

## The Successful Journey of a Diplomat and Negotiator Case Study of Mrs. Retno Marsudi

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**Abstract.** *This article takes an in-depth look at Ms. Retno Marsudi's successful career in diplomacy, as well as the factors that played a role in this achievement, while providing concrete examples of the practice of diplomacy. Using a descriptive research methodology, it explores theories of global diplomacy and the practice of Indonesian diplomacy. The research findings confirm the central role played by Ms. Retno Marsudi in building Indonesia's diplomatic relations with other countries. She is known for her strong leadership, communication skills, and wisdom in handling sensitive issues. In addition, this article also illustrates how Indonesia's free and active foreign policy is realized through effective diplomatic efforts, especially in achieving peace between Palestine and Israel. In the global context, Ms. Retno Marsudi's diplomatic work reflects Indonesia's commitment to play an active role in fighting for international peace and justice. In conclusion, Ms. Retno Marsudi's career journey not only provides inspiration, but also provides valuable lessons in the practice of diplomacy that has a positive impact globally.*

**Keywords:** *diplomacy, personal succes, professional success, diplomacy career, Retno Marsudi*

**Abstrak.** Artikel ini mengungkap secara mendalam perjalanan karier yang sukses dari Ibu Retno Marsudi dalam dunia diplomasi, serta faktor-faktor yang berperan dalam pencapaian tersebut, sambil memberikan contoh konkret dari praktik diplomasi. Dengan menggunakan metodologi penelitian deskriptif, penelitian ini menjelajahi teori-teori diplomasi global dan praktik diplomasi Indonesia. Temuan penelitian menegaskan peran sentral yang dimainkan oleh Ibu Retno Marsudi dalam membangun hubungan diplomatik Indonesia dengan negara-negara lain. Ia dikenal karena kepemimpinan yang kuat, kecakapan berkomunikasi, dan kebijaksanaannya dalam menangani isu-isu sensitif. Selain itu, artikel ini juga menggambarkan bagaimana kebijakan luar negeri bebas aktif Indonesia diwujudkan melalui upaya-upaya diplomasi yang efektif, terutama dalam mencapai perdamaian antara Palestina dan Israel. Dalam konteks global, karya diplomatik Ibu Retno Marsudi mencerminkan komitmen Indonesia untuk berperan sebagai pemain aktif dalam memperjuangkan perdamaian dan keadilan internasional. Kesimpulannya, perjalanan karier Ibu Retno Marsudi tidak hanya memberikan inspirasi, tetapi juga memberikan pelajaran berharga dalam praktik diplomasi yang berdampak positif secara global.

**Kata kunci:** diplomasi, kesuksesan pribadi, kesuksesan profesional, karir diplomasi, Retno Marsudi

## INTRODUCTION

States through official representatives and other actors seek to convey, coordinate and secure specific or even broader national interests that are carried out through correspondence, informal talks, exchanging points of view, lobbying, visits, and directly related activities.

While diplomacy is concerned with activities leading to peace, it also leads to war or armed conflict because the main task of diplomacy is not only conflict management, but also change management and its maintenance by means of continuous persuasion in the midst of ongoing change.

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Received: April 29, 2024; Accepted: Mei 30, 2024; Published: Juni 30, 2024

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Since 1922 Ernest Satow has defined diplomacy as the application of intelligence and tactics to the conduct of official relations between sovereign governments, usually extended to relations with their colonies. A definition that comes closest in terms of method and content is “Diplomacy represents political, economic and military pressure on states engaged in diplomatic activity, initiated in an exchange of demands and concessions between negotiating actors”. In order to achieve national interests, skills in diplomacy are the main requirement of a diplomat involved in international politics, which is basically used to reach agreements, compromises, and problem solving where government objectives conflict. Diplomacy can be organized in special meetings or public conferences. Diplomacy seeks to change the policies, actions, goals, and attitudes of other governments and their diplomats through persuasion, offering rewards, exchanging concessions, or sending threats.

Diplomacy is successful when conflicts can be resolved without violence, war, or sacrifice. When there is a conflict between countries, diplomacy can be an effective tool to keep the relationship between the two parties going well and keep the conflict prolonged and with minimum consequences.

Diplomacy as the implementation of foreign policy, as well as the management of international relations through negotiations, diplomacy is also a way of establishing cooperation in the case of international relations in order to achieve common interests, through negotiations and bargaining. So the ability to diplomacy is an art and skill that is indispensable to fight for the interests of the country both on a bilateral, non-bilateral, official, non-official scale, and lobbying behind the scenes.

The purpose of writing this topic is to know the importance of diplomacy in negotiating to fight for the interests of the country. As one of the instruments in politics and the success of diplomacy that can save the country from war, obtain trade concessions, improve a positive image to other countries, and defend the interests of citizens in other parts of the country as well as provide deep insight into how diplomacy is used.

The importance of diplomacy is carried out by every country in order to achieve a country's physical and non-physical stability. Therefore, actors of diplomacy must improve the quality of thoughts, materials, and abilities in order to achieve the wishes and

interests of the state through conflict resolution, promotion of social economic cooperation, and social security.

Possible problems faced by this journal include data limitations, due to the limited empirical data used to support the analysis. In addition, the findings in the journal are difficult to generalize widely due to the focus on one figure, namely Ibu Retno Marsudi, and a specific example of diplomacy, such as Palestinian-Israeli peace. In addition, the journal may not include viewpoints or contributions from other parties in Indonesia's diplomatic role, such as non-governmental agents or regional actors.

The purpose of identifying issues in this journal is to encourage wider discussion and follow-up research on the same or related topics. This is expected to enrich our understanding of diplomacy and international relations, and pave the way for more in-depth and holistic research in the field.

### **Example**

The decades-long conflict between Palestine and Israel continues. This conflict began with the Balfour Declaration after the British conquered the Ottoman Empire. This declaration contained a statement that Britain supported the Jewish nation to establish a state in Palestine on November 2, 1917. Because of this, Israel began to invade or colonize Palestine until now. (Dewi Suratiningsih, 2020: 12)

The colonization carried out by Israel is currently very contrary to human rights. This conflict has also attracted the attention of the world community, especially Indonesia, which has long established friendly relations with Palestine. Indonesia has fully supported the Palestinian people to fight for their rights in achieving independence since the era of President Soekarno until now in the era of President Joko Widodo.

On January 22, 2019, Indonesia attended the UN Security Council Session and through its foreign minister, Retno Marsudi, conveyed issues regarding the resolution of the Palestinian-Israeli conflict, including: respect for International Law and UN Resolutions, peace concerning international legitimacy and cessation of human rights violations in Palestine committed by Israel.

In addition, at the UN Security Council Session on March 26, 2019, Indonesia again voiced the two-state solution by providing and recognizing the existence of the two states, namely Palestine and Israel because this is the only option for the Palestinian and Israeli peace process. Indonesia also requested that the UN Security Council act decisively in

responding to and resolving this conflict, including crimes against humanity committed by Israel against Palestine and sacrificing many lives.

In her mediation role to resolve the conflict between Palestine and Israel, Ms. Retno Marsudi must operate in a very complicated and politically sensitive context. She needs to carefully understand each side's history, culture and interests in order to facilitate meaningful dialog. This involves identifying points of common ground between them, creating an enabling environment for open conversations, and steering the talks towards a solution acceptable to both sides. In addition, Ibu Retno also needs to work with other parties, such as UN member states and international organizations, to support the mediation efforts and gain legitimacy for the proposed solution. Thus, Ms. Retno Marsudi's mediation role requires a combination of diplomatic skills, cultural sensitivity, and careful political strategy.

## **LITERATURE REVIEW**

Our topic addresses both personal and professional success, with a focus on the case study of Ms. Retno Marsudi and her success in diplomacy. Conducting a literature review is important because it helps us understand the broader context around the concepts of personal and professional success, and strengthens our knowledge of the factors that influence success in diplomacy. It also helped us identify gaps in existing knowledge, such as the role of interpersonal skills and diplomatic strategies in achieving success. By conducting a literature review, we were able to build a strong foundation for our research, highlight key factors to consider, and develop a deeper understanding of how Ms. Retno Marsudi achieved her success in diplomacy.

In this topic we will discuss in detail how Ms. Retno Marsudi achieved success in her diplomatic career, and what factors contributed to her success as well as present examples of diplomacy. To find relevant literature, we will use a multi-source approach. First, we will conduct searches in academic databases such as Jurnal Sinta, Google Scholar, and by using keywords such as “diplomacy”, “personal success”, “professional success”, “career success factors”, and “Retno Marsudi”. In addition, we will also search for literature from reliable sources such as books, reports, and articles in online media related to the topic we are researching. We will check the references of the primary works found to identify additional relevant literature.

Our inclusion criteria for selecting studies to be included in our literature review are: We will prioritize studies published within the most recent timeframe, i.e. within the last 10 years, to ensure that we obtain relevant and up-to-date literature. We will consider qualitative, quantitative and mixed-methods studies that investigate factors that influence personal and professional success, as well as factors related to diplomacy and Ms. Retno Marsudi's career.

It will also consider studies from different geographical locations to gain greater insight and diversify perspectives related to personal, professional and diplomatic success. We include studies available in English, Indonesian, and possibly other relevant languages, to ensure broad and representative coverage. Our exclusion criteria will include studies that are not relevant to our topic, studies that are of low methodological quality, and studies that are not available in a language we can understand or translate. By using these criteria, we will ensure that our literature review is focused, relevant, and of good quality.

In evaluating the quality and validity of the studies included in our literature review, we identified some relevant strengths and weaknesses for each study, as well as providing an overall assessment of the quality of the evidence provided. The main strengths of the studies were solid methodology and relevance to our research questions. Some studies used strong research designs, such as qualitative studies with in-depth data collection or quantitative studies with representative samples. Some studies had large and representative sample sizes, which increased the applicability of the results and generalizability of the findings. In-depth and consistent data analysis was also a strength of some studies, enabling robust and reliable conclusions to be drawn.

Some studies had limitations in terms of sample size, with relatively small or demographically unrepresentative samples. Potential bias was also a weakness found in some studies, such as selection bias or respondent bias, which could affect the validity of the findings. There were also studies that lacked transparency in acknowledging and addressing methodological limitations, which could affect the credibility of the results.

Overall, the literature we reviewed offers valuable insights into the factors that influence personal and professional success, as well as the practice of diplomacy. While some studies have weaknesses, most studies demonstrate good quality in terms of methodology and analysis. Taking into account these various strengths and weaknesses,

we can conclude that the literature we reviewed overall provides useful and relevant evidence for understanding our topic. Thus, despite variations in the quality and validity of the studies we reviewed, our literature review resulted in a more comprehensive understanding of the factors that influence personal and professional success, as well as the practice of diplomacy.

The main findings of our literature review highlight several key factors that influence personal and professional success, as well as success in diplomacy, as observed in Ms. Retno Marsudi's career.

### **RESEARCH METHOD(S)**

The type of research used in this research is descriptive research. Researchers try to achieve a general understanding of the object under study which is carried out by analysis and after reaching this understanding, a conclusion is drawn.

The data used in this study were obtained from library research sourced from various reliable sources such as books, journals and articles. Researchers read various scientific sources related to the successful journey of an Indonesian foreign minister, namely retno marsudi, the success of diplomacy in Indonesia carried out by the Indonesian foreign ministry and the role of personal and professional success in diplomacy.

“In conducting research or data analysis, several stages are needed as described by Miles and Huberman (2008, p. 337-247), namely by conducting data analysis. 337-247, namely by conducting data reduction, data analysis and conclusion drawing/verification (Dewi Suratiningsih, 2020: 15).

In identifying the discussion of Retno Marsudi's success as Indonesia's foreign minister, researchers conducted the three stages previously mentioned, namely data reduction, analysis and conclusion drawing/verification.

The first stage, namely data reduction, is by summarizing the sources that have been obtained and sorting out the important things that will be used. The second stage, namely conducting analysis by understanding the interview transcript. In this case, researchers categorize the data based on the data categories obtained. The third and final stage, namely the researcher conducts conclusion drawing / verification by trying to test the

temporary conclusions from the results of the analysis in order to find and match validity with evidence in the form of data / observations obtained from various data sources.

## **FINDINGS AND DUSCUSSION**

### **Success in Diplomacy Career of Mrs. Retno Marsudi**

Retno Lestari Priansari Marsudi, S.H., LL.M., better known as Retno Marsudi, plays an important role in Indonesia's political history. As the first woman to serve as Minister of Foreign Affairs, Marsudi broke a tradition that had been filled by men. Her almost entirely professional career in the Ministry of Foreign Affairs demonstrates her commitment to diplomacy. The appointment of Marsudi by President Joko Widodo to serve as Minister of Foreign Affairs in the 2014-2019 period and again in the 2019-2024 period confirms the government's trust in her ability to carry out the task.

Retno Marsudi was born in Semarang on November 27, 1962. Her father, Moch. Sidik, was a high school teacher and a veteran of the student army, while her mother, Retno Werdiningsih, worked as an employee at a private high school in Semarang. Retno Marsudi was the eldest of five children. Her basic education from elementary to junior high school was taken in Semarang, her high school education was undertaken at SMA 3 Semarang, where she graduated in 1981. After graduating from high school, Marsudi continued her undergraduate education at Gadjah Mada University (UGM) majoring in International Relations, in accordance with her goal to become a diplomat.

In his undergraduate studies, he graduated cum laude and was listed as the fastest graduate of Faculty of Social and Political Sciences in 1985. Coinciding with his graduation, the Department of Foreign Affairs conducted a selection of diplomat candidates at 10 major universities, including UGM. He was selected as a diplomat candidate and immediately accepted to work in the Department of Foreign Affairs. However, to deepen his diplomatic knowledge, he continued his studies to the European Union Law Study Program at Haagse Hogeschool, The Hague, in 2000.

He was also a visiting student in the Human Rights Department at the University of Oslo in 2006. By that time she had already served as Indonesian Ambassador to Norway and Iceland. Besides Retno Marsudi's successful career, she also has a happy life. She is married to Agus Marsudi. Agus Marsudi is also an alumnus of Gadjah Mada University (UGM) majoring in architecture and a graduate of University Delft. Since then, she has

been known as Retno Marsudi. From her marriage with Agus Marsudi, she has two sons named Dyota Marsudi and Bagas Marsudi. Retno Marsudi's husband is very supportive of her career as a diplomat.

Retno Marsudi's current success is the result of her hard work since childhood. Having a confident attitude towards her goals, she has aspired to be a diplomat since she was in school. Despite facing various difficulties, including during her college years, she remained determined to achieve her goals. As the first woman to serve as Minister of Foreign Affairs in Indonesia, Retno Marsudi made an inspiring history.

Retno Marsudi also became Indonesia's first female ambassador to the Kingdom of the Netherlands. Previously, her position as Director General for the Americas and Europe has made her the first woman to carry out gender mainstreaming policies, diplomacy to protect women migrant workers, and various experiences in the world of diplomacy. In championing gender mainstreaming at the Ministry of Foreign Affairs, Retno Marsudi firmly voices the view that there should no longer be discrimination against women.

The cabinet composition that gives women ministerial responsibilities at 25% is very surprising. It marks a new trend, especially since since Retno Marsudi took office as Foreign Minister, only about 10% of her 70 diplomats are women. This change is also reflected in the Ministry of Foreign Affairs' policies, which now favor women. Retno Marsudi explained that this new policy includes personal aspects, such as no longer requiring a diplomat to be married to another diplomat. Furthermore, the Ministry of Foreign Affairs recently signed a memorandum of understanding (MoU) with the Ministry of PPPA, affirming that the Ministry's policies and budget demonstrate a commitment to women's empowerment.

Thanks to her wise leadership, Retno Marsudi has led Indonesia to many international achievements. One notable achievement was successfully delivering Indonesia to become a member of the United Nations (UN). In addition, Indonesia was also elected as a non-permanent member of the UN Security Council for the 2019-2020 period, as well as a member of the UN Human Rights Council for the 2020-2022 period. However, these achievements did not come easily. When Marsudi committed to nominating Indonesia, she was at the forefront of contacting friendly countries to get the necessary support.



In addition, Retno Marsudi has won various prestigious awards that make Indonesia proud. Among others, the Migrant Workers Protection Award from the Indonesian Migrant Workers Union in 2017, Agent of Change for Gender Equality and Women's Empowerment from UN Women and Partnership Global Forum in the same year, as well as “El Sol del Peru” or the Sun of Peru in 2018, and many more. In 2015, Marsudi also received the Certificate of Merit award as “The Best Ambassador” from the prestigious diplomatic magazine Diplomat Magazine. The highest award Ridder Grootkruis in de Orde van Oranje-Nassau from Head of State King Willem-Alexander at Noordeinde Palace, The Hague, Netherlands, was also received by Retno Marsudi as a very proud award.

Despite having served as Minister of Foreign Affairs in the 2014-2019 period, Retno Marsudi returned to serve a second term in the 2019-2024 period. The performance of the Indonesian Ministry of Foreign Affairs under her leadership was recognized by the Centre for Strategic and International Studies (CSIS) through its Performance Analysis of the Indonesian Ministry of Foreign Affairs (2015-2018). Retno Marsudi's impressive experience and achievements encouraged President Joko Widodo to re-elect her as part of the Working Cabinet, making her the second consecutive Minister of Foreign Affairs.

### **Contributing Factors to Her Success**

From our observations of Mrs. Retno's leadership success factors based on traits and personality, it can be seen that she was a very confident and hardworking figure from an early age. Her strong determination to achieve her goals as a diplomat has inspired many people, proving that with courage and hard work, anything is possible. In addition, as a gender mainstainer in the Ministry of Foreign Affairs, Ms. Retno provides the view that there is no more room for discrimination against women. This reflects the qualities of someone who has extensive knowledge, a clear orientation towards the future, and the courage to develop and inspire others.

Ms. Retno is also known as a highly productive individual who is committed to her work. Even during her leave of absence from her position as Minister of Foreign Affairs, she chose to remain active and work alongside the President at the Merdeka Palace. Not only that, her diplomatic skills and exceptional handling of international relations have led Indonesia to great achievements, such as Indonesia's membership in the UN as a non-

permanent member of the UN Security Council for the 2019-2020 period, as well as becoming a member of the UN Human Rights Council for the 2020-2022 period.

Ms. Retno's earnestness in carrying out her duties is reflected in her two terms as Minister of Foreign Affairs, showing that she never takes things halfway. With all her qualities and dedication, Ms. Retno Marsudi has become an inspiring example for many in achieving success in diplomacy and leadership.

Based on previous observations, the factors that have contributed to Ms. Retno Marsudi's success in conducting many diplomacies on behalf of Indonesia are diverse and interrelated. Strong communication skills are one of the main foundations in Ms. Retno's diplomatic journey. Her ability to effectively communicate with various parties has helped strengthen diplomatic relations and facilitate successful negotiations.

Moreover, her proven diplomatic skills, backed by her experience and deep understanding of the dynamics of international diplomacy, enable her to face challenges with confidence and achieve desired outcomes in complex situations. The support of the Indonesian government and society has also played an important role in supporting Ms. Retno's role and mandate in international forums. Her reputation and credibility as an honest, competent, and integrity diplomat has strengthened Indonesia's position on the global stage, while her visionary leadership has enabled Ms. Retno to articulate Indonesia's vision on global issues such as peace, trade, and sustainability.

In addition, Ms. Retno's extensive diplomatic network, including connections with diplomats from other countries, allows her to expand Indonesia's diplomatic network and facilitate mutually beneficial cooperation. Thus, Ms. Retno's success in diplomacy is not only driven by one single factor, but is the result of a combination of various factors that support and complement each other.

## **Example**

### **1. Diplomacy In Global**

Diplomacy is the process of communication between states to achieve common goals or resolve conflicts. Global diplomacy refers to this practice in an international context, meaning that countries interact with each other through official representatives, diplomatic missions, and high-level meetings to resolve international issues. Diplomacy is also about promoting trade, strengthening bilateral and

multilateral relations. An example of diplomacy in the international sphere is the Paris Agreement, which was joined by many countries.

The Paris Agreement on Climate Change (2015) is an international agreement signed by 195 countries at the 21st Conference of the Parties to the Framework Convention on Climate Change (COP21) on December 12, 2015. The agreement aims to control global climate change by reducing greenhouse gas emissions and enhancing cooperation among countries to face the challenges of climate change. The result of global diplomacy involving many parties, including the Syrian Government, the Syrian opposition, and international countries such as the United States, Russia, and the European Union. The agreement aims to end the literary conflict in Syria and initiate a peace process. Although challenges remain, this agreement shows how global diplomacy can be used to achieve the goals of peace and stability.

## **2. Diplomacy In Indonesia**

In the context of diplomacy in Indonesia, Indonesia involves the role of non-state actors, such as international organizations, activities, business actors, interest groups, and others in achieving diplomatic goals, such as improving interactions, handling conflicts. The basic principle of Indonesian diplomacy is “Bebas Aktif”, which was first proposed by Sutan Sjahrir at the Asia Conference in New Delhi in 1946. Free means we have the right to determine our judgment on world affairs and are free from attachment to any one power bloc in the world and its military alliances. Active, that is, actively and constructively trying to contribute to the achievement of true independence, world peace and justice in accordance with the 1945 Constitution.

Examples of diplomacy carried out by the Indonesian state with other countries: Indonesia-Korea Conference Diplomacy (2019), in order to commemorate 46 years of diplomatic relations between Indonesia and South Korea, the Foreign Policy Community of Indonesia (FPCI) together with the South Korean Embassy. Jakarta organized the Indonesia-Korea Conference 2019. The conference discussed various ideas to improve bilateral relations in various fields, including economics and business.

## **CONCLUSION AND RECOMMENDATION**

Retno Marsudi's career that led her to success in the world of diplomacy is very influential in international relations between Indonesia and other countries. As Indonesia's Minister of Foreign Affairs, Retno has perfectly implemented Indonesia's free and active foreign policy. This is proven through various diplomatic initiatives that she has carried out, such as peace diplomacy between Palestine and Israel, as well as efforts to strengthen relations between Indonesia and Korea.

Palestine-Israel peace diplomacy is one of the clear examples of Retno's dedication in fighting for global peace. She continues to encourage dialog and negotiations between the two sides, trying to find a peaceful solution that is acceptable to all parties involved. Retno's active role in international forums also emphasizes Indonesia's commitment to supporting peace and stability in the Middle East.

In addition, diplomatic relations between Indonesia and Korea have significantly improved under the leadership of Retno Marsudi. Through various bilateral and multilateral meetings, Retno managed to strengthen cooperation in various fields, including economy, culture, and education. This closer relationship not only benefits both countries, but also strengthens Indonesia's position in the international arena.

Retno Marsudi's successes and achievements as Minister of Foreign Affairs have been recognized globally. The awards and recognition she has received from various international institutions show how important the role of a diplomat is in building and maintaining good relations between countries. These achievements are an inspiration for those who are struggling in the field of diplomacy and international relations, showing that with dedication and hard work, one can make a real contribution to world peace and progress.

Thus, Retno Marsudi is not only an example of success in carrying out her duties as Minister of Foreign Affairs, but also an important symbol of Indonesia's proactive and constructive diplomacy. Her experiences and achievements teach us that diplomacy is an art that requires skill, patience, and commitment to achieve noble goals in maintaining international peace and cooperation.

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