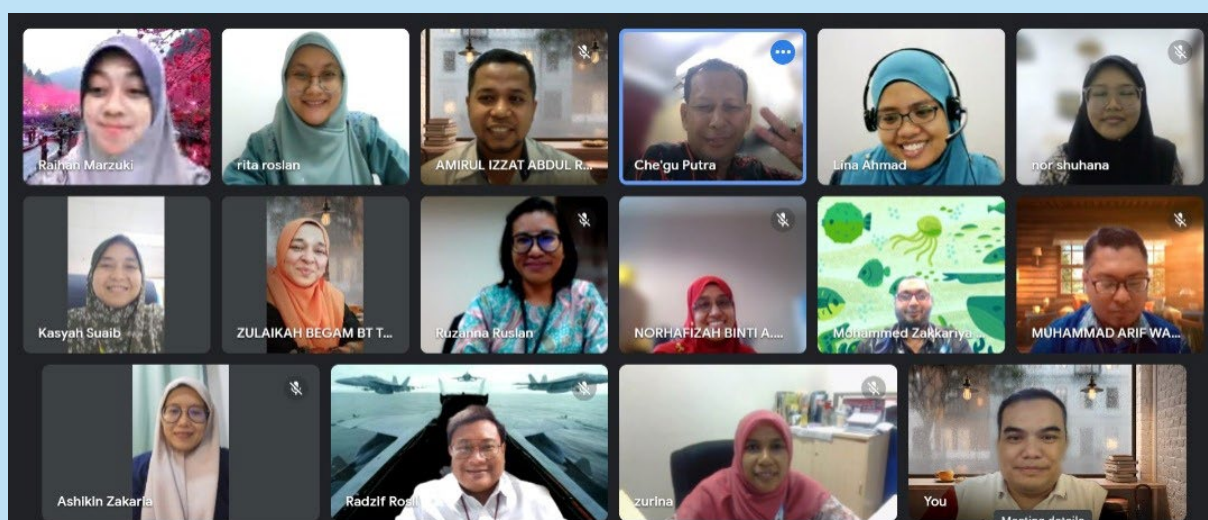
From 14 June to 30 August 2022, a total of 21 sessions of Arabic Level 1 were successfully completed. Seventeen participants, mainly from the Ministry of Agriculture and Food Industries, Ministry of Education, Ministry of International Trade and Industry, Ministry of Rural and Regional Development, Ministry of Defence, Ministry of Health of Malaysia, International Entrepreneurs Chamber Malaysia, Project Implementation and Building Maintenance Department, Policy and Research Division, Parliament of

Malaysia, Implementation Coordination Unit, The National Book Council of Malaysia, SK Jalan Gurney 1 and SMK Desa Petaling, KL, enrolled for this online course, which was held twice a week, on Tuesdays and Thursdays from 5.30 to 7.30 pm.

The 42-hour course was provided to equip the participants with the basic rudiments of the Arabic language and culture, pertaining to words and phrases on greetings, introducing oneself, and expressions to convey wishes and preferences. It also gave them a useful foundation to develop their competency in the Arabic language for the future. During the conduct of this course, all participants showed a great interest in the programme and believed the course was beneficial in helping them to understand how to differentiate and pronounce Arabic words as well as read basic sentences for daily conversation.

German Language Course Level 1 2022

This course is designed for the Ministry of Foreign Affairs officers and officers of other ministries or government agencies. Through this course, participants were able to learn the basics of German



Arabic Language Course 2022



language usage that they acquire to carry out their daily tasks. Their proficiency in the target language would make it possible for them to comprehend and communicate information efficiently. The general objective of this course is to equip the participants with adequate German Language proficiencies to fulfil their basic requirements while socialising or working in any German-spoken environment.

German Language Course Level 1 (Evening Classes) was conducted from 14 June until 30 August 2022. A total of 20 participants took part in this course. They were from the Ministry of Agriculture and Food Industries (MAFI), Ministry of Education, Prime Minister's Department, MITI, Ministry of Rural Development, Ministry of Health, Ministry of Defence, Parliament of Malaysia, Book Council of Malaysia, IDFR, and some other government offices. This course was delivered online for three months, or the equivalent of 42 teaching hours, in two sessions each week on Tuesday and Thursday from 5:00 pm to 7:00 pm (Google Meet).

At the end of the course, 11 out of the 20 participants successfully completed the course and were able to possess the basic functions of each language skill for the basic German language. They are able to read and comprehend short, straightforward texts that are relevant to their daily lives and jobs. They also managed to comprehend basic conversation using various common phrases in the German Language.

Presentation Skills at the Workplace

This annual course which was held from 20 to 23 June 2022 was meant for government officers who are keen to learn the techniques of not only presenting

in person but also presenting through various online platforms to adapt to the norms of conveying information to the targeted audience.

This course was attended by participants from the Ministry of Higher Education, Ministry of Agriculture and Food Industries, Public Service Department, Parliament of Malaysia, Malaysian Armed Forces, Civil Magistrate's Court, Prime Minister's Department, and Ministry of Foreign Affairs.

"Presentation Skills at the Workplace" enabled participants to be effective public speakers in their respective departments or organisations. This four-day programme explored ways to help participants to overcome their fear of presenting to the audience and be better prepared to do oral presentations. Apart from enhancing their public speaking skills, the training also increased their knowledge of verbal and non-verbal techniques that might give them the confidence to speak eloquently.

Symposium on Malaysia and Central Asian Countries Relations - The New Axis of Growth

IDFR, in collaboration with the embassies of the Central Asia countries in Kuala Lumpur (Uzbekistan, Tajikistan, Kazakhstan, Kyrgyz and Turkmenistan), held a "Symposium on Malaysia and Central Asian Countries Relations - The New Axis of Growth" on Thursday, 30 June 2022 from 11.00 am to 2.00 pm at the Tunku Abdul Rahman Hall and Tun Abdul Razak Auditorium, Wisma Putra. The one-day event to commemorate 30 years of diplomatic relations was graced by Dato' Kamarudin Jaffar, Deputy Minister of Foreign Affairs.

The symposium brought together two-panel discussions that showcased the existing cordial bilateral relations and explored collaboration in the areas of economic integration, regional cooperation and cultural diplomacy between Malaysia and Central Asia. Each embassy exhibited its culture, products, and local crafts to the local and international participants. The symposium paved the way forward for Malaysia and the Central Asian region to enhance the relationship to a greater trade exchange. This connection may lead Malaysia to establish its position as the connecting link between Central Asia and ASEAN.

An Induction for Foreign Diplomats in Malaysia - Malaysia's Culture and Identity (MCI)

In 2022, a special training for foreign diplomats was organised in Kuala Lumpur by IDFR. Two sessions of the course titled "An Induction for Foreign Diplomats in Malaysia - Malaysia's Culture and Identity"

(MCI) were held, the first in June (1-3 June 2022) and the second in December (7-8 December 2022). A total of 48 diplomats, mostly junior officers from 38 embassies and three from international organisations participated in the course. The objectives of the training programme are to provide an overview of diplomatic life in Malaysia, including the workings of the Malaysian government machinery, and the peculiarities of Malaysian culture, life, and interactions.

Aside from in-class sessions, participants had the opportunity to engage in networking sessions among themselves and with the invited speakers. A tour of the media centre's studios and primary facilities was part of one of the sessions that took place at Wisma BERNAMA. At the end of the programme, participants expressed great satisfaction on how much they have learnt about Malaysian culture, which will serve as a solid foundation for their diplomatic task in Malaysia.



An Induction for Foreign Diplomats in Malaysia - Malaysia's Culture and Identity (MCI)



Course on Introduction to Knowledge Management (KM)

The Centre held a one-day Introduction to Knowledge Management (KM) course for 28 IDFR officers and staff on 6 July 2022. A KM expert, Dr Khairil Hizar, Enterprise Content and Knowledge Management Unit (ECKM), Public Works Department of Malaysia was invited to provide the course.

The course enabled the participants to better understand KM and gave ideas to implement KM effectively in IDFR. Though the duration was short, the participants enjoyed the impactful sessions which covered very relevant topics that addressed a variety of themes, including Knowledge Café, Tools & Techniques, and Best Practices for Knowledge Management.

Diplomacy and International Relations Glossary Book Launch Ceremony

On Tuesday, 6 September 2022, the Glossary of Diplomacy and International

Relations book was launched at Tun Abdul Razak Auditorium, Ministry of Foreign Affairs, Putrajaya. The launch was officiated by YAB Dato' Sri Ismail Sabri bin Yaakob, the 9th Prime Minister of Malaysia. This event has been successfully organised through collaboration between the Institute of Diplomacy and Foreign Relations (IDFR) and the Language and Library Council (DBP) in conjunction with the Malaysian Heads of Delegation Conference which took place on 6 to 7 September 2022.

There are a total of 1281 target terms (Malay) and 1198 source terms (English) in the book, all of which are specialised terminology used in diplomacy and international relations. The publishing of this book is crucial to achieve the goal of advancing Malay as a dynamic language of knowledge and enhancing the nation's reputation in the areas of diplomacy and international relations.



Diplomacy and International Relations Glossary Book Launch Ceremony

SiMPLE: Special Malay Proficiency Language Enhancement Programme

The Special Malay Language Proficiency Enhancement Programme, or in short called SiMPLE, held from 6 September to 15 November 2022 is catered for Local Recruited Staff (LRS) in Malaysian diplomatic missions, to converse in the Malay language at the basic level. The objective of this language programme is to provide an online, interactive learning platform to gain exposure and improve their command of the Malay language. It was conducted by a native Malay-speaking trainer to give authentic exposure to the language, given the logistical constraints of learning a new language online. A total of 27 participants from countries mostly in the East Asian region, namely China, Thailand, Vietnam, Taiwan, Philippines, and Myanmar participated in the course.

The 42-contact-hour programme included modules on the Malay language sound system, introductions and small talk about food, locations and directions, numbers and time, basic telephone conversations, reading Malay texts, and completing official forms. Participants also had access to simulation sessions, which featured role-playing, conversations, and interactive learning exercises, in addition to the online training sessions.

At the end of the programme, participants expressed their gratification on the opportunity and experience they had acquired, noting that the ability to

converse in Malay would help them to better serve at Malaysian diplomatic missions.

English Writing Workshop

The English Writing Workshop is one of the English courses conducted by the Centre to develop the participants' competence and skills in writing. It enables them to apply the principles of effective writing to enhance their ability to draft, write and edit their writing and the writing of others. The workshop adopted an integrated teaching and learning methodology through lectures, discussions, practical exercises, and group activities.

Participants from the Prime Minister's Department, Parliament of Malaysia, Malaysian Special Search and Rescue Team Headquarters (SMART), the National Disaster Management Agency, the Ministry of Foreign Affairs and the Institute of Diplomacy and Foreign Relations attended this four-day workshop which started from 19 to 22 September 2022.

Participants were exposed to the principles and techniques of effective writing and writing processes to produce their version of the written form. On the final day, participants presented their writing material while having other participants as well as the instructors give constructive comments on their piece of work.





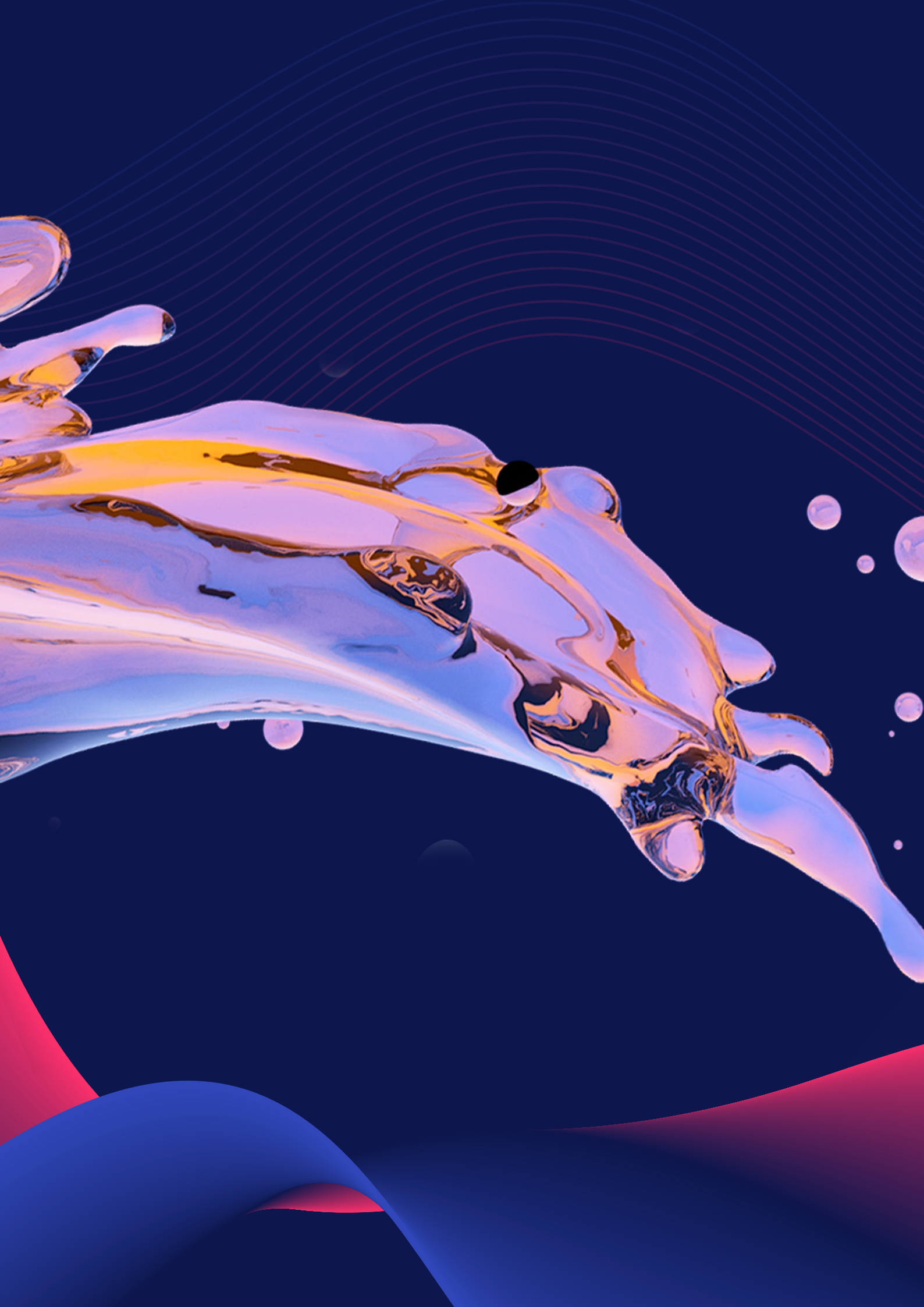
Masterclass Fine Dining Sofitel Kuala Lumpur, Damansara



English Writing Workshop



Say It Right 2022





COMPETENCY ENHANCEMENT CENTRE

COMPETENCY ENHANCEMENT CENTRE (CEC)

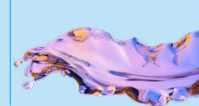


Diploma in Diplomacy 2/2022

The Competency Enhancement Centre (CEC) is responsible for the coordination and implementation of the Institute's flagship programme: Diploma in Diplomacy (DiD). During the four months training, the participants were given an opportunity to embrace a wide yet profound range of modules as below: -

a) Diplomatic Arsenal: To develop the participants' knowledge and understanding on contemporary issues and practices of diplomacy in international relations. This module focuses on subjects related to international security, bilateralism, multilateralism, economic diplomacy, and maritime related affairs.

b) Core Diplomatic Skills: To improve the participants' diplomatic communication skills. English language modules were introduced to equip the participants with effective communication, writing, public speaking, and presentation skills. Adding value to the participants' linguistic ability, foreign languages such as Arabic, German, Spanish and



Russian were included under this module.

c) Social Diplomats: To improve the participants' formal and informal interaction skills. They were taught grooming and fine dining skills, event management capabilities, sports diplomacy, and cultural diplomacy to name a few.

d) Management Skills: To increase the participants' competency in the field of management services. Under this module, the participants were educated on Human Resource, Finance, Inspectorate, Integrity and Administration and Security related matters.

Similar to the previous year, DiD 2022 was held in two cohorts. DiD 1/2022 took place from 14 February to 24 June 2022, while DiD 2/2022 was from 13 July to 17 November 2022. The centre received a total of 42 participants of which 36 of them were from the Ministry of Foreign Affairs and six from the Prime Minister's Department.

The participants were exposed to various leadership and diplomacy courses through practical lessons, lectures, briefings, simulation and role-play exercises and excursions. Among them are Defending National Interest (DNI), drafting of Annual Leaders Retreat (ALR) document, simulation on ASEAN Summit and Related Meetings and drafting of UN Resolution.

They were also tasked to organise several events to elevate their event management skills. Some of the prominent speakers who attended were Tan Sri Dr. Syed Hamid Albar and Dato' Sri Anifah Aman, former Foreign Minister of Malaysia; Tuan Khairy Jamaluddin,

former Health Minister of Malaysia; Tan Sri Muhammad Shahrul Ikram Yaakob, then Secretary General, Ministry of Foreign Affairs; Tan Sri Dato' Seri Abdul Wahid Omar, Chairman of Bursa Malaysia; Dato' Dzulkifli Abd Wahab, Chairman of FGV; Tan Sri Dr Mazlan Othman, a renowned Astrophysicist, and Prof. Dato' Dr. Aishah Bidin, Representative of Malaysia to the ASEAN Intergovernmental Commission on Human Rights (AICHR).

As a part of their social responsibility programme, they organised an iftar with Rumah Nur Kasih, a house for the underprivileged in Kuala Lumpur. They also went on the ground to aid the homeless as well as visited Dignity for Children Foundation. A Health Day which included health screening, blood donation, first aid demonstration and a special health talk was also organised which received positive feedback from those who attended.

Making a comeback is the Mission Attachment Module which was last held in 2019 due to the pandemic. The DiD 2/2022 participants were attached to the Malaysian High Commission in Singapore to gain deeper understanding of the works at mission and visualise their roles as aspiring diplomats. They also held networking sessions with the Singaporean Foreign Service as well as other prominent speakers.

In conclusion, both programmes have successfully met its intended objectives. IDFR received positive feedback from the participants on the quality and structure of the modules, as well as the assistance provided by the secretariat during the said training.

Speech Writing Workshop

Speechwriting skills are pertinent for officers at all levels in the Ministry of Foreign Affairs. Therefore, on 20 – 22 July 2022, IDFR organised a speechwriting workshop by Mr. Simon Lancaster, a renowned speechwriter, known for writing speeches for members of Tony Blair's cabinet. 15 Wisma Putra and 8 IDFR officials attended. The main objective of this workshop is to prepare the participants with the relevant skills and knowledge of becoming an effective and competent speechwriter. Apart from that, the course also aims to prepare the participants for various assignments dedicated to the entire process of researching, planning, drafting and proofreading speech texts.

During the workshop, the participants were exposed to an in-depth analysis of techniques such as the Rule of Three and formulating a powerful 5-minute speech. In addition, the participants also gained knowledge on the range of linguistic and physiological signals that a speaker needs to use to capture the hearts of an audience.

Towards the end, the participants successfully grasped the principle of successful speech writing by adopting a wide range of practical speech writing tools such as rhetorical devices, stories, and metaphors.

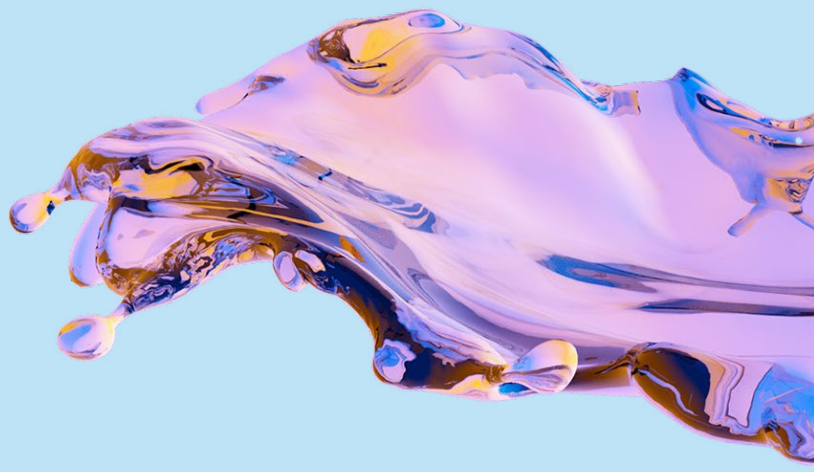
Critical Thinking and Creative Thought Course for Mid-Level Officers

Realising the need for mid-level officers to acquire critical thinking and creative thought skills in their daily work, IDFR has organised the above-mentioned course for officials from Wisma Putra and other agencies from 29 to 30 September 2022. The course was conducted by Dato' Dr. Fauziah Taib, a

prominent former Ambassador and Dato' Dr Shazelina Zainul Abidin, the Director General of IDFR, herself. It received participation from 14 mid-level officers from the Ministry of Foreign Affairs, Ministry of Environment and Water, Prime Minister's Department and IDFR. The course aims to stimulate thought process and encourages effective communication skills in the field of diplomacy among the mid-level officers. Not only that, but the course also seeks to promote officers' creativity in expressing their ideas and lay the groundwork for critical thinking in verbal and writing skills.

During the course, knowing critical thinking could only be enhanced through a deep-thinking process, the lecturers provided an opportunity for the participants to debate ideas and taught them the ways of processing information systematically and methodically. Furthermore, understanding that having only classroom lessons would be insufficient to encourage analytical and critical thinking, the participants were shown a movie titled "Twelve Angry Men" and allowed to debate their perception towards it.

Based on the feedback from the participants, it could be deduced that the course facilitated in enhancing the officers' development, especially in their theoretical knowledge and practical skills. They have also iterated their commitment to practice and share the information obtained with their fellow colleagues at their respective workplaces.





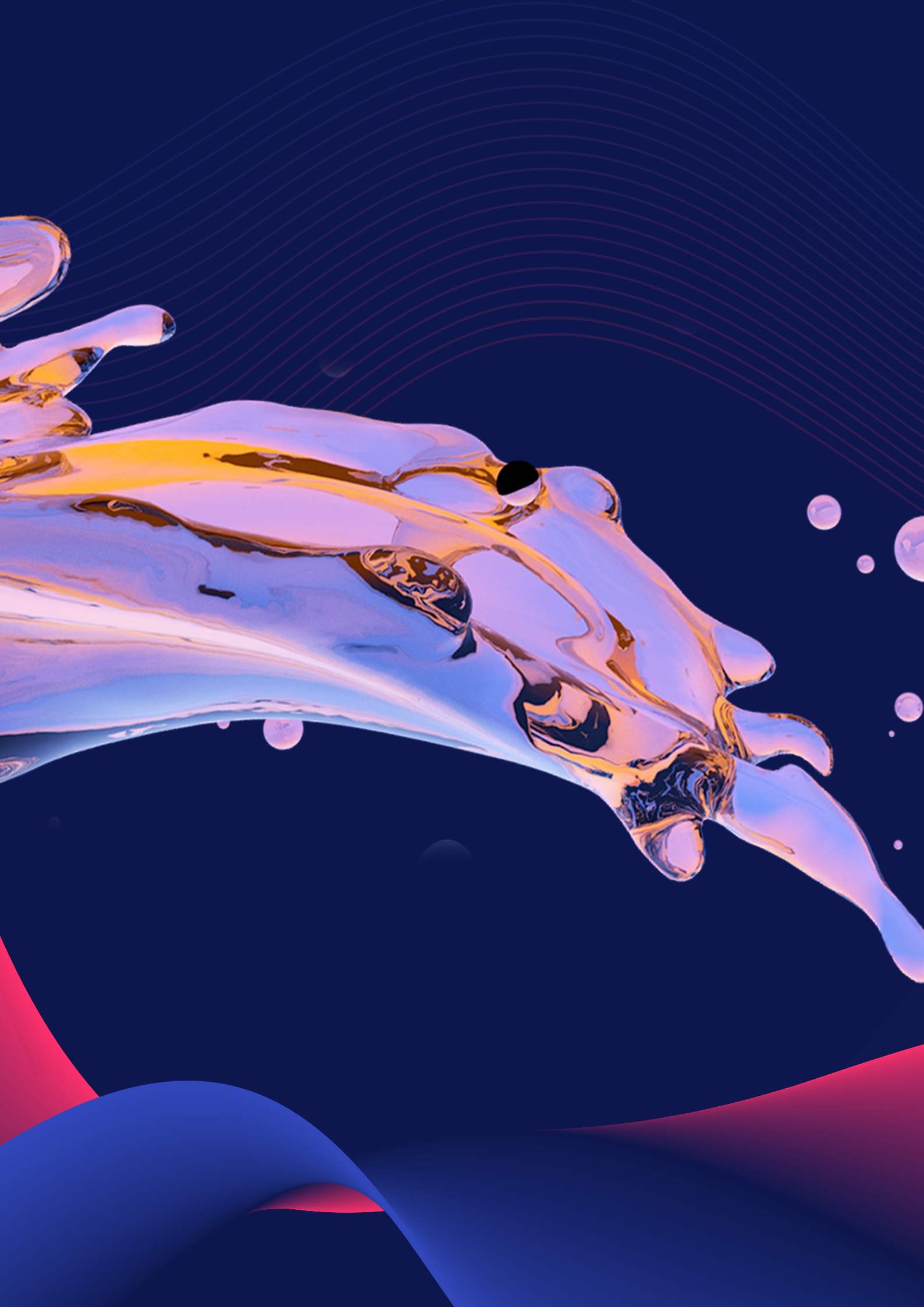
Diploma in Diplomacy 2/2022



Diploma in Diplomacy 1/2022



Diploma in Diplomacy 1/2022





MANAGEMENT SERVICES DIVISION

MANAGEMENT SERVICES DIVISION (MSD)



Kursus Protokol Majlis Rasmi dan Etiket

MANAGEMENT SERVICES DIVISION (MSD)

The Management Services Division provides support and administrative services to IDFR and ensures the practicality and efficiency of all management and operation activities of the Institute.

Administration and Finance Section

Staffing

As of 31 December 2022, only 102 out of 135 posts were filled while the remaining 33 posts are still vacant. The breakdown of IDFR's staffing are as follows: -

Grade	Posts	Staffing	Percentage Filled (%)
TOP MANAGEMENT			
Director General Premier Grade B (Open)	1	1	100
Head of Centre Premier Grade C	1	1	100
Head of Centre Premier Grade C (Open)	2	0	0



Grade	Posts	Staffing	Percentage Filled (%)
PROFESSIONAL AND MANAGEMENT GROUP			
Grade 54	3	3	100
Grade 54 (T)	1	0	0
Grade 52/54 (T)	5	0	0
Grade 52/54	1	1	100
Grade 52	2	2	100
Grade 52 (T)	2	0	0
Grade 48/52 (T)	9	5	55.6
Grade 48	6	4	66.7
Grade 48 (T)	2	1	50
Grade 44	1	1	100
Grade 41/44/48/52/54	3	3	100
Grade 41/44/48 (T)	2	1	50
Grade 41/44	14	8	57.1
Grade 41/44 (T)	13	10	76.9
SUPPORT GROUP			
Grade 01 – 32	67	63	94.0
Total	135	102	75.5

Staff Achievement

In 2022, four staff were awarded the Excellence Service Award 2021 by the Ministry. The certificate presentation ceremony was held at the Ministry's Excellent Service Award Ceremony on 14 September 2022. The list of the recipients are as follows:-

No.	Name	Centre
1.	Ms. Norli Muadza Hj Mohd Noor	PSED
2.	Ms. Carmallia Budiatty Che Embi	CEC
3.	Ms. Cornelia Chin Siew Ling	MSD
4.	Mr. Mohammad Fitri Ghazali	MSD

Financial Allocation and Expenses

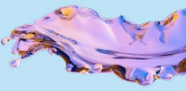
IDFR received an operating budget of RM 11,510,416.00 in 2022. Its total spending for the year was RM 11,191,926.95 (97.23%). This recorded a savings of RM 318,489.05 (2.77%).

Year	Operating Budget Allocation (RM)	Actual Expenses (RM)	Expenses in percentage (%)
2022	11,510,416.00	11,191,926.95	97.23

Courses

As IDFR is listed as a National Training Institute (ILA), it received a training allocation of RM40,679.00 from the Public Service Department (JPA) in 2021. The courses coordinated by the Human Resources Unit for the self-enhancement of its trainers under this fund are detailed below: -

No.	Programmes	Date
1	MQA Workshop	1 March 2022
2	Social Media Management – Visual Series 1	21 – 22 March 2022
3	Analytical Report Writing and Review for Diplomatic Correspondence	14 April 2022
4	Dale Carnegie Course on High Impact Presentations	20 – 21 April 2022
5	Social Media Management – Visual Series 2	11 May 2022
6	Crisis Management and Preparedness	18 May 2022
7	<i>Kursus Keselamatan dan Kecemasan Dalam Bencana</i>	19 May 2022
8	Applied Digital Skills	30 May – 1 June 2022
9	High Impact Performance	1 – 2 June 2022
10	Communicating with Confidence	8 – 9 June 2022 & 13 – 14 June 2022
11	<i>Kursus Protokol Majlis Rasmi dan Etiket</i>	13 – 15 June 2022
12	Introduction to Knowledge Management	6 July 2022
13	<i>Kursus Adobe Photoshop dan Illustrator</i>	8 – 10 August 2022
14	Stylistic and Creative Thinking	17 – 18 August 2022
15	<i>Kursus Aplikasi Canva</i>	15 September 2022
16	Workshop on Streamlining Standard Operating Procedures (SOPs) for Crisis Management	21 – 22 September 2022
17	Pengurusan Emosi dan Stres di Tempat Kerja	30 September – 1 Oktober 2022
18	Training Analyst	2 October 2022
19	Fine Dining and Protocol Masterclass	27 – 28 October 2022
20	<i>Kursus Microsoft Sharepoint Beginner: Perancangan dan Pengurusan bagi Pentadbir Sistem</i>	1 – 3 November 2022
21	Empowered Mindsets	15 – 16 November 2022



Empowered Mindsets



Kursus Protokol Majlis Rasmi dan Etiket



Pengurusan Emosi dan Stres di Tempat Kerja



Merdeka Exhibition

IDFR LIBRARY

The IDFR Library has increased its efforts in 2022 to offer its book collections, information, and digitised research resources with the Foreign Ministry staff, diplomats, students, and the public, not just domestically but globally. There are presently 2,722 Multimedia units, 5,086 Serial copies, and 23, 273 Monograph copies available. Additionally, the library has been inspired by the new normal environment to adopt a hybrid model to develop and improve its services to meet the needs of local and international stakeholders.

Meanwhile, the library remained committed to not losing sight of physical library activities to promote research initiatives and to intensify reading culture. Hence, as a place where intellectual conversation happens and new ideas are identified as well as to encourage reading habits, IDFR library has carried out the following programmes in 2022:-

Bicara Buku Bersama Penulis: Bantuan Demokrasi & Pendanaan Asing di Malaysia: Melewati Pertukaran Regim

This online programme was held on 22 March 2022 and was attended by 58 participants. The guest speaker was Associate Professor Dr. Muhamad Takiyudin Ismail from the Research Center for History, Politics and International Affairs, Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia (UKM).

Jom Baca Bersama 10 Minit@IDFR

Thirty-five employees engaged online in this initiative, which was arranged on 22 March 2022 in conjunction with the World Book and Copyright Day. The initiative strives to promote a reading culture among the IDFR community.

MerdekaExhibition-MalaysiaIndependence Day: Pejuang Nasionalisme Tanah Melayu

In conjunction with the 65th National Day Celebration, an exhibition of 'Pejuang



Nasionalisme Tanah Melayu was held on 26 August 2022. The event was officiated by Dato' Dr Shazalina Zainul Abidin, Director General of IDFR. The objective of the programme was to nurture, invigorate the patriotic spirit of Malaysians and to create a sense of belonging to strengthen unity and harmony at all levels of society. Besides that, Book Exhibition, Poem Recital, Certificate Presentation to Excellent Reader and *'Dokumentari Malaya'* screening were also part of the Merdeka Exhibition Programme.

Bicara Buku Bersama Penulis

Dr. Farid Mat Zain, Senior Lecturer, Research Centre for Arabic Language and Islamic Civilization, Faculty of Islamic Studies, Universiti Kebangsaan Malaysia (UKM) was invited as a guest speaker to speak on *'Peranan Tokoh Agama dalam Sejarah Perjuangan Kemerdekaan Malaysia'*. The programme was held on 26 August 2022 and was attended by 33 participants including representatives from other agencies and ministries.

Bengkel Literasi Media dan Maklumat

The workshop was conducted by Ms. Zuliana Ab. Rashid, Librarian of the Ministry of Education on 21 October 2022. The objective of the programme was to improve skills and ability to find, evaluate and use information resources effectively. Participants were encouraged to critically read information from reliable and relevant sources aimed to broaden their perspective on trending topics. The session helped participants to improve their skills in evaluating and using information ethically as well as and not believing misinformation and fake news.

Monthly Excellent Reader Award

The award is presented as a token of recognition to an outstanding reader who actively borrows books from the IDFR library



Everyone Can Borrow (ECB)

collection. In addition, this award also encourages and fosters a strong reading culture among the IDFR community.

Everyone Can Borrow (ECB)

The ECB initiative was intended to facilitate library users with an extended service by bringing the reading materials to their doorstep. This extended service initiative is a collaboration with the National Library of Malaysia.

ICT UNIT

The Information Communication Technology (ICT) Unit is responsible in providing organisation ICT platforms and services to all IDFR staff, trainees, and stakeholders through efficient and effective planning, implementation, and support for ICT innovations. The ICT Unit has three main functions to efficiently and strategically enhance IDFR's core business.

Infrastructure, Network, Security, Operation and IT Service Delivery

Support essential services, including email, online classes, and meetings. Maintain computing services with seamless and secure connectivity. Starting 1 January 2022, the internet bandwidth has been upgraded to 150mbps. The ICT Unit succeeded in strengthening incident management, threat identification, and vulnerabilities. Information security vulnerabilities and events have decreased.

Application, System, Solution and Website

Responsible for the deployment, maintenance, and support of the website and IT systems in IDFR and maintaining and enhancing current ICT applications. In 2022, active directory (AD) was successfully implemented, allowing for fully automated AD accounts and automatic account administration for IDFR staff, upgraded *Sistem Pemantauan Pengurusan Aset* (SPPA) to the latest version and initiated project change management for *Sistem Permohonan Kursus dan Pengurusan Asrama* (SPKA).

ICT Governance and Strategy

To ensure that all IDFR ICT projects are managed effectively, within budget, on schedule, and with the desired quality in order to carry out the organisation's ICT Strategy, Cybersecurity strategy, and IT Governance framework.

IDFR Staff ICT Training

ICT Unit manages to conduct four training sessions to IDFR staff. From 31 May to 2 June 2022, the unit held a Google Workspace (GWS) Workshop and Training with a total of 20 participants. The training's objectives are to demonstrate the potential of GWS applications and to use technology to boost productivity.

Practical Training Session on Adobe Photoshop and Adobe Illustrator

On 2-4 August 2022, a practical training session on Adobe Photoshop and Adobe Illustrator was held to help researchers with the creation, editing, and dissemination of their visual materials. This course was attended by 15 participants.

The ePoster and Infographic Design: Canva Workshop

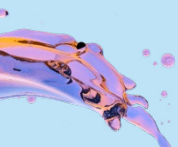
The ePoster and Infographic Design: Canva Workshop was held on 15 September 2022 with 15 participations. Goals of the workshop include developing templates for publishing and presenting infographics, as well as creating work report templates.

Microsoft M365 Administrator

A total of 18 participants took part in the Microsoft M365 Administrator for Beginner training, which ran from 1-3 November 2022. This training focuses on expanding M365's usability beyond the traditional office suite (Word, PowerPoint, and Excel) and to explore into the data and information platform that M365 offers.

In order to advance the ICT Unit's technological knowledge and abilities, a number of scheduled Transfer of Technology training sessions have been held by technological partners in 2022. As more new technologies become available, there is a growing demand for personnel to increase their knowledge in technology usage across a variety of platforms.

The ICT Unit will continue to provide support for the digital transformation of IDFR in order to comply with the Malaysia Digital Economy Blueprint and Industry Revolution 4.0.





THE CORPORATE AFFAIRS SECTION (CAS)

The Corporate Affairs Section provides a range of outreach and branding services, including Programme Coordination, Publicity and Promotion, Public Relations and Media, Strategic Partnership, Publication and Corporate Gifts. The section also coordinates the institute's quarterly achievement for the Ministry's Strategic Plan and handles the Heads of Centre (HoC) Meeting. Throughout 2022, CAS coordinated several internal and external activities, namely:-

Program Perancangan Strategik dan Penyediaan Kertas Kerja Tahunan IDFR 2022

This programme was organised from 25-26 January 2022 at IDFR and attended by 30 officers from all Centres. This was an important session conducted at the beginning of the year to review and finalise programmes as well as budget requirements for the year 2022.



Podcast



Retreat 2022



Retreat 2022

Retreat 2022

IDFR Retreat was held at Lexis Port Dickson, Negeri Sembilan from 30 September to 2 October 2022. A total of 100 participants consisting of Heads of Centre (HoCs), officers and support staff, attended this team building programme. Some physical activities and refresher short courses were organised during this programme, with the aim to build greater teamwork and enhance proficiencies among the IDFR personnel.

Course on the International Front (jointly organised with the Public Service Department)

The inaugural course was jointly organised with the Public Service Department and held in Seri Pacific, Kuala Lumpur from 1-3 November 2022. The three-day course was attended by 37 participants from various ministries, namely, the Public Service Department; National Institute of Public

Administration; Ministry of Environment and Water; Ministry of Women, Family and Community Development; Ministry of Human Resources; Ministry of Finance; Pahang Social Welfare Department; and Women's Development Department. This course is designed to provide exposure to the participants to the work undertaken by the Ministry of Foreign Affairs. It also aims to enhance participants' knowledge and competencies in international diplomatic practices; the necessary interpersonal, managerial, and social skills in fulfilling the needs of stakeholders and clients.

Sesi Amanat Ketua Pengarah and Libat Urus bersama Pemegang Taruh IDFR

As a finale of the year, the Section organised an appreciation and networking session on 1 December 2022 at IDFR Auditorium and VIP Dining Hall for the IDFR workforce as well as our stakeholders. Three officers received the Director General's Award for 2022 namely



Mr. Mohamad Ika Danial Abdullah (PSED), Ms. Nora Tukirin (MSD) and Mr. Mohamad Zul Aiman Zainal Abidin (MSD). A total of 200 participants from the Ministry of Foreign Affairs, IDFR, universities and other institutions attended this programme.

Additionally, the Section also handles several visits to the Institute by the strategic partners and 19 courtesy calls made to the Director General of IDFR from Embassies in Kuala Lumpur.

Publicity and Promotion

i. Social Media

This year, IDFR has witnessed significant growth in audience and brand awareness through our social media presence via Facebook, Twitter, Instagram and Youtube page with a total reach/impressions/view of 378,546.

ii. IDFR Podcast – Diplomatic Dispatch

IDFR took another effort to further expand its outreach with the initiation of Diplomatic Dispatch, an IDFR podcast which is available on Google Podcast and Spotify. The Diplomatic Dispatch is a podcast channel launched in late February 2022, to spread the knowledge and experience of current senior practitioners and policymakers, and updates and breakdowns of current events. The Diplomatic Dispatch currently comprises 17 episodes with 2000 downloads.

Public Relations and Media

CAS also manages the media invites, press releases and promotions for IDFR events and publications, among others are:

- i) IDFR Lecture Series 1/2022 and 2/2022
- ii) Special Talk by Sir Mark Moody-Stuart
- iii) Special Iftar for 25 youngsters from the Rumah Nur Kasih

iv) Symposium on Malaysia and Central Asian Countries Relations - The New Axis of Growth

v) Launching ceremony of Focus in Continuity: A Framework for Malaysia's Foreign Policy in a Post-Pandemic World and *Daftar Istilah Diplomasi dan Hubungan Antarabangsa*

vi) Roundtable Discussion on Feminist Foreign Policy

vii) Foreign Relations Magazine

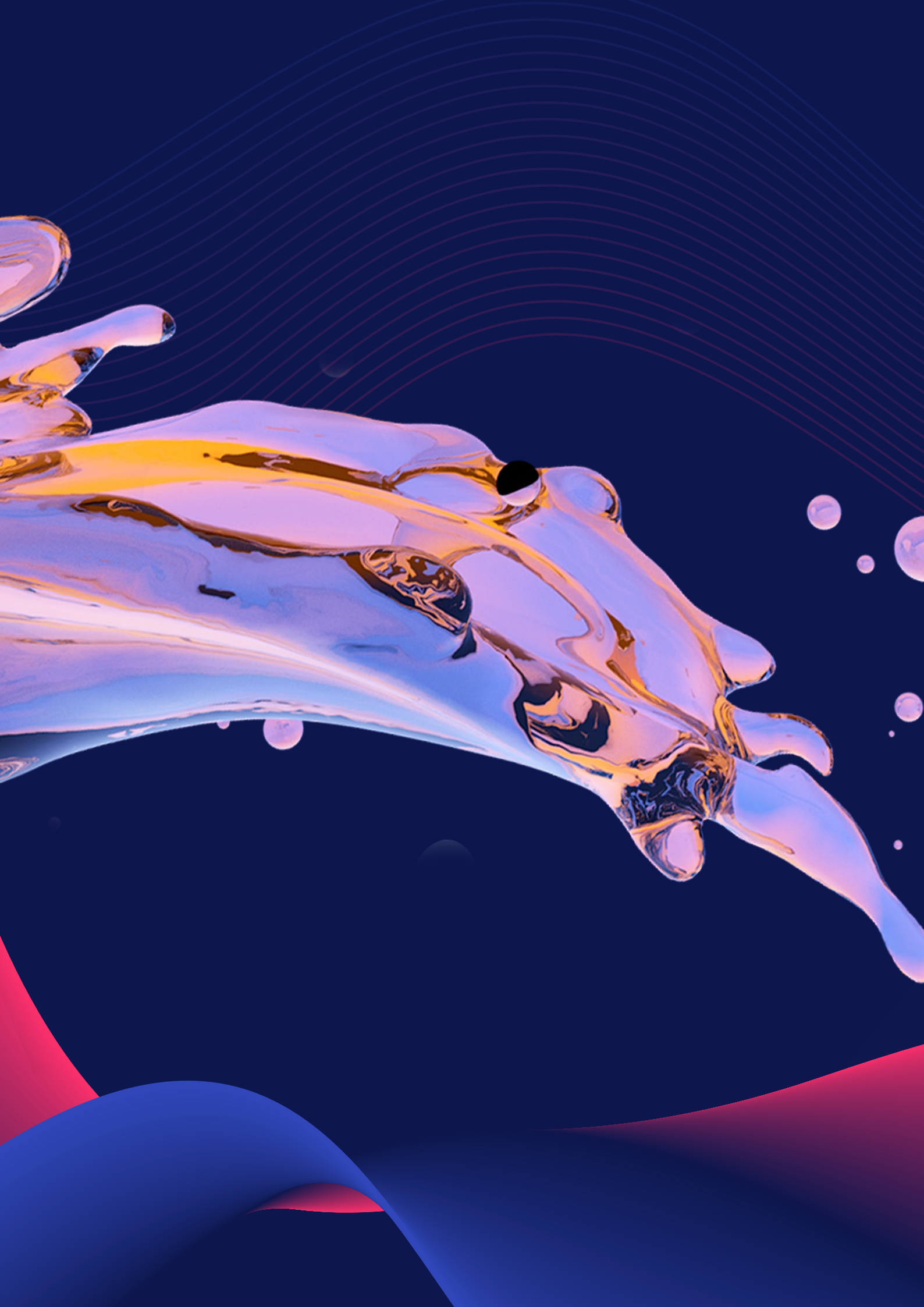
Strategic Partnership

To expand our international strategic partnerships, the Section facilitates requests for collaborations which requires the preparation and signing of Memorandum of Understanding, Letter of Intent and Exchange of Note. As such, IDFR exchanged the Letter of Intent with the Diplomatic Academy of Vietnam in March 2022. Several active negotiations are ongoing and scheduled to be concluded next year.

Publication

The Section had published one of the IDFR's periodical publications namely Prospectus 2022.



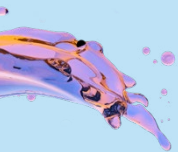




LIST OF PROGRAMMES

LIST OF PROGRAMMES

JANUARY			
Programmes	Date	Mode of Program	Number of Participants
SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses 1/2022 (Grade 41 and above)	17-27	Virtual	101
<i>Program Perancangan Strategik dan Penyediaan Kertas Kerja Tahunan IDFR 2022</i>	25-26	Physical	30
Tacit Knowledge Sharing Session: Ambassador's Experiences 1/2022 (H.E. Ambassador John Samuel, Ambassador of Malaysia to Finland)	25	Virtual	20
FEBRUARY			
Programmes	Date	Mode of Program	Number of Participants
Say It Right: A Course on Pronunciation	8-10	Physical	17
Roundtable Discussion (RTD) on Peaceful Coexistence (recording)	8	Physical	3
Diploma in Diplomacy 1/2022	14 Feb-24 June	Physical	21
KM Cafe Bil. 1/2022	18	Virtual	38
Focus in Continuity Roundtable Series: Peaceful Coexistence	20	Virtual	-
Negotiation Course for Junior Level Officers	22-24	Virtual	32
IDFR Lecture Series 1/2022: 40 th Anniversary of Malaysia's Look East Policy by H.E. Takahashi Katsuhiko, Ambassador-Designate of Japan to Malaysia	24	Hybrid	30 (physical) 120 (online)
Episode 1: Prime Minister's Official Visit to Brunei Darussalam	25	Podcast	-
Focus in Continuity Roundtable Series: Health Diplomacy	27	Video	-
KM Tacit Knowledge Sharing Session: Dato' Zulkifli Adnan	28	Physical (recording)	-
MARCH			
Programmes	Date	Mode of Program	Number of Participants
Ukraine-A Critical test for the West (collaboration with University of London)	3	Virtual	-
Episode 2: Women in Diplomacy (Part I / II)	8 / 9	Podcast	-
Cultural Diplomacy Lecture Series (CDLS): The Dynamics of Malaysia's National Cultural Policy (DAKEN) at the International Stage	11	Hybrid	53 (physical) 19 (online)
Focus in Continuity Roundtable Series: Cultural Diplomacy	13	Video	-
KM Cafe Bil. 1/2022	18	Virtual	26
SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses 2/2022 (Grade 38 and below)	21-25	Virtual	100
<i>Kursus Fotografi Digital: Asas Pengendalian DSLR</i>	21-22	Physical	10
<i>Bicara Buku bersama Penulis: Prof. Madya Dr. Muhamad Takiyuddin Ismail</i>	22	Virtual	58
KM Tacit Knowledge Sharing Session: Ms. Fadhilah Daud & Mr. Aminuddin Osman	24	Physical (recording)	-



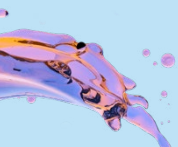


LIST OF PROGRAMMES

Episode 3: The Crisis in Yemen	25	Podcast	-
Workshop on Intercultural Awareness and Cultural Diplomacy (WICAD)	29-30	Physical	26
APRIL			
Programmes	Date	Mode of Program	Number of Participants
Episode 4: Sudan: An Analysis of the Military Take Over and Beyond	8	Podcast	-
Majlis Iftar Tautan Kasih IDFR	13	Physical	50
Kursus Analytical Paper Writing dan Analytical Review	14	Hybrid	20
High Impact Presentations by Dale Carnegie	20-21	Physical	15
Jom Baca bersama 10 Minit & Let's Read@IDFR	22	Virtual	35
Episode 5: Common but Differentiated Responsibilities	25	Podcast	-
Annual Report 2021	28	Publication	-
MAY			
Programmes	Date	Mode of Program	Number of Participants
Kursus Membina Website Wordpress	11	Physical	10
Leadership Course for Junior Level Officers	17-19	Physical	30
Workshop on Crisis Management and Preparedness	18	Physical	19
Episode 6: A Cambodian Journal	20	Podcast	-
KM Cafe Bil. 3/2022	20	Virtual	32
Diplomacy for International Business Seminar	23	Physical	30
Malaysian Technical Cooperation Programme (MTCP): Diplomatic Training Course for International Participants 2022	23-27	Virtual	25
SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses 3/2022 (Grade 41 and above)	30 May-9 June	Virtual	153
Kursus Applied Digital Skills: GWS dan Kahoot	31 May-2 June	Physical	20
JUNE			
Programmes	Date	Mode of Program	Number of Participants
An Induction for Foreign Diplomats in Malaysia: Malaysia's Culture and Identity (MCI)	1-2	Physical	24
High Impact Performance for Services Officer	1-2	Physical	15
Episode 7: A Multifaceted Malaysia-United Kingdom Bilateral Relations	3	Podcast	-
Kursus Protokol Majlis Rasmi dan Etiket	13-15	Physical	25
German Level I	14 June-30 Aug	Virtual	20
Arabic Level I	14 June-30 Aug	Virtual	17

LIST OF PROGRAMMES

KM Cafe Bil. 4/2022	17	Virtual	30
Presentation Skills at the Workplace	20-23	Physical	15
Roundtable Discussion on "Human Rights in Myanmar: Perspectives and Realities" with Mr. Thomas Andrews, United Nations Special Rapporteur on the Situation of Human Rights in Myanmar	21	Physical	57
Public Diplomacy Workshop for Junior Level Officers	21-23	Physical	30
Episode 8: Symposium on Malaysia and the Central Asian Countries - The New Axis of Growth	28	Podcast	-
Symposium on Malaysia and the Central Asian Countries' Relations - The New Axis of Growth	30	Physical	149
JULY			
Programmes	Date	Mode of Program	Number of Participants
KM Cafe Bil. 5/2022	8	Virtual	26
SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses 4/2022 (Grade 38 and below)	4-8	Physical	34
Introduction to Knowledge Management	6	Physical	28
KM Cafe Bil. 6/2022	8	Virtual	29
Diploma in Diplomacy 2/2022	13 July-18 Nov	Physical	21
Episode 9: Malaysia- Scandinavian Countries Bilateral Relations	15	Podcast	-
<i>Program Lawatan Peserta Diploma Pascasiswazah Pengurusan Awam (DPA) INTAN Tahun 2022</i>	18	Physical	15
Speechwriting Workshop for Senior Officers	20-22	Physical	25
Negotiation Course for Mid-Level Officers	26-28	Physical	25
<i>Kunjungan Hormat dan Perbincangan Strategik daripada SOIS UUM</i>	28	Physical	7
AUGUST			
Programmes	Date	Mode of Program	Number of Participants
SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses 5/2022 (Grade 41 and above)	1-10	Physical	27
<i>Kursus Adobe Photoshop dan Adobe Illustrator</i>	2-4	Physical	14
Episode 10: Malaysia-Central Asian Relations	5	Podcast	-
KM Cafe Bil. 7/2022	5	Virtual	25
IDFR Lecture Series 2/2022: Foreign Policy for Small States by The Hon. Nanaia Mahuta, Minister of Foreign Affairs, New Zealand	9	Hybrid	92 (physical) 40 (online)
KM Cafe Bil. 8/2022	12	Virtual	26
MTCP: Media and Public Diplomacy Course for International Participants 2022	15-19	Virtual	27
MTCP: Economic Diplomacy Course for International Participants	15-19	Virtual	27
<i>Kursus Stylistic and Creative Thinking</i>	17-18	Physical	12
KM Cafe Bil. 9/2022	19	Virtual	28
Economic Diplomacy Course	23-25	Physical	27





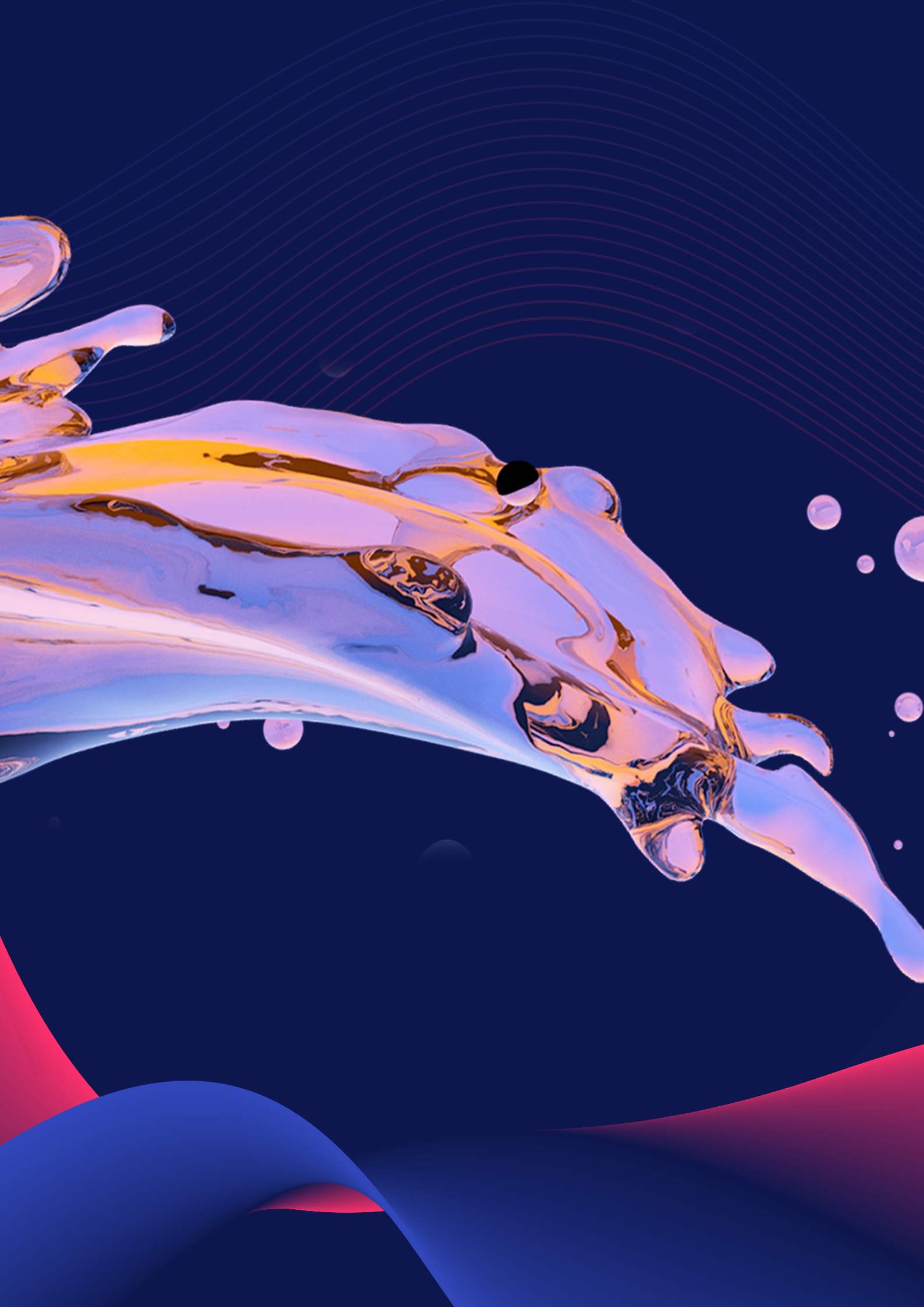
LIST OF PROGRAMMES

Episode 11: Malaysia's Involvement in the Post-Conflict Reconstruction of Bosnia- Herzegovina	23	Podcast	-
Majlis Perasmian Pameran Mini Kemerdekaan 2022: Pejuang Nasionalisme Tanah Melayu	23	Podcast	-
SEPTEMBER			
Programmes	Date	Mode of Program	Number of Participants
KM Cafe Bil. 10/2022	2	Virtual	32
Media Skills Workshop for Mid- Level Officers	6-8	Physical	21
<i>Majlis Pelancaran buku Daftar Istilah Diplomasi dan Hubungan Antarabangsa</i>	7	Physical / Publication	150
SiMPLE: Special Malay Proficiency Language Enhancement Programme	6 Sept-15 Nov	Virtual	28
Majlis Pelancaran Focus in Continuity: A Framework for Malaysia's Foreign Policy in a Post-Pandemic World – A Monograph	8	Physical / Publication	140
KM Cafe Bil. 11/2022	9	Virtual	29
MTCP: Diplomatic Training Course for the State of Palestine Participants 2022	12-16	Physical	13
<i>Kursus Reka Infografik: Canva</i>	15	Physical	15
English Writing Workshop	19-22	Physical	10
Newsletter – Let's Talk: Forging Ahead in a Post-Pandemic World	20	Publication	-
Leadership Course for Mid-Level Officers	20-22	Physical	27
Workshop on Streamlining the Standard Operating Procedures for Crisis Management	21-22	Physical	20
KM Cafe Bil. 12/2022	23	Virtual	27
<i>Kursus Critical Thinking and Creative Thought for Mid-Level Officers</i>	29-30	Physical	16
<i>Program Retreat IDFR 2022</i>	30 Sept-2 Oct	Physical	100
<i>Kursus Pengurusan Emosi dan Stress di Tempat Kerja</i>	30 Sept-1 Oct	Physical	100
OCTOBER			
Programmes	Date	Mode of Program	Number of Participants
KM Cafe Bil. 13/2022	7	Virtual	25
SPKM: Pre-Posting Orientation Course for Home-Based Staff and Spouses 6/2022 (Grade 41 and above)	11-20	Physical	39
Episode 12: Soft Approach in Combating Terrorism	14	Podcast	-
KM Cafe Bil. 14/2022	14	Virtual	26
Strategic and Security Analysis Course 2022	19-21	Physical	20
Foreign Relations Magazine	20	Publication	-
<i>Bengkel Literasi Media dan Maklumat</i>	21	Physical	20
KM Cafe Bil. 15/2022	21	Virtual	26

LIST OF PROGRAMMES

2 nd EU-IDFR Diplomacy Course 2022: 45 Years of the ASEAN- EU Relations and The Road Ahead	26-28	Virtual	53
Masterclass for Fine Dining, Protocol and Etiquette	27-28	Physical	32
Episode 13: Life of a Trailing Diplomatic Spouse	28	Podcast	-
NOVEMBER			
Programmes	Date	Mode of Program	Number of Participants
Course on the International Front	1-3	Physical	37
<i>Kursus Microsoft Sharepoint Beginner: Perancangan dan Pengurusan bagi Pentadbir Sistem</i>	1-3	Physical	18
KM Cafe Bil. 16/2022	2	Virtual	26
Pre-Posting Course for Heads of Mission and Spouses	7-13	Physical	15
Crisis Management and Crisis Preparedness	8-10	Physical	20
Episode 14: Post-CHOGM 2022: Malaysia's Future in the Commonwealth	11	Podcast	-
<i>Program Hari Kesihatan: Health is Wealth</i>	11	Physical	70
Let's Talk – Multilaterality: The Realities of Multilateralism in the 21 st Century	21	Video	-
Episode 15: Malaysia's Experience at the United Nations Security Council (UNSC)	23	Podcast	-
Roundtable Discussion on Feminist Foreign Policy: Lens from Asia	24	Physical	43
Special Lecture on 'Responsible Leadership in the Face of Energy Challenge' by Sir Mark Moody- Stuart	25	Hybrid	90 (physical) 38 (online)
KM Cafe Bil. 17/2022	2	Virtual	25
DECEMBER			
Programmes	Date	Mode of Program	Number of Participants
<i>Program Libat Urus bersama Pemegang Taruh IDFR</i>	1	Physical	119
KM Cafe Bil. 18/2022	2	Virtual	26
An Induction for Foreign Diplomats in Malaysia - Malaysia's Culture and Identity (MCI)	7-8	Physical	24
KM Cafe Bil. 19/2022	9	Virtual	30
<i>Lawatan Warga IDFR ke Wisma Putra</i>	21	Physical	40
Prospectus 2023	26	Publication	-







IN AND AROUND IDFR



Public Diplomacy



Kursus Protokol Majlis Rasmi dan Etiket



Pengurusan Emosi dan Stres di Tempat Kerja



Media Skills



Fine Dining and Protocol Masterclasses



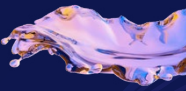
Majlis APC 2021



Fine Dining and Protocol Masterclasses



Diplomacy and International Relations Glossary Book Launch Ceremony



Pengurusan Emosi dan Stres di Tempat Kerja



Feminist Foreign Policy



Feminist Foreign Policy



Cultural Diplomacy



Empowered Mindsets



Empowered Mindsets



Empowered Mindsets



Empowered Mindsets



Retreat



Diploma in Diplomacy



Diploma in Diplomacy



Diploma in Diplomacy



Diploma in Diplomacy



Strategic and Security Analysis Course



Strategic and Security Analysis Course



Special Talk by Sir Mark-Moody-Stuart



Bengkel Literasi Media dan Maklumat



SPKM



30 Years of Diplomatic Relations Malaysia



Crisis Management and Crisis Preparedness



Diploma in Diplomacy



Crisis Management and Crisis Preparedness



IDFR Lecture Series



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