



*Launching of* **MBOSC**  
MIDAS BLUE OCEAN STRATEGY CENTRE



# From The Chief Editor

Assalamualaikum and Salam 1Malaysia to all MiDAS Touch readers. Alhamdulillah, all praises to Allah The Almighty for His Kindness in allowing this first edition of MiDAS Touch to be published as planned.

Malaysian Institute of Defence and Security (MiDAS) is still at its infancy stage. As a newly formed organization, its existence under the purview of the Ministry of Defence is hardly known to many, military as well as civilian personnel. While for those who are aware or have already heard about this organization, they might not know the reason behind its establishment and what are the activities organized by this young organization. It is my sincere hope that, this Bulletin will help to disseminate and share with our readers what are the activities, functions and roles played by MiDAS.

For this first edition of MiDAS Touch, the focus will be on the establishment of MiDAS, MiDAS Blue Ocean Strategy Centre (MBOSC), its main activities such as Putrajaya Forum and MiDAS Conference as well as to highlight the staff's contributions and activities beginning from the establishment of MiDAS until November 2011. I would like to sincerely thank all MiDAS staff for their commitment and cooperation that has enabled the production of the Bulletin.

The Editorial Board and all MiDAS staff pledge that we will maintain and improve our quality of work, dedication, discipline and commitment toward all the tasks and responsibilities entrusted to us in this new organization. May MiDAS be a credible and excellent organization. Thank you.

## Editorial Board

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## PUTRAJAYA FORUM 2010



Putrajaya Forum 2010 was organized by MiDAS at Hotel Marriot, Putrajaya from 13<sup>th</sup> October to 15<sup>th</sup> October 2010. This inaugural international forum acts as a platform for policy makers, researchers, Ministry of Defence and security agencies officials as well as academicians to discuss and share knowledge on regional and extra regional security issues.

The Prime Minister of Malaysia who is also the Patron of MiDAS officiated the opening of the forum whilst the Defence Minister, Chairman of MiDAS officially closed the Forum. The theme “Emerging Regional Security Architecture” was selected which focused on regional security issues. Discussions for the forum were focused on the following topics; Strategic Interest of Major Powers in Asia Pacific: Conflict or Cooperation, Regional Defence Cooperation, ASEAN Defence Industry, Cyber Security, Maritime Security and Non-Traditional Security Threats. A total of 300 participants attended the forum including 60 international participants from 19 countries.



One Panel Discussion and six Plenary Sessions were programmed for the forum. The Chairman of MiDAS moderated the Panel Discussion themed Strategic Interest of Major Powers in Asia Pacific: Conflict or Cooperation. The Panel speakers were Deputy Prime Minister of Singapore, Deputy Defence Minister of Brunei and the Philippines Secretary of Defence. The topics for the six plenary sessions were as follows:

- Enhancing Regional Defence Cooperation in the Emerging Security Environment.
- ASEAN Defence Industry: Strategies for Collaboration.
- Towards a Safe and Secure Regional Cyber Environment.
- Fostering Security Cooperation in Overlapping Maritime Areas.
- Non-Traditional and Transnational Security Threats: Challenges for the Military
- Building an ASEAN Defence & Security Community.

The inaugural Putrajaya Forum 2010 has paved the way and opportunities to enhance discussion amongst invited participants in understanding and finding ways for cooperation in dealing with regional defence and security issues. The nation benefited from this forum through invaluable input from national policy makers as well as participants from ASEAN member countries.



## COURTESY CALL ON HRH CROWN PRINCE OF PERAK DARUL RIDZUAN



On the 1<sup>st</sup> June 2011, at 10.00am marked another memorable event for MiDAS. Executive Director of MiDAS, Maj Gen Dato' Pahlawan Dr. William R. Stevenson accompanied Defence Minister, the Honourable Dato' Seri Dr. Ahmad Zahid Hamidi, the Chairman of MiDAS to meet His Royal Highness (HRH) Crown Prince of Perak Darul Ridzuan, Raja Dr. Nazrin Shah Ibni Sultan Azlan Muhibbuddin Shah at Istana Perak in Kuala Lumpur.

The courtesy call was made to invite HRH Raja Dr. Nazrin Shah to deliver a Royal Address during MiDAS Talk 1/2011 which was planned on 15<sup>th</sup> July 2011. The delegation met HRH in the Guest Chamber of Istana Perak. The delegation was welcomed with warm greetings. Towards the end of the courtesy call the Defence Minister presented a souvenir to HRH.



# PATRON OF MIDAS DELIVERS KEYNOTE ADDRESS AT SHANGRI-LA DIALOGUE



The Prime Minister of Malaysia The Honourable Dato' Sri Mohd Najib bin Tun Abdul Razak delivered a keynote address at the 10<sup>th</sup> Shangri-La Dialogue on 3<sup>rd</sup> June 2011 in Singapore. The event was organized by the International Institute of Strategic Studies (IISS). Since 2002, this dialogue has been a platform for sharing information, views and enhancing cooperation especially in defence and security among member countries in the Asia Pacific region and Europe. Dato' Sri Mohd Najib who is also the Patron of MiDAS had attended the Shangri-La dialogue for six times as Defence Minister and this is his first since he took office as the Prime Minister. The 10<sup>th</sup> Shangri-La Dialogue witnessed the presence of United States Defence Secretary The Honourable Mr. Robert Gates and Defence Minister of China the Honourable General Liang Guanglie who led the Chinese delegation for the first time.



In his speech the Prime Minister pointed out that Malaysia is greatly committed in determining global peace and security. In addition, he noted that as a member country focusing on enforcement of global peace and harmony, Malaysian peacekeeping forces have actively served under the United Nations and Northern Atlantic Treaty Organization. He added that the Malaysian peacekeeping forces had played a conspicuous role in Somalia and the Balkan countries.



To eliminate terrorism, the Prime Minister stressed that Malaysia is constantly active and proactive in ensuring that Malaysia is not a transit place for terrorist operations. Later he took the opportunity to hold a bilateral dialogue with Mr. Robert Gates and the Honourable Mr. Teo Chee Hean, the acting Prime Minister of Singapore.

# MIDAS CONFERENCE 2011



MiDAS had organised its inaugural National Defence and Security Conference (MiDAS Confence) on 13th September 2011 at Marriot Hotel and Spa, Putrajaya. The conference provides an avenue for discussion and exchange of knowledge among policy makers, researchers, military and enforcement agencies personnel and academicians on issues related to national defence and security.

The theme for the conference was **“Reinforcing National Defence & Security: A Revisit”**, which primarily focus on national defence and security matters. The Keynote Address and panel discussion topics such as **Accelerating National Security and Development Through Blue Ocean Strategy, Implementation of HANRUH (Total Defence): Way Forward and Harnessing National Resources for Emergency Responses** were precisely chosen with a view of strengthening national defence and security through the Blue Ocean Strategy.





The conference was officiated by the Prime Minister, the Honourable Dato' Sri Mohd Najib bin Tun Hj Abdul Razak and The MiDAS Blue Ocean Strategy Centre (MBOSC) was also launched inconjunction with this event by the Prime Minister.

A total of 278 participants attended the conference. The participants were from various agencies of the government such as military, police, customs, prison department, institute of higher learning and from the private sectors especially the defence industries. The objectives of the conference were successfully achieved as it has provided an opportunity for the participants to further discuss, comprehend and find ways to address issues on defence and security in the future.



## CHAIRMAN OF MIDAS AT SHANGRI-LA DIALOGUE



From the 3<sup>rd</sup> to 6<sup>th</sup> June 2011, the Honourable Dato' Seri Dr. Ahmad Zahid Hamidi attended the 10<sup>th</sup> Shangri La Dialogue in Singapore. International Institute of Strategic Studies (IISS) had invited Dato' Seri Dr Ahmad Zahid Hamidi to the Dialogue as a speaker for the 5<sup>th</sup> Plenary Session, which specifically discussed matters with regards to 'Responding to New Maritime Threats'.

Dato' Seri Dr. Ahmad Zahid Hamidi stated in his speech that there is a need for comprehensive efforts to ensure maritime security in the South East Asia and other regions. Engaging in bilateral and multilateral regional cooperation between countries has enabled the enhancement of maritime security within the region.

He brought the attention to the overlapping claims within the South China Sea area that is rich in natural resources. Seeing that as a complex issue, Dato' Seri Dr. Ahmad Zahid Hamidi said any approaches taken to resolve it should not go beyond diplomatic dimensions.

The Defence Minister also dwelled on the non-traditional security issues in South East Asia such as piracy. Cooperation among littoral countries involved such as patrolling the Straits of Malacca had a positive impact on the reduction of piracy cases. After the presentation, Dato' Seri Dr. Ahmad Zahid Hamidi addressed several questions from Dialogue participants.

## EXECUTIVE DIRECTOR OF MIDAS AS MODERATOR AT DELHI DIALOGUE

Maj Gen Dato' Pahlawan Dr. William R. Stevenson, Executive Director of MIDAS was invited to the Delhi Dialogue III as a moderator. Delhi Dialogue III was held from 3<sup>rd</sup>-4<sup>th</sup> March 2011 at Hotel Le Meridien, Windsor Place, Janpath, New Delhi. The dialogue was organized by the Ministry of External Affairs, India in collaboration with Indian Council of World Affairs (ICWA) and the Federation of Indian Chambers of Commerce and Industry (FICCI) New Delhi and supported by the Institute of Southeast Asian Studies (ISEAS) Singapore, SAEA Group Research Singapore and Economic Research Institute for ASEAN and East Asia (ERIA), Jakarta.



The Dialogue's theme was Beyond the First Twenty Years of India - ASEAN Engagement in line with its aim to develop a strong foundation for cooperation between the countries interested in building a safe, secure and prosperous region. Dato' William moderated the fifth plenary session entitled India in the ASEAN Defence Ministerial (ADMM Plus) and the East Asian Summit (EAS) Process: The Next Decade.

## NETWORK OF ASEAN DEFENCE AND SECURITY INSTITUTION (NADI)



A Track II Forum Meeting was organised by Centre for Strategic Studies (CSS), Indonesian National Defence Force (TNI) at Sari Pan Pacific Hotel Jakarta from 18 to 21 April 2011. The meeting was Chaired by Brig Gen (TNI) Junias L Tobing, Head of Centre for Strategic Studies and attended by members from ASEAN countries defence and security Institutions.

Maj Sharizan bin Hj Wan Chik attended the meeting on behalf of MIDAS Executive Director. Topics discussed during the meeting were issues on regional security, enhancing ASEAN cooperation, ADMM Plus cooperation and NADI current activities.



# CHAIRMAN OF MiDAS AT THE JAKARTA INTERNATIONAL DEFENCE DIALOGUE



The Honourable Dato' Seri Dr Ahmad Zahid Hamidi attended and presented a paper at the Jakarta International Defence Dialogue (JIDD) from 23<sup>rd</sup> to 25<sup>th</sup> March 2011. The event was jointly organized by the Defence Ministry of Indonesia and Indonesia Defence University. It was officiated by the Indonesian President the Honourable Bambang Susilo Yudhoyono at the Plenary Hall, Jakarta Convention Center. Defence Ministers and military top leaders from 34 countries within this region as well as other regions attended the Dialogue.

JIDD is a forum where participants discuss in a multilateral manner on issues or initiatives in defence and security in order to strengthen and promote multilateral cooperation. This Dialogue was aimed to facilitate communication and relationship among participants hence to foster cooperation among policy-makers in defence and security within the region. It also provides a platform for engagement with major powers that have interest in the Asia-Pacific region.

After the presentation, Dato' Seri Dr Ahmad Zahid Hamidi answered several questions during the question and answer session. Other dignitaries who attended the JIDD were Papua New Guinea Defence Minister, the Honourable Mr. Bob Dadae, the Philippines Defence Secretary the Honourable Mr. Voltaire Gazmin and Polish Defence Minister the Honourable Mr. Bogdan Klich. Malaysian Chief of Defence Force, Gen. Tan Sri Dato' Sri Azizan Ariffin RMAF and the Executive Director of MiDAS Maj Gen Dato' Dr. William Stevenson attended the dialogue as participants.



## ARMoured VEHICLES ASIA CONFERENCE AND EXHIBITION



Brig Gen Datuk Masrani Paiman was invited to join the Speaker Faculty of Armoured Vehicles Asia 2011. The Armoured Vehicles Asia Conference and Exhibition was held in Singapore and organized by Defence IQ, a division of IQPC. His presentation focussed on two main areas:

- Survivability of armoured vehicle in the battlefield and its associated technologies: main armour, add-on armour, and surveillance and target acquisition technology;
- Practices in procurement highlighting procurement processes, offset programme through collaboration between the Original Equipment Manufacturer (OEM) and local defence industries as well as integrated logistic support on capital equipment throughout its operational life.

The organizer also offered unparalleled opportunities that enable engagement between the speaker panel and audience. The panel session discussed on armoured vehicle technologies, threat to armoured vehicles and technical approaches in defeating the threats.

## COOPERATION BETWEEN MIDAS AND ISIS MALAYSIA

Malaysian Institute of Strategic and International Studies (ISIS Malaysia) had invited MiDAS to join a group study which entitled " From Strength to Empowerment: The Next Generation of US-Malaysia Relations". This group study is the Government's initiative to strengthen relations with United States. United States and Malaysia cooperate to do research in four main aspect which includes Security and Politics, Business and Investment, Science and Technology, Socio-cultural and Education.



Lt Col Khairron Anuar bin M Jamil represented MiDAS for the study on aspect related to Security and Politics together with Miss Elina Noor and Mr Shahrman Lockman, two senior researcher from ISIS Malaysia. The research commenced on July 2011 and ended on November 2011. The cooperation was the first joint effort between MiDAS and ISIS Malaysia and was very meaningful to both organisations. It had produced beneficial outcomes for both the United States and Malaysia.

# SECURITY LAB INITIATION WORKSHOP



MiDAS Conference 2011 that was held on 13<sup>th</sup> September 2011 had passed a resolution stating "issues related to national security and policies must be examined periodically in order to ensure its relevancy". The Defence Minister who is also the Chairman of MiDAS suggested MiDAS to organize Security Lab.

In accordance with the Minister's suggestion, an initial workshop named Security Lab Initiation Workshop was organized at the Royale Chulan Hotel, Kuala Lumpur on 24<sup>th</sup> November 2011. The aim of the workshop was to discuss security issues such as Land Border Security, Maritime Security Aerospace Security, Cyber Security, Food Security and Humanitarian Assistance and Disaster

Relief. The workshop commenced with the Defence Minister's opening remarks and followed by a presentation on Blue Ocean Strategy by a representative from the Malaysian Blue Ocean Strategy Institute. It was attended by 74 participants from 20 government agencies. A short brief on the workshop program was given by the Executive Director of MiDAS. Immediately after the briefing participants proceeded with discussion sessions and presented their findings at the end of the event.



# MiDAS TALK 1/2011



MiDAS and National Defence University (NDU) had collaborated in organizing the inaugural **MiDAS Talk 1/2011-NDU PUBLIC LECTURE**, a series of annual activities for both organisation. The event was held on 24 November 2011 at Royale Chulan Hotel, Kuala Lumpur by The Crown Prince of Perak Darul Ridzuan, His Royal Highness (HRH) Raja Dr. Nazrin Shah Ibni Sultan Azlan Muhibbuddin Shah. On arrival, HRH was welcomed by a 'War Dance' demonstration by the students from NDU.

HRH Raja Dr. Nazrin Shah was delighted to deliver a Royal Address on 'Hubungan Tentera dengan Awam'. HRH addressed the participants on the role played by military in ensuring sovereignty, peace and the goal of one country is accomplished. In our Civil Governmental system it requires loyalty, trustworthiness and good relationship between military and civil leaders.

HRH illustrated an incident during the Malacca Sultanate era, whereby the loyalty of Hang Tuah as a noteworthy case to abide. He stressed that the loyalty of Hang Tuah to the King was without contention as shown by his willingness to take the life of his best friend, Hang Jebat on the King's order. HRH concluded what Hang Tuah did was on the principle of "tanpa kerajaan tidak wujud sebuah Negara, tanpa Negara apalah ertinya suatu bangsa".

Throughout the event, HRH Raja Dr. Nazrin Shah was accompanied by Defence Minister, the Honourable Dato' Seri Dr. Ahmad Zahid Hamidi. The Royal Address was attended by officers from the Armed Forces, Board of Governor of MiDAS and NDU, ministers, members of NDU senate, representatives from various ministries, defence industries and lecturers.



# ROYAL FELLOW OF MIDAS



**HIS ROYAL HIGHNESS RAJA MUDA PERAK DARUL RIDZUAN  
RAJA DR. NAZRIN SHAH IBNI SULTAN AZLAN MUHIBBUDDIN SHAH  
D.K., D.K.II (Selangor), D.K.S.A, S.P.C.M, S.P.T.S,  
S.P.M.P. (Perlis), Ph.D (Harvard)**

His Royal Highness (HRH) Raja Dr. Nazrin Shah is the Crown Prince of the state of Perak, Malaysia. He was appointed as Regent of Perak from 1989 to 1994 when his father, His Royal Highness Sultan Azlan Shah, became the ninth Yang DiPertuan Agong. HRH holds a B.A. (Hons) degree in Philosophy, Politics and Economics from Oxford University, a Master in Public Administration from the Kennedy School of Government, Harvard University and a Ph.D. in Political Economy and Government from Harvard University. HRH research interests are in the area of economic and political development in southeast and northeast Asia, history, accounting and economic growth in developing countries. HRH has written articles and spoken on a wide range of issues including the role of constitutional monarchy in Malaysia, education, Islam, ethnic relations and economic development. HRH is currently working on a book on the economic history of Malaysia in the twentieth century. HRH is the President of the Perak Council on Islam and Malay Custom and is also the President of the Perak State Islamic Development Corporation. HRH has been Pro-Chancellor of University Malaya since 1989. On the 1<sup>st</sup> April 2004 HRH was commissioned as Brigadier General in the Malaysian Armed Forces and holds the position of Group Commander in the Royal Engineer Regiment (Rejimen Askar Jurutera DiRaja). HRH Raja Dr Nazrin Shah was conferred an honorary degree of Master of Business Administration by the Cranfield Institute of Technology, United Kingdom (1993), an honorary degree of Doctor of Economics by Soka University, Japan (1999) and an honorary membership of Magdalene College, University of Cambridge, United Kingdom (July 2005).



# DISTINGUISHED FELLOW OF MIDAS



## TAN SRI DATO' SERI MOHAMED JAWHAR HASSAN

Tan Sri Dato' Seri Mohamed Jawhar Hassan is currently the Chairman of ISIS Malaysia. He had served the government of Malaysia before joining ISIS Malaysia as Director (Analysis) Research Division, Prime Minister's Department and Director General Department of Unity. He was appointed as Director-General in March 1997 and was subsequently appointed as Chairman and CEO of ISIS Malaysia from 9<sup>th</sup> January 2006 to 8<sup>th</sup> January 2010. Tan Sri Jawhar is also the Non-Executive Chairman of New Straits Times (Malaysia), an advisory panel to the Malaysian Anti-Corruption Commission, Distinguished Fellow to the Institute of Diplomacy and Foreign Relations, Ministry of Foreign Affairs, Chairman of Council for Security Cooperation in the Asia Pacific (CSCAP), and member to various research organisation. He is also the Expert and Eminent Person, for the ASEAN Regional Forum (ARF) Register.



## TAN SRI DATO' DR. MOHD MUNIR ABDUL MAJID

Tan Sri Dato' Dr. Mohd Munir Abdul Majid is currently the Chairman of Bank Muamalat Malaysia Berhad (Bank Muamalat). He received his primary and secondary education from St Mark's Butterworth Primary School, Bukit Mertajam High School and Royal Military College. Tan Sri Dr. Mohd Munir obtained a B.Sc (Econ) and Ph.D in International Relations from the London School of Economics and Political Science (LSE). He has taught at the Department of International Relations in LSE. Tan Sri Dr. Mohd Munir is an Honorary Fellow of the London School of Economics and Political Science and President of the LSE Alumni Society of Malaysia. In 2008 he was made a Senior Visiting Fellow at LSE IDEAS (Centre for the Study of International Affairs, Diplomacy and Strategy) where he heads the Southeast Asia International Affairs Programme. He is the Adjunct Professor of Universiti Utara Malaysia (UUM) and member of the International Institute for Strategic Studies (IISS) in London.



## DATUK DR MUTHIAH ALAGAPPA

Datuk Dr. Muthiah Alagappa is Distinguished Senior Fellow at the East-West Center. From 2001 to 2007 he was founding director of East-West Center Washington. Prior to that he was the director of the integrated research program in East-West Center Honolulu and has been a senior fellow at the East-West Center since 1989. Before being involved in the academic and research world, Datuk Dr. Muthiah Alagappa was a career officer in the Malaysian Armed Forces from 1962 to 1982. He received his MA in Politics from the University of Lancaster and Ph.D in International Affairs from The Fletcher school of Law and Diplomacy, Tufts University. He held visiting professorships at Columbia University, Stanford University, Keio University, and the Nanyang Technological University. Datuk Dr. Muthiah Alagappa has done extensive research experience in Comparative and International Politics of Asia.

# LAUNCHING OF MIDAS

21 APRIL 2010 AT PUTRA WORLD TRADE CENTRE (PWTC)





MIDAS BOARD OF GOVERNORS 2010

# THE ESTABLISHMENT OF MiDAS



is established under the purview of Ministry of Defence, Malaysia. The establishment of MiDAS was based on the present complex and everchanging scenario on defence and security. This scenario requires comprehensive research to develop pragmatic approaches to overcome matters and issues on defence and security.

As a professional institution, MiDAS is responsible to the Ministry of Defence and Government of Malaysia to spearhead issues on defence and security through the conduct of comprehensive research and knowledge sharing. The establishment of MiDAS will be a catalyst to the process of comprehensive and professional policy making and subsequently help in generating effective decision making.

The Board of Ministers meeting on 9<sup>th</sup> February 2010, has approved the establishment of MiDAS and has appointed Maj Gen Dato' Pahlawan Dr William R. Stevenson as the Executive Director.

The mission of MiDAS is to generate new knowledge and information in the area of defence and security. In order to achieve this mission, MiDAS will:

- Conduct research and analysis on policies related to Defence and National Security.
- Conduct research and formulate innovative strategies (Blue Ocean Strategy) and coordinate it's implementation in the Ministry of Defence.

- Generate thinking, debates and knowledge sharing through defence and security seminars either at the national or international level or dialogues concerning defence and security issues.
- Disseminate research findings through The Journal of Defence and Security, magazine, monograph and seminar proceedings.
- Collect and study research from other research institutions and higher learning centres holistically through networking with those institution.
- Develop resource centres on defence and security for Malaysian Armed Forces and Ministry of Defence.
- Explore new research areas with cooperation from other national or international research institutes.

In order to perform its function MiDAS is divided into 3 major components which are Comprehensive Defence and Security Research Centre (CDSRC), MiDAS Blue Ocean Strategy Centre (MBOSC) and MiDAS Management Services Division.

## **Comprehensive Defence and Security Research Centre (CDSRC)**

It is responsible to conduct the research related to the Defence and Security, thus focuses on military and non-military threats in our country and indirectly enhance policies as well as the strategies to handle potential threats.

## **MiDAS Blue Ocean Strategy Centre (MBOSC)**

It is responsible to generate innovative ideas through the concept of Blue Ocean Strategies and to coordinate the implementation plan among the MINDEF agencies.

It supports the effort of leadership in generating innovative ideas and develop effective strategies in optimising the available resources to achieve the objectives of the organization.

### Management Services Division

The Management Services Division is responsible to give logistic and administrative support and execute all publications matter published by MiDAS.

### Chronology on The Establishment MiDAS and Its Activities

The state of progress of MiDAS's establishment in 2010 are as follows:

- 5<sup>th</sup> January 2010  
MiDAS Working Team was established.
- 9<sup>th</sup> February 2010  
Approval by the Board of Ministers.
- 21<sup>st</sup> April 2010  
MiDAS Launching Ceremony and publication of Journal of Defence and Security (JDS) Vol 1 No 1.

After the launching ceremony, MiDAS has conducted several activities that contributed to the establishment of MiDAS.

- 16<sup>th</sup> June 2010  
The First Board of Governors Meeting.
- 8<sup>th</sup> August 2010  
The Consensus of Board of Ministers to submit memorandum to the Cabinet.
- 02<sup>nd</sup> October 2010  
Launching of MiDAS websites.
- 02<sup>nd</sup> October 2010  
The Second Board of Governors Meeting.
- 13<sup>th</sup> October 2010  
Publication of JDS Vol 1 No 2.
- 13<sup>th</sup>-15<sup>th</sup> October 2010  
The Putrajaya Forum.

- 15<sup>th</sup> October 2010  
Talk by Deputy Assistant for Secretary of Defence US. Title: Country Report-China.
- 03<sup>rd</sup> November 2010  
Visit and Discussion by MBOSI in MiDAS.
- 17<sup>th</sup> December 2010  
Approval for the establishment of MiDAS.

MiDAS activities in 2011 are as follows:

- 08<sup>th</sup> April 2011  
The Third Board of Governors Meeting.
- 02<sup>nd</sup> June 2011  
MiDAS Visit to MBOSI.
- 03<sup>rd</sup> July 2011  
Publication of JDS Vol 2 No 1.
- 13<sup>th</sup>-15<sup>th</sup> July 2011  
Blue Ocean Strategy Awareness Program.
- 18<sup>th</sup> August 2011  
The Fourth Board of Governors Meeting.
- 12<sup>th</sup> September 2011  
NBOS Initiatives book draft.
- 13<sup>th</sup> September 2011  
MiDAS Conference 2011.
- 03<sup>rd</sup> November 2011  
Publication of JDS Vol 2 No 2.
- 24<sup>th</sup> November 2011  
MiDAS Talk and Security Lab Initiation Workshop.
- 06<sup>th</sup> December 2011  
Coordination of LIMA 2011 Conferences.



# LAUNCHING OF MIDAS

BEHIND  
THE  
SCENE

# NEWSPAPER COVERAGE ABOUT MIDAS LAUNCH

**16 - Borneo Post - Thursday, April 22, 2010**

## MIDAS can be eminent defence research institute

**KUALA LUMPUR:** The Defence Ministry has established the Malaysia Institute of Defence and Security (MIDAS) for the purpose of drawing up security strategies and policies on national defence and security.

Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi said MIDAS can be an eminent centre for research and collaboration both on the national and international arena.

"MIDAS is a professional institution that is responsible for equipping defence and security officers by way of comprehensive research and sharing of knowledge."

"Besides generating research, MIDAS is also tasked to promote defence and security matters by way of comprehensive research and sharing of knowledge."

He said MIDAS will be a centre of excellence in the field of defence research and security. He said MIDAS will be a centre of excellence in the field of defence research and security. He said MIDAS will be a centre of excellence in the field of defence research and security.

**LAUNCHING CEREMONY:** (Clockwise from top left) Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi, Deputy Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi, Chief of Defence Staff Gen Tan Sri Abdul Hamid Baki, and other officials at the launch of MIDAS at the Putra World Trade Centre (PWTC) in Kuala Lumpur.

**6 - New Sabah Times(BI) - Thursday, April 22, 2010**

## MIDAS can be eminent defence research institute

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**24 - New Straits Times - Thursday, April 22, 2010**

## RM10.4b defence deals 'will help us save costs'

Defence Minister Datuk Seri Ahmad Zahid Hamidi said the government's RM10.4-billion defence deals with the United States will help the country save costs.

He said the deals, which include the purchase of 400 F-35 fighter jets, will help the country save costs by reducing the need for local production.

"The deals will help us save costs by reducing the need for local production," he said.

**11 - Utusan Borneo - Thursday, April 22, 2010**

## Kementerian Pertahanan tubuh MIDAS untuk rangka strategi dan polisi pertahanan

Kementerian Pertahanan telah menubuhkan Institut Malaysia Pertahanan dan Keselamatan (MIDAS) untuk menjalankan tugas penyelidikan dan pengkongsian pengetahuan mengenai pertahanan negara.

MIDAS akan menjadi pusat penyelidikan dan pengkongsian pengetahuan mengenai pertahanan negara.

**8 - Malaysian Reserve - Thursday, April 22, 2010**

## MiDAS can be 'eminent' defence research institute

The Defence Ministry says it can be an eminent centre for collaboration and research both locally and internationally.

Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi said MIDAS can be an eminent centre for research and collaboration both on the national and international arena.

"MIDAS is a professional institution that is responsible for equipping defence and security officers by way of comprehensive research and sharing of knowledge."

He said MIDAS will be a centre of excellence in the field of defence research and security. He said MIDAS will be a centre of excellence in the field of defence research and security. He said MIDAS will be a centre of excellence in the field of defence research and security.

**LAUNCHING CEREMONY:** (Clockwise from top left) Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi, Deputy Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi, Chief of Defence Staff Gen Tan Sri Abdul Hamid Baki, and other officials at the launch of MIDAS at the Putra World Trade Centre (PWTC) in Kuala Lumpur.

**B7 - Utusan Borneo - Thursday, April 22, 2010**

## Kementerian Pertahanan tubuh Midas

**KUALA LUMPUR:** Kementerian Pertahanan kelmari melancarkan Pusat Penyelidikan 'Pertahanan' dan Keselamatan (MIDAS) yang akan berperanan merangka strategi dan polisi keselamatan dan pertahanan negara.

Menteri Pertahanan Datuk Seri Dr Ahmad Zahid Hamidi berkata MIDAS bakal menjadi sebuah pusat penyelidikan dan pengkongsian pengetahuan terutamanya kepada kerajaan Malaysia serta Kementerian Pertahanan dengan memelopori hal ehwal pertahanan dan keselamatan melalui penyelidikan komprehensif serta perkongsian pengetahuan.

"Selain merangka pemikiran penyelidikan, MIDAS juga disasarkan untuk mempromosi perkongsian ilmu dan perbincangan antara penyelidik, pegawai polisi dan ahli akademik sama ada dalam dan luar negara," katanya kepada pemberita selepas pelancaran pusat itu di sini.

Turut hadir pada majlis tu ialah Timbalan Menteri Pertahanan Datuk Dr Abdul Latiff Ahmad dan Panglima Angkatan Tentera Tera Jen. Tan Sri Aziz Aniffin.

Bellu berkata bagi memrealisasikan MIDAS sebagai pusat kecemerlangan dalam aspek penyelidikan pertahanan dan keselamatan, pihaknya sedang mengenalpasti pegawai-pegawai muda yang berpotensi untuk dihantar mengikuti kursus-kursus sarjana dan doktor falsafah di institusi pengajian tinggi (IPT) seluruh negara.

"Institusi ini (akan) dianggotai oleh pegawai-pegawai Kementerian yang mempunyai kelayakan akademik pada peringkat doktor falsafah atau sekurang-kurangnya ijazah sarjana dan pada pelbagai bidang yang berkaitan," katanya.

Ahmad Zahid berkata MIDAS yang akan ditempatkan di Mindf juga dalam proses mengadakan kerjasama dengan agensi kerajaan lain untuk mengembangkan ilmu berkaitan bidang pertahanan dan keselamatan. - Bernama

**3 - Utusan Malaysia - Thursday, April 22, 2010**

# MIDAS dilancar

**DAH MOHD. IQDAR**  
ABDUL RAHMAN  
iqdarrahman@utusan.com.my

**KUALA LUMPUR 21 April**—Institut Pertahanan dan Keselamatan Malaysia (MIDAS) yang dilancarkan hari ini berupaya menyelesaikan pelbagai isu keselamatan negara yang memengaruhi sistem pertahanan negara.

Menteri Pertahanan, Datuk Seri Dr Ahmad Zahid Hamidi berkata, ia berperanan mengajku isu-isu kompleks secara holistik dan strategik kepada kerajaan bagi merangka strategi dan polisi pertahanan negara demi sistem pertahanan yang efektif.

"MIDAS adalah institusi profesional yang bertanggungjawab kepada kerajaan serta Kementerian dengan memelopori hal ehwal pertahanan dan keselamatan melalui penyelidikan yang komprehensif."

"Ia juga digarap untuk merangka pemikiran mengenai seminar dan penerbitan hasil kajian di peringkat nasional dan antarabangsa," jelasnya.

Bellu berkata demikian pada majlis pelancaran institusi berkenaan di Pameran Pertahanan dan Perkhidmatan Asia Ke-12 (DSA) 2010, di Pusat Dagangan Dunia Putra (PWTC) di sini hari ini.

Ahmad Zahid memberitahu, institusi profesional ini melibatkan penyelidikan yang bukan sahaja merangkumi pertahanan dan keselamatan negara tetapi turut berupaya mengajku pelbagai isu lain.

Selain itu, katanya, MIDAS juga merendi pemangkian kepada penambahbaikan proses penggabalan polisi dan rumusan strategi pertahanan yang lebih menyeluruh dan berkesan.

Selubungan itu, katanya, MIDAS diharapkan dapat menjadi institusi terobos dalam bidang penyelidikan pertahanan dan keselamatan.

**TIMELAN Perdana Menteri Tan Sri Muhyiddin Yassin dan Ahmad Zahid Hamidi (kiri) memunjukkan isyarat bagus ketika meronda mesuk ke dalam kereta perisai ACV 300 Adnan pada Pameran Pertahanan dan Perkhidmatan Asia Ke-12 (DSA) 2010 di PWTC, semalam.**

## LAUNCHING OF MIDAS BLUE OCEAN STRATEGY CENTRE (MBOSC)



MIDAS Blue Ocean Strategy Centre (MBOSC) was officially launched by the Prime Minister on the 13<sup>th</sup> September 2011. The launching took place after the opening ceremony of MIDAS Conference 2011 at Marriot Hotel Putrajaya. MBOSC is responsible to spearhead the implementation of Blue Ocean Strategy (BOS) in Malaysian Armed Forces (MAF) and Mindef and carry out the following task:

- Inculcate the concept of BOS into MINDEF strategic thinking and defence/security strategy and policy research efforts.
- Promote understanding and facilitate education effort on BOS throughout the MAF and MINDEF.
- Act as centre for coordination/interface and cooperation between civil agencies and MINDEF/MAF in the practice of BOS.
- Act as centre for idea generation for practical implementation.

Among the activities carried out in year 2011 were:

- Coordinate the implementation of projects under the National Blue Ocean Strategy Initiatives that involved the Ministry of Defence.
- Organize the BOS awareness program to the staff of Ministry of Defence.
- Coordinate the implementation of BOS training with Human Resource Development Department for the Armed Forces.





# BLUE OCEAN STRATEGY (BOS) AWARENESS PROGRAMME FOR SENIOR OFFICERS



MBOSC in collaboration with Malaysian Blue Ocean Strategy Institute (MBOSI) organized the first BOS Awareness Programme for senior officers on 2<sup>nd</sup> August 2011. The aim of the programme was to provide better comprehension on the 'Blue Ocean Strategy' concept and understanding the possibility of adapting different implementation approaches in the national development projects.

The opening ceremony of the program was initiated by the Defence Minister and attended by 65 military officers and 8 senior civilian officers. The awareness programme was conducted by Mr Jason Hunter (Senior Fellow of MBOSI) and Mr Pavlo Sheremeta (The President of MBOSI). Some of the salient points delivered during the programme were:

- Understand factors that pull organizations into the 'Red Ocean'.
- Identify unique traits that will assist organizations in moving to the 'Blue Ocean'.
- Understand standard approaches in developing a coherent 'Blue Ocean Strategy'.
- Identify and overcome potential challenges in implementing a 'Blue Ocean Strategy' in defence and security environment.
- Be adaptive in adopting 'Blue Ocean Strategy' for the Ministry of Defence.

The closing speech was delivered by General Tan Sri Dato' Sri Zulkifeli Bin Mohd Zin, Chief of Defence Forces. He inspired the course participants to support and be open minded in accepting the concept and practice of the Blue Ocean Strategy.



# MAF INVOLVEMENT IN NATIONAL BLUE OCEAN STRATEGY INITIATIVES : AN OVERVIEW

Lately, the country witnessed the involvement of MAF in national development activities through National Blue Ocean Strategy (NBOS) introduced by Prime Minister of Malaysia, YAB Dato' Sri Mohd Najib bin Tun Abdul Razak. To date, MAF has been involved in various initiatives and among them are the Military taking over border patrol, Community Rehabilitation Programmes (CRP), training facilities, joint patrol, ex-military personnel joining the Royal Malaysian Police (RMP) and provision of basic rural infrastructure.

One of the challenges faced by the RMP in fighting crimes is insufficient police personnel. MAF have assisted RMP by taking over border patrol functions such as OP Wawasan and OP Nyah 1 from General Operation Force (GOF). After the military took over the border patrol from GOF on 15<sup>th</sup> Nov 2011, a total of 8140 GOF personnel were relieved from doing border patrol and immediately redeployed for crime prevention tasks in urban areas.

The CRP is a coordinated effort between the Prison Department and the MAF under NBOS2. The aim of CRP is to establish Community Rehabilitation Centres (CRC) in the Army Camps and develop programme that can effectively turn the inmates into useful citizen before they leave the centre. Through this programme, CRCs are built in the selected Army camp. The pilot project involved 5 camps: Mahkota Camp in Kluang, Sultan Abdul Halim Mua'azam Shah Camp in Alor Setar, Syed Sirajuddin Camp in



Gemas, Desa Pahlawan Camp in Kota Bharu and Batu 10 Camp in Kuantan. The first project involved 1200 inmates. In CRC, the inmates undergo a unique programme formulated jointly by Prison Department and the Army that includes activities such as camp routine maintenance work, moral, religious and counselling programmes and the provision of skills through Vocational Development Programme.



MAF has offered training facilities for police basic training at Army Recruit Training Centre (PUSASDA) Port Dickson and Naval Recruit Training Centre (PULAREK) Tanjung Pengelih. Training in PULAREK began on the 18<sup>th</sup> Jan 2011. The first batch of 498 policemen graduated on the 19<sup>th</sup> of July 2011. The strategic collaboration between MAF and RMP witnessed a grand Passing Out Parade comprising of 3194 recruits from Army and RMP which was held on 30<sup>th</sup> July 2011 at PUSASDA. The Prime Minister was the guest of honour for the Passing Out Parade.



Prison inmates rehabilitation activities in army camps



MAF and RMP personnel doing joint patrol

Another collaboration between MAF and RMP, is the crime prevention effort through joint patrol by Army and RMP personnel in high crime areas. The pilot project involved several cities such as Seremban, Port Dickson, Ipoh, Taiping, Kota Bharu, Georgetown and Kuala Lumpur International Airport. This effort had significantly contributed toward the reduction of national crime rate.

In another strategic collaboration, RMP has agreed to offer ex-military personnel to join the police force. The first intake involved 100 ex-military personnel. Their training began on 18<sup>th</sup> January 2011 and completed on 14<sup>th</sup> May 2011.



Army personnel conducting border patrol in OP WAWASAN

Strategic Collaboration between MAF and RMP received the highest recognition from the government and was awarded the Prime Minister's Innovation Award 2010.

Through NBOS3, MAF and Ministry of Rural Development and Ministry of Health are working together to improve basic infrastructure in rural areas that include the building and restoration of houses and provision of water supply. MAF targeted to restore or built 887 houses before the end of year 2011. A total of 37 water supply projects were completed in July 2011 that benefited 1748 families in Sarawak. MAF was also involved in upgrading a stretch of 76 kilometres of road that connect Long Luping and Ba'kelalan.



Chief of Defence Forces at the presentation ceremony of houses built by MAF

The involvement of MAF in the NBOS initiatives is very significant to the country's development. It gives high impact to citizens and government, quick implementation and value for money. It also strengthens the level of collaboration between MAF and other government agencies.

## VISIT BY MBOSI TO MiDAS

On 3<sup>rd</sup> November 2010, MiDAS a delegation from the Malaysian Blue Ocean Strategy Institute (MBOSI) visited MiDAS. President of MBOSI Mr Pavlo Scheremeta led the delegation and was received by MiDAS Executive Director Maj Gen Dato' William R. Stevenson, Director of Operation, Army Operation and Training Branch, Colonel Abdul Kadir bin Ahmad and MiDAS staff. The visit began with welcoming remarks by Maj Gen Dato' William followed by a short speech by Mr Pavlo.

Subsequently an overview of MAF and MiDAS was presented by Lt Col Khairron Anuar Bin M Jamil followed by question (Q) and answer (A) session. After the Q and A session there were some interesting discussion among MiDAS and MBOSI staff during brunch. This visit has paved a new beginning of collaboration between MBOSI and MINDEF.

### MBOSI visit to MiDAS



## MIDAS VISIT TO MBOSI



On 2<sup>nd</sup> June 2011, MiDAS staffs with several representatives from each service and PERHEBAT visited MBOSI at Menara HLA, Jalan Kian Peng Kuala Lumpur. The purpose of the visit was to strengthen relation between the two organizations. MINDEF delegates was headed by Executive Director YBhg Maj Gen Dato' Willian R. Stevenson.

The visit commenced with a welcoming remark by The President of MBOSI, Mr Pavlo Sheremeta followed by the brief on (BOS) by Mr Jason Hunter (Seniour Fellow of MBOSI). The two hour brief covered the concept and framework of BOS together with several case studies that highlighted the success story of BOS application. Delegates were also briefed on the National Blue Ocean Strategy projects which involved MINDEF by Mr Pavlo followed by question and answer session. MiDAS visit to MBOSI ended with lunch hosted by MBOSI at Restoran Sri Melayu, Jalan Raja Chulan, Kuala Lumpur.

### MiDAS visit to MBOSI



# CDF COORDINATES IMPLIMENTATION OF NATIONAL BLUE OCEAN STRATEGY INITIATIVES



The Armed Forces has been involved in most of the initiatives in the National Blue Ocean Strategy (NBOS). The initiatives are the national crime reduction, community rehabilitation program and provision of basic infrastructure in rural areas that include building and restoration of houses and provision of water supply. In implementing them the Armed Forces cooperated with other government agencies.

A progress meeting to coordinate the implementation of NBOS2 and NBOS3 initiatives that involved the Ministry of Defence and other related agencies was held at Wisma Pertahanan. The meeting was chaired by Gen Tan Sri Dato' Sri Zulkifeli bin Mohd Zin, Chief of Defence Forces. Among the attendance were the Deputy Inspector General of Police and senior officers from various agencies.



# MiDAS

## FIRST ANNIVERSARY CELEBRATION

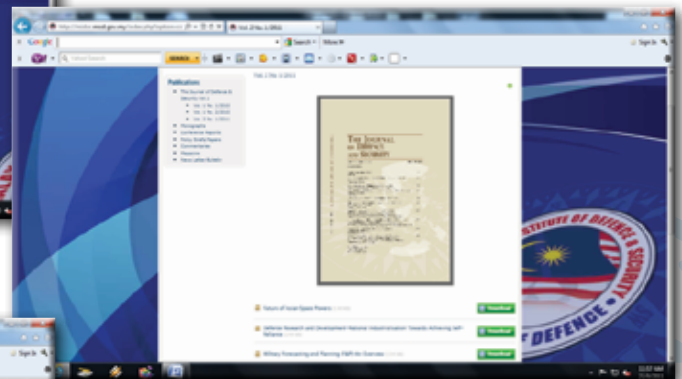


MiDAS First Anniversary Celebration was held on 21<sup>st</sup> April 2011 at Anggerik Meeting Room in conjunction with the 3<sup>rd</sup> Board of Governors meeting. The celebration was celebrated with a cake cutting ceremony by all the members of the board followed by the presentation of mementos. Indeed, the event reflects the commitment of the organisation in ensuring MiDAS as an important establishment in the Ministry of Defence.

# LAUNCHING OF MIDAS WEBSITE



MiDAS in collaboration with the MINDEF Information Management Division (BPM) had successfully developed its own website. This partnership led by Maj Sharizan Hj Wan Chik and assisted by Capt Mohd Fauzani Yahya. The Website includes comprehensive information related to MiDAS, activities and programs. The launch of MiDAS Website was graced by the Defence Minister at the Royale Chulan Hotel, Kuala Lumpur on 3<sup>rd</sup> October, 2010.



MiDAS Website can be reached at <http://www.midas.mod.gov.my>

# MiDAS

## BOARD OF GOVERNORS MEETING

The Defence Minister is the Chairman of Board of Governors MiDAS, while its members are as follow:

- a. Deputy Defence Minister
- b. Secretary General of MINDEF
- c. Chief of Defence Forces
- d. Chief of Army
- e. Chief of Navy
- f. Chief of Air Force
- g. Vice Chancellor of National Defence University
- h. Executive Director of MiDAS

The establishment of the Board of Governors is to govern MiDAS activities and programmes in line with the its Direction Statement and Charter. Board of Governors meeting had been conducted 4 times since the establishment of MiDAS. The first meeting was held on 16th June 2010, followed by the second meeting on 2nd October 2010, the third meeting was on 28th April 2011 and the last meeting was held on 18th August 2011. Decisions made by the Board of Governors are significant as they determine MiDAS direction and its continuance. Among issues of significance and decisions made include:

- a. MiDAS's Vision, Mission, Charter, Organisation and its' location.
- b. MiDAS's development plan.
- c. MiDAS's website development.
- d. Journal of Defence and Security publication.
- e. Establishment of MiDAS's Blue Ocean Strategy Centre.
- f. Conduct of the Putrajaya Forum.
- g. Conduct of MiDAS Conference.
- h. Hosting MiDAS Talks.
- i. Activities related to MiDAS.

The members of the Board of Governors have shown determination and commitment in steering MiDAS towards meeting its objectives.

The commitment given by the members has helped MiDAS in accomplishing great success in organizing and executing all activities for the Ministry of Defence and MiDAS specifically.

### FIRST MEETING



### SECOND MEETING



### THIRD MEETING



### FOURTH MEETING





# JOURNAL OF DEFENCE AND SECURITY



this goal, MiDAS has published biannually The Journal of Defence and Security (JDS). Brig Gen Prof. Dr. Shohaimi bin Abdullah has been appointed as Chief Editor, assisted by assistant editors with expertise in their respective fields.



MiDAS was established as a professional body with the primary objective to generate knowledge in the field of defence and security at national and international level through research and studies. MiDAS also serves to promote and generate knowledge sharing amongst researchers, practitioners and scholars in the field of defence and security. To realize

## MiDAS Hari Raya Celebration

"Once a year", is the most interesting impression of Aidilfitri. During this festive season most organizations take the opportunity to celebrate this occasion. This occasion provides an opportunity for the staff to get to know each other better and to strengthen their relationship.

Staff of MiDAS and Inspectorate General (IG) joined hand in hand to celebrate Aidilfitri for this year. The feast was held in a simple, yet lively manner on the 15<sup>th</sup> of Syawal 1432H/15 September 2011 at the Anggerik Room, Wisma Transit. The ceremony commenced with a speech by Maj Gen Dato' Pahlawan Dr William R. Stevenson and a speech on behalf of the staff was delivered by Brig Gen Datuk Masrani bin Paiman. The lively occasion strengthened the comradeships and a spirit of cooperation between the two organizations. An assortment of foods were available to guests such as satay, leman, ketupat, lontong, laksa and many varieties of cakes and biscuits.



# INCOMING AND OUTGOING MIDAS STAFF

MiDAS welcomes Brig Gen Datuk Masrani bin Paiman - MBOSC Director, Col. Zulkefli bin Hj Abdullah - Director MBOSC Services (Army) and new other staff joining the organizations.

Before assuming the position as Director MBOSC, Datuk Masrani held the appointment as 5<sup>th</sup> Brigade Commander in Sabah from October 2007 to June 2010. His previous appointment was Ketua Sel Alat (2001), Commandant of PULADA (2004) and the Assistant Chief Secretary, Defence Industry Division (2006). Datuk Masrani is a graduate of Camberley Staff College, UK and the Malaysian Armed Forces Defence College. He holds a Bachelor Degree in Computer Science (Real-Time Software Engineering) from UTM, Master of Arts in Military Studies from the University of Cranfield, UK and Master of Science in National Security Strategy of the National Defence University, USA.

Before assuming the position of Director MBOSC Services (Army), Col Zulkefli was double hatting as Chief Librarian and Deputy Director of Education at the Directorate of Education, MAF Headquarters from 2001 to 2011. In his previous appointment, he was involved in teaching and management of education. He holds a BSc Hons (UM), Dip Education (UKM), Post Graduate Library and Information Science (UiTM) and Masters in Library and Information Science (UIA).

Cdr Mohd Shariman bin Ishak RMN took over as Director CDRSC beginning 21<sup>th</sup> April 2011. Before being assigned to the MiDAS, he did his Master degree at the University of Wollongong (UOW), Australia and Diploma of Strategic and Defence Studies (UKM). As a naval officer his specialisation is a Principal Warfare Officer.

Cdr Hj Badarudin bin Hj Taha was among the pioneer officers in the establishment of MiDAS. After serving 2 years at MiDAS, Cdr Hj Badarudin bin Hj Taha was posted to KD TERENGGANU based at MAWILLA 1, Kuantan as a Commanding Officer. MIDAS congratulates Cdr Hj Badarudin on his new appointment.

Other new staff joining MiDAS are Sjn Nor Hisham bin Abdul Wahab, BM PNK Samsul bin Abdul Aziz, Cpl Muzamil bin Abd Bakar, Pbt Mohamad Arif bin Othman, Pmd Mohd Isa bin Kapil and Pbt Sharifah Farhana Syed Ahmad. Indeed, the presence and experience of the new officers and staff will strengthen the management and administration of the institute. For those who are posted out, best wishes and good luck at the new work place.





## *Vision*

To be an international centre of excellence in the aspect of defence and security research

## *Mission*

To generate knowledge and information sharing in the area of defence and security

## *Role*

A professional institution responsible to Malaysian Armed Forces and Ministry of Defence to spearhead issues on defence and security through research and knowledge sharing



# PUTRAJAYA FORUM 2012

Defence and Security Forum for Peace

## 17 - 19 APRIL 2012

### ENHANCING MULTILATERALISM FOR REGIONAL DEFENCE & SECURITY

