



The Chartered  
Institute of Logistics  
and Transport

DECEMBER 2025  
For Members Only

# CILTM

## PULSE



1919 until present.....

## OUR HISTORY

### EDITORIAL TEAM

Professor Ts Dr Muhammad Zaly Shah FCILT  
Advisor

Chairman Media & Promotions  
Cdr Ts Shahrir bin Hj Ahmad (R) FCILT

Assisted by  
CILTM Secretariat, NextGen & WILAT



NEXT  
GENERATION



Women in Logistics  
and Transport



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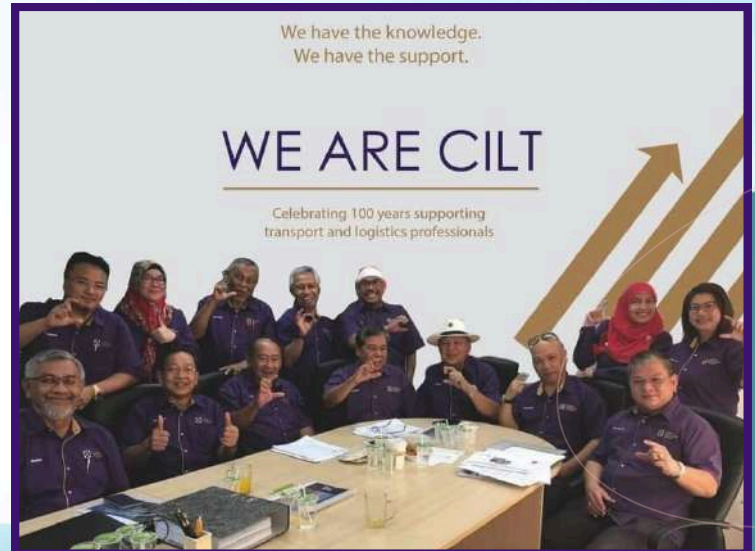
Member's Voice



# CILTM 60 YEARS

## 1965-2025

**The Chartered Institute of Logistics and Transport in Malaysia (CILTM) began in 1965 with the formation of the Malaysia Section.**



### STRONGER TOGETHER

**The Chartered Institute of Logistics and Transport in Malaysia is the professional body representing the logistics and transportation industries in the nation. Together we will be stronger.**

# New Year's Message from the President of CILTM



**Professor Ts Dr Muhammad  
Zaly Shah FCILT, President  
CILT Malaysia**

*As we begin a new year, it is a good moment to pause and reflect on where our profession stands and what will be expected of us in the years ahead.*

*The logistics and transport sector is entering a period that will test judgement more than growth. Volatility has become the new normal. Trade patterns change quickly, costs remain uncertain, and technology progresses unevenly across the industry. At the same time, expectations around safety, accountability, and ethical conduct continue to rise. This is the environment our members work in every day.*

*In this context, professional relevance will matter more than professional title. The years ahead will favour those who can adapt, think clearly under pressure, and consistently uphold standards. The professionals who will shape our industry are those who understand that decisions are rarely isolated. Choices made in operations affect safety, sustainability, labour, land use, and public trust. Seeing the wider impact of our work is now part of our responsibility.*





# New Year's Message from the President of CILTM

*Data and digital tools are becoming part of daily practice. They help us see patterns and make better decisions, but they do not remove accountability. We still need to ask the right questions, understand the limits of information, and take responsibility for outcomes. Resilience will also be essential. Plans will change and disruptions will occur. The ability to act with care and discipline, even when information is incomplete, is what builds confidence and trust over time.*

*Ethics continue to define us at our core as professionals. Commercial pressures can be real and sometimes intense, but professional duty must remain clear. Trust is hard to earn and easy to lose, and our profession depends on maintaining it. A sound understanding of policy and regulation is increasingly important, especially for members working between operations and public interest. Those who understand regulatory intent are better equipped to advise, influence, and avoid costly missteps.*

*Leadership today is not about job titles or hierarchy. It is shown through clear thinking, evidence-based decisions, and the ability to explain those decisions openly and calmly. Communication matters more than ever. Continuous professional development must therefore be part of how we see ourselves. Knowledge moves on, and so must we.*

*As an Institute, CILTM will continue to strengthen its role as a professional body. We will focus on developing judgement, reinforcing ethical practice, and preparing our members to deal confidently with real-world complexity. We will also continue to uphold strong governance to protect the credibility of our profession.*

*As we look ahead, I encourage each member to take ownership of their professional role, to reflect honestly on their readiness, and to commit to the standards that define us.*

***This is a year to step forward, apply sound judgement, and lead our profession with integrity and confidence.***

***I wish you and your families a successful, purposeful, and rewarding year ahead. Happy New Year!***

**PROF. TS DR. MUHAMMAD ZALY SHAH FCILT**  
**President, CILTM**

# Editor's Message ✨



By Commander Ts Shahrir bin Haji Ahmad  
RMN (R) FCILT  
Editor-in-Chief, CILTM Pulse  
December 2025 Edition

**As we draw the curtain on 2025, this December edition of CILTM Pulse reflects a year marked by purposeful engagement, thought leadership, and collective commitment to advancing the logistics, transport, and supply chain profession.**

The President of CILTM was invited by the Malaysian Army to attend the Royal Electrical and Mechanical Engineers Conference 2025, held on 11 December 2025 at Dewan Jentera, Institut Kejuruteraan Tentera Darat, Kem Si Rusa, Port Dickson, Negri Sembilan. Prof Ts Dr Muhammad Zaly Shah FCILT delivered his speech in conjunction with the conference theme, "Engineering the Future Army: Readiness, Resilience, and Innovation", the briefing underscored the strategic importance of logistics, transport and supply chain capabilities in supporting defence readiness, operational resilience, and innovation.

This engagement reflects CILTM's expanding role in national-level discourse and its commitment to contributing professional insights beyond the civilian domain.

Looking ahead, we are pleased to share early highlights on the upcoming Road Safety Carnival 2026, an important national-facing initiative that underscores CILTM's continued advocacy for safer, smarter, and more sustainable mobility. This programme represents not only public outreach, but also our responsibility as professionals to contribute meaningfully to road safety awareness, behavioural change, and community well-being.

Although Malaysia will handover the Chairmanship of ASEAN, Prof Ts Dr Muhammad Zaly Shah FCILT will still spearhead as the International Vice President for the Southeast Asia region, facilitating landmark MOUs with regional partners to strengthen professional development and career advancement in the logistics sector.

# Editor's Message

This issue also features a rich collection of Members Articles, offering diverse perspectives, professional insights, and practical reflections from across our community. These contributions exemplify the depth of expertise within CILTM and reaffirm the value of knowledge-sharing in strengthening our institution. We encourage members to continue submitting articles and thought pieces as part of our collective learning journey.

As the nation embark Visit Malaysia Year 2026 (VM2026), a major national campaign promoting Malaysia as a diverse, culturally rich and sustainable destination several states such as Kedah and Johor too will be conducting their own programmes to our tourist. Tourism Malaysia website will provide the latest updates.

We would like to extend our appreciation to WiLAT Malaysia and the NextGen Team for their active contributions to this edition. WiLAT Malaysia continues to play a pivotal role in championing leadership, inclusive, and professional growth among women in logistics and transport, while the NextGen Team brings fresh perspectives, energy, and innovation that are essential in shaping the future of the profession. Their programmes and initiatives featured in this issue clearly demonstrate the strength of cross-generational collaboration within CILTM.

In addition, we wish to record our sincere gratitude to the Secretariat Team for their unwavering support and dedication toward CILTM Pulse since its inception. From editorial coordination and content compilation to design, publication, and timely dissemination, the Secretariat's behind-the-scenes commitment has been instrumental in sustaining the quality, consistency, and continuity of this publication.

Equally noteworthy are the Sectional Activities highlighted in this edition. Across regions and interest groups, our State Sections have remained active and impact, organizing programs that support professional development, networking, and industry engagement. Your sustained participation at the grassroots level is the backbone of CILTM's vibrancy and relevance.

As we prepare to welcome 2026, we extend our sincere appreciation to all members, volunteers, contributors, and partners for your unwavering support throughout 2025. May the coming year bring renewed energy, innovative thinking, and stronger collaboration as we continue to advance the profession together.

On behalf of the Editorial Team, we wish you a restful year-end, Merry Christmas and a successful start to 2026.

Stronger Together.



Warm regards,  
Commander Ts Shahrir bin Haji Ahmad RMN (R) FCILT  
Editor-in-Chief  
CILTM Pulse

# MILESTONES & ACHIEVEMENTS

## CILTM PRESIDENT PARTICIPATES IN REME CONFERENCE 2025



The President of The Chartered Institute of Logistics and Transport Malaysia (CILTM) participated in the REME Conference 2025, held on 11 December 2025 at Dewan Jentera, Institute of Electrical and Mechanical Engineers (IIED), Kem Si Rusa, Port Dickson.

The conference was honoured by the presence of Major General Dato' Ts Muhammad Shafiq Poh bin Abdullah, Chairman of KJLJD, and Brigadier General Dato' Ts Hj Ahmad Jaidi bin Ali, Director of KJLJD. The event was further graced by the attendance of senior officers, reflecting the significance of the conference within the Royal Electrical and Mechanical Engineers (REME) community.

The engagement took place in conjunction with the conference theme, “Engineering the Future Army: Readiness, Resilience, and Innovation,” which highlights the importance of integrated engineering and logistics capabilities in supporting operational readiness, institutional resilience, and innovation within the Malaysian Armed Forces.

During the session, the President provided an overview of CILTM as an international professional body dedicated to the advancement of professional standards, capacity building, and continuous professional development in logistics, transport, and supply chain management. The briefing also shared perspectives on areas of mutual interest and potential collaboration between CILTM and defence-related institutions, particularly in the areas of human capital development, professional learning pathways, and knowledge exchange.





# MILESTONES & ACHIEVEMENTS

## CILTM PRESIDENT PARTICIPATES IN REME CONFERENCE 2025



CILTM's participation in the conference reflects the Institute's ongoing commitment to engaging constructively with key stakeholders and to contributing professional insights in support of national priorities. The session also served as a platform for constructive dialogue between the professional and defence communities, with the shared objective of strengthening logistics and engineering support capabilities. The President's participation at Reme Conference 2025 further reaffirmed CILTM's willingness to work collaboratively with relevant institutions in advancing readiness, resilience, and innovation in line with the evolving needs of the Malaysian Armed Forces.





# MILESTONES & ACHIEVEMENTS

## CILTM DISCIPLINARY BOARD MEETING



The 1st CILTM Disciplinary Board Meeting was successfully convened this morning, 11 December 2025, at the CILTM Secretariat. The session commenced with welcoming remarks by the President of CILTM, who also expressed his appreciation for the commitment and readiness of the appointed Board Members to uphold the standards of professionalism and governance within the Institute. During the meeting, the CILTM Disciplinary Governance document was formally presented and distributed as the key guiding framework for the Board's future proceedings. The agenda covered introductions of the Disciplinary Board Members, followed by deliberations on disciplinary matters aligned with the Institute's governance principles.



The meeting was attended by distinguished Board Members, including Dato Ts (Dr) Abd Radzak Abd Malek Hon FCILT, Datuk Ts Mohamad Ashfar bin Mohamad Ali FCILT, Mr Rajagopal A/L Perumal FCILT, Dato' Dr Sharifah Halimah binti Syed Ahmad FCILT and Ts Dr Hj Mohd Nasir Alias FCILT, reflecting a strong collective commitment to safeguarding integrity, accountability, and ethical conduct within CILTM.





# MILESTONES & ACHIEVEMENTS

## ENGAGEMENT SESSION ON ROAD USER SAFETY CARNIVAL 2026



A strategic discussion session was held with Mr Sean Wang, Chief Executive Officer of Allianz Malaysia Berhad, to explore potential collaboration on a road user safety programme for 2026. The discussion focused on developing impactful, behaviour-based road safety initiatives through a holistic and blended approach, encompassing short- and long-term measurable programmes, road safety awards, and education initiatives. These programmes are envisaged to be implemented in partnership with key stakeholders and relevant government agencies.

The primary objective of the proposed collaboration is to enhance public awareness and foster a positive shift in mindset, encouraging responsible and safer behaviour among road users. The session was attended by representatives from The Chartered Institute of Logistics and Transport (CILT) Malaysia, the Road Safety Expert Association (RSEA), academia, and Allianz Malaysia, reflecting a strong multi-stakeholder commitment towards advancing national road safety efforts.





# MILESTONES & ACHIEVEMENTS

## SITE VISIT TO SUNGAI SIPUT, PERAK ROAD SAFETY CARNIVAL 2026



A site visit was conducted on 12–13 December 2025 to Sungai Siput and Kuala Kangsar, Perak as part of the preliminary preparation for the Road Safety Carnival 2026. The carnival is planned to involve the Ministry of Transport (MOT) and its agencies, including MIROS, JKR, and JKJR, as well as other related stakeholders such as the Ministry of Health (MOH), the Royal Malaysia Police (PDRM), the Malaysian Armed Forces (ATM), public and private institutions of higher learning (IPTA/IPTS), among others. The visit was attended by the Deputy President of CILTM, Chairman of the CILTM Kuala Lumpur and CILTM Perak Sections, Ms. Carol (Council Member), and the Secretariat team.

The main objectives of the visit were to assess the suitability of potential locations, identify possible road safety-related activities, evaluate facilities and accessibility, and initiate early engagement with local communities. Several locations were identified as having strong potential for hosting carnival activities. InfoTernak Sungai Siput was deemed suitable for exhibitions and educational programmes, while the Driving School in Sungai Siput showed potential for practical training, simulations, and safety demonstrations. Victoria Bridge, Kuala Kangsar was identified as a strategic public engagement site, and Kampung Orang Asli Beswok offered opportunities for community-based road safety education. While at Kampung Orang Asli Beswok, the delegation took the opportunity to present a small token of appreciation, contributed through donations collected from generous contributors.

Overall, the site visits successfully met its objectives and provided valuable input for the planning and development of the Road Safety Carnival 2026. The findings will support further planning, coordination, and implementation of the event.





# MILESTONES & ACHIEVEMENTS

## SITE VISIT TO SUNGAI SIPUT, PERAK ROAD SAFETY CARNIVAL 2026



The CILTM delegation engaged with the residents of Kampung Orang Asli Beswok while presenting donated items from generous contributors, emphasizing the importance of community participation in road safety programs.



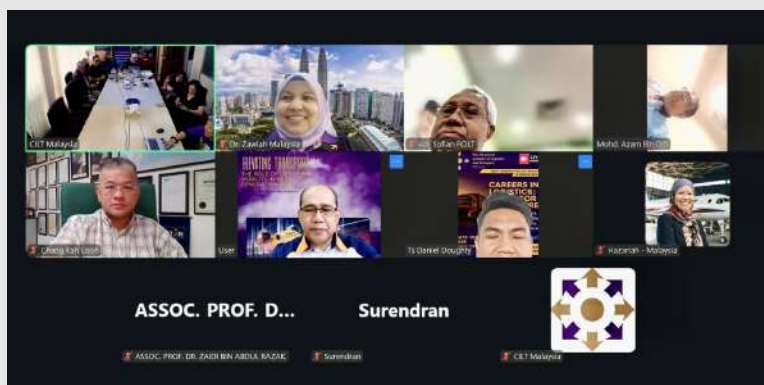


# MILESTONES & ACHIEVEMENTS

## SECTION MANAGEMENT MEETING STRENGTHEN COORDINATION AND FORWARD PLANNING

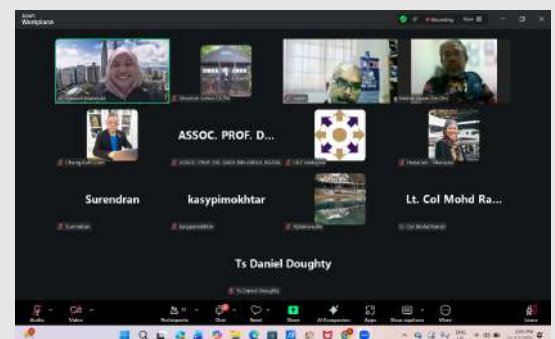
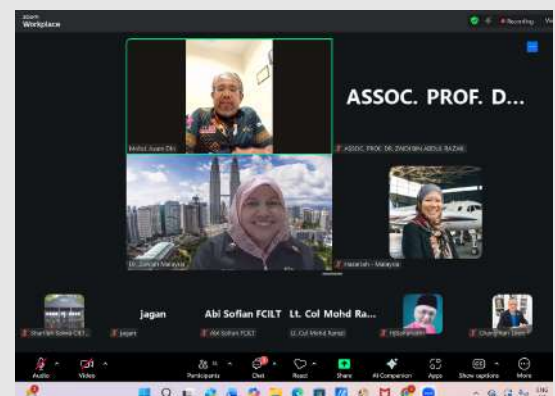


CILT Malaysia successfully convened the 1st and 2nd Section Chairman Meetings as part of ongoing efforts to enhance coordination, reporting consistency, and strategic planning across state sections. The 1st Section Chairman Meeting, held on 19 November 2025 at the CILT Office with a hybrid option, was chaired by Deputy President, Ts Dr Hajjah Zawiah Abdul Majid FCILT. The session focused on setting a clear framework for section reporting, covering section activities, budget considerations, and the introduction of standardised report templates for state sections. Section Chairman also delivered concise presentations to share updates and best practices.



Building on this momentum, the 2nd Section Chairman Meeting took place on 11 December 2025, again in a hybrid format. Discussions centred on section reports and updates, key issues and pressing matters, as well as early planning for 2026, with Section Chairmen identifying potential flagship activities for the year ahead.

Both meetings provided a constructive platform for engagement, knowledge sharing, and alignment, reinforcing CILT Malaysia's commitment to effective governance, transparency, and proactive planning at the sectional level.





# MILESTONES & ACHIEVEMENTS

## Academic Accreditation Audit Conducted at Universiti Utara Malaysia

An Academic Accreditation Audit was successfully carried out on 3–4 December 2025 at Universiti Utara Malaysia (UUM), Sintok, Kedah, for the following programmes:

- Bachelor of Business Administration (Logistics & Transportation) with Honours
- Bachelor of International Business Management with Honours

The two-day audit commenced with an initial meeting between the CILTM audit panel and university representatives, followed by welcoming remarks and formal presentations by the Faculty and Programme teams. These sessions provided an overview of programme objectives, curriculum structure, academic delivery, and alignment with industry and professional standards.

Throughout Day 1, the panel engaged in in-depth discussions with the Programme Head/Coordinator, academic staff, and students, including representatives from the programme's student association. The audit also included comprehensive visits and tours of key facilities such as lecture theatres, the library and resource centre, and specialised laboratories, including the computer labs. Detailed document checks were conducted to verify compliance with accreditation requirements.

On Day 2, the audit continued with further document reviews, followed by internal deliberations by the CILTM audit panel in preparation for the Exit Meeting.

Overall, the accreditation audit was conducted in a structured and collaborative manner, reflecting CILTM's commitment to upholding academic quality, continuous improvement, and the development of competent graduates in the fields of logistics, transportation, and international business.





## Global Road Crashes Is a Growing Concern

**What can be done to help curb this persistent epidemic of negligent and carefree drivers with poor skill and bad driving behaviour? What efforts can the government implement to improve the driving ethics? THE NECESSARY STEPS TO BE TAKEN**

Global road crashes statistics show a concerning trend. According to the World Health Organization (WHO), approximately 1.19 million people die annually due to road traffic crashes. This makes road traffic crashes a leading cause of death among children and youth aged 5-29 years.

The European Commission has set a goal to halve road deaths and serious injuries by 2030.

Road safety experts generally agree that this situation is largely attributed to human factors, particularly unsafe road behavior and weak self-enforcement among road users are the main contributors to Malaysia's high road accident statistics.

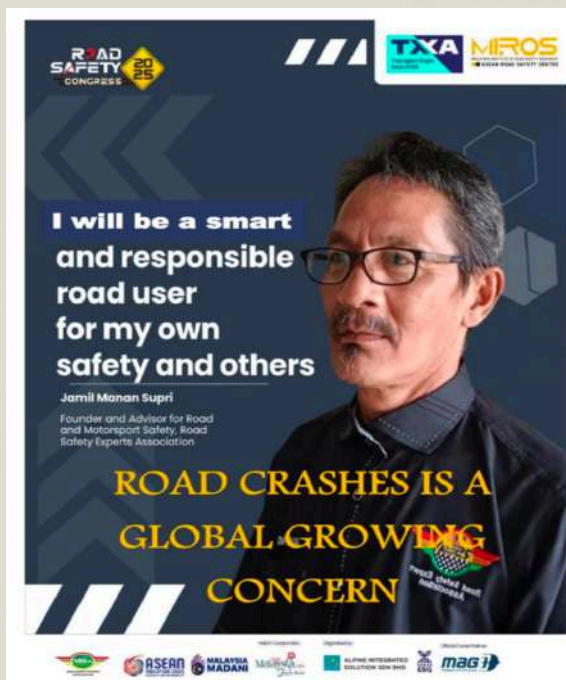
When addressing road safety issues, Malaysia also records a very high number of road accident statistics. An average of 6,000 deaths are recorded each year. Based on records, the average death rate per day is 20 lives lost. In less than two hours, one person is dying in a road accident, of which 70 percent involve motorcycles. From studies, 80 percent of collisions are caused by human negligence, while 20 percent are due to vehicle factors, road conditions and weather.

Common major contributing factors of fatal road crashes is speeding, poor speeding management and lack of defensive driving skill knowledge, poor anticipation, distracted driving (such as mobile phone use), failure to wear seat belts or helmets, reckless overtaking, and driving under fatigue.

In addition, a low level of road safety awareness and discipline further worsens the problem. While laws and enforcement mechanisms exist, accidents often occur when individuals do not consistently take personal responsibility for safe driving practices. This indicates that road safety is not only an infrastructure or enforcement issue, but also a behavioral and attitude-related challenge.

Therefore, reducing road accidents requires more than stricter enforcement alone. It demands stronger self-discipline, continuous road safety education, and a culture of mutual respect and responsibility among all road users.

Generally, the majority of drivers bad attitudes lead to high accident rates. There are growing concerns about the attitude of drivers that worries other users. Significant number of Malaysian drivers too, lack defensive driving and speed management skills, as evidenced by the country's high number of road crashes and observations of reckless driving habits





## Global Road Crashes Is a Growing Concern

Study's summary indicates that the overall quality of drivers remains at an unsatisfactory level particularly relating to their ability to control vehicle speed management, avoiding accidents, handling emergency situations and obeying traffic rules. Many drivers do not master speed management, lack of driving skill and poor in terms of observation and anticipation while on the road.



Drivers who did not acquire perfect driving and speed management skills are a major contributor to road crashes. The egoistic attitude of drivers greatly affects driving ability and weaknesses in terms of emotional control and this is one of the contributors to the occurrence of collision incidents on the road.

Speaking of driving ethics in the context of Malaysia, the quality of driving by (majority) is still low. Despite the daily occurrence of collisions involving serious injuries, deaths and severe vehicle damage, the recurring factor of drivers committing road traffic offenses still persists and it is not taken as a lesson to instilled SELF ENFORCEMENT in obeying traffic rules.

Many drivers do not take the initiative to spend and improve their driving skills by attending defensive driving training and practice self-control and patience when faced with pressure on the road. Some drivers change their attitudes when on the road, becoming road bullies.

To add on, life stress is among the factors that push drivers to become road bullies. This causes them to act aggressively on the road. Other factors that may contribute to this problem include a history of mental disorders and serious emotional stress that affect concentration and make drivers more irritable and aggressive.

Lack of patience due to time pressure and the need to quickly reach their destination also contributes to changes in driver driving emotion, behavior, including acting rudely towards other road users. Unexpected collisions or accidents occurred due to drivers blacking out, fainting and suddenly having seizures and others, including disabled drivers who have driving licenses with health problems and mental disorders are also among the contributing factor.



## Global Road Crashes Is a Growing Concern

It is advisable for drivers to undergo eye, hearing, blood pressure and other tests related to physical and mental health. Drivers need to have complete mental and physical preparation and high commitment when driving to face road challenges. Health check-ups should be done regularly to ensure they are in good health.

### WHAT ARE THE NECESSARY STEPS TO BE TAKEN?

#### Potential Solutions

Typically, many people who study at driving institutions only focus on getting a driver's license. The very Basic. Majority have expressed their concern that improvising the driving syllabus by focusing on improving the attitude and compliance of drivers towards safety and compliance with road laws and upgrading driving skill, especially SPEED MANAGEMENT is necessary.

It needs to be at the grassroots level, involving mandatory instructors with quality teaching competencies.

#### Improved Education. DRIVING SYLLABUS.

There is a need for better public education on road safety, potentially through more in-depth training programs or through initiatives that highlight common driving errors. A revision of the driving Institute syllabus for both students and instructors is necessary focusing on driver behavior based.

#### Stricter Enforcement:

Some sources suggest that stricter law enforcement and high penalties for violations are effective in improving driving standards. These include, SELF ENFORCEMENT PRACTICES.

#### Addressing Visual Issues:

Implementing more rigorous visual examinations as part of driver assessments could help identify and address visual problems among drivers.

#### Focus on Driver Behavior:

Addressing the psychological and attitudinal aspects of driving, alongside actual skills, is important for creating safer driving practices.

At the same time, patrol operations to combat dangerous and undisciplined driver behavior need to be continuously improved. There needs to be firmness in convicting offenses committed without discretion and the best thing is for drivers to have dashboard cameras to jointly provide information about traffic offenders as a joint responsibility.

The ministry needs to make health screening mandatory and a condition for obtaining and renewing driving licenses and should not compromise when it comes to driver health and safety. It is highly recommended that the 'perfection hazard test', which refers to the Hazard Perception Test, a component of the driving theory test that assesses a driver's ability to recognize and respond to potential hazards on the road, be made mandatory as well.

**JAMIL MANAN SUPRI**  
Founder, Road Safety & Motorsports Advisor  
Road Safety Expert Association



# *International Relation – Southeast Asia Region*

## Strengthening Halal Logistics Insights: CILT Indonesia and Bandung Institute of Technology (ITB), Bandung Delegation Conducts Two-Day Visit to Malaysia

To strengthen understanding of halal logistics in practice, a delegation from the School of Business and Management, Bandung Institute of Technology (SBM ITB) and CILT Indonesia conducted a two-day institutional and industrial visit to Malaysia. The visit, involving Ts Dr. Hajjah Zawiah Abdul Majid, FCILT, CILT Malaysia and Dr. Liane Okdinawati, CMILT, CILT Indonesia and ITB, forms part of an ongoing international research collaboration. It aims to bridge policy objectives and operational practices by learning from Malaysia's market-driven and voluntary halal certification approach, contributing to practical insights and regional development of halal logistics in Southeast Asia.

CILT Malaysia warmly welcomed Dr. Liane, CILT Indonesia Education Board Member from Institute Teknologi Bandung (ITB), together with Katlea, her PhD supervisee, during a visit focused on Halal logistics research embedded a comparative study between Malaysia and Indonesia. The session was hosted by the CILTM Deputy President, Secretariat, KL Section Chairman, and Council Member (Carol Wong), and concluded with everyone enjoying home-cooked Malaysian village cuisine reflecting the spirit of Malaysia Truly Asia.

Subsequently, the delegation visited Schenker Logistics, where they interviewed Ms. Siti Saleha, the person in charge of Halal logistics affairs. She generously shared valuable insights on the procedures and key requirements involved. The visit was warmly hosted by Capt Fadzil Merican, Pn. Mala and the team is deeply grateful for the kind hospitality extended throughout the session.

Day 2 featured a visit to Quanterm Logistics, where the delegation was warmly welcomed by En. Muhammad Asraf Latif, QHSSE Manager, who shared a comprehensive overview of the company's holistic Halal logistics practices. We also extend our sincere appreciation to Mr. Bryan Hoong, Deputy Chief Operating Officer, for his gracious hospitality. The visit opened meaningful opportunities, and we look forward to further collaboration from a Halal logistics perspective.

The "Healthy is Wealthy" theme was also highlighted through a wellness visit to a spa and ice therapy facility in Shah Alam, featuring insights on Colour Vibration Therapy (CVT) and natural remedies for holistic well-being, along with a refreshing spa and ice therapy experience.



# FROM THE DESK OF THE CHAIRPERSON WILAT MALAYSIA

## Women Can Make a Difference: Strengthening Logistics and Supply Chains with Values, Skills, and Purpose By: Dr Nor Fyadzillah Mohd Taha CMILT

In an increasingly complex and fast-moving global environment, logistics and supply chains have become the backbone of economic resilience, national security, and sustainable development. Within this critical ecosystem, women are not merely supporting operations behind the scenes, they are actively making a difference, shaping outcomes, driving innovation, and redefining leadership in logistics and supply chain roles. Today's logistics challenges demand more than efficiency. They require critical thinking, humane decision-making, ethical leadership, technological adaptability, and process discipline. These are precisely the strengths women bring into the logistics and supply chain profession.



### How Women Make a Difference in Logistics and Supply Chain Roles

#### 1. Leadership Rooted in Patience, Care, and Purpose

Logistics is often perceived as a high-pressure, deadline-driven industry. Women leaders bring a unique balance of patience, love, care, and servant leadership, enabling teams to perform sustainably rather than reactively. This leadership style nurtures trust, loyalty, and long-term performance, essential for complex supply chain coordination.

Patient leadership allows women to manage disruptions calmly, resolve conflicts effectively, and guide teams through uncertainty with confidence and empathy.

#### 2. Critical Thinking and Thoughtful Decision-Making

Modern supply chains are data-intensive and risk-exposed. Women excel in critical thinking and thoughtful analysis, carefully weighing alternatives before acting. This strength is crucial in areas such as inventory optimisation, demand forecasting, risk mitigation, and crisis response. Rather than focusing solely on speed, women leaders prioritise quality of decisions, ensuring outcomes are resilient, ethical, and aligned with organisational objectives.

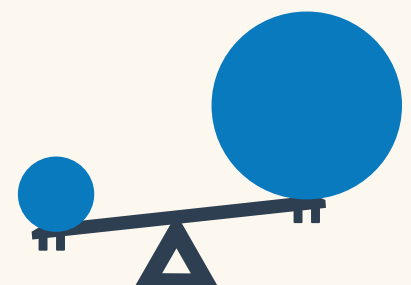


#### 3. Strong Communication and Collaboration

Logistics operations involve multiple stakeholders: suppliers, transporters, regulators, customers, and internal teams. Women naturally enhance collaboration and communication, bridging gaps across departments and organisations. Clear communication improves coordination, reduces operational errors, and fosters inclusive workplaces where every team member feels valued. In supply chains, effective communication is not a soft skill; it is a core operational capability.

#### 4. Detail-Oriented and Process-Driven Excellence

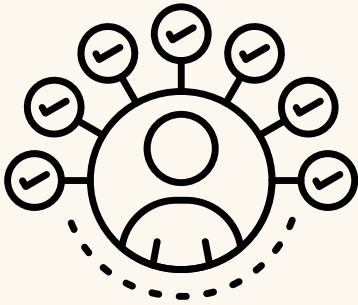
Logistics success depends on accuracy, compliance, and consistency. Women's strength in being detail-oriented and process-focused ensures smoother workflows, better documentation, improved compliance, and reduced operational risks. From warehouse operations to transport planning and customs procedures, attention to detail translates directly into cost savings, service reliability, and customer satisfaction.





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## Women Can Make a Difference: Strengthening Logistics and Supply Chains with Values, Skills, and Purpose By: Dr Nor Fyadzillah Mohd Taha CMILT



### 5. Multi-Tasking in Complex Operational Environments

Supply chains rarely operate in isolation. Women demonstrate exceptional ability in multi-tasking, managing competing priorities without losing focus on performance and people. This capability is particularly valuable in logistics hubs, ports, distribution centres, and control towers where multiple decisions must be made simultaneously.

### 6. Technology Adoption and Digital Readiness

As logistics transitions into Industry 4.0, women are increasingly active in technology adoption, from digital platforms and analytics to IoT, automation, and smart warehousing systems. Their willingness to learn, adapt, and improve systems supports digital transformation across the supply chain.

Technology, when guided by humane and ethical leadership, becomes a tool for empowerment rather than disruption, and women play a central role in ensuring this balance.



### 7. Sustainability, Ethics, and Humane Logistics

Sustainability is no longer optional. Women naturally champion humane, ethical, and responsible logistics practices, ensuring that efficiency does not come at the cost of people, the environment, or society. By embedding sustainability into daily decisions, women contribute to greener supply chains, responsible sourcing, and socially conscious logistics operations that align with national and global sustainability agendas.

### Good Attitude: The Invisible Strength That Drives Results

Beyond technical competence, women bring powerful value-based attributes into logistics:

- Integrity that strengthens governance and trust
- Resilience that sustains operations during disruptions
- Compassion that builds cohesive and motivated teams
- Discipline that enhances productivity and professionalism
- Result-orientation that ensures performance with purpose



These qualities transform logistics from a transactional function into a strategic national asset.

# FROM THE DESK OF THE CHAIRPERSON WILAT MALAYSIA

## Women Can Make a Difference: Strengthening Logistics and Supply Chains with Values, Skills, and Purpose By: Dr Nor Fyadzillah Mohd Taha CMILT

### WiLAT Malaysia: Empowering Women to Make a Difference

WiLAT Malaysia remains committed to uplifting women across logistics, transport, maritime, aviation, and supply chain sectors. Through leadership development, professional networking, mentoring, and industry engagement, WiLAT equips women not only to participate, but to lead and influence.

When women are empowered, logistics systems become stronger, more ethical, more innovative, and more resilient.

### Moving Forward: Women as Catalysts of Supply Chain Excellence

As global supply chains face increasing uncertainty, one truth is clear: women are indispensable to the future of logistics and supply chain excellence.

Their ability to combine critical thinking with care, efficiency with ethics, and technology with humanity makes them powerful agents of change.

**When women make a difference in logistics, organisations perform better.  
When women lead supply chains, nations become stronger.**

This article is inspired by WiLAT Malaysia's continued commitment to women's leadership in logistics and aligns with the Chairperson's vision articulated in recent WiLAT publications

*Thank you for reading!*





# WILAT MALAYSIA 1<sup>ST</sup> MEETING

WiLAT Malaysia Charts Strategic Direction at Its 1st Meeting  
30 December 2026, Hybrid/CILTM Secretariat office

WiLAT Malaysia successfully held its 1st Meeting on 30 December 2025 (Tuesday) via a hybrid platform at the CILTM Secretariat Office, marking an important milestone in setting the tone and direction for the 2026 WiLAT term.

The meeting began with opening remarks by the WiLAT Founder, Ts Dr Hajjah Zawiah FCILT, who underscored the importance of strong leadership, clear structure, and collective commitment in strengthening WiLAT's role in empowering women in logistics, transport, and supply chain. Her address highlighted the need for closer collaboration between sections and a more structured approach to programme planning moving forward.



Subsequently, members deliberated on the organisation and governance structure for the 2026 term, ensuring clarity in roles, responsibilities, and coordination at both national and sectional levels. This was followed by an in-depth discussion on planning activities for 2026, with a focus on developing impactful, relevant, and sustainable programmes aligned with WiLAT's objectives. A key highlight of the meeting was the sectional discussion session, where Exco representatives from each section were invited to identify and share potential key flagship activities for 2026. This exchange of ideas encouraged cross-section learning, synergy, and the sharing of best practices. Members also openly discussed current issues and challenges, proposing practical solutions and collaborative approaches to address them effectively.



The meeting concluded with deliberation on matters arising and a clear way forward, reinforcing a shared commitment to proactive planning, inclusivity, and continuous improvement. Overall, the session provided a strong foundation for WiLAT Malaysia's 2026 initiatives, reflecting a collective resolve to deliver meaningful programmes and to further elevate the profile and impact of WiLAT at both national and sectional levels.





# NEXTGEN Malaysia

To provide a forum where students and next generation professionals can expand their sector knowledge, start building their professional networks, learn and practise presentational, collaborative, strategic and leadership skills, and move on to become successful professionals and highly effective participants in CILT branches, territories and international leadership.

## NEXT GENERATION CILT MALAYSIA: A REFLECTION ON 2025

As 2025 draws to a close, Next Generation CILT Malaysia reflects with pride on a year marked by purpose, growth, and meaningful engagement. The year was defined by our commitment to empowering young professionals and students in logistics, transport, aviation, and supply chain, preparing them to lead in a rapidly evolving global landscape.

Throughout the year, Next Generation CILT Malaysia successfully delivered a series of webinars, forums, and knowledge-sharing sessions addressing future-ready themes such as digital transformation, sustainability, emerging technologies, and career pathways. These initiatives connected industry experts, academics, and young talents across Malaysia and the ASEAN region, fostering dialogue that bridged theory, industry practice, and real-world challenges.

In parallel, our collaborations with industry partners, universities, professional bodies, and youth organisations strengthened the Next Gen ecosystem. Members were exposed to international perspectives, leadership opportunities, and professional networking aligning with CILT's mission to develop competent, ethical, and globally-minded professionals.

Equally important was our focus on inclusivity and leadership development. Next Generation CILT Malaysia continued to champion youth voices, women leadership, and multidisciplinary engagement, ensuring that the next wave of logistics and transport leaders is diverse, resilient, and innovation-driven.

2025 has been a year of building foundations and momentum. Thank you to our President, Prof. Dr Zaly, who has always given full support to Next Gen CILT Malaysia. As we move into 2026, Next Generation CILT Malaysia remains committed to nurturing talent, expanding partnerships, and creating impactful platforms that support career development and lifelong learning, shaping not just future professionals, but future leaders of the industry.





# NEXTGEN Malaysia



NEXT  
GENERATION





# NEXTGEN Malaysia

## ADVANCED AIR MOBILITY (AAM) PANEL DISCUSSION, HELD IN CONJUNCTION WITH THE GLOBAL AIRPORTS FORUM IN RIYADH

Next Generation CILT Malaysia presents, through the participation of its Chairperson in the Advanced Air Mobility (AAM) Panel Discussion, held in conjunction with the Global Airports Forum in Riyadh. This high-level engagement reflected Next Gen CILT Malaysia's growing international presence and its commitment to shaping future-ready transport and aviation ecosystems. The panel brought together global aviation leaders, regulators, airport operators, and innovators to explore the enablers of a safe, scalable, and commercially viable AAM ecosystem.

Key discussions focused on the role of regulation in balancing innovation with safety, highlighting how forward-looking policies are critical to accelerating AAM adoption while maintaining public trust. Another major theme was vertiport integration, examining how AAM infrastructure can be seamlessly embedded within existing airports and urban mobility systems. The discussion emphasised the need for cross-sector collaboration between aviation authorities, city planners, and technology providers to ensure operational efficiency and sustainable development.

The panel also addressed operational and commercial readiness, exploring business models, passenger acceptance, and workforce capabilities required to transition AAM from pilot projects to real-world operations. Equally important was the focus on innovation and future-generation readiness, underscoring the role of youth, digital skills, and multidisciplinary talent in driving the next phase of air mobility.

The involvement of the Chairperson of Next Generation CILT Malaysia at this prestigious forum reaffirmed the organisation's role as a youth-driven thought leader, bridging global discourse with regional perspectives. It also reinforced Next Gen CILT Malaysia's mission to expose young professionals to emerging sectors such as AAM ensuring they are equipped to contribute meaningfully to the future of aviation and transport.





# NEXTGEN Malaysia

## INSIGHTS FROM THE NEXT GENERATION

Serving Next Generation CILT Malaysia from 2021 to 2025 has been a meaningful and transformative journey, one that I will always cherish with deep gratitude and pride. What began as a small but passionate platform for youth engagement has grown into a credible voice representing future professionals in logistics, transport, aviation, and emerging mobility sectors.

Over these five years, Next Generation CILT Malaysia navigated unprecedented challenges, including with the previous leadership of Mr. Suren as the Next Generation's immediate past Chairperson, rapid technological change, and evolving industry expectations. Together, we shifted from adaptation to acceleration, delivering impactful webinars, forums, international engagements, leadership opportunities, and industry-academia collaborations. Our focus remained clear: to prepare young talents to be future-ready, globally minded, and values-driven.

I would like to sincerely thank CILT Malaysia, our president, Prof Zaly, the Secretariat Office led by Madam Salwa, Dr Jessica, the immediate past chairperson of WiLAT, for the trust, guidance, and continuous support throughout this journey. My appreciation also extends to all committee members, advisors, partners, speakers, and volunteers who worked tirelessly, often behind the scenes, to make each initiative meaningful. Your commitment and belief in the Next Generation agenda turned ideas into action.

This reflection is also an evaluation. Our strength has always been collaboration, inclusivity, and purpose. There were lessons learned on governance, sustainability, engagement, and impact and these are valuable foundations for the future. Progress is never perfect, but it is always powerful when driven by sincerity and shared vision.

To the 2026 Next Generation CILT Malaysia Committee, to be announced in January 2026: step forward with courage and humility. Lead with integrity, innovate with responsibility, and always remember that your role is not just to organise programmes, but to inspire, connect, and uplift others. The platform you inherit is yours to strengthen, expand, and reimagine.

As I close this chapter, I do so with appreciation, reflection, and optimism. Next Generation CILT Malaysia is in capable hands, and I am confident the journey ahead will be even more impactful for the organisation, the industry, and the generations to come.

Salam Hormat.

*Hazariah*

Signing off,

Next Generation CIL Malaysia  
2021-2025





# NEXTGEN Malaysia



## Join us at Next Gen CILT Malaysia Management Team

This form is intended for MILT or Affiliate members who are not more than 35 years old and would like to contribute to youth development, leadership activities, industry engagement, and national/international programs under Next Gen Malaysia.

Please complete the information below so we can understand your background, interests, and preferred areas of involvement.  
We appreciate your participation and look forward to working with you!





# CILTM IN ACTION – PENANG SECTION

## LOGISTICIAN ADMISSION CEREMONY AND 15TH ANNIVERSARY CELEBRATION DINNER, 6 DECEMBER 2025

The Secretary General of CILT Malaysia, Log. Ts. Dr. Mohd Nasir Alias, FCILT, FLogM, was pleased to attend the LogM Logician Admission Ceremony and Anniversary Celebration Dinner held on 6 December 2025 at the Gurney Bay Hotel. The well-attended event brought together a wide cross-section of participants from government agencies, industry players, academia, and professional bodies.

The evening celebrated professional milestones and achievements within the logistics fraternity, marked by the presentation of LogM professional membership certificates (FLogM, MLogM and ALogM) to newly admitted members. In addition, congratulatory plaques were presented to state award recipients, alongside the Distinguished Alumni Award (USM) conferred upon Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM). The ceremony also recognised excellence through the presentation of the LogM President's Awards across several categories.

A highlight of the programme was an engaging address by the LogM President, Dato' Log. Ts. Dr. Chang Kah Loon, FCILT, FLogM, who shared key updates and insights with the audience, particularly representatives from government and the media. The occasion was further honoured by the presence of LogM Honorary Advisor, Dato' Seri Log. Syed Mohamad Bin Syed Murtaza, FLogM, and LogM Honorary Advisors, Dato' Seri Log. Dr. Yee Thiam Sun, FLogM, and Capt. Log. Ananda Kumar, FCILT, FLogM.

Overall, the event provided a meaningful platform to celebrate professional excellence, strengthen collaboration across sectors, and reaffirm a shared commitment to advancing the logistics and transport profession in Malaysia.





# CILTM IN ACTION – PENANG SECTION

## OPENING CEREMONY OF THE JOINT OFFICE OF NANYANG SIANG PAU AND CHINA PRESS

CILT Penang Section was proudly represented by Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, and Log. Ts. Amy Ooi, FCILT, FLogM, at the Opening Ceremony of the new joint office of Nanyang Siang Pau and China Press, officiated by the Chief Minister of Penang, YAB Chow Kon Yeow. During the visit, our Chairman, Dato' Dr. Chang Kah Loon, was also invited to record a special video message of well-wishes for China Press. This message will be featured in 2026 in celebration of the 80th Anniversary of China Press. CILT Penang Section extends heartfelt congratulations to Nanyang Siang Pau and China Press on this milestone and their continued contribution to the media landscape.



## UMPSA LOGISTICS RESEARCH TEAM VISITS CILT PENANG SECTION



The logistics research team from Universiti Malaysia Pahang Al-Sultan Abdullah (UMPSA), led by Prof. Log. Dr. Yudi Fernando, PhD (USM), MLogM, visited CILT Penang Section on 8 December 2025 to conduct interviews on Net-Zero Supply Chain and Green-Based Logistics. CILT Penang was represented by senior logisticians and industry experts, including Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Log. Leong Kin Wah, FCILT, FLogM, and Log. Ts. Amy Ooi, FCILT, FLogM. During the session, Dato' Dr. Chang emphasized the distinction between Supply Chain Management (SCM) and logistics, highlighting that logistics encompasses a broader scope across multiple sectors. He also discussed key considerations for implementing Net-Zero and Green-Based Logistics, including internal factors such as budget, objectives, and planning, and external factors guided by the PESTLE framework. The visit concluded with a hosted lunch and a token of appreciation from X-Press Feeders, presented to Prof. Dr. Yudi Fernando and Log. Leong Kin Wah, marking a fruitful collaboration between academia and industry.



# CILTM IN ACTION – PENANG SECTION

## LUNCH MEETING HOSTED BY THE CONSULATE GENERAL OF INDONESIA IN PENANG

The Consulate General of Indonesia in Penang (Konsulat Jenderal RI Penang) hosted a distinguished lunch meeting with selected guests on 10 December 2025, providing a platform for meaningful discussions on seaborne trade and regional logistics collaboration. The event was facilitated by Dato' Seri Lim Kai Seng, President of the Penang Importers and Exporters Association (PIEA), who arranged for Dato' Log. Ts. Dr. Chang Kah Loon, PhD (USM), FCILT, FLogM, Chairman of CILT Penang Section, to attend as a key industry expert.

A senior logistician and recognized subject-matter expert in maritime logistics, Dato' Dr. Chang shared his professional insights on market opportunities, potential partnerships, free zones, transshipment, and practical operational matters between Indonesia and Malaysia, providing invaluable guidance to both the business and academic participants.



The meeting was also attended by two Indonesian Consuls and three Professors from Universitas Syiah Kuala (USK), reflecting the event's focus on fostering collaboration between government, industry, and academia. The discussions highlighted the importance of strategic partnerships in maritime trade, knowledge sharing, and strengthening regional connectivity in the logistics sector.



# CILTM IN ACTION – SABAH SECTION

## 14 DECEMBER 2025 (SUNDAY) – CILTM SABAH SECTION GALA DINNER 2025

Under the strong leadership of Ts. Daniel Doughty, FCILT, the CILT Sabah Section successfully hosted its much-anticipated Gala Dinner, officiated by the Deputy Chief Minister of Sabah (III) and State Minister for Industry, Entrepreneurship, and Transport, YB Datuk Ewon Benedick. The evening was a fantastic celebration of logistics and transport excellence in Sabah, bringing together industry partners, stakeholders, and friends from across Malaysia, with strong participation from Sabah and East Malaysia. The Deputy President also joined the celebration, adding to the evening's significance. The event highlighted the dedication and professionalism of the CILT Sabah Section while fostering collaboration, networking, and knowledge-sharing among key players in the industry. The impressive turnout and smooth execution of the Gala Dinner set an example for other CILT Sections nationwide, showcasing the importance of leadership, teamwork, and community engagement.

News Coverage: 🟡 Bernama Biz 🟡 Jesselton Times





# CILTM IN ACTION – JOHOR SECTION

## CILTM JOHOR SECTION AGM 2025: A SUCCESSFUL GATHERING OF MINDS

The Annual General Meeting (AGM) 2025 of the CILTM Johor Section was successfully held on Saturday, 13 December 2025, at Tutorial Room 3, UniKL MITEC, Pasir Gudang, Johor. The meeting was graced by the esteemed presence of Prof. Log. Ts. Dr Muhammad Zaly Shah FCILT, President of CILTM, who kindly officiated the AGM, as well as the Secretary General, who remained throughout the proceedings as a member of the Johor Section.

The AGM welcomed 25 members, allowing for a meaningful and productive discussion in line with Clause 22 of the CILTM Constitution. The agenda included the President's opening address, remarks from the Chairman, confirmation of the previous AGM minutes, the Treasurer's financial report, and the presentation of activities reports. Proposals and other matters were also deliberated, reflecting the collaborative spirit and dedication of the Johor Section members.

The presence and support of the CILTM President and Secretary General were particularly inspiring, reinforcing the importance of engagement and leadership in the logistics and transport industry. Their participation highlighted the institute's commitment to nurturing excellence at the sectional level and motivating members to continue advancing CILTM initiatives in 2026 and beyond. The AGM concluded successfully, leaving members motivated and energized for the year ahead. The Johor Section extends its heartfelt gratitude to all attendees, especially the President and Secretary General, for their invaluable support and encouragement.



# CILTM IN ACTION – JOHOR SECTION

## INDUSTRIAL TALK: INTRODUCTION TO PROJECT LOGISTICS AT UNIKL MITEC, PASIR GUDANG

On 7 December 2025, UniKL MiTEC proudly hosted an insightful Industrial Talk on “Introduction to Project Logistics”, drawing an enthusiastic audience of over 150 students, including eager participants from KPM Bandar Penawar. The event was specifically tailored for students enrolled in logistics programs, offering them a unique opportunity to connect classroom learning with real-world industry practices.

The talk was delivered by Cik Nazmi Shah Bin Che Yusof CMLIT, a respected Council Member of CILT Malaysia, whose extensive professional experience spans leadership roles as Group Logistics Manager – Industrial Projects, General Manager – Integrated Logistics Malaysia, and Director at Bendera Shipping Agencies / Ben Line Logistics. His deep knowledge and hands-on expertise provided students with a clear understanding of the complexities, challenges, and best practices involved in project logistics, a critical area within the supply chain and transport sector.

Throughout the session, Cik Nazmi shared valuable insights into project planning, risk management, transportation coordination, and operational efficiency. Students were actively engaged, asking questions and seeking guidance on how to navigate careers in logistics, reflecting the high level of interest and curiosity among the participants. This Industrial Talk not only enriched students’ academic knowledge but also inspired them to think strategically and professionally about their future roles in the logistics industry. The discussion emphasized the importance of adaptability, problem-solving, and collaboration—skills essential for success in today’s dynamic supply chain environment. The Johor Section of CILT Malaysia extends its heartfelt appreciation to Cik Nazmi for his generosity in sharing his expertise and experiences. His contribution has undoubtedly made a lasting impact, motivating the next generation of logistics professionals to pursue excellence and innovation in their careers.





# CILTM IN ACTION – JOHOR SECTION

## CILTM JOHOR SECTION: STRENGTHENING LOGISTICS EDUCATION AND PATHWAYS TOWARDS CHARTERED MEMBERSHIP

On 30 December 2025, a meeting was held at KPM Bandar Penawar upon invitation, attended in representation of CILT Johor. The meeting, organised by Kolej Profesional MARA (KPM), was also attended by representatives from the MARA Education Division and Universiti Kuala Lumpur Malaysian Institute of Transport (UniKL MITEC).

The meeting aimed to strengthen and enhance logistics programmes, with discussions focusing on curriculum alignment, quality delivery, and graduate employability. Particular emphasis was placed on exploring mechanisms and structured pathways towards Chartered Membership (CILT), as part of efforts to elevate professional recognition and career development within the logistics and transport sector.

Through constructive discussions, all parties acknowledged the importance of continuous collaboration between educational institutions, professional bodies, and industry stakeholders in developing a competent, future-ready logistics workforce that meets national and international standards.



# CILTM IN ACTION – PERAK SECTION

## REVIVE & REFRESH: BATU BERANGKAI WATERFALL COMMUNAL CLEAN-UP DAY

### UPCOMING EVENT

CILTM (Perak Section) will be organising a community engagement session in collaboration with Universiti Tunku Abdul Rahman (UTAR), UniKL MIMET, and Ipoh ICT. This initiative, titled “Revive & Refresh: Batu Berangkai Waterfall Communal Clean-Up Day,” is designed to foster environmental stewardship while strengthening collaboration between academic institutions, professional bodies, and the local community.

The programme aims to raise environmental awareness, encourage responsible community participation, and promote sustainable practices through hands-on engagement. Participants will take part in a communal clean-up activity at Batu Berangkai Waterfall, contributing directly to the preservation of a popular natural and recreational site, while cultivating a sense of shared responsibility towards environmental conservation. This initiative also serves as a platform for knowledge exchange, volunteerism, and civic engagement, aligning with broader goals of community development and environmental sustainability.

#### Event Details

- Date: 7 February 2026 (Saturday)
- Time: 9:00 AM – 12:00 PM
- Venue: Batu Berangkai Waterfall, Kampar, Perak

## COLLABORATION BETWEEN CILT INDONESIA AND MALAYSIA THROUGH “UTAR LOGISTICS LECTURE SERIES 2025: TRANSPORTATION IN INDONESIA”



**UTAR Logistics Lecture Series 2025:**  
**Transportation Issues in Indonesia**  
**Date: 10 Dec 2025 (Wednesday)**  
**Time: 05.00 pm (Kul)/07.00 pm (Jkt)**  
**Platform: Microsoft Teams**

**Speaker 1:**  
Prof. Ir. I Nyoman Pujawan, MEng, PhD, CSCF, CPM  
Nyoman Pujawan is the Rector of ULBI and is a Professor of Supply Chain Engineering at the Department of Industrial and Systems Engineering, Institut Teknologi Sepuluh Nopember (ITS), Surabaya, Indonesia. Before taking over the Rector position at ULBI, he was the Dean of the School of Interdisciplinary Management and Technology (SMT) in ITS. He was the President of the Indonesian Supply Chain and Logistics Institute (ISLI). He received a Bachelor's degree in Industrial Engineering from ITS, Indonesia, Master of Engineering in Industrial Engineering from Asian Institute of Technology (AIT) Bangkok, Thailand, and PhD in Management Science from Lancaster University, UK. He also holds Certified Supply Chain Professional (CSCP) from APICS (USA) and CPM and CSOM (ISCEA, USA).

**Speaker 2:**  
Dr. Melia Eka Lestani, ST, MT  
Dr. Melia is an academic and researcher in the field of Logistics and Transportation Management, with a focus on fleet management, green logistics, transport risk management, and teleomatics-based transportation systems. She holds a bachelor's degree in industrial engineering, a master's degree in industrial engineering, and a doctorate in Transportation. She is currently serving as the Dean of the School of Logistics and Transportation, and also the Chair of WILAT (Women in Logistics and Transport) West Java.

**Moderator:**  
Dr. NurulFariza Arifin, CHLT, FSC, UTAR

Register here [QR Code]

The Chartered Institute of Logistics and Transport Malaysia (CILTM), Perak Section, in collaboration with Universiti Tunku Abdul Rahman (UTAR) and Universitas Logistik dan Bisnis Internasional (ULBI), successfully conducted an online lecture on 10 December 2025. The session was held at 8:00 p.m. via Microsoft Teams and attracted 120 participants.

The primary objective of this lecture was to foster knowledge sharing in the fields of logistics, maritime, transportation, and supply chain management. It also aimed to strengthen collaboration between CILT Indonesia and Malaysia, creating a platform for academic and professional exchange.



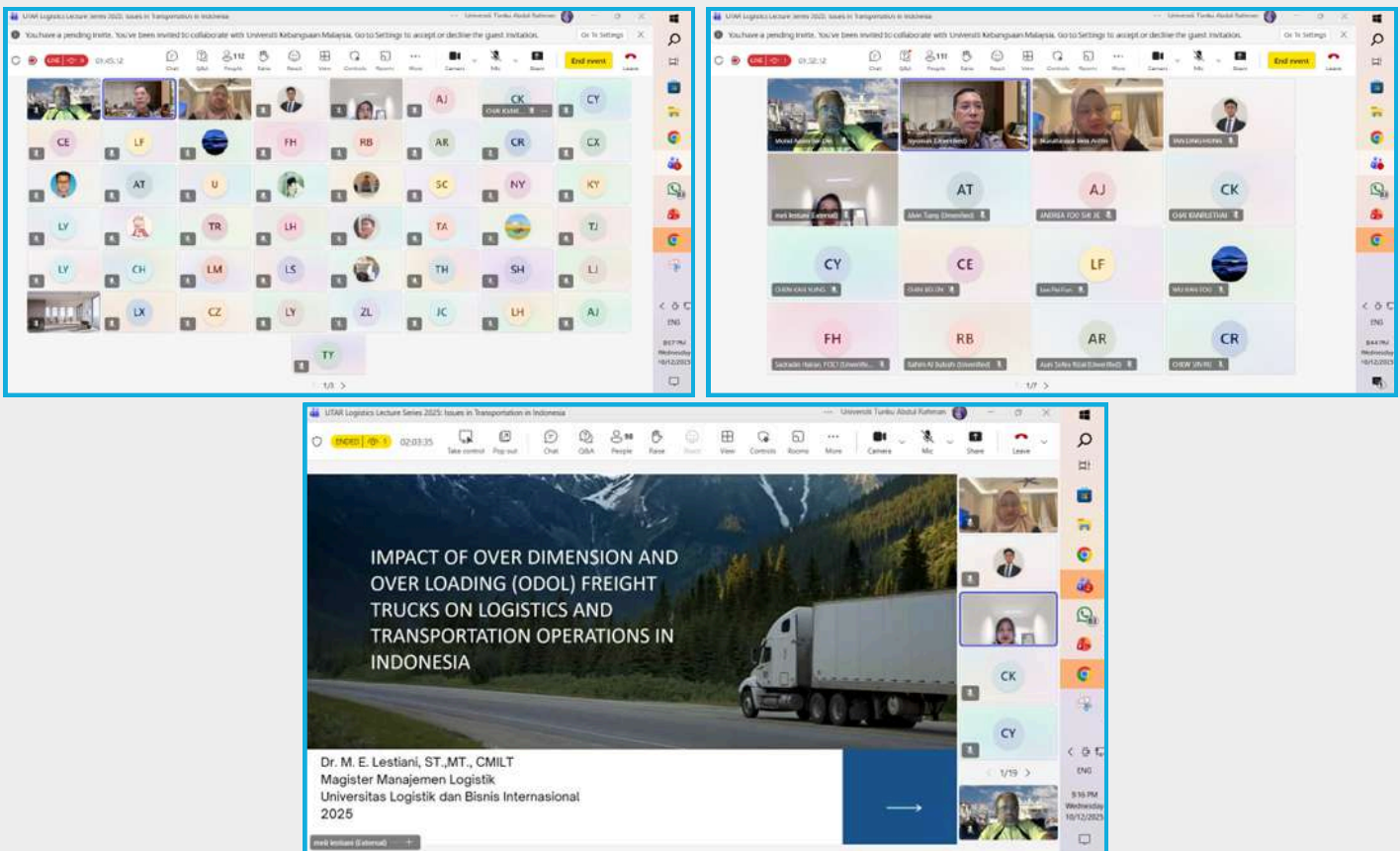
# CILTM IN ACTION – PERAK SECTION

## COLLABORATION BETWEEN CILT INDONESIA AND MALAYSIA THROUGH “UTAR LOGISTICS LECTURE SERIES 2025: TRANSPORTATION IN INDONESIA”

Two distinguished guest speakers enriched the session with their expertise. Prof. Ir. I Nyoman Pujawan, Rector of ULBI, provided valuable insights into logistics and supply chain challenges in Indonesia. Dr. Melia Eka Lestiani, CMILT, Dean of the School of Logistics and Transportation at ULBI and Chairperson of Wilat West Jawa, shared her perspectives on transportation and the role of women leaders in logistics. The session was moderated by Dr. Nurulfaraiza Arifin, CMILT, from UTAR, who guided the discussion and ensured an engaging dialogue.

Participants included students from higher learning institutions and members of CILT Malaysia. The event highlighted the importance of cross-border collaboration and provided Malaysian participants with a deeper understanding of Indonesia's logistics and transport landscape.

This initiative reflects the ongoing commitment of CILT Indonesia and Malaysia to build stronger ties and promote knowledge exchange, ultimately contributing to the advancement of the logistics and transport community in both countries.





# CILTM IN ACTION – MELAKA SECTION


## ANNUAL GENERAL MEETING (AGM) – CILTM MELAKA SECTION

### ANNOUNCEMENT

All members are hereby informed that the Annual General Meeting (AGM) of The Chartered Institute of Logistics and Transport in Malaysia (CILTM), Melaka Section will be held as follows:

 Date: 9 January 2026 (Friday)

 Time: 9:00 AM

 Physical Venue:

Bilik MBA 1, Level 2

Fakulti Pengurusan Teknologi dan Teknousahawanan

Universiti Teknikal Malaysia Melaka (UTeM), Hang Tuah Jaya

 Online (Zoom):

Meeting ID: 837 2172 7162

Passcode: 043334

The AGM will deliberate on key matters including the Chairman's address, confirmation of previous AGM minutes, review of activities (2023–2025), financial review, and the appointment of the Management Committee for the 2026–2028 term.

Members are kindly requested to confirm their attendance by 2 January 2026 via email to [info@cilt.org.my](mailto:info@cilt.org.my), with a copy to [rsuren@maslm.com.my](mailto:rsuren@maslm.com.my).

*Surendran Muniandy FCILT*

Chairman, CILTM Melaka Section/

Chairman of CILTM Industry Lead Body (ILB)



# CILTM IN ACTION – KL SECTION

## TVET CONVOCATION CEREMONY AT USIM HIGHLIGHTS PATHWAYS FOR YOUTH AND NATIONAL GROWTH

On 21 December 2025, at Dewan Tuanku Canselor, Universiti Sains Islam Malaysia (USIM), a meaningful TVET Convocation Ceremony was held, marking an important milestone in celebrating skills development and lifelong learning. Gratitude in all circumstances.

It was a privilege to attend this significant occasion alongside distinguished TVET figures from the Northern region and national level, namely Dato' Alias Hj Ali, Founder of Jeruk Pak Ali and recipient of the TVET Grand Master Coach Award, and Tuan Hj Mohd Nasri Adnan, FCILT, Founder and Managing Director of NL Logistics Sdn Bhd, who was also honoured with the TVET Grand Master Coach Award. The event was attended in the capacity of a TVET Malaysia Strategic Partner.

TVET Malaysia continues to open pathways to success and sustainable careers, empowering individuals to improve their lives and contribute meaningfully to society. Indeed, TVET stands as a key driver of Malaysia's youth future 🇲🇾.

With an allocation of RM7.5 billion under Budget 2025, TVET has emerged as a preferred choice, supported by:

- High graduate employability
- Strong and continuous industry collaboration
- Direct contribution to the nation's high-technology and economic advancement

Continuous development is no longer an option, but a necessity. Aspiring learners are encouraged to begin their journey with TVET institutions today.

Heartfelt appreciation is extended to TVET Malaysia for organising this memorable and historic convocation ceremony, which truly reflects the nation's commitment to developing skilled, future-ready talent.





# CILTM IN ACTION – KL SECTION

## BRIDGING ACADEMIA AND INDUSTRY AT UNIKL MITEC, JOHOR

On 18 December 2025, a visit to UniKL MITEC was undertaken as part of ongoing efforts to strengthen collaboration between academic institutions and the logistics industry. The visit, joined by Tengku Murad from DB Schenker, focused on enhancing synergy in industrial education and advancing global logistics excellence. Warm appreciation is extended to Lt Col. Ramzi, Dr. Hj. Nasir, and Dr. Mohammad for their gracious hospitality and the valuable, forward-looking discussions held during the visit.

Among the key highlights were a tour of the Logistics Gallery, which showcased maritime and supply chain simulations designed to prepare future logistics professionals, as well as visits to UniKL MITEC's state-of-the-art laboratories, reinforcing its position as a leading institution in TVET and industrial technology education. Collaborative engagements between academia and industry play a crucial role in driving innovation, talent development, and sustainability within Malaysia's logistics ecosystem. Such partnerships ensure that graduates are industry-ready and aligned with evolving global standards.

Sincere appreciation to CILTM Johor, CILTM Kuala Lumpur Section, UniKL MITEC, DB Schenker, MMHE, and SAF Logistics for their support and commitment towards strengthening industry-academia collaboration.





# CILTM IN ACTION – KL SECTION

## RAIL ASIA SOLUTIONS 2025

At the Rail Asia Solutions 2025 exhibition held at the KLCC Convention Centre on 3 December 2025, it was a valuable and engaging experience to connect with key industry leaders and stakeholders across the rail and logistics ecosystem. The visit was made at the kind invitation of FGV Transport and was accompanied by the Chairman of CILTM Kuala Lumpur Section.

During the event, meaningful interactions took place with Dato' Radzak Malek and Rozaidi Gdot (FGV), as well as representatives from KTMB Corporate Communications, FGV Transport Group, XPD Global, Hitachi, TWS, Myra Team, and the KTMB Cargo Team. The atmosphere was particularly encouraging, with participants proactively coming forward to introduce themselves, reflecting strong industry interest and a shared commitment to collaboration.

The engagement provided an excellent platform to exchange ideas, strengthen professional networks, and explore potential areas of cooperation in advancing rail, freight, and integrated logistics solutions. Overall, the experience underscored the importance of industry gatherings such as Rail Asia Solutions in fostering collaboration, innovation, and partnerships that support the continued development of Malaysia's rail and logistics sector.

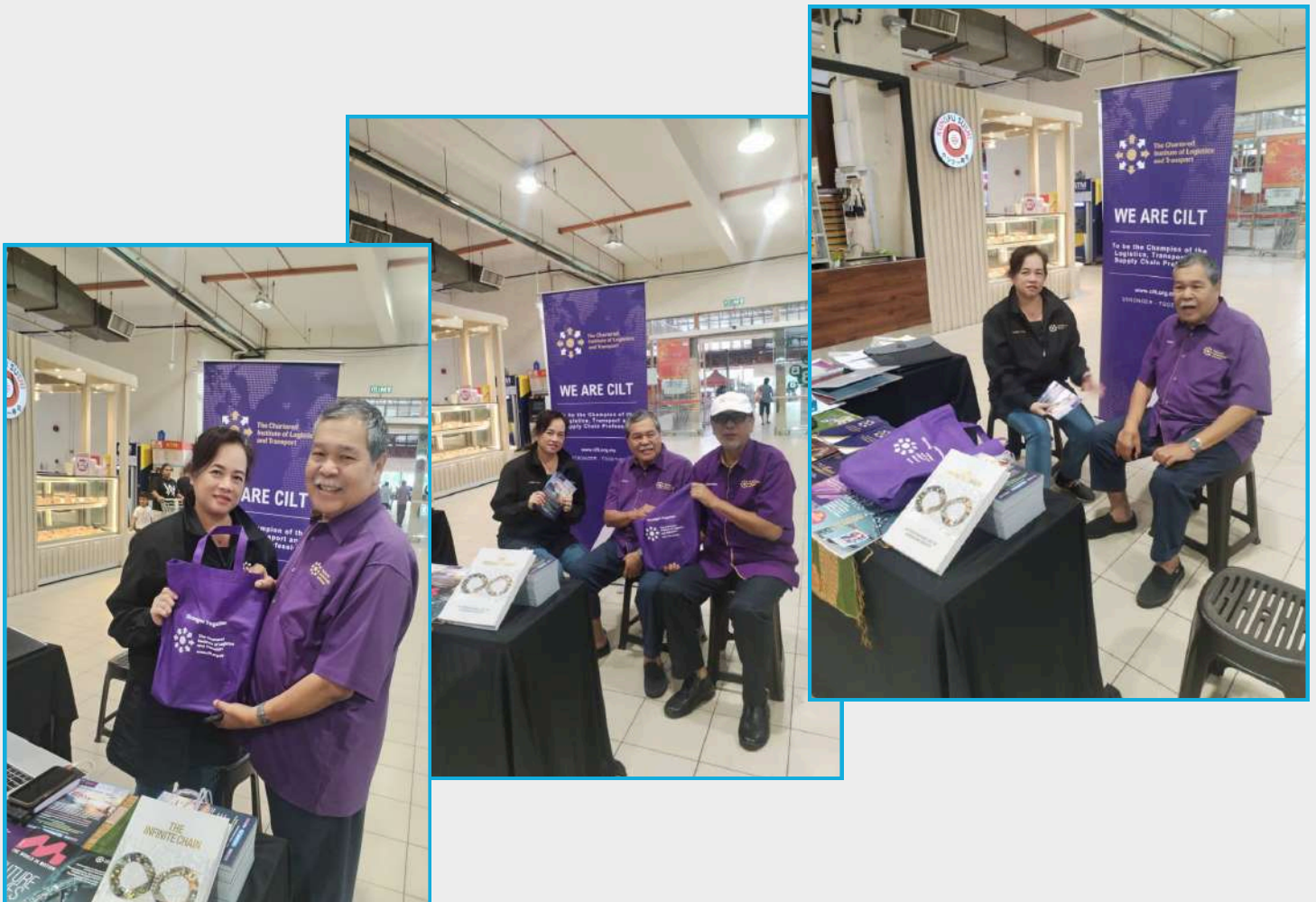




# CILTM IN ACTION – KL SECTION

## EPTC BOOTH AT NSK KLANG

The EPTC booth at NSK Klang was visited by the Advisor and Chairman of the CILTM Kuala Lumpur Section. EPTC, as one of the official CILTM Training Providers, showcased its dedication to advancing professional development in logistics and transport. The response from visitors was highly encouraging, reflecting growing interest and awareness of CILT programmes. Carol Wong's passion, commitment, and efforts in promoting CILT initiatives to the public were particularly commendable, making the booth a hub of engagement and information. Congratulations to EPTC for their excellent work in representing CILTM and inspiring the next generation of logistics professionals.





# CILTM IN ACTION – KL SECTION

## CELEBRATING HR EXCELLENCE: THE GOLDEN HEARTS AWARDS!

It was a true privilege to attend the “GOLDEN HEARTS” Brilliant Minds – Celebrating HR Champions dinner on 5th December 2025, hosted by BIM MIHRM at the magnificent M World Hotel. The evening was a shining testament to the dedication, talent, and innovative spirit driving Human Resource excellence across the nation.

Being surrounded by brilliant minds and passionate professionals in the HR field was deeply inspiring. The event offered a wonderful platform to share insights, celebrate achievements, and foster meaningful connections. It was especially rewarding to spend the evening in the company of fellow industry leaders, including CILTM Council Members Carol Wong and Hj. Baharudin, highlighting the close synergy between logistics and HR—truly two sides of the same coin in championing human capital. Congratulations to all the HR Champions recognized during the evening. Their dedication and contributions serve as a beacon of inspiration for the entire industry. The night was not only a celebration of excellence but also an unforgettable gathering for networking, sharing ideas, and honoring the people who make a real difference in shaping the future of Human Resources.





# CILTM IN ACTION – SELANGOR SECTION

## MURAL PAINTING AND PORT KLANG BEAUTIFICATION PROJECT ORGANIZED BY PORT KLANG AUTHORITY

CILTM Selangor Section in collaboration with WiLAT Selangor and NextGen Selangor led by Dr. Emi Normalina Omar participated in Mural Painting and Port Klang Beautification Project organized by Port Klang Authority. The event was officiated by Dato' Haji Abd Hamid Hussain, Mayor of Klang. A total of 30 students from TRANSCILT SOCIETY, UiTM lend their hand as volunteers for the program. The five theme for the 53 murals are

- i. Nadi Perdagangan Negara (National Trade Focal Point)
- ii. Pekerja Pelabuhan (Port Community)
- iii. Teknologi & Inovasi (Technology & Innovation)
- iv. Warisan Maritim (Maritime Heritage)
- v. Pelabuhan Hijau / Alam Sekitar (Green Port/Environment)

This meaningful initiative along Jalan Kem aligns perfectly with our commitment to Corporate Social Responsibility and promoting a sustainable and vibrant environment within the logistics and transport sector. We have no doubt that this project will showcase the transformation of Port Klang, reflecting its status as the 10th busiest port in the world. The students volunteer gained first hand networking experience with maritime professionals and this unique experience significantly strengthened the students' resumes and shall enhanced their future career prospects.

Congratulations to Port Klang Authority for this excellent effort. Also a big thank you and congratulations to Captain Subramaniam Karuppiah on the conferment of Dato'- Sultan Sharafuddin Idris Shah (DSIS) award which carries the title Dato' in conjunction with the Sultan of Selangor's birthday recently.





# CILTM IN ACTION – KEDAH & PERLIS SECTION

## INDUSTRIAL–ACADEMIC ENGAGEMENT & CELT–CILTM STRATEGIC PARTNERSHIP LAUNCH, 2 DECEMBER 2025 | DEWAN SEMINAR C, STML

On Tuesday, 2 December 2025, Dewan Seminar C at STML hosted a full day of strategic collaboration, academic exchange, and celebration involving CILTM, STML, and partner institutions. The programme began early at 7:30 AM with a breakfast session for committee members, followed by a full rehearsal at 8:00 AM to ensure the smooth execution of the day's activities.

The official proceedings commenced at 10:00 AM with the arrival of the President of CILTM, CILTM members, the Dean of STML, and the STML management team. This was followed at 10:05 AM by a strategic meeting involving the Dean, STML management, LogTrans academic staff, and representatives from CILTM Kedah and Perlis, focusing on alignment of initiatives and strengthening collaborative efforts. At 10:55 AM, the Industrial–Academic Talk 2025 began, drawing approximately 250 participants, including 120 ATM and APM students. The session also welcomed lecturers and students from STML Logistics, POM & MOT, and SoIS, UUM, reflecting strong cross-disciplinary engagement. A Q&A session at 12:00 PM provided participants with the opportunity to interact with speakers and gain valuable insights into current industry trends and academic perspectives.

A key highlight of the day took place at 12:15 PM with the official launching of the CeLT–CILTM Strategic Partnership, marked by a ribbon-cutting ceremony and a 30-second video presentation. Participants then proceeded to the CeLT Room at 12:30 PM for a cake-cutting ceremony, which also coincided with the 2025 birthday celebration for LogTrans academic staff and representatives from CILTM Kedah and Perlis.

Lunch was served at 1:00 PM in the II Room, followed by an afternoon site visit to Inland Perlis at 2:00 PM, providing participants with practical exposure and industry insights. The programme continued into the evening with a dinner session at 5:00 PM in Kuala Perlis, followed by Solat Maghrib at Masjid Terapung. The delegation returned to the EDC at 7:30 PM, marking the conclusion of a meaningful and productive day.





# CILTM IN ACTION – KEDAH & PERLIS SECTION

INDUSTRIAL-ACADEMIC ENGAGEMENT & CELT-CILTM STRATEGIC PARTNERSHIP LAUNCH, 2 DECEMBER 2025 | DEWAN SEMINAR C, STML





# Member's Voice

## **MALAYSIA AS A MARITIME NATION: DISTRIBUTED MARITIME OPERATIONS (DMO) SIGNIFICANCE by FIRST ADMIRAL Ts DR SHAFTDEAN LUFTY RUSLAND CMILT**

Malaysia's Defence White Paper rightly identifies the country as a maritime nation. Surrounded by vital bodies of water, the Strait of Malacca to the west, the Sulu and Celebes Seas to the east, and the South China Sea dividing Peninsular Malaysia from Sabah and Sarawak, the nation's geography underscores its deep dependence on the sea. With extensive coastlines and maritime zones, Malaysia relies heavily on safe and secure sea routes for national well-being, including trade, supply chains, and food security. It is therefore essential to protect, administer and manage these strategic waterways to ensure freedom of navigation while safeguarding national sovereignty.



The contemporary naval concept of Maritime Domain Awareness (MDA), supported by Distributed Maritime Operations (DMO), exemplifies a flexible, intelligent, and interconnected approach to maritime security. Despite having a limited number of platforms, DMO enables the strategic dispersal of ships, aircraft, drones, and sensors across the maritime domain and the airspace above it. However, this approach requires resilient communication and cyber networks to ensure these assets operate cohesively and effectively. DMO also associated with Multi-Domain Operations (MDO) functions by integrating the principles of jointness and interoperability among defence forces, security agencies, and relevant governmental bodies. Operations are coordinated through a Joint Common Operating Picture (JCOP), created from sensor inputs across multiple organisations, which also supports the broader Whole-of-Government and Whole-of-Society (WoGoS) approach. This reflects the national conviction that safeguarding Malaysia is a shared responsibility involving every citizen.

Malaysia's maritime environment is exceptionally rich and strategically important. It hosts one of the world's busiest shipping lanes, abundant fisheries, significant energy reserves, a vast Exclusive Economic Zone (EEZ) with thousands of coastal communities, and numerous offshore oil and gas platforms essential to national revenue. Owing to this vast and economically vital maritime space, Malaysia faces multifaceted security challenges such as illegal fishing, smuggling, piracy, maritime accidents and incursions by foreign vessels. DMO enhances Malaysia's capacity to manage these challenges by enabling the deployment of smaller, agile, and cost-effective vessels, along with drones and advanced surveillance systems, acting as the "eyes and ears" of the nation at sea. This results in safer waters for fishermen, stronger protection for the oil and gas sector, faster responses to maritime emergencies and a more credible deterrent against foreign encroachment.

According to the Ministry of Transport, nearly 95% of Malaysia's trade is transported by sea. Even minor disruptions, whether caused by accidents, geopolitical tensions, or criminal activities, can significantly impact the national economy by affecting exports, supply chains, employment and food prices. Through the distribution of surveillance assets, consistent patrols and a continuous presence across its maritime zones and airspace, Malaysia reduces the likelihood of such disruptions and enhances the resilience of its maritime security architecture. DMO offers a practical and forward-looking approach to managing Malaysia's extensive and increasingly critical maritime domain.

Ultimately, DMO helps ensure that Sea Lines of Communication (SLOCs) remain secure, ports remain seamlessly connected to global trade, and crucial maritime industries such as fisheries and tourism remain stable. There is no doubt that adopting DMO principles will strengthen Malaysia's capacity to protect its waters, reinforce economic stability and secure a prosperous maritime future for all citizens.

# Member's Voice

## The Supply Chain Link Everyone Forgot — Until Ships Stopped Moving By Capt. James Foong MBA FNI FCILT

When Malaysians discuss logistics, the conversation almost always begins with what we can see — trucks on the highways, warehouses buzzing with activity, cranes working at ports, and the speed of last-minute delivery. Yet the single most important link that makes all of this possible is the one we don't see: "the ocean passage". It operates silently, far from land, but the moment ships stop moving, our entire logistics system shakes. That's when we realise the fundamental truth behind the phrase:

### **"No Shipping = No Shopping."**

This isn't a slogan. It is the backbone of Malaysia's entire supply chain. Every product on our shelves, every raw material in our factories, and every parcel Malaysians impatiently track begins its journey at sea. But from the bridge of a ship, the fragility of this link becomes very real. Weather turns unexpectedly. Traffic in the Straits of Malacca tightens. A pilot is delayed. A crane breaks down. Cargo documents arrive late. Even a minor machinery alert can change a vessel's ETA by hours — or days.

These events are commonly invisible to most logistics professionals. They don't appear on dashboards or planning sheets, but they directly impact truck deployment, warehouse labour, port congestion, delivery timelines, and ultimately customer satisfaction. A vessel's one-hour delay at sea can ripple into a week of disruptions on land. Yet because this segment is distant and unseen, it is often underestimated or misunderstood.



### **This is the blind spot Malaysia must address.**

We sit on one of the world's most strategic maritime corridors. More than 100,000 ships pass through the Straits of Malacca every year, carrying everything from food and electronics to automotive components and medical supplies. Without a deep understanding of the maritime segment, our logistics strategies will always be incomplete, reactive, and vulnerable to global disruptions.

This is where maritime literacy becomes a national priority.

And this is where CILTM plays an essential and unifying role. By bringing together mariners, logisticians, supply chain leaders, port operators, academics, and policymakers, CILTM helps Malaysia bridge the knowledge gap between sea and shore. It is a platform where operational seafarers learn the commercial realities of shore planning — and where logisticians gain insights into the unpredictable nature of global shipping.

When both sides understand each other's world, efficiency improves, communication strengthens, and our national logistics system becomes more resilient. Malaysia's competitive edge requires more than modern ports and fast delivery services — it requires recognising that the ocean is not just a transport mode but the foundation of our entire trade ecosystem.



# Member's Voice

## **The Supply Chain Link Everyone Forgot — Until Ships Stopped Moving By Capt. James Foong MBA FNI FCILT**

As a maritime nation blessed with strategic waters and capable people, Malaysia has every reason to lead, not follow. And that leadership begins with acknowledging a simple truth: our supply chain starts long before the port gate — it starts at sea.

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### **About the Author Bio – Capt. James Foong MBA FNI FCILT**

Penang-born Capt. James Foong MBA FNI FCILT is an active ship master commanding container vessels worldwide and an Independent Maritime HSEQ & ISO Auditor, DNV-certified in ISM, ISPS, and MLC Internal Audits. He also specialises in ISO 9001 (Quality), ISO 14001 (Environmental), ISO 45001 (Occupational Health & Safety), vessel condition surveys, and navigational assessments. His consultancy work spans Asia, supporting clients in Malaysia, Singapore, Indonesia, Thailand, Vietnam, Philippines, Taiwan, Hong Kong, China, South Korea, and Japan.

A Fellow of The Nautical Institute (UK) and Fellow of CILTM, Capt. James is a proud ALAM (Akademi Laut Malaysia) graduate and former MISC Berhad cadet and officer. He became the youngest Master Mariner (COC Class 1) certified by New Zealand and also holds an MBA in Shipping & Logistics from Middlesex University London.

With a community of more than 40,000 followers on LinkedIn, Capt. James actively shares insights shaped by his deep passion for the logistics and supply chain sector, bridging maritime operations with modern logistics strategies to strengthen safety, compliance, resilience, and operational excellence across the region.

## **Learning and Development in Project Logistics: Why Experience Matters More Than Theory in Emerging Oil and Gas Regions By Amnurrasyid bin Rasedin, FCILT Manager Logistics and Trade Compliance, Mcdermott International.**

The expansion of oil and gas developments into new and emerging regions has fundamentally reshaped the learning and development needs of logistics professionals. While the principles of logistics, supply chain management, and trade compliance remain globally recognised, the realities of executing complex projects in frontier and semi-mature jurisdictions demand far more than theoretical understanding. They require engagement, judgement, and experience developed through direct involvement in planning and execution.

In recent years, offshore and near-shore developments in regions such as West Africa, Central America, and Southeast Asia have highlighted a recurring challenge for project logistics teams. Regulatory frameworks are often still evolving, port and marine infrastructure may not yet be fully aligned with offshore construction requirements, and institutional interpretation of rules can vary significantly. In such environments, logistics execution becomes a learning process and professional development is inseparable from real project exposure.

This article reflects on logistics execution challenges associated with new oil and gas developments in Namibia, Suriname, Trinidad and Tobago, Vietnam and parts of Indonesia, and explains why experience-based learning is essential when theory and digital tools alone are insufficient.



### **From Global Standards to Local Reality**

Most logistics professionals involved in project execution are well versed in international standards. They understand Incoterms, chartering principles, vessel classes, customs regimes, and contract risk allocation. These frameworks provide an essential foundation and ensure a common professional language across borders. However, when projects move into emerging regions, the gap between written regulation and operational reality becomes immediately apparent. In many cases, laws and regulations do exist, but they are either newly introduced, unevenly implemented, or lack detailed operational guidance. Port authorities, maritime administrations, customs agencies, and energy regulators may each operate within their own mandates, sometimes with overlapping responsibilities. For logistics teams, this creates an execution environment where compliance is not achieved simply by following a checklist, but by understanding intent, engaging with stakeholders, and navigating ambiguity.

This is where learning shifts from theoretical to experiential. Professionals begin to realize that understanding a regulation is not the same as understanding how it will be applied on a specific vessel, at a specific port, under a specific project schedule.

### **West Africa: Namibia and the Emergence of a New Offshore Hub**

The discovery of significant offshore reserves off the coast of Namibia has positioned the country as a new frontier for deepwater oil and gas development in West Africa. While Namibia benefits from political stability and a relatively clear upstream policy framework, its logistics and marine regulatory ecosystem is still adapting to the demands of large-scale offshore construction.

Marine logistics in Namibia typically involve engagement with the Namibian Ports Authority, which oversees port operations, and the Namibia Maritime Administration, responsible for vessel compliance, safety, and maritime governance. Offshore petroleum activities fall under the Ministry of Mines and Energy Namibia, which has oversight of upstream developments.



## **Learning and Development in Project Logistics: Why Experience Matters More Than Theory in Emerging Oil and Gas Regions By Amnurrasyid bin Rasedin, FCILT Manager Logistics and Trade Compliance, Mcdermott International.**

For logistics teams supporting offshore construction vessels, pipelay vessels, and heavy-lift units, learning begins with understanding how these authorities interact. Vessel entry approvals may require alignment between maritime safety requirements, port operational constraints, and offshore work authorizations. While the regulatory intent is clear, safe and compliant operations, the execution pathway is often refined during live projects.

Material importation presents another layer of learning. Offshore construction equipment, subsea tools, reels, and rental spreads are typically brought in under Temporary Import regimes, with customs oversight exercised by the Namibia Revenue Agency. Although Temporary Import provisions exist, their practical application often depends on the project profile, the clarity of re-export plans, and the comfort level of customs officers with offshore operations. Logistics professionals quickly learn that early engagement, transparent documentation, and disciplined tracking are essential to maintaining schedule integrity.

In such an environment, theory explains what should be possible, but experience determines what is achievable.

### **Central America and the Caribbean: Suriname and Trinidad and Tobago**

Offshore developments in Suriname and Trinidad and Tobago illustrate a different form of complexity. In these jurisdictions, regulatory frameworks are relatively mature, but enforcement is conservative and strongly aligned with fiscal accountability.

In Suriname, logistics execution is shaped by the oversight of Staatsolie, alongside customs and port authorities responsible for controlling offshore supply chains. Vessel operations, including construction and support vessels, require careful coordination between port clearance, immigration, and offshore work permits. While ports are capable, offshore project traffic introduces volumes and vessel types that test existing procedures.

Trinidad and Tobago, with its long history in offshore energy, operates under the authority of the Ministry of Energy and Energy Industries Trinidad and Tobago, with customs oversight by the Customs and Excise Division Trinidad and Tobago. The regulatory emphasis here is on control, traceability, and auditability.

For logistics professionals, learning in this region often centres on Temporary Import and drawback regimes. Construction equipment, Remotely Operated (ROV) spreads, and offshore tools may be imported temporarily, but strict conditions apply. Bonds, guarantees, periodic reporting, and reconciliation upon re-export are closely monitored. Even where regulations are clearly written, practical learning emerges when teams face post-clearance audits or schedule conflicts between vessel operations and customs validity periods.

Experience teaches that compliance is not merely procedural. It is relational and reputational. Authorities place greater trust in operators and logistics providers who demonstrate discipline, transparency, and understanding of local expectations.

## **Learning and Development in Project Logistics: Why Experience Matters More Than Theory in Emerging Oil and Gas Regions By Amnurrasyid bin Rasedin, FCILT Manager Logistics and Trade Compliance, Mcdermott International.**

### **Southeast Asia: Vietnam's Block B and Indonesia's Greenfield Ports**

Southeast Asia presents a contrasting landscape. Regulatory frameworks are generally well established, but execution complexity arises from scale, decentralization, and infrastructure readiness.

Vietnam's Block B gas development is a prime example of a large offshore project executed within a structured regulatory environment. Oversight involves PetroVietnam, the Vietnam Maritime Administration, and customs authorities under the General Department of Vietnam Customs. On paper, procedures for vessel entry, offshore construction, and material importation are well defined.

In practice, logistics teams learn that scale introduces new challenges. Large volumes of imported materials, multiple vessel calls, and concurrent offshore spreads place pressure on ports and authorities. Temporary Import regimes are available, but managing guarantees, extensions, and inter-port transfers requires constant attention. Learning occurs not from reading regulations, but from managing the interfaces between engineering schedules, vessel availability, and regulatory approvals.

Indonesia adds another dimension, particularly where projects are executed through secondary or greenfield ports. Regulatory oversight involves the Directorate General of Sea Transportation Indonesia, customs under the Directorate General of Customs and Excise Indonesia, and upstream governance by SKK Migas.

While national regulations exist, their application can vary between ports. Some emerging ports may have limited experience handling offshore construction cargo or supporting lay vessels and Platform Supply Vessels (PSV). Logistics professionals quickly learn that port readiness assessments, early site engagement, and close coordination with local agents are critical. Theoretical compliance is insufficient if infrastructure constraints are not fully understood.

### **Experience Over Theory in Vessel and Marine Logistics**

Across all these regions, vessel operations represent one of the steepest learning curves. Construction vessels, pipelay vessels, and PSVs are subject to layered approvals involving maritime safety, cabotage considerations, crew certification, and port operational constraints. While international conventions and flag state requirements provide a baseline, host country implementation determines execution.

Logistics professionals learn that vessel mobilization schedules are only as reliable as the slowest approval process. Experience teaches when to engage authorities, how to sequence submissions, and how to anticipate questions that may not appear in written guidelines. These insights are rarely transferable through theory alone.

### **The Limits of Artificial Intelligence (AI) and Desk-Based Planning**

The increasing use of digital platforms and artificial intelligence in logistics planning has delivered efficiency gains. AI can assist in analyzing data, structuring logistics plans, and comparing regulatory frameworks. However, in emerging regions, AI cannot replace contextual judgement.



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Regulatory interpretation, informal practices, and evolving requirements are often not captured in digital datasets. Without execution experience, there is a risk that AI-generated outputs are accepted at face value, despite being misaligned with local reality. Learning, therefore, still depends on human engagement and accountability.

### **Professional Development and the Role of CILT**

In this complex environment, professional institutions such as The Chartered Institute of Logistics and Transport (CILT) play a critical role in shaping capability. By promoting continuous professional development grounded in practice, facilitating knowledge sharing, and encouraging ethical standards, CILT helps practitioners navigate uncertainty with professionalism.

Through articles, forums, and professional networks, logistics professionals learn not only from their own projects, but from the collective experience of the industry. This shared learning is particularly valuable in emerging regions, where precedent is limited and mistakes can be costly.

### **Conclusion**

The execution of oil and gas projects in emerging regions such as West Africa, Central America, and Southeast Asia demonstrates a fundamental truth about logistics learning and development. Theory provides direction, but experience provides judgement. Regulations may be written, but their application is learned through engagement. Digital tools may assist, but they cannot replace professional insight.

For logistics professionals, true development occurs when they are involved in real projects, exposed to regulatory complexity, and required to balance compliance, schedule, and cost in uncertain environments. As the industry continues to move into new frontiers, learning through execution will remain not just valuable, but essential.

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### **Author Profile**

Amnurrasyid bin Rasedin, FCILT, is a senior logistics and trade compliance professional with over 15 years of experience supporting complex offshore and onshore energy projects across Asia-Pacific, Africa, and Americas. Based in Kuala Lumpur, he is actively involved in project logistics planning, regulatory engagement, and professional knowledge sharing through CILT Malaysia.

## **Bridging the Gaps: Sabah's Unified Ministry Meets the Test of Reality – Expanding the Blueprint for Logistics** **By Datuk Ts Dr Hj Ramli Amir FCILT** **CILTM Past President**

The creation of the Ministry of Industry, Entrepreneurship and Transport is a definitive step toward solving Sabah's chronic economic fragmentation. While the integration of policy silos is the crucial first act, the ministry's ultimate legacy will be judged on its ability to dismantle the long-standing logistical bottlenecks that have stifled growth. Moving beyond organizational charts, the ministry must now target specific, entrenched issues with precise interventions.

### **Confronting Core Logistics Challenges**

Sabah's logistical landscape is marked by a high-cost, low-efficiency paradigm. Key challenges include:

- **Imbalanced Freight Flows:** Heavy reliance on imports leads to inbound containers, while many outbound containers depart underfilled with local exports, making shipping routes less viable and more expensive.
- **The First and Last Mile Crisis:** Even if major ports and highways are efficient, the critical linkages—the roads connecting industrial estates, agricultural collection centres, and rural producers to main networks—are often inadequate or poorly maintained.
- **Procedural Friction:** Cumbersome customs clearance, fragmented documentation, and a lack of real-time cargo tracking increase delays and costs, eroding competitiveness for time-sensitive goods like fresh produce.
- **Modal Disconnect:** An over-reliance on road transport, without efficient integration with sea or potential air cargo options, creates congestion and lacks resilience.



### **Strategic Enhancements for a Connected Sabah**

The new ministry's integrated mandate allows it to address these issues not as isolated transport problems, but as core economic priorities. Potential areas for enhancement include:

#### **1. Prioritizing the Export-Led Logistics Corridor:**

The forthcoming Total Transport Masterplan must explicitly design logistics corridors around key export potentials. For instance:

- For the Palm Oil Industrial Cluster (POIC) in Lahad Datu, the plan should mandate and fund a dedicated, high-capacity road and potential rail spur connecting it directly to the Sapangar Bay Container Port (SBCP), treating the route as critical economic infrastructure.

For the Sabah Oil and Gas Industrial Park (SOGIP) in Kimanis, logistics planning must integrate with the adjacent Kimanis Power Plant and Petronas LNG complex to streamline the movement of oversized equipment and materials.



## **2. Optimizing Port Efficiency and Function:**

The ministry should move beyond viewing SBCP merely as a container terminal. Enhancements involve:

- Developing Dedicated Export Zones within port boundaries for value-added activities like grading, packaging, and minor processing of fisheries and agricultural products, turning the port into an export facilitator.
- Implementing a Port Community System, a digital platform that connects shippers, freight forwarders, hauliers, and customs, to reduce paperwork and wait times.
- Incentivizing shipping lines to establish more direct international calls at SBCP, rather than transshipment through regional hubs, by guaranteeing streamlined operations and consolidated export cargo volumes from coordinated state-backed initiatives.

## **3. Unleashing Rural and Agri-Logistics:**

"Sabah First" must mean building logistics that empower the hinterland.

- Establish a network of Agri-Logistics and Collection Hubs in key districts (e.g., Keningau, Tambunan, Tenom). These hubs would provide cool storage, basic processing, and aggregation points, enabling efficient bulk transport to main ports or processing plants.
- The ministry's transport wing must work with the entrepreneurship division to finance and deploy a modern, managed fleet of refrigerated and containerized trucks accessible to SME cooperatives, reducing dependence on sporadic and expensive third-party services.

## **4. Embedding Digital Integration and Transparency:**

The ministry should champion a Sabah Trade and Logistics Digital Gateway. This single window would provide real-time data on port wait times, trucking availability, warehouse space, and simplified permit applications. This transparency reduces uncertainty and allows businesses to plan efficiently, while giving the ministry vital data to identify and clear bottlenecks.

## **5. Fostering Public-Private Operational Partnerships:**

Rather than the government attempting to own and operate all logistics assets, the ministry should focus on being a smart regulator and facilitator. It can:

- Concession the operation of inland terminals or specialized agri-hubs to private operators with performance-based contracts.
- Incentivize private investment in logistics parks and warehousing near key industrial clusters through targeted rates and streamlined approvals.

## **Conclusion: From Infrastructure to Flow**

The Ministry of Industry, Entrepreneurship and Transport inherits not just a portfolio, but a fundamental task: to shift Sabah's focus from building isolated infrastructure to engineering seamless flow. The goal is to lower the end-to-end cost and time of moving goods from Sabah's farms, factories, and forests to global markets. By targeting these specific logistical enhancements—corridor prioritization, port optimization, rural integration, digital transparency, and strategic partnerships—the ministry can translate its integrated vision into tangible economic gains. The success of this mission will be measured not in kilometres of road built, but in the increasing volume and value of Sabah-made goods reaching the world, and in the growing competitiveness of every local business that depends on getting their product to market. The organizational bridge has been built; now it must carry the heavy traffic of a revitalized economy.

# Member's Voice

## Shaping Sabah's Supply Chain Future: CILTM Sabah Section Annual Dinner 2025 at SICC By Datuk Ts Dr. Hj Ramli Amir, former President of CILT Malaysia and Vice President of CILT International for Southeast Asia

KOTA KINABALU: The CILTM Sabah Section Annual Dinner 2025 is being held today, Sunday, 14th December 2025, at the Sabah International Convention Centre (SICC), marking not only a social gathering of members and industry guests but also a celebration of the Section's strategic impact on Sabah's logistics and transport landscape.

The evening provides a fitting backdrop to reflect on how the Section has grown since 2006 into a respected professional platform and a key voice in policy advocacy for the state's supply chain ecosystem.

### Event and leadership focus

The dinner at SICC brings together CILTM Sabah members, partners, and invited guests from across the logistics, transport, and wider supply chain sectors, fostering networking, knowledge sharing, and closer collaboration. The Chairman of CILTM Sabah Section, Mr. Daniel Doughty, will deliver the main address, highlighting the Section's journey, its current priorities, and its role in supporting Sabah's economic development through a more integrated and efficient logistics framework.



### Legacy since 2006

Since its inception in 2006, the Sabah Section has evolved from a small professional chapter into a recognised and credible platform within the logistics and supply chain community.

The founder Chairman, Datuk Ts Dr Hj Ramli Amir, can take pride in seeing how the Section has matured into an organisation that not only builds professional capacity but also shapes policy discussions and strategic directions for Sabah's transport and logistics sector.

### Advocacy for Sabah Logistics Council

One of the Section's key achievements has been its successful advocacy for the establishment of a Sabah Logistics Council, approved by the state government to be set up under the then Ministry of Works.

This council is envisioned as a central coordinating body to bring together the state's previously fragmented logistics players and functions under one roof, providing a structured platform to address bottlenecks, improve coordination, and strengthen the overall efficiency and resilience of the logistics system.

By creating a formal mechanism for dialogue and problem-solving, the council helps reduce duplication, streamline decision-making, and promote more strategic planning for freight, ports, roads, and related infrastructure.



## **Ministerial mandate on transportation**

The Institute has also been instrumental in advocating for a clearer and stronger ministerial mandate on transportation, ensuring that transport is no longer treated as a secondary or dispersed function.

This advocacy contributed to the creation of a new Ministry of Industry, Entrepreneurship and Transportation, where transportation is now embedded as a core functional responsibility. Nestling transport within this expanded ministry allows for more cohesive interaction between industrial development, entrepreneurship, and logistics, aligning transport policies with investment, trade, and enterprise growth.

## **Impact on state economy**

With transport now structurally anchored in a ministry that also oversees industry and entrepreneurship, Sabah is better positioned to design and implement policies that link supply chain efficiency with broader economic objectives.

A more coordinated logistics environment, supported by the Sabah Logistics Council and an integrated ministerial mandate, can reduce costs, improve connectivity, and enhance reliability for businesses across urban and rural areas. Over time, these reforms are expected to boost competitiveness, attract investment, and support more inclusive growth by ensuring that logistics infrastructure and services keep pace with Sabah's economic ambitions.

CILTM Sabah Section is now well positioned to champion Sabah's next major agenda in logistics and transport planning. The emerging mission is to call for a comprehensive, state-wide Transport Masterplan that systematically addresses Sabah's short, medium, and long-term mobility and connectivity needs.

## **Strategic mission**

The proposed grand Transport Masterplan for Sabah should provide a clear, integrated framework for road, rail, sea, and air connectivity, aligned with the state's industrial, tourism, and rural development priorities. It would move Sabah beyond piecemeal projects towards a coherent blueprint that guides infrastructure investment, regulatory reform, and service improvements over the coming decades.

## **Time horizons and focus**

In the short term, the masterplan can prioritise resolving critical bottlenecks, improving last-mile connectivity, and enhancing safety and reliability for passengers and freight. Over the medium term, it should map out network upgrades, intermodal hubs, digitalisation, and capacity building to support growing trade and industry. In the long term, the plan should position Sabah for regional integration, resilience to climate and market shifts, and the adoption of greener, more sustainable transport solutions.

## **Role of CILTM Sabah**

CILTM Sabah Section can serve as a professional catalyst by convening stakeholders, contributing technical expertise, and helping to define evidence-based priorities and performance indicators for the masterplan. Building on its track record in advocating for the Sabah Logistics Council and a dedicated transport mandate in government, the Institute can now frame this Transport Masterplan as the logical next step to unlock efficiency, reduce fragmentation, and enhance the overall competitiveness of Sabah's economy.

## **Closing with the motto**

As the Section reflects on its journey from 2006 to becoming a recognised voice in Sabah's logistics and transport policy, and as it looks ahead to championing a grand Transport Masterplan for the state, the message is clear: progress is only possible through collaboration, shared vision, and collective effort across government, industry, and the profession.

In this spirit, the CILTM Sabah Section reaffirms its commitment to move forward with its members and partners under the banner, "Stronger Together."

The logistics and transport industry is undergoing rapid transformation due to digitalisation, rising sustainability expectations, supply chain disruptions, and a persistent skills shortage. These changes are reshaping how the sector operates and competes. In this context, diversity and inclusion are not optional but strategic imperatives. Women are increasingly contributing to positive change, with their growing participation and leadership enhancing industry resilience, innovation, and sustainability.

In the past, logistics and transport were largely male dominated, often associated with physically demanding work and inflexible hours. Today, the sector relies heavily on technology, strategic planning, data analytics, customer relationship management, and policy development. As the industry faces complex global challenges, the inclusion of women has become critical for organisational performance and competitiveness. Despite progress, women remain less represented globally, especially in senior leadership and technical roles. Participation has increased in areas such as administration, customer service, planning, academia, and regulatory bodies, but challenges persist, including gender biases, limited visibility of female role models, and work life balance constraints.

Nonetheless, more women are entering and advancing within the sector, supported by higher education, professional qualifications, and industry networks. Their presence addresses talent shortages while positively influencing workplace culture and leadership practices. Women contribute across the logistics and transport value chain, particularly in leadership roles, where inclusive decision-making, effective communication, and long-term strategic thinking are highly valued. These skills are essential for managing complex supply chains, stakeholder engagement, and cross-functional teams.

Women are also leading digital transformation initiatives, including smart logistics systems, data-driven decision-making, and customer-centric solutions. Their collaborative and adaptable approaches are vital in an industry characterised by continuous change. Organisations that embrace gender diversity are better positioned to innovate and respond effectively to disruption.

Sustainability has become a central focus, and women are making significant contributions to environmental, social, and governance initiatives. These include greener transport solutions, ethical supply chains, and inclusive mobility planning. Research indicates that diverse teams prioritise safety, social responsibility, and long-term environmental outcomes. Women leaders frequently advocate for people-centred transport systems that promote accessibility, safety, and social equity, aligning with global sustainability goals and responsible economic development.





Another important contribution of women is in nurturing future talent. Through mentoring, teaching, research, and leadership development programmes, women inspire and guide the next generation of logistics and transport professionals. Encouraging more young women to pursue careers in this sector requires visibility, guidance, and structured professional development pathways. Educational institutions, employers, and professional bodies are key in providing training, certification, and leadership opportunities. Supportive work environments and clear career pathways improve both retention and organisational performance.

Professional bodies such as the Chartered Institute of Logistics and Transport (CILT) play a vital role in promoting diversity and inclusion. By offering professional standards, lifelong learning, networking, and leadership development, CILT creates an environment where women can thrive and contribute meaningfully at all levels.

Overall, women are not only participating in the logistics and transport industry but actively driving change. Their contributions enhance leadership effectiveness, innovation, sustainability outcomes, and talent development. Embracing gender diversity is essential to building a resilient, future ready sector. Through collective efforts by industry leaders, employers, educators, and professional bodies, the sector can fully benefit from the skills, perspectives, and leadership that women bring.

As we welcome the new year 2026, there is renewed optimism that more women will be encouraged to enter and succeed in the logistics and transport sector, supported by education, leadership pathways, and inclusive workplace practices. By continuing to open doors, recognise talent, and provide equal opportunities, the industry can empower women to lead, innovate, and thrive by strengthening organisations, supply chains, and the sector for the generations to come.

Ts Dr. Nuur Fathin Roslan CMILT  
Senior Lecturer , UniKL MITEC, PASIR GUDANG, JOHOR

# Member's Voice



**Gemas-JB ETS Needs Better Access To Curb City Traffic - Expert  
CILTM President, Professor Ts Dr Muhammad Zaly Shah FCILT**



**Forest City could ease Johor Baru traffic, population density.  
CILTM President, Professor Ts Dr Muhammad Zaly Shah FCILT**



**The Light Bulb Moments That Shape My Life  
CILTM Former Secretary General, Dr Pola Singh**



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The Chartered Institute of Logistics  
and Transport, Malaysia  
12D, 4th Floor, Block 1  
Worldwide Bussiness Centre  
Jalan Tinju 13/50 Section 13  
40675 Shah Alam  
Selangor Darul Ehsan



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+6 (03) 5510 5275



info@cilt.org.my



www.cilt.org.my

