

LEADERSHIP, INNOVATION & SUSTAINABILITY TRAINING (LIST) REPORT 2023

**SYNERGIZING DIGITILIZATION, INTEGRITY AND
SUSTAINABILITY IN ENHANCING VISIBILITY**

 **SWITZERLAND - GERMANY - NETHERLANDS**
9 MARCH - 19 MARCH 2023

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FOREWORD



PROF. DATUK TS. DR. ROZIAH MOHD JANOR

Vice Chancellor of Universiti Teknologi MARA (UiTM) and President of Malaysian Statutory Bodies Association (PBBM)

In recognition of the aspirations of "Synergizing Digitalization, Integrity and Sustainability in Enhancing Visibility", the Institute of Leadership and Development (ILD) UiTM together with the Accounting Research Institute UiTM are delighted and honoured to jointly organise the Leadership, Innovation and Sustainability Training (LIST 2023) in conjunction with the Seminar on Integrity, Transparency and Accountability towards SDG in Zurich, Switzerland, Roundtable Discussion on Sustainability Initiative in Stuttgart, Germany, Technical and Vocational Education and Training (TVET) Development – Entrepreneurial Leadership in Innovation in Bonn, Germany and International Conference on Technology, Management and Sustainability (ICTMS 2023) in Delft University of Technology, Netherlands. Recently, leadership at every level of organisations has been tested as never before, making the need to support leaders with the necessary knowledge and skills through training to navigate through unprecedented challenges, to make difficult decisions, and to lead their teams through uncertainty and change. Changing geopolitical forces, adapting to a post-Covid world, increasing competition, and the need to build new relationships all call for a different kind of leadership that builds and sustains inclusion. Confident, capable leaders adapt, grow, and diversify their talents, teams, and institutions to respond to future challenges. Forward-thinking leaders recognize the need to constantly adapt, expand their skill sets, and build diverse, high-performing teams to successfully overcome future challenges. This Leadership, Innovation, and Sustainability Training (LIST) programme aims to provide opportunities to share insights, work with a support network of peers, and reflect on leadership styles and frameworks for life beyond the programme. It is my hope that this programme will serve as a bridge across various institutions to exercise their strategic vision and make a meaningful impact in shaping the future direction of statutory bodies and the higher education sector through knowledge, skills, influence and engagement.

EXECUTIVE SUMMARY

The Leadership, Innovation, and Sustainability Training (LIST) 2023 was organised to build on participants' leadership experience in confronting challenges in the VUCA business environment. With the theme "Synergizing Digitilization, Integrity, and Sustainability in Enhancing Visibility", this programme offers four areas of attention: addressing the effectiveness of leadership skills through innovation and technology; broadening team skills towards organisational excellence; productivity and a positive work culture; and cultivating participants' integrity, accountability, and creativity. The uniqueness of this programme is that all the participants had an opportunity to enrich their distinctive leadership mastery and enhance their organisation's group dynamics by embracing innovation to create value-based partnering and sustainability. This training also provides participants with an exclusive opportunity to interact with peers from various agencies and bodies for potential sustainable collaborations through professional and cultural exchanges. It is hoped that with the sharing sessions, delegates will emerge with strategies and insights that help them unleash an innovative leadership culture across their organisations. Finally, this training provides a great avenue for equipping the participants with the required knowledge and skills needed to develop strategies methodically, professionally, and analytically, which will enable them to deliver creative viable solutions and make intelligent choices for their organisations.





Training Rundown : 2 March 2023 (Thursday)

PRE-DEPARTURE LEADERSHIP, INNOVATION & SUSTAINABILITY TRAINING (LIST 2023) BRIEFING

Virtual Meeting

On March 2, 2023, the pre-departure programme for LIST 2023 was held in a virtual Zoom meeting at 2:30 p.m. Professor Dr. Jamaliah Said and Professor Dr. Zuraidah Mohd Sanusi, the programme directors, introduced the session. Prof. Dr. Jamaliah briefed the participants on the tentative schedule for Switzerland, Germany, and the Netherlands. The virtual online meeting then continued with the introductory session with all participants of LIST 2023. The participants also asked and given the details regarding the schedule, documentation, and things to bring to the leadership training. Encik Othman from Saidina Travel also informed the participants on the processes and guidelines to be adhered to this trip. He too suggested places to visit while leveraging the training course. The briefing ended around 4:30 p.m.



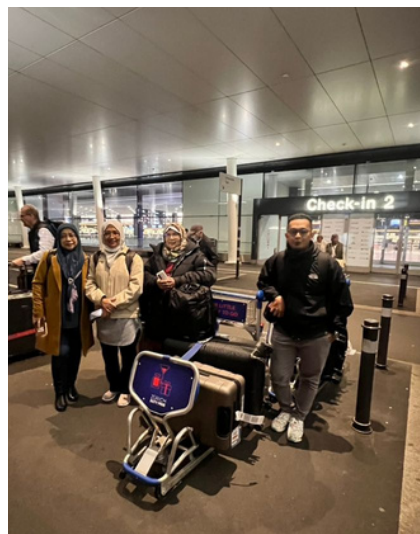


Training Day 1 : 9 March 2023 (Thursday)

AIRPORT DEPARTURE AND ARRIVAL

Zurich Airport Flughafen Zürich

At approximately 7:00 a.m., all participants gathered at KLIA to check-in their luggage. The check-in process was assisted by Encik Othman from Saidina Travel. The flight was scheduled to land at Zurich Airport around 8:30 p.m. The participants were transported by train to the Hotel Bristol Zurich.





Training Day 2 : 10 March 2023 (Friday)

MODULE 1 : SEMINAR ON INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY TOWARDS SDG IN ZURICH

University of Applied Science of the Grisons, Zurich, Switzerland

The LIST 2023 programme started the training with the Seminar on Integrity, Transparency, and Accountability towards SDG at the University of Applied Science of the Grisons, Zurich. With the theme of synergizing digitalization, integrity, and sustainability in enhancing visibility, the key components of this comprehensive training programme are to provoke ethics and compliance behaviour through training and workplace experiences.

All employees in an organisation should receive integrity training, including new hires, managers, and executives. Training should be provided on a regular basis, such as annually or bi-annually, to reinforce ethical behaviour and ensure employees are up-to-date on the organisation's policies and procedures. Common ethical dilemmas or challenges faced by employees may include conflict of interests, bribery and corruption, discrimination, and data privacy. Integrity training can help address these challenges by providing employees with the tools and frameworks for making ethical decisions, reinforcing the importance of reporting any concerns, and highlighting the potential consequences of unethical behaviour.

Prof. Dr. Jamaliah Said, Director of Accounting Research Institute (ARI), Universiti Teknologi MARA, Malaysia, welcomed all participants and delegates in attending the seminar. Prof. Dr. Jamaliah emphasised on the critical aspect of integrity among leaders. The seminar then proceeded with the Prof. Dr. Christian Hauser session.

WHISTLEBLOWING AND SPEAK UP CULTURE IN EUROPEAN COMPANIES

by Professor Dr. Christian Hauser
Head of PRME Business Integrity Action Centre
University of Applied Sciences of the Grisons, Chur, Switzerland

Prof. Dr. Christian Hauser addressed the issues of whistleblowing and the speak up culture in European companies. Many European countries have implemented laws and regulations that protect whistleblowers from retaliation and provide them with legal support. These laws also require companies to have procedures in place to allow employees to report any concerns they have without fear of repercussions. For example, the EU Whistleblowing Directive, which came into force in December 2019, requires companies with over 50 employees to have internal reporting channels and protection for whistleblowers.

However, despite these legal protections, there is still a significant amount of under-reporting of unethical behaviour within European companies. This is due to various factors, including fear of retaliation, lack of trust in the reporting channels, and cultural norms that discourage speaking out. To address this issue, companies need to prioritise the creation of a speak up culture, which involves developing an organisational culture that encourages and rewards transparency, accountability, and ethical behaviour. This can be achieved by providing clear guidance on the reporting process, providing training and education on whistleblowing and the speak up culture, and promoting a culture of trust, transparency, and open communication. By promoting these values, European companies can foster a culture of transparency and accountability, which will ultimately lead to increased trust, employee satisfaction, and organisational success.



FINANZKONTROLLE KANTON ZÜRICH AS THE CENTRAL INSTITUTION FOR SUPERVISING TRANSPARENCY AND ACCOUNTABILITY OF THE STATE OF ZURICH

by Mr. Martin Billeter

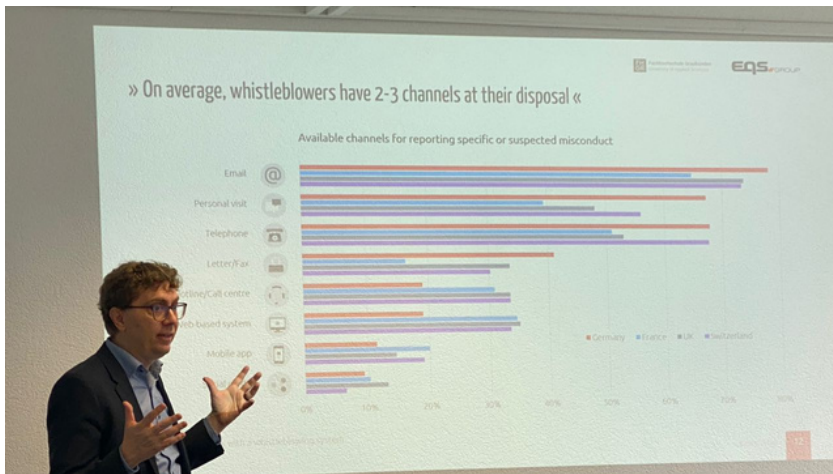
Head of Audit Authority of the State of Zurich, Switzerland

Mr. Martin Billeter, Head of Audit Authority of the State of Zurich, shared the role of Finanzkontrolle Kanton Zürich (FKZ) with the delegates. It is a central institution that is responsible for overseeing the transparency and accountability of the State of Zurich in Switzerland. The FKZ is an independent body that reports directly to the Zurich Cantonal Council.

The main role of the FKZ is to oversee the financial management and performance of the State of Zurich. This function includes monitoring the state's financial statements, auditing the accounts of government departments, and assessing the effectiveness of internal controls and risk management processes. In addition to financial oversight, the FKZ is also responsible for monitoring compliance with legal and regulatory requirements, including procurement regulations, public tendering procedures, and data protection laws. The FKZ works closely with other government agencies, such as the cantonal audit office and the department of finance, to ensure that financial management is carried out in accordance with established policies and procedures.

Mr. Martin also shared that one of the key objectives of the FKZ is to promote transparency and accountability in the State of Zurich. They provide the public with access to information about government finances and performance, as well as promoting ethical behaviour and responsible stewardship of public resources. Besides that, the FKZ also plays an important role in promoting good governance practices within the State of Zurich. They provide training and guidance to government officials and employees on issues such as financial management, internal controls, and risk management. To the last note, Martin emphasized that FKZ is independent from any political intervention.





FORUM: "GOVERNANCE AND ACCOUNTABILITY TOWARDS SDGS: INSIGHTS ON INTEGRITY PRACTICES IN ORGANISATIONS"

Moderator:

Assoc. Prof. Dr. Nor Farizal Mohammed
Fellow of Accounting Research Institute (ARI)
Universiti Teknologi MARA (UiTM), Malaysia

Panelist 1:

Professor Dr. Zuraidah Mohd Sanusi
Director Centre for Profiling and Assessment
Institute of Leadership and Development (ILD)
Universiti Teknologi MARA (UiTM), Malaysia

Panelist 2:

Professor Dr. Christian Hauser
Head of PRME Business Integrity Action Centre
University of Applied Sciences of the Grisons,
Chur, Switzerland

Panelist 3:

Ms. Monaliza Suhaimi
General Manager
Penang Port Commission (SPPP), Malaysia



Governance and accountability are crucial aspects of achieving the Sustainable Development Goals (SDGs). Organisations have a significant role to play in this process by adopting integrity practices that promote transparency, accountability, and ethical behaviour. Assoc. Prof. Dr. Nor Farizal Mohammed, as forum moderator, started with the introduction of panelists and their backgrounds. Prof. Dr. Zuraidah Mohd Sanusi, as the first panelist, shared some insights on her research regarding the implications of digital audit practice, management support, and team support on auditors' performance. She also added that by establishing a code of conduct and implementing good internal control, organisations can promote governance and accountability towards the SDGs.

The forum then continued with the sharing of integrity practices in organisations by Prof. Dr. Christian Hauser. He emphasised that having integrity practices in an organisation is crucial, as it is one way to ensure their actions are consistent with their stated values and ethical principles. One way is to have a strong whistleblower policy as a mechanism to report unethical or illegal behaviour without fear of retaliation. He also suggested that organisations should have procedures in place to investigate and address any reports of misconduct. Integrity training must be comprehensive, not only to aim for giving awareness, but also be able to change behaviour towards integrity.

Finally, Ms. Monaliza shared the working culture at the Penang Port Commission (SPPP) in vigorously promoting a corporate integrity culture in their organisation. In tandem with promoting integrity culture, all of the employees signed an integrity pledge, showing that they are fully committed to adopting a zero-tolerance approach to any form of corruption, creating human capital with high ethical values and integrity, acting in a fair, ethical, and honest manner with all the employees and business associates, as well as complying with all laws.



KEYNOTE SPEECH: "PUBLIC ACCOUNTABILITY AND PERFORMANCE AUDITING: THE CASE OF SOCIAL SECURITY IN INDONESIA"

by Dr. Pius Lustrilanang, S.IP., M.Si., CFrA., CSFA.
Audit Board Member
Republic of Indonesia

Dr. Pius started the speech by introducing his position as the auditor general of the Republic of Indonesia. He shared that social security is an essential part of social protection in Indonesia and plays a vital role in ensuring the welfare of the population. Therefore, public accountability and performance auditing are critical aspects of ensuring that social security programmes are efficient, effective, and transparent. The social security system in Indonesia includes several programmes, such as health insurance, old-age pensions, and work injury insurance. The programmes are managed by several agencies, including the Ministry of Health, the Ministry of Manpower, and the Social Security Agency. Hence, to ensure the effectiveness, efficiency, and transparency of social security programmes in Indonesia, the National Audit Agency (BPK) conducts audits to evaluate the effectiveness and efficiency of social security programmes and to ensure that they comply with relevant laws and regulations.



ETHICS AND COMPLIANCE: LESSONS LEARNED FROM THE SWISS PRIVATE SECTOR

by Ms. Isabell Schäuble
Head Group Compliance at Federation of Migros Cooperatives
Federation of Migros Cooperatives, Zurich, Switzerland

Switzerland has long been regarded as a hub for international business and finance, and the country's private sector has been at the forefront of many ethical and compliance issues. Ms. Isabell explained that having a strong commitment to ethical values and governance structures, training and education, and a compliance programme helps the organisations create a culture of integrity, build trust with their stakeholders, and thus provide them long-term success.





WRITING COACHING SESSION

by Professor Dr. Christian Hauser
 Head of PRME Business Integrity Action Centre
 University of Applied Sciences of the Grisons, Chur, Switzerland

In this session, researchers from Accounting Research Institute (ARI), Universiti Teknologi MARA, Malaysia shared their research papers with Prof. Dr. Christian Hauser. They exchanged views and he commented regarding on how to improve the quality content of the research to be published in Web of Science first tier journal. The areas of research paper involves corruption and strategic management.







Training Day 3 : 11 March 2023 (Saturday)

CULTURAL DISCOVERY: UNESCO WORLD HERITAGE

Bern, Switzerland

All the participants were brought to Bern, a city which is famously known as a UNESCO World Heritage site in Switzerland. The city of Bern was inscribed on the UNESCO list in 1983 for its well-preserved mediaeval architecture and urban planning. Bern's historic centre, also known as the Old Town or Altstadt, is particularly noteworthy. It features a network of narrow streets and squares lined with buildings dating back to the 15th century, many of which are decorated with ornate facades and historic fountains. The most famous of these is the Zytglogge clock tower, which was built in the 13th century and has become a symbol of the city. Other notable landmarks in Bern include the Bern Minster, a Gothic cathedral that dated back to the 15th century, and the Bear Pit, a popular attraction that is a home to the city's heraldic animal. Overall, Bern's historic architecture and urban planning demonstrate a strong sense of continuity and authenticity, making it a valuable cultural heritage site.







Training Day 4 : 12 March 2023 (Sunday)

MODULE 2: CULTURAL DISCOVERY: APPRECIATING DIVERSITY ACROSS CULTURE

Mount Titlis, Lucerne, Switzerland

On 12 March 2023, the participants were transported to Mount Titlis, which is known for its stunning panoramic views surrounded by alpine landscape and for its year-round skiing and snowboarding opportunities. Mount Titlis is located in the Swiss Alps, near the town of Engelberg in the canton of Obwalden. It is one of the highest mountains in the region, with a summit elevation of 3,238 meters (10,623 feet) above sea level. Participants reached the summit by taking the world's first revolving cable car, the Titlis Rotair. At the top of the mountain, participants enjoyed breathtaking views of the alps including the Glacier Cave, a deep crevasse in the ice that has been artificially illuminated to highlight its natural beauty







Training Day 5 : 13 March 2023(Monday)

MODULE 3: ROUNDTABLE DISCUSSION ON SUSTAINABILITY INITIATIVE

HHFT Stuttgart Business School
University of Applied Sciences, Stuttgart, Germany

HHFT Stuttgart Business School is part of the University of Applied Sciences Stuttgart, which is one of the largest universities of applied sciences in Germany. It is accredited by the German Council of Science and Humanities (Wissenschaftsrat) and offers programs that are recognized by the German government and internationally. Participants were brought to this venue to attend a roundtable discussion and also sharing insights from their experience.



HHFT Stuttgart Business School, University of Applied Sciences, offers undergraduate and graduate programmes in business, technology, and culture, as well as professional development courses. The business school is known for its practical and career-oriented approach to education, which includes internships, case studies, and real-world projects. It also has a strong focus on entrepreneurship and innovation and has developed partnerships with local and international companies and organisations.

The participants arrived at the venue at approximately 9:00 a.m. Anna Burkovski, the university's representative, and Professor Dr. Dirk Vogel greeted the delegates. At 9:30 a.m., the delegates were then briefed on the HFT Stuttgart University of Applied Science by Professor Dr. Dirk Vogel. Following that, Professor Dr. Tobias Popovic, Head of the HFT Research Centre on Sustainable Finance, shared information about the centre's research activities. The research focus of the centre is sustainable finance.

Professor Dr. Tobias Popovic explained how The Centre of Sustainable Finance and the Centre of Sustainable Economics and Management (CSEM) focus on Green logistics and are now collaborating in the Transdisciplinary Living Labs as their underlying (research) design. The following are the principles that were used:

- iterative feedback loops
- co-definition
- collaboration
- co-creation
- (International) co-production networking

He emphasised on the importance of proposing solutions with practical implications when conducting research. Furthermore, every study necessitates the participation of stakeholders. Stakeholder participation is critical for sustainable innovation and green logistics.



Following Professor Dr. Tobias Popovic's presentation, the delegates were taken to the logistics laboratory, where they learned about logistics sustainability. Miss Christina Köhler then briefed the delegates on the lab's activities. Following lunch, the delegates visited a start-up centre. Prof. Dr. Patrick Planing of the start-up centre briefed the delegates on their activities and how the centre is required to report on start-ups with a focus on sustainability and flexible workspace inspection.

Before leaving, the delegates met with Professor Dr. Coors, the Vice President of Research and Digitization, and he exchanged brief notes. Here, the participants learn how important it is for a leader to be thinking ahead and understand their stakeholder needs.





Training Day 6 : 14 March 2023 (Tuesday)

MODULE 4: TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET) DEVELOPMENT – ENTREPRENEURIAL LEADERSHIP IN INNOVATION

Bundesinstitut Fur Berufsbildung (BIBB), Federal Institute For Vocational Education and Training, Bonn, Germany

BIBBs role is to provide an advisory services for a comprehensive understanding of TVET and it adopts a holistic approach. Technical and vocational education and training provides a preparation for working life as well as aiding personal development. Initial and continuing training promote employability and also foster the willingness and ability to participate actively in societal processes. The objective of initial and continuing training is the development of employability skills. TVET that takes place in accordance with the principle of self-contained activity encourages autonomous and independent work. It encompasses initial and continuing training and comprises parts of lifelong learning. The development of learning competence and learning how to learn is an important aspect. Vocational qualifications are recognised equally as academic qualifications under the legal framework of Germany, providing an entitlement to participate in further education and training courses. The recognition of informal and non-formal learning opens up considerable areas of potential for qualified skilled workers.



Participants arrived at the venue at 2:00 p.m. and were greeted by Ms. Airi Schmidtpott. Then, the Head of the German Office for International Cooperation in Vocational Education and Training (GOVET), Dr. Ralf Hermann delivered his welcoming remarks and shared information regarding BIBB's roles and functions. Prof. Dr. Jamaliah Said then shared a presentation on the overview of Universiti Teknologi MARA. Last before the session ended, Mr. Michael Schulte from Division 4.5, Vocational Orientation, and the Educational Chains Initiative shared his presentation on Vocational Training in Germany and the Educational Chains Initiative.





Training Day 7 : 15 March 2023 (Wednesday)

MODULE 5: INSIGHTS DISCOVERY ON LEADERSHIP COMPETENCY DEVELOPMENT

Cologne & Dusseldorf, Netherlands

Participants were amazed to discover rich history, vibrant culture, and impressive architecture in Cologne. The city's iconic Cologne Cathedral, a UNESCO World Heritage Site, is one of its most famous landmarks. Other notable landmarks include the Hohenzollern Bridge, which is covered in love locks, and the mediaeval Old Town, which is a home to several historic churches and museums. Cologne is also known for its cultural offerings, with numerous theatres, galleries, and museums, including the Museum Ludwig, which houses an impressive collection of contemporary art. In addition to its cultural offerings, Cologne is an important economic centre, with a strong focus on media, finance, and tourism. It is home to several international companies, including the headquarters of the media company RTL Group and the chemical company Lanxess AG.



Then, participants were brought to discover Düsseldorf City, which is also a city well connected to Cologne. Similar to Cologne, Düsseldorf City is located on the banks of the Rhine River. This city is a home to several museums and galleries, including the Museum Kunstpalast, the Kunsthalle Düsseldorf, and the North Rhine-Westphalia Art Collection. It is also known for its numerous festivals and events, such as the famous Carnival celebrations, the Rheinkirmes fair, and the Christmas markets. Besides the cultural offerings, Düsseldorf City is also well known as an economic centre that strongly focuses on finance, advertising, and telecommunications. It is a home to several international corporations, including the German headquarters of companies such as E.ON, Henkel, and Metro AG.





Training Day 8 : 16 March 2023 (Thursday)

MODULE 6: LEARNING ACROSS CULTURES AND BORDERS WITH RESEARCH

Delft University of technology, The Hague, Netherlands

This module was held at Delft University of Technology in The Hague, Netherlands. The participants were welcomed by Prof. Dr. Ir. Behnam Taebi, Professor of Energy and Climate Ethics and Scientific Director of the Safety and Security Institute at Delft University of Technology. He introduced the background of the university to all the participants. Delft University of Technology (TU Delft) is a public technical university located in Delft, Netherlands. It was founded in 1842 and has since become one of the top engineering and technology universities in the world, consistently ranking within the top 20 in various international rankings.

While Delft University of Technology (TU Delft) is located in the city of Delft, there are also several faculties and research centers of the university located in The Hague, which is a nearby city and the seat of the Dutch government. The Hague location of TU Delft includes the Faculty of Technology, Policy, and Management (TPM), which offers a range of programs related to engineering, policy, and management. This includes programs in Systems Engineering, Policy Analysis, and Management of Technology, as well as several interdisciplinary programs that combine engineering and social sciences. TU Delft's presence in The Hague allows for greater collaboration with government agencies, non-governmental organizations, and international institutions, as well as providing opportunities for students to gain experience in policy and management-related fields.



Then, Ms. Jet Klaver, Programme Manager of Proactive Services, explained the role of DigiCampus at TU Delft University. DigiCampus's role is to connect the fragmented innovation landscape so that science, government, market parties, and citizens can jointly shape the public services of the future. The fundamental scientific research in DigiCampus provides important new insights into the use of technology in the digital society, such as blockchain. The participants and Ms. Klaver also discussed the challenges and opportunities as well as the innovation that is currently taking place in Malaysia.



After the lunch break, this module resumed with the sharing session by Mr. Xander van der Linde, the Strategic Advisor at ICTU. ICTU is a governmental organisation in the Netherlands that promotes digitalization to improve government services to citizens and businesses alike. ICTU is a government agency in the Netherlands that is responsible for the development, implementation, and management of information and communication technology (ICT) projects for various government organisations.

ICTU was founded in 2001 as part of the Dutch government's efforts to improve the use of ICT in the public sector. The agency works closely with government agencies and departments to develop and implement ICT solutions that support the delivery of public services, increase efficiency, and improve communication and collaboration. Some of the areas ICTU has been involved in include e-government, digital identity, data management, and cybersecurity. The agency has also been involved in the development of several national ICT initiatives, such as the Dutch e-government programme and the National Cyber Security Centre.



MAURITSHUIS HOUSE

The Hague, Netherlands

After the session, Prof. Dr. Marijn Jansen brought all participants to the Mauritshuis House. The Mauritshuis is a museum located in The Hague, Netherlands. The museum is housed in a 17th-century palace that was built for Johan Maurits, a Dutch governor in Brazil, and later served as the residence of several members of the Dutch royal family. The Mauritshuis museum is known for its collection of Dutch Golden Age paintings, which includes works by some of the most famous Dutch painters of the 17th century, such as Johannes Vermeer, Rembrandt van Rijn, and Frans Hals. The collection includes over 800 paintings and works of art, including masterpieces such as Vermeer's "Girl with a Pearl Earring," Rembrandt's "The Anatomy Lesson of Dr. Nicolaes Tulp," and Carl Fabritius' "The Goldfinch."



Finally, after spending almost 3 hours at the museum, all participants were brought to Kopikopi Restaurant, an Indonesian cuisine nearby for dinner organized by Prof. Dr. Marijn Jansen.





Training Day 9 : 17 March 2023 (Friday)

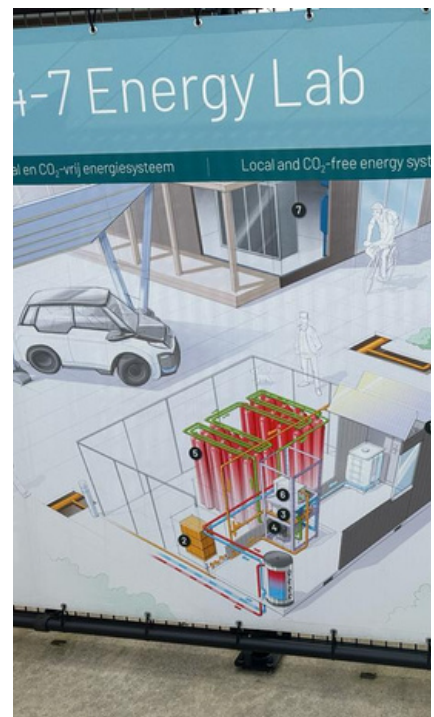
MODULE 7 : INTERNATIONAL CONFERENCE ON TECHNOLOGY, MANAGEMENT AND SUSTAINABILITY (ICTMS), 2023

Delft University of Technology, Delft, Netherlands

Approximately at 8:00 a.m., all participants were brought to visit Delft University of Technology, located at Delft Campus, Netherlands, for the International Conference on Technology, Management, and Sustainability (ICTMS) 2023. Prior to the conference, Prof. Marijn brought the participants on a green village tour inside Delft University. Green Village is a unique living lab where students, researchers, entrepreneurs, and other stakeholders work together to develop and test sustainable innovations in a real-life environment. It consists of a collection of buildings and outdoor spaces that serve as a testing ground for sustainable solutions in areas such as energy, mobility, water, and food. The facilities include a smart grid, a solar park, an electric car charging station, and a green roof, among others.

The living lab approach of Green Village allows researchers and innovators to test their ideas and solutions in a realistic setting, with real users and stakeholders providing feedback and insights. This helps to accelerate the development and adoption of sustainable technologies and practices. In addition to research and development activities, Green Village also offers education and training opportunities for students and professionals. It serves as a platform for collaboration and co-creation between academia, industry, and society with the aim of creating a more sustainable future.

The tour continues to Porcelain Fles, also known as Royal Delft, where it produces traditional Delftware pottery. The Delftware produced by Royal Delft is highly regarded for its quality and craftsmanship and is a popular souvenir for visitors to the Netherlands. Then, they also visit the museum and have lunch at Royal Delft.



WELCOMING REMARKS: INTERNATIONAL CONFERENCE ON TECHNOLOGY, MANAGEMENT AND SUSTAINABILITY (ICTMS), 2023

by Prof. Dr. Marijn Janssen
Head of The ESS (Engineering Systems and Services)
Department of Technology, Policy and Management
Delft University of Technology, Netherlands

This conference continued to start at 2:00 p.m. after all participants had their lunch at Royal Delft. They were transported to the Faculty of Technology, Policy, and Management. Prof. Dr. Marijn delivered his welcome remarks as the Head of Engineering Systems and Services. He briefed them on the future plan of their department's future research and also stated that he looked forward to future collaboration with the participants.

FINANCIAL MANAGEMENT OF LOCAL GOVERNMENT IN INDONESIA: BASED ON BPK AUDIT RESULT IN 2022

Dr. Pius Lustrilanang, S.IP., M.Si., CFrA., CSFA.
Audit Board Member, Republic of Indonesia

The conference then proceeded with the keynote speech delivered by Dr. Pius Lustrilanang on the Financial Management of Local Government in Indonesia. The financial management of local government in Indonesia is governed by Law No. 23 of 2014 on Regional Government. This law provides guidelines for local government financial management, including budgeting, accounting, and reporting. Under the law, local governments are required to prepare annual budgets that reflect their priorities and objectives. The budgeting process is participatory, involving consultation with stakeholders and public hearings to ensure transparency and accountability. They also required establishing internal control systems to ensure the effective and efficient use of public funds. This includes regular audits and evaluations of financial management practises to identify areas for improvement.

Despite these regulations, there have been challenges in ensuring effective financial management at the local level in Indonesia. Issues such as corruption, lack of capacity, and inadequate infrastructure have hampered efforts to improve financial management and accountability. Hence, to address these challenges, the government has implemented various initiatives to strengthen local government financial management, including capacity-building programmes, decentralisation of financial management functions, and the use of technology to improve transparency and accountability.

TRANSFORMING AGRICULTURE VIA TECHNOLOGY AND SMART FARMING

by Dato' Azulita Salim
Director General
Farmers Organization Authority (LPP), Malaysia

Dato' Azulita, Director General of Farmers Organisation Authority, delivers her speech on transforming agriculture through technology and smart farming. Transforming agriculture via technology and smart farming is an innovative approach to improving the efficiency and sustainability of agriculture. Smart farming involves the use of modern technologies such as sensors, automation, and data analytics to optimise the production process and reduce waste.

Some of the ways in which technology and smart farming can transform agriculture that she suggested include using automated farming methods using technologies like drones and autonomous vehicles that help reduced cost and increase efficiency. She shared some of the farmers initiatives for using technologies on their farm. She also emphasised that using science as a way to transform traditional farming is important to ensure sustainable food security for countries.



PRESENTATION FROM DELFT UNIVERSITY OF TECHNOLOGY AND DELEGATES FROM LIST

Reverse Innovation: A global potentiality to stimulate economical innovation

by Dr. Zenlin Roosenboom-Kwee
Delft University of Technology, Netherlands

Reverse innovation refers to the process of innovating in emerging markets and then bringing those innovations back to developed markets. This approach can stimulate economic innovation by leveraging the unique challenges and opportunities of emerging markets to develop new and innovative solutions that can be applied in other contexts. One of the key benefits of reverse innovation is that it can help address the needs of underserved or overlooked markets. By innovating in emerging markets, companies can develop products and services that are tailored to the specific needs of those markets, which may be very different from those in developed markets. Another benefit of reverse innovation is that it can help reduce costs and increase efficiency. It provides practical solutions for emerging markets where resources may be more limited, companies can develop more cost-effective and efficient solutions that can then be applied in other markets.

The Influences of Related Party Transactions on Corporate Performance: The Moderating Effect of Board Diversifications

by Dr. Mohd Taufik Mohd Suffian
Universiti Teknologi MARA

Related party transactions (RPTs) refer to transactions that take place between a company and its related parties, such as executives, directors, and shareholders. RPTs can have a significant impact on corporate performance, both positive and negative, and the influence can be moderated by various factors, such as board diversification. Board diversification refers to the composition of a company's board of directors in terms of gender, race, age, and other characteristics. The diversity of the board can influence the impact of RPTs on corporate performance by promoting greater transparency, accountability, and oversight. RPTs can have a negative impact on corporate performance, particularly when there is a lack of transparency and oversight. This can lead to conflicts of interest and a diversion of resources away from the company's core operations. Hence, by promoting greater transparency, accountability, and oversight, diverse boards can help to mitigate the negative effects of RPTs and improve corporate performance.

In Search of Principles for Audit Analytics (AA) Implementation in the Internal Audit Function (IAF)

by Gilang Ramadhan
Delft University of Technology, Netherlands

Audit analytics (AA) refers to the use of technology and data analytics techniques to support the audit process. AA can be used to analyse large amounts of data quickly and accurately, helping to identify patterns, trends, and anomalies that may be indicative of fraud, errors, or other issues. The implementation of AA in the internal audit function (IAF) can help to improve the effectiveness and efficiency of the audit process, but it is important to follow principles for its successful implementation. Some of the key principles include clear objectives, the establishment of data quality control, and ethical and legal guidelines. By following these principles, organisations can improve the effectiveness and efficiency of the audit process and identify and mitigate risks more effectively.

Design a Reference Architecture for Inclusive Alternative Lending Systems

by Reni Sulastri
Delft University of Technology, Netherlands

Inclusive alternative lending systems aim to provide access to credit and financial services to underserved and marginalised communities. A reference architecture for such systems should consider some of the components, including data management, where the system The system should be built on a robust and secure data management platform that can handle large volumes of data, ensure data privacy, and facilitate data sharing between different stakeholders. Besides that, risk assessment is also one of the crucial components of developing an alternative lending system, as it helps assess credit risk and determine appropriate underwriting criteria. Lastly, compliance and regulation. The system should comply with relevant financial regulations and guidelines, such as those related to anti-money laundering, know-your-customer, and data protection. It should also have mechanisms in place to detect and prevent fraud and other illicit activities.







Training Day 10 : 18 March 2023 (Saturday)

CULTURAL DISCOVERY: ESCALATION OF GIETHOORN VILLAGE, VENICE OF THE NETHERLANDS

Giethoorn Village, Netherlands

Giethoorn is a picturesque village located in the province of Overijssel in the Netherlands. It is known for its idyllic canals, wooden bridges, and thatched-roofed houses, which give it a unique and charming character. The village is sometimes referred to as the "Dutch Venice" because of its canals and bridges, which are an important part of its transportation and infrastructure. In fact, the village has no roads, and visitors typically explore it on foot or by boat. Giethoorn has a rich history that dates back to the 13th century, when it was founded by a group of fugitives who settled in the area. Over the years, the village became known for its peat industry and later for its farming and tourism. Participants enjoyed the charming and unique destination that offers a glimpse into traditional Dutch life and culture.







End of Training : 19 March 2023 (Sunday)

FINAL DAY OF LIST 2023 PROGRAM

Zaanse Schans, Netherlands

On Sunday, after checking-out from the hotel, all participants were brought to Zaanse Schans Windmill Village for sightseeing and experiencing a stunning view of windmills. They also were taken to souvenir stores to buy some gifts before departing for Malaysia. After having lunch near the shopping street, they headed to the airport for check-in. The participants arrived in Malaysia at approximately 10:00 p.m.



REFLECTION

Leadership, innovation, and sustainability are crucial aspects for any organisation, society, or community to thrive in the long term. Leadership helps to provide direction, motivation, and inspiration for individuals and teams to work towards common goals. Meanwhile, innovation drives creativity and progress, allowing organisations to adapt and stay competitive in a rapidly changing world. Sustainability ensures that resources are utilised in a responsible and environmentally friendly way, ensuring a better future for future generations.

This training programme combined these three aspects in order to provide participants with the skills, knowledge, and mindset needed to lead effectively, drive innovation, and also promote sustainability. Such a training can equip participants with tools and strategies to manage challenges, foster a culture of continuous learning, and promote positive change in their respective organisations or communities.

Moreover, this type of training also provides opportunities for networking, collaboration, and learning from peers and industry experts. Participants were given an opportunity to exchange ideas, share experiences and challenges, and learn from best practices from various fields and sectors. Overall, Leadership, Innovation, and Sustainability Training (LIST) 2023 is a success that has provided a platform for each participant to emerge into a transformative experience, thus promoting growth, progress, and sustainability within their organisations. The LIST 2023 program is designed to facilitate a transformative experience for each participant, empowering them to promote growth, progress, and sustainability within their organizations through the cultivation of leadership, innovation, and sustainability skills.



ACKNOWLEDGEMENT

The Leadership, Innovation and Sustainability (LIST) 2023 committee would like to extend our gratitude to Prof. Datuk Ts. Dr. Roziah Mohd Janor, President of Malaysian Statutory Bodies Association (PBBM) and Vice Chancellor of Universiti Teknologi MARA (UiTM) for the opportunity to organise this training. We also would like to thank all the organisations and representatives who helped to bring the events to life:



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