



MINISTRY OF FOREIGN AFFAIRS
KEMENTERIAN LUAR NEGERI
MALAYSIA

STRATEGIC PLAN

2026-2030



STRATEGIC PLAN

2026-2030



MINISTRY OF FOREIGN AFFAIRS
KEMENTERIAN LUAR NEGERI
MALAYSIA



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MINISTRY OF FOREIGN AFFAIRS





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The Plan presents a vision for the future and a clear expression of Malaysia's determination to navigate an increasingly complex international landscape with confidence and purpose. ”

FOREWORD

BY THE MINISTER OF FOREIGN AFFAIRS OF MALAYSIA

I wish to commend and congratulate the Ministry of Foreign Affairs on the publication of its 2026-2030 Strategic Plan. Through this Plan, Wisma Putra aims to set clear priorities for Malaysia's foreign policy that is resilient, adaptable and anchored by strong international partnerships. The Plan presents a vision for the future and a clear expression of Malaysia's determination to navigate an increasingly complex international landscape with confidence and purpose.

It outlines how Malaysia will engage with a changing world, while ensuring that our diplomacy remains both principled and pragmatic. Grounded in the Thirteenth Malaysia Plan (RMK13) and the MADANI Economy Framework, this Strategic Plan strengthens the link between foreign policy and national development, ensuring that every diplomatic effort contributes to the prosperity and well-being of the *rakyat*.

At the heart of Malaysia's diplomacy lies ASEAN, which has always been and will remain, a cornerstone of our foreign policy. As a founding member of ASEAN, Malaysia remains steadfast in our belief that regional unity and cooperation are key to a peaceful and prosperous future for all.

Beyond the regional context, Malaysia seeks to enhance cooperation in areas such as trade, investment, education, renewable energy, as well as expand South-South collaboration, based on the principles of mutual respect and shared interests.

As the world moves further into the 21st century, the old axioms that underpinned international relations in the 20th century continue to unravel. Shifting power dynamics, rapid technological progress and rising instances of armed conflicts, all increasingly threaten global security and stability. Along with rising risks to climate, food and energy security, these challenges call for flexible and forward-looking strategies.

Through this Strategic Plan, Malaysia reaffirms its active and leading role in global platforms such as the United Nations (UN), the Organisation of Islamic Cooperation (OIC) and the Non-Aligned Movement (NAM), advocating for a world that is more just, inclusive and sustainable. Thus, the Plan anchors the Ministry on a firm footing to continue promoting and defending Malaysia's interests abroad, and to face future challenges with confidence and conviction.

The goal is clear; execute a foreign policy that ensures Malaysia continues to command the respect of all partners and stakeholders, makes a global impact, while inspiring pride at home.

YB Dato' Seri Utama Haji Mohamad bin Haji Hasan
Minister of Foreign Affairs of Malaysia



“

The Ministry of Foreign Affairs Strategic Plan 2026-2030 outlines Wisma Putra's approach to strengthening Malaysia's position and influence on the global stage.”

PREFACE

BY THE SECRETARY-GENERAL OF THE MINISTRY OF FOREIGN AFFAIRS OF MALAYSIA

The Ministry of Foreign Affairs Strategic Plan 2026-2030 outlines Wisma Putra's approach to strengthening Malaysia's position and influence on the global stage. This will mainly be undertaken by promoting and aligning the core values of Malaysia MADANI within Malaysia's strategic engagements. This Plan also anchors Wisma Putra's direction within the broader national policy framework namely, the MADANI Economy Framework, the Thirteenth Malaysia Plan (RMK13) and the *Agenda Reformasi Perkhidmatan Awam* (ARPA). This alignment will ensure Malaysia's foreign policy and institutional transformation directly reinforce the Government's drive for sustainable growth, resilience and shared prosperity.

The MADANI Economy Framework provides the foundation for Malaysia's new economic narrative, emphasising structural reforms, high-value investments, and inclusive growth. Within this context, Wisma Putra's diplomatic initiatives will gear towards attracting strategic investments, expanding trade and technology linkages and enhancing further Malaysia's reputation as a reliable and forward-looking partner in the global economy.

The implementation of this Strategic Plan will also enable Wisma Putra to advance the objectives of RMK13, which prioritises innovation-driven growth, environmental sustainability and social well-being. This will be done by deepening international partnerships, promoting bilateral and regional cooperation, as well as strengthening Malaysia's activism and leadership at multilateral fora.

The Plan's emphasis on digital transformation, performance excellence and talent development will ensure that Wisma Putra remains a dynamic and efficient organisation, fully equipped to meet the demands domestically and to address evolving global challenges effectively. This will augment ARPA's objectives to modernise and upgrade the professionalism for improved public service delivery.

This Strategic Plan is the result of a collaborative and consultative process involving Wisma Putra officials, as well as stakeholders from the public and private sectors, academia and civil society. Engagement through close, constructive consultations with stakeholders will remain part of Wisma Putra's process in line with our whole-of-government and whole-of-nation approach.

As a final note, I extend my gratitude to all who have worked tirelessly in the development and production of the Strategic Plan 2026-2030. Moving forward, Wisma Putra will spare no effort in working closely with partners at home and abroad to translate this Strategic Plan into meaningful outcomes.

Dato' Sri Amran Mohamed Zin

Secretary-General of the Ministry of Foreign Affairs of Malaysia

INTRODUCTION TO THE STRATEGIC PLAN 2026-2030

The Strategic Plan 2026–2030 of the Ministry of Foreign Affairs reaffirms Malaysia’s steadfast commitment to bilateral, regional and multilateral engagement through a principled, pragmatic and forward-looking approach to diplomacy. It serves as the guiding framework for Malaysia’s continued engagement with nations, international organisations and stakeholders, firmly grounded in national interests, values and priorities, and consistent with the principles and purposes enshrined in Malaysia’s Federal Constitution, the ASEAN Charter and the United Nations Charter.

This Strategic Plan builds upon the achievements of the Strategic Plan 2021–2025 and the insights drawn from the Mid-Term Review. It is aligned with the vision of Malaysia MADANI, and guided by the MADANI Economy Framework and the Thirteenth Malaysia Plan (RMK13), which collectively emphasise inclusive growth, sustainability, and shared prosperity.

In addition, this Strategic Plan carries forward the legacy and progress derived from Malaysia’s ASEAN Chairmanship 2025.

The formulation of the Strategic Plan 2026–2030 was carried out through a comprehensive and inclusive consultative process, involving a wide range of stakeholders, including government agencies, civil society, academia and parliamentarians.

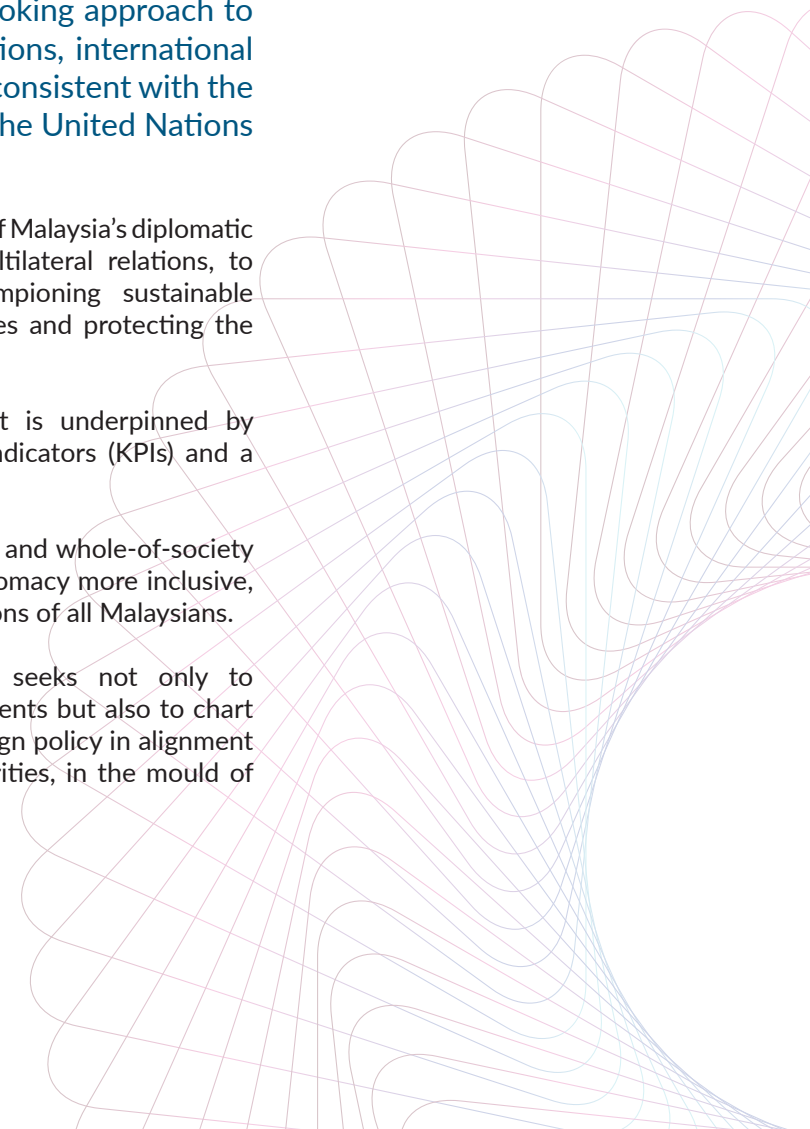
The Strategic Plan is anchored by eight (8) Strategic Thrusts, supported by 33 key Strategies and 139 Targeted Programmes, to be implemented over the next five years.

Each Strategic Thrust represents a key pillar of Malaysia’s diplomatic agenda, from enhancing bilateral and multilateral relations, to strengthening economic diplomacy, championing sustainable development, leveraging digital technologies and protecting the welfare of Malaysians abroad.

To ensure effective delivery, each Thrust is underpinned by measurable outcomes, Key Performance Indicators (KPIs) and a monitoring and evaluation framework.

Through the adoption of a whole-of-nation and whole-of-society approach, the Ministry strives to make diplomacy more inclusive, participatory and responsive to the aspirations of all Malaysians.

Overall, the Strategic Plan 2026–2030 seeks not only to consolidate Malaysia’s diplomatic achievements but also to chart new pathways to advance the nation’s foreign policy in alignment with its national interests, values and priorities, in the mould of Malaysia MADANI.



8

STRATEGIC
THRUSTS

33

STRATEGIES

139

PROGRAMMES





*Engagement Session with Heads of Department and Undersecretaries
Bilik Sidang Akhbar, Wisma Putra,
26 June 2025*



*Workshop on the Development of the Strategic Plan 2026-2030
Pavilion Hotel, Kuala Lumpur
22-23 August 2025*



PART 1

FOREIGN POLICY
IN THE MOULD OF
MALAYSIA MADANI

MALAYSIA MADANI CORE VALUES

Malaysia MADANI is anchored on six (6) core values that reflect the vision of YAB Prime Minister Dato' Seri Anwar Ibrahim for a more equitable and resilient Malaysia. It serves as a guide for shaping forward-looking policies that draw on local ideas and creativity to meet today's complex challenges. Central to Malaysia MADANI is a deep trust in the wisdom, capability and collective responsibility of the people, fostering broad-based participation in building a sustainable and prosperous future. On the global stage, Malaysia MADANI redefines foreign policy as value-driven yet pragmatic. It seeks to balance economic competitiveness with ethical responsibility, positioning Malaysia not only as a trusted partner but also as a principled global voice.



SUSTAINABILITY
KEMAMPAKAN

M

PROSPERITY
KESEJAHTERAAN

A

INNOVATION
DAYA CIPTA

D

RESPECT
HORMAT

A

TRUST
KEYAKINAN

N

CARE & COMPASSION
IHSAN

I





*Ceremony of the Presentation of the Letters of Credence, Istana Negara, Kuala Lumpur
4 September 2025*

MALAYSIA'S FOREIGN POLICY IN THE MOULD OF MALAYSIA MADANI

The global landscape is undergoing rapid and profound transformation, marked by complex and interlinked challenges. Protracted conflicts, erosion of multilateralism, intensified strategic competition and flagrant acts of genocide continue to threaten international peace and stability. These challenges are further compounded by unilateral economic measures, climate-induced crises and disruptive technological shifts.

In navigating this evolving environment, Malaysia, under the leadership of YAB Prime Minister Dato' Seri Anwar Ibrahim, pursues a pragmatic, dynamic and value-driven diplomacy. This approach remains firmly anchored in the long-standing principles of non-alignment, non-interference and respect for international law and the United Nations (UN) Charter.

Malaysia's foreign policy continues to prioritise the safeguarding of national sovereignty and territorial integrity, the advancement of national interests and the strengthening of Malaysia's role as a leading, responsible and constructive member of the international community. ASEAN remains at the core of Malaysia's foreign policy, playing a pivotal role in guiding the nation's regional and international engagements.

Guided by the core values of Malaysia MADANI, these priorities will be advanced through strategic and forward-looking initiatives envisaged to enhance Malaysia's resilience to emerging risks and uncertainties, while expanding its capacity to seize new opportunities within an increasingly complex global landscape. The effective implementation of these priorities will be supported by three (3) cross-cutting enablers:

- (i) talent development and institutional excellence;
- (ii) digital infrastructure and technology systems; and
- (iii) good governance.

The Ministry of Foreign Affairs' Strategic Plan 2026–2030 translates Malaysia's foreign policy priorities into concrete and actionable measures. It ensures that Malaysia's international engagements remain aligned with the aspirations of the Malaysia MADANI agenda and the RMK13, both of which underscore the importance of strengthening Malaysia's international standing, deepening regional and global partnerships, and cultivating a positive and credible image of Malaysia on the global stage.



FOCUS AREAS

PROMOTING ASEAN CENTRALITY FOR REGIONAL PEACE, SECURITY AND PROSPERITY

A defining pillar of Malaysia's foreign policy is the steadfast commitment to promote and strengthen ASEAN Centrality. This is to ensure major power rivalries across economic, political, and security spheres do not divide ASEAN or weaken its unity and credibility. Amid challenges such as South China Sea tensions, crises in Myanmar, and economic disparities within the region, ASEAN Centrality continues to serve as the foundation for safeguarding the collective interests and cohesion of Southeast Asia.

In line with the ASEAN 2045: "Our Shared Future" vision, Malaysia champions a Southeast Asia that is peaceful, prosperous, inclusive and resilient, guided by rules-based governance, sustainable economic development and enhanced connectivity.

Through ASEAN-led mechanisms, Malaysia continues to foster regional unity, constructive dialogue and inclusive cooperation. Malaysia remains a strong proponent of a Southeast Asia free from nuclear and other weapons of mass destruction, in accordance with the Southeast Asia Nuclear Weapon-Free Zone Treaty (SEANWFZ Treaty). Malaysia is also fully committed to peaceful dialogue and negotiation to resolve disputes in the South China Sea in line with universally recognised principles of international law, including the United Nations Convention on the Law of the Sea (UNCLOS) 1982.

NURTURING A FAVOURABLE INTERNATIONAL LANDSCAPE FOR MALAYSIA'S ECONOMIC ADVANCEMENT

As a trading and investment-oriented nation, Malaysia builds strong international relationships to foster a thriving environment for business, trade and investment. Guided by the MADANI Economy Framework and aligned with RMK13 objectives, Malaysia aims to strengthen its role as a key economic player in Asia. Economic diplomacy is central to this effort, driving integration across platforms involving goods, capital, talent and technology.

Malaysia welcomes global investors especially those offering innovation, high-value technology and strong domestic linkages to contribute to national growth. Priorities such as TVET, Halal industry, semiconductor and digital economy are advanced through international collaboration and sustainable practices, positioning Malaysia as a resilient and competitive force in the global economy landscape.

This strategic direction is supported by a suite of national plans, including the National Industrial Master Plan (NIMP) 2030, the National Energy Transition Roadmap (NETR), the Hydrogen Economy and Technology Roadmap (HETR), the National Semiconductor Strategy, as well as the AI Technology Action Plan 2026-2030. These initiatives enhance and complement Malaysia's trade with the Asia-Pacific region and beyond, through market access commitments in goods and services, customs arrangements, as well as robust and predictable investment regulations, rules pertaining to e-commerce and intellectual property.

FOCUS AREAS

ADVOCATING HUMAN RIGHTS AND SOCIAL JUSTICE ON THE INTERNATIONAL STAGE

Malaysia attaches importance to the promotion and protection of human rights and social justice, reflecting a firm commitment towards a more just, inclusive and equitable global community.

This commitment extends beyond national borders through tangible actions including the provision of humanitarian assistance to refugees, unwavering support for Palestine and active engagement in platforms such as the UN Human Rights Council and the ASEAN Intergovernmental Commission on Human Rights (AICHR).

Regionally, Malaysia reinforces these principles through active engagement with ASEAN mechanisms and Dialogue Partners, affirming its role as a consistent and principled advocate for dignity, equality and justice worldwide.

FOSTERING ENVIRONMENTAL RESILIENCE TOWARDS A SUSTAINABLE WORLD

Recognising the growing urgency of climate and environmental challenges, Malaysia has further emphasised environmental sustainability within its foreign policy framework. Multilateral cooperation, engagement with international partners, organisations and industry stakeholders will be strategically and pragmatically pursued to advance global climate action.

Malaysia's strategic energy transition roadmaps, underpinned by the NETR and HETR and the NIMP 2030, demonstrate a steadfast determination to achieve environmental resilience for the benefit of present and future generations.

Malaysia is also leading the regional energy agenda with a strong focus on advancing the ASEAN Power Grid (APG) and the ASEAN Petroleum Security Agreement (APSA), aimed at strengthening energy interconnectivity, advancing low-carbon transition and enhancing regional energy security. Closer collaboration in developing a regional energy market and establishing common standards for Renewable Energy Certificates (RECs) across ASEAN remains key to this endeavour.

FOCUS AREAS

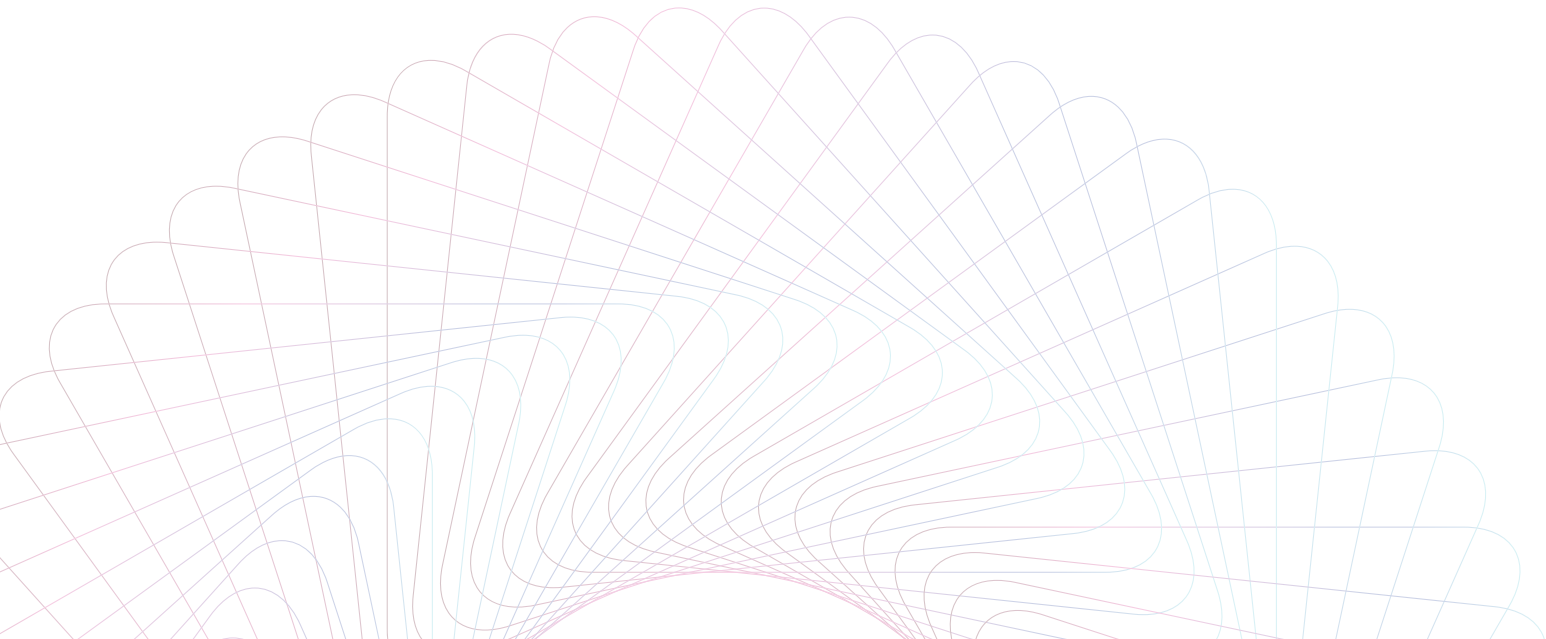
SAFEGUARDING THE WELL-BEING OF MALAYSIANS ABROAD

The Ministry of Foreign Affairs is unwaveringly committed to protecting all Malaysians abroad, providing robust consular services and assistance. This is in line with the *Agenda Reformasi Perkhidmatan Awam* (ARPA), which promotes more effective and seamless public service through digital integration, including platforms such as e-Konsular and MyWorldAlert, as well as through synergistic partnerships with international organisations.

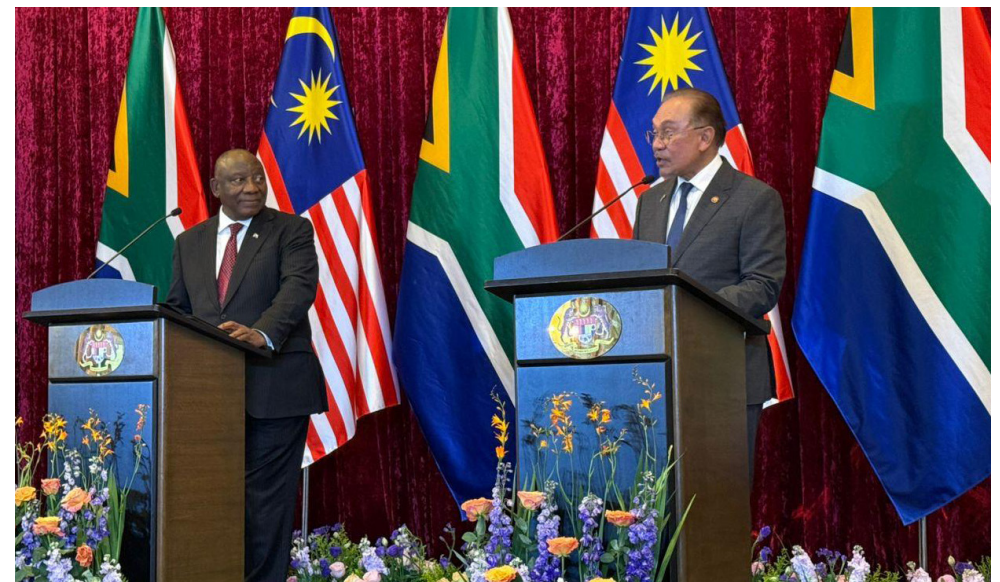
Through Malaysia's diplomatic missions, proactive measures that safeguard citizens in regions affected by conflict, instability or natural disasters are implemented.

These efforts aim to improve accessibility and convenience for Malaysians, both in times of peace and during crises, while ensuring transparent and timely communication of critical alerts.

In response to emerging threats, the Ministry deploys comprehensive measures to protect its citizens from online job scams and other fraudulent activities. Targeted awareness campaigns across multiple platforms foster vigilance, reduce susceptibility to deceptive schemes and reinforce a culture of security and resilience among Malaysians.



PORTRAITS OF DIPLOMACY: MALAYSIA'S VISION IN MOTION







SIGNING CEREMONY OF THE DECLARATION ON THE ADMISSION OF THE DEMOCRATIC REPUBLIC OF TIMOR-LESTE INTO ASEAN

26 OCTOBER 2025

KUALA LUMPUR



PART 2

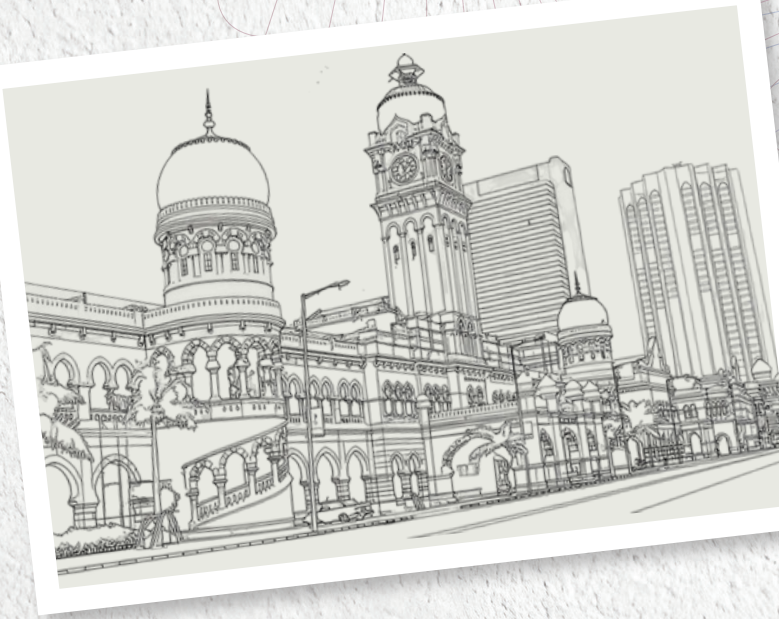
INTRODUCTION TO
THE MINISTRY

BRIEF HISTORY OF WISMA PUTRA

The Ministry of Foreign Affairs of Malaysia, also known as Wisma Putra, has a rich and evolving history that mirrors the nation's own journey from independence to global recognition.

Established soon after Malaya gained independence in 1957, the Ministry began its work under modest circumstances but with great ambition—to represent the young nation's sovereignty and engage constructively with the international community.

That same year, the Federation of Malaya set up its first diplomatic missions in London, Canberra, New Delhi, Washington, D.C., New York, Bangkok and Jakarta, laying the foundation for Malaysia's foreign relations.



1957

FEDERAL SECRETARIAT

The Ministry of External Affairs was established and housed at the Federal Secretariat in the Sultan Abdul Samad Building, Kuala Lumpur.



1967

WISMA PUTRA COMPLEX

The Ministry of External Affairs was renamed the Ministry of Foreign Affairs and relocated to its own complex in Bukit Petaling, Kuala Lumpur.



2001

WISMA PUTRA COMPLEX

The Ministry of Foreign Affairs moved to its current premises in Putrajaya on 17 September 2001.

Following the formation of Malaysia in 1963, the Ministry's responsibilities grew in scope and complexity, as the country sought to assert its position in a rapidly changing regional and global landscape.

By then, Malaysia had already expanded its diplomatic presence to 14 missions, reflecting the government's commitment to fostering international partnerships.

Over the decades, Wisma Putra played a central role in shaping Malaysia's foreign policy—championing regional cooperation through ASEAN, promoting the Non-Aligned Movement, supporting South-South collaboration and advocating for global peace and stability.



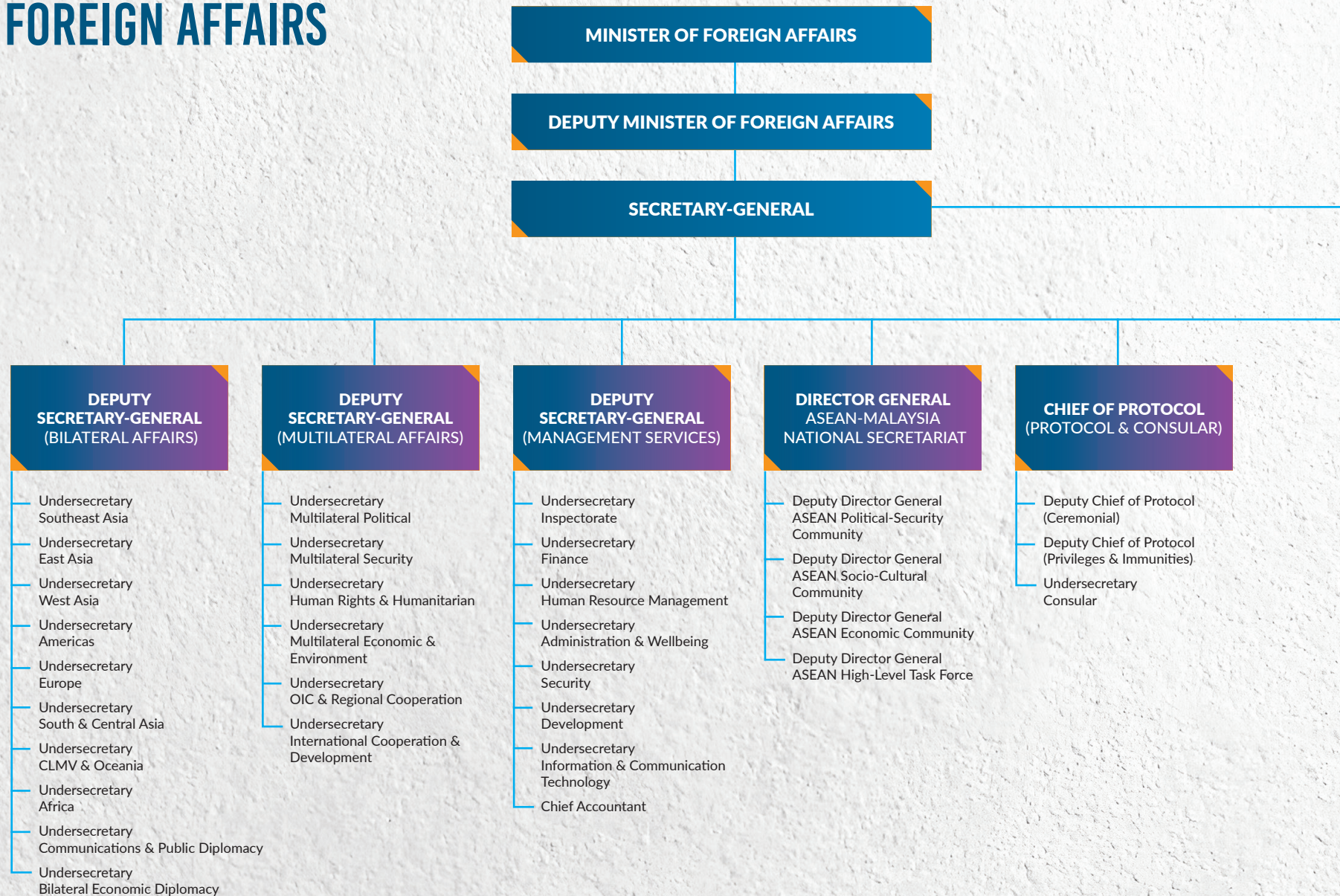
**Almarhum Tunku Abdul Rahman Putra Al-Haj ibni
Almarhum Sultan Abdul Hamid Halim Shah**
First Prime Minister and Foreign Minister of Malaysia

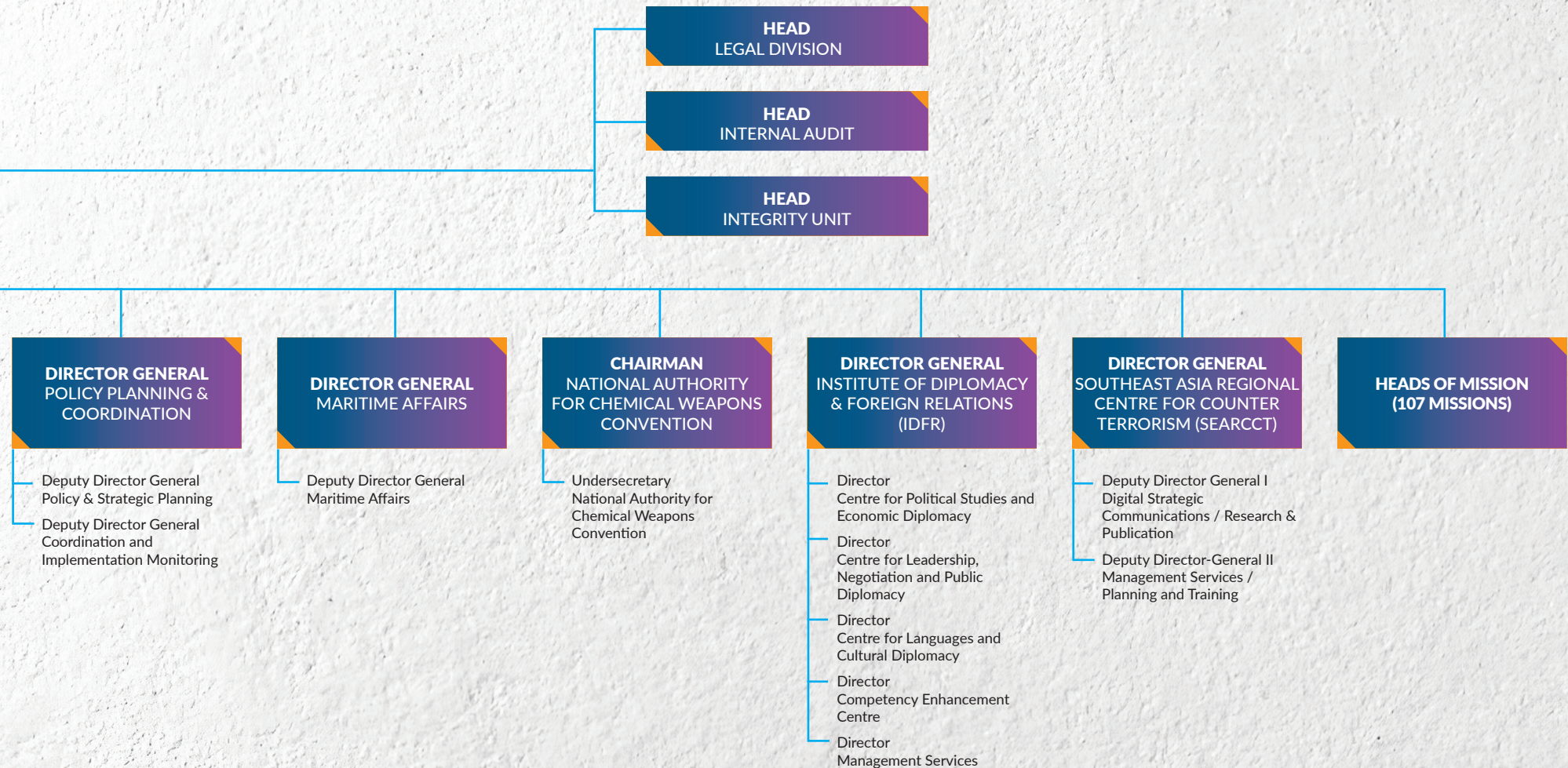
WISMA PUTRA serves as the metonym for the Ministry of Foreign Affairs of Malaysia. The name commemorates Almarhum Tunku Abdul Rahman Putra Al-Haj, Malaysia's first Prime Minister and Foreign Minister. He held the foreign affairs portfolio for two terms, from August 1957 to February 1959, and from September 1960 to September 1970.



ORGANISATIONAL CHART

MINISTRY OF FOREIGN AFFAIRS





VISION

An outstanding and forward-looking foreign service that preserves Malaysia's national interest while positioning Malaysia as a leading and responsible member of the international community.

MISSION

Safeguarding Malaysia's sovereignty and territorial integrity as well as actively advancing Malaysia's interests through innovative and effective diplomacy based on the values of mutual respect and trust.



STAKEHOLDERS

Seri Paduka Baginda Yang di-Pertuan Agong
Prime Minister
Deputy Prime Ministers
Minister of Foreign Affairs
Cabinet Ministers
Chief-Secretary to the Government

CLIENTS

Parliament
Government Ministries and Agencies
Malaysian Public, Civil Society and Private Sectors
Foreign Diplomatic Missions and Citizens
International and Regional Organisations

PRINCIPAL LEGISLATIONS

1

Federal Constitution

2

**Diplomatic Privileges
(Vienna Convention)
Act 1966 [Act 636]**

3

**Consular Relations
(Vienna Convention)
Act 1999 [Act 595]**

4

**Chemical Weapons
Convention Act 2005
[Act 641]**

5

**Foreign
Representatives
(Privileges and
Immunities) Act 1967
(Revised 1995)
[Act 541]**

6

**Diplomatic and
Consular Officers
(Oaths and Fees) Act
1959 (Revised 1988)
[Act 348]**

7

**International
Organisations
(Privileges and
Immunities) Act 1992
[Act 485]**

8

**Financial Procedures
Act 1957 [Act 61]**

ROLES & FUNCTIONS

1

Uphold, protect and promote Malaysia's sovereignty, territorial integrity and national interest

2

Monitor and analyse regional and global developments

3

Develop foreign policy strategies and advise the Government on international affairs

4

Provide consular services and assistance

5

Articulate and advocate Malaysia's foreign policy and Government's positions

6

Coordinate and lead Malaysia's position on international issues with other Ministries and Agencies

7

Facilitate other Ministries and Agencies in their international engagements

AGENCIES

UNDER WISMA PUTRA



INSTITUTE OF DIPLOMACY AND FOREIGN RELATIONS (IDFR)

The Institute of Diplomacy and Foreign Relations (IDFR) is the training centre of the Ministry of Foreign Affairs, Malaysia. Established under the Prime Minister's Department in 1991, IDFR officially became part of the Ministry of Foreign Affairs in 2004. With a dedicated team of trainers and administrators, IDFR aspires to be a centre of excellence in research, training, diplomacy and policy support, with global outreach.

IDFR's strategic direction complements the Ministry's roles and objectives. IDFR delivers quality training programmes and produce par excellence diplomats. These programmes equip them with the knowledge and skills to fulfil their mission to advance Malaysia's interests at home and abroad. IDFR also supports the Ministry through its active involvement in cultivating the acquisition of knowledge.

IDFR's flagship programmes include:

- The Diploma in Diplomacy (DiD), a six-month intensive course for junior Malaysian diplomats in preparation for their first diplomatic assignment. The course modules include bilateral and multilateral diplomacy, ASEAN and regional diplomacy, protocol, negotiations, public diplomacy, foreign languages and administration and finance;
- Diplomatic training courses for international participants under the ambit of the Malaysian Technical Cooperation Programme (MTCP) in areas of diplomacy, strategic analysis and crisis management; and

- *Sistem Pentadbiran Kerajaan Malaysia* (SPKM): Pre-Posting Orientation Course for Home-Based Staff and Spouses for Malaysian government officials and staff who have been assigned to serve at Malaysian diplomatic missions abroad.

IDFR course participants, students and trainees have numerous opportunities to participate in seminars, workshops and round-table discussions as well as to benefit from keynote address and lectures by distinguished visiting scholars and international leaders. Eminent leaders who have delivered keynote addresses include UN Secretaries-General Kofi Annan and Ban Ki-moon; Haris Silajdžić (Bosnia); Lee Hsien Loong (Singapore); Sultan Hassanal Bolkiah (Brunei Darussalam); Helen Clark (UNDP Administrator); Benazir Bhutto (Pakistan); Yasser Arafat (Palestine); and Nelson Mandela (South Africa).



AGENCIES

UNDER WISMA PUTRA



SOUTHEAST ASIA REGIONAL CENTRE FOR COUNTER-TERRORISM (SEARCCT)

The Southeast Asia Regional Centre for Counter-Terrorism (SEARCCT) was established in 2003 under the Ministry of Foreign Affairs of Malaysia with the objective to enhance regional competence in countering terrorism through quality and comprehensive capacity-building programmes. In addition, SEARCCT conducts and publishes research on terrorism and counter-terrorism.

SEARCCT implements initiatives using strategic communication, soft approaches and strategic partnerships at the local and international levels to promote public awareness, disseminate information on threats of terrorism and extremism, and measures to counter them. SEARCCT conducts capacity building, research and public awareness programmes, as well as digital counter-messaging activities based on five (5) flagships, namely:

- (i) Investigation and Legal Aspects;
- (ii) Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) and Crisis Management;
- (iii) Critical Infrastructure Protection;
- (iv) Terrorism Financing; and
- (v) Preventing and Countering Violent Extremism (PCVE).

Through collaboration with local agencies, foreign governments, established think-tanks and international organisations, SEARCCT's programmes aim to enhance the knowledge and capacity of the region's government, law enforcement and security officials, as well as civil society and the international community in counter-terrorism issues. Since its establishment in 2003, SEARCCT has conducted close to 400 capacity building programmes. These programmes, which include training

courses, seminars, workshops, symposiums, forums, focus group discussions and public lectures, have engaged more than 16,000 participants. Among them were Malaysians and foreign nationals, including from ASEAN Member States. SEARCCT also actively combats the rising threat of terrorist and violent extremist messaging online by analysing narratives and developing counter and alternative messages to build community resilience. Key initiatives include programmes that address online harms like hate speech, equip practitioners with AI skills for PCVE messaging and empower young people to create positive digital content. SEARCCT works in partnership with the youth by engaging them through an active presence on social media platforms such as TikTok and Discord, as well as Facebook, Instagram, X and YouTube. These efforts are underpinned by a multi-stakeholders' approach, involving government, civil society, media and private sector entities.

SEARCCT also contributes to counter-terrorism efforts through collaborative research with universities, think tanks and international organisations. The Centre engages with the youth through its University Lecture Series (ULS) and fosters public awareness via regular outreach and engagement initiatives. It aims to play a more prominent role in countering terrorism at the national, regional and global levels. Programmes under the MTCP, SEARCCT International Conference (SIC) and Sharing Together for Online Resilience Among Youth (STORY) that SEARCCT has implemented were successful in bringing together international participants to exchange knowledge, build capacity and foster collaboration.



MINISTRY OF FOREIGN AFFAIRS

Closing Session

S.I.C.
2025

SEARCCT'S INTERNATIONAL CONFERENCE

EMERGING TRENDS IN TERRORISM AND VIOLENT EXTREMISM

26 JUNE 2025 | HILTON KUALA LUMPUR



H.E. DATO' SRI AMRAN MOHAMED ZIN
SECRETARY GENERAL
MINISTRY OF FOREIGN AFFAIRS, MALAYSIA

KUALA LUMPUR

STRATEGIC PLAN 2026-2030

37

H.E. DATO' SRI AMRAN
SECRETARY
MINISTRY OF FOREIGN



AGENCIES

UNDER WISMA PUTRA



NATIONAL AUTHORITY FOR CHEMICAL WEAPONS CONVENTION (NACWC)

As a State Party to the Chemical Weapons Convention (CWC), Malaysia established the National Authority of Malaysia for Chemical Weapons Convention (NACWC Malaysia) under the Ministry of Foreign Affairs as the lead agency on 1 September 2006. NACWC, which consists of 14 Malaysian Government Agencies, is the principal authority that ensures effective implementation of the CWC in Malaysia and fulfils Malaysia's obligations under the Convention, including through the enforcement of Malaysia's Chemical Weapons Convention Act 2005 [Act 641].

Serving as the national focal point, NACWC Malaysia liaises with the Organisation for the Prohibition of Chemical Weapons (OPCW), based in The Hague, Netherlands, which is responsible for overseeing the implementation of the Convention and ensuring compliance by all States Parties.

The functions of NACWC Malaysia include serving as the principal liaison with the OPCW; implementing and enforcing the Chemical Weapons Convention Act 2005 [Act 641] and its subsidiary regulations; facilitating and receiving OPCW inspection teams to verify declarations made by industrial and government facilities; compiling and submitting Malaysia's annual declarations to the OPCW; regulating and supervising matters related to the national implementation of the Convention; and issuing authorisations and permits for activities involving Scheduled Chemicals listed under the Convention.

Beyond its compliance mandate, NACWC Malaysia promotes capacity building, international cooperation and the peaceful use of chemistry, consistent with the Convention's objectives to strengthen assistance and protection against chemical threats and to advance economic and technological development through cooperation and exchange. These efforts enhance Malaysia's preparedness and resilience, while supporting the safe and beneficial application of chemistry for national progress.



PART 3

STRATEGIC MANDATE

**MALAYSIA'S
GLOBAL PRESENCE****62**

EMBASSIES

17HIGH
COMMISSIONS**3**PERMANENT
MISSIONS**22**

CONSULATES-GENERAL

2

CONSULATES

1FRIENDSHIP &
TRADE CENTRE

LOCATION:

01 ASIA

Dhaka, Bandar Seri Begawan, Phnom Penh, Beijing, Guangzhou, Hong Kong, Kunming, Nanning, Shanghai, Xi'an, New Delhi, Chennai, Mumbai, Jakarta, Jakarta (ASEAN), Medan, Pekanbaru, Pontianak, Tokyo, Nur-Sultan, Vientiane, Yangon, Kathmandu, Islamabad, Karachi, Manila, Davao City, Seoul, Singapore, Colombo, Taipei (Friendship & Trade Centre), Bangkok, Songkhla, Dili, Ashgabat, Tashkent, Hanoi, Ho Chi Minh City

02 WEST ASIA

Baku, Manama, Tehran, Baghdad, Amman, Kuwait, Beirut, Muscat, Doha, Riyadh, Jeddah, Damascus*, Ankara, Istanbul, Abu Dhabi, Dubai, Sana'a*

03 EUROPE

Vienna, Brussels, Sarajevo, Zagreb, Prague, Helsinki, Paris, Vatican City, Berlin, Frankfurt, Budapest, Dublin, Rome, The Hague, Warsaw, Bucharest, Moscow, Belgrade, Madrid, Stockholm, Bern, Geneva (UN), Kiev*, London

04 AFRICA

Algiers, Cairo, Accra, Conakry, Nairobi, Tripoli*, Rabat, Windhoek, Abuja, Dakar, Pretoria, Khartoum*, Harare, Addis Ababa

05 OCEANIA

Canberra, Melbourne, Perth, Suva, Wellington, Port Moresby

06 NORTH AMERICA

Ottawa, Vancouver, Washington D.C., New York (UN), New York (CG), Los Angeles

07 SOUTH AMERICA

Buenos Aires, Brasilia, Santiago, Havana, Mexico City, Lima, Caracas

* Temporarily Closed



STRATEGIC ISSUES & CHALLENGES: ARMED CONFLICTS

ISSUES / CHALLENGES

- Security pressures are intensifying amid escalating tensions stemming from overlapping border and maritime disputes. These conflicts are further exacerbated by regional instability, ongoing humanitarian crises and the prolonged effects of illegal occupations and blatant violations of territorial integrity.
- These dynamics risk normalising confrontations, eroding adherence to international law and threatening access to vital resources.
- Simultaneously, the current rearmament trend has emerged as a critical global challenge, fuelling regional insecurity, heightening the risk of armed conflict and diverting resources away from humanitarian and development priorities. In this increasingly militarised environment, diplomacy is weakened, and crisis response capacities are stretched thin.

STRATEGIES / INITIATIVES

- Strengthen bilateral, multilateral and regional security mechanisms by positioning Malaysia as a facilitator for constructive engagement, consensus-building and conflict-resolution cooperation.
- Mobilise diplomacy and targeted communications to de-escalate tensions.
- Build Malaysia's role as a credible facilitator for peace.
- Support post-conflict recovery through humanitarian assistance, technical expertise and capacity building initiatives.
- Enhance crisis preparedness for Malaysians abroad including improved SOPs, emergency funds and consular assistance.
- Enhance coordination between the Ministry and other agencies for unified responses.

STRATEGIC ISSUES & CHALLENGES: MAJOR POWER RIVALRY

ISSUES / CHALLENGES

- Rivalries among major powers are increasingly shaping the regional landscape, with smaller States often caught in the crosscurrents of strategic competition.
- These dynamics risk undermining autonomy in decision-making while challenging regional cooperation and stability.
- Over-reliance on a few external partners undermines resilience and hampers the pursuit of a well-balanced and independent foreign policy.

STRATEGIES / INITIATIVES

- Maintain active non-alignment and strategic autonomy.
- Diversify partnerships including through South-South cooperation and engagement with regions such as Africa and Latin America.
- Expand Track 1.5 dialogues and strengthen middle-power coalitions.
- Play proactive roles in ASEAN, ARF, EAS and global forums and institutions.

STRATEGIC ISSUES & CHALLENGES: TRANSFORMATION OF GLOBAL INSTITUTIONS

ISSUES / CHALLENGES

- Global governance structures continue to reflect inequitable representation, with the voices of the Global South often sidelined in international decision-making.
- Perceived bias and double standards within key institutions further erode trust and legitimacy, making it harder for developing countries to advance their interests.
- Limited representation in influential positions across these bodies reduces its ability to shape global agendas and champion issues of national and regional importance.

STRATEGIES / INITIATIVES

- Promote Global South agenda and assume leadership roles in relevant international platforms.
- Advocate reforms in multilateral institutions to uphold fairness, inclusivity, and social justice in global governance.
- Position Malaysia as a convenor to bridge the gap between the Global South and Global North.
- Increase national representation in international organisations at executive and decision-making levels.

STRATEGIC ISSUES & CHALLENGES: ECONOMIC WEAPONISATION

ISSUES / CHALLENGES

- Global trade is increasingly vulnerable to geopolitical tensions, with disruptions threatening supply chains and market stability.
- Over-reliance on major economic powers for trade and investment adds to these risks, limiting economic flexibility and resilience.
- Reshoring and diversification trends among global industries pose challenges to competitiveness, as companies redirect production to home markets or alternative hubs.

STRATEGIES / INITIATIVES

- Broaden and diversify trade and investment links to enhance resilience and safeguard economic sovereignty.
- Accelerate FTAs and deepen integration into global value chains.
- Leverage strategic sectors such as semiconductors, electrical vehicles (EVs), aerospace and green technology.
- Strengthen Malaysia's role in RCEP, CPTPP, and other economic frameworks.
- Position Malaysia as an attractive base for high-value manufacturing and foreign direct investments.

STRATEGIC ISSUES & CHALLENGES: CROSS-BORDER TERRORISM, VIOLENT EXTREMISM & TRANSNATIONAL CRIMES

ISSUES / CHALLENGES

- Security challenges from violent extremism, radicalisation and terrorism continue to threaten social cohesion and national stability.
- Transnational crimes such as drug trafficking, human trafficking and migrant smuggling further strain law enforcement and border control efforts.
- The rapid rise of digital extremism and cyber radicalisation adds a new layer of complexity, as online platforms are increasingly exploited to spread extremist ideologies and recruit vulnerable individuals.

STRATEGIES / INITIATIVES

- Integrate and promote the principles of MADANI values through foreign policy and value-based diplomacy.
- Enhance regional security cooperation, particularly through ASEAN.
- Counter extremist narratives with positive messaging.
- Build digital resilience and cybersecurity partnerships.
- Coordinate with global partners to combat terrorism and crimes.

STRATEGIC ISSUES & CHALLENGES:

CLIMATE CHANGE-INDUCED RESOURCE SCARCITY

ISSUES / CHALLENGES

- Rising competition over scarce resources such as food, water and energy is intensifying pressures on national and regional stability.
- Climate change is exacerbating these vulnerabilities, driving displacement and instability that spill across borders.
- Regional cooperation on adaptation remains limited, hindering collective resilience and the ability to respond effectively to shared environmental challenges.

STRATEGIES / INITIATIVES

- Strengthen Malaysia's role as a proactive voice in climate diplomacy and leadership in multilateral environment forums.
- Champion sustainable development by advancing green initiatives, including carbon markets, biodiversity and climate-health diplomacy.
- Collaborate on regional initiatives through projects like the ASEAN Power Grid and adoption of green economy frameworks.
- Facilitate food security and agricultural trade through FTAs.
- Promote cross-border collaboration in resilience and resource management.

STRATEGIC ISSUES & CHALLENGES: RAPID DEVELOPMENT OF NEW TECHNOLOGIES INCLUDING AI

ISSUES / CHALLENGES

- Cybersecurity risks and the misuse of AI pose growing threats to national security, economic stability and public trust.
- Persistent digital divides risk leaving segments of society excluded from the benefits of technological progress, thereby deepening inequality.
- Strategic uncertainty in the global governance of AI and other emerging technologies further complicates the national ability to safeguard interests and shape fair, inclusive norms for the future.

STRATEGIES / INITIATIVES

- Advocate technology transfer, digital skills and capacity building for developing states.
- Position Malaysia as hub for new technologies, semiconductor and digital advancement.
- Conduct semiconductor diplomacy and align with global supply chains.
- Promote cybersecurity norms, digital rights and governance.
- Deepen engagement in regional and multilateral platforms on digital policy and AI governance policies.

PART 4IMPLEMENTATION AND
WAY FORWARD

STRATEGIC THRUST 1

FOSTER AND STRENGTHEN BILATERAL DIPLOMACY



Bilateral diplomacy is the key building block of Malaysia's foreign policy. In line with the aspirations of the RMK13, Malaysia will continue strengthening relations with partner countries to support sustainable national development, regional stability and global prosperity.

Bilateral diplomacy remains central to advancing Malaysia's political, economic, security and cultural interests. Moving forward, Malaysia will broaden cooperation with partners in emerging fields such as the digital economy, renewable energy, climate change, food and water security, health resilience, as well as science, technology and innovation. These engagements will reinforce Malaysia's reputation as a trusted, credible and responsible partner that offers mutually beneficial relationships. Equally, Malaysia recognises its responsibility to play a constructive role in tackling pressing global challenges, ranging from climate change and pandemics to economic uncertainties, conflict resolution, and humanitarian crises.

Guided by pragmatism and foresight, Malaysia will focus on deepening partnerships, safeguarding sovereignty, promoting inclusive prosperity, and addressing complex shared challenges. By fostering stronger State-to-State cooperation, Malaysia aspires to build durable friendships and advance common interests for the benefit of its people and the wider international community.

STRATEGIC THRUST 2

STRENGTHEN MALAYSIA'S MULTILATERAL DIPLOMACY

Since becoming a member of the UN in 1957, Malaysia has maintained an active, influential and leading voice in international affairs to preserve world peace and security, promote the right of each person to live with dignity, uphold justice and the rule of law, and achieve social working progress. Multilateral diplomacy remains key for addressing global issues through dialogue and cooperation, with the 2030 Sustainable Development Agenda remaining a priority. Other global issues of focus include peace and security, socio-economic development, human rights, climate change, nuclear disarmament, humanitarian assistance and global public health.

Nevertheless, the current multilateral system is “not fit for purpose” to handle today’s complex, convoluted issues and threats. Issues such as the rising impact of globalisation, inequality, refugee crises, the existential climate threat and the global health pandemic pose threats that are much more visible and tangible than those envisioned at the time the UN was established.

This Strategic Plan 2026-2030 represents both continuity and evolution, building upon Malaysia’s established foundation in multilateral diplomacy while urgently adapting to the challenges of a rapidly changing global landscape. The approach adopted will be far more integrated, in line with a whole-of-government approach, covering government strategic aspirations related to AI, renewable energy and sustainability, while ensuring full compliance with international safeguards instruments for nuclear energy.

To achieve this, the Ministry of Foreign Affairs will strengthen coordination using cross-ministry taskforces, intensify engagement with diverse stakeholders, enhance compliance with reporting obligations and leverage strategic groupings by exploring potential



membership in influential bodies such as the BRICS, Group of Twenty (G20), and Organisation for Economic Co-operation and Development (OECD). The Ministry will strengthen the MTCP as a soft diplomacy tool, with a focus on advanced technology/STEM/AI programmes and building strategic partnerships. The Ministry will also project Malaysia’s national interests by organising specific programmes and platforms, such as tabling resolutions on commemorative days or holding suitable side events. Malaysia will maintain its presence in key platforms like the UN, Organisation of Islamic Cooperation (OIC), and Non-Aligned Movement (NAM) by advocating Malaysia’s stance, strategically positioning Malaysia for candidatures in international organisations, promoting the visibility of multilateral issues nationally, and working for the appointment, secondment, or election of Malaysians to international bodies.

Through these efforts, Malaysia aims to strengthen its influence in multilateral forum, provide meaningful solutions to global issues and challenges and preserve the multilateral system, guided by the core MADANI values of sustainability, compassion, respect, innovation, prosperity and trust.

STRATEGIC THRUST 3

PROACTIVE ROLE IN ASEAN

As ASEAN approaches its sixtieth year in 2027, it stands today as one of the world's most successful regional organisations, founded on trust, dialogue and consensus-building.

Over the decades, this shared practice of cooperation has helped ASEAN to remain peaceful, stable, economically vibrant and socio-culturally cohesive. This is the foundation that continues to anchor the regional peace, stability and prosperity. Given its strategic importance, ASEAN has always been and will continue to be the cornerstone of Malaysia's foreign policy.

Malaysia has played a central role in shaping ASEAN's future pathways. In 2015, during its Chairmanship, ASEAN adopted the Kuala Lumpur Declaration on the Establishment of ASEAN Community, which marked the formal establishment of the ASEAN Community. ASEAN also adopted the Kuala Lumpur Declaration on ASEAN 2025: Forging Ahead Together which outlined the strategic direction of ASEAN for the period of 2016-2025.

As Chair once again in 2025, Malaysia shepherded the adoption of the ASEAN 2045: Our Shared Future. This long-term strategic vision charts the region's future direction for the next two decades towards realising a resilient, innovative, sustainable and people-centred ASEAN Community.

Malaysia, together with other ASEAN Member States, will work to effectively implement the ASEAN 2045: Our Shared Future and all its Strategic Plans. ASEAN will continue to advance peace and stability work towards strengthening regional integration, narrowing development gaps, enhancing connectivity and broadening ASEAN's global partnerships.

Above all, ASEAN will continue to ensure that the benefits of regional integration are truly realised, thereby bringing value to its peoples and future generations.



STRATEGIC THRUST 4

UPHOLD SOVEREIGNTY & TERRITORIAL INTEGRITY OF MARITIME AREAS



Malaysia remains steadfast in upholding the sovereignty and territorial integrity of its maritime areas in accordance with national laws and regulations, and the United Nations Convention on the Law of the Sea (UNCLOS) 1982. The Ministry of Foreign Affairs is responsible for handling and overseeing all maritime-related issues, including leading negotiations on maritime boundaries delimitation with the relevant neighbouring countries where claims overlap. It also leads discussions and negotiations on maritime issues in ASEAN, including on the implementation of the Declaration on the Conduct of Parties in the South China Sea (DOC) and the negotiations on the draft Code of Conduct in the South China Sea (COC). Malaysia is committed to preserving peace and stability in the South China Sea, and will continue to promote South China Sea as a sea for global maritime trade.

As a maritime nation with vast coastlines and maritime areas, Malaysia also plays crucial roles in multilateral organisations on maritime-related issues. The Ministry further acts as a coordinator and focal point for Malaysia's engagement with international bodies under the ambit of UNCLOS 1982, International Maritime Organisation, International Hydrographic Organisation, International Association of Marine Aids to Navigation and Lighthouse Authorities, Meeting of the States Parties on the Law of the Sea, International Tribunal on the Law of the Sea, Commission on the Limits of the Continental Shelf and the International Seabed Authority.

To this end, the Ministry will strive to:

- Defend Malaysia's sovereignty, sovereign rights and maritime claims;
- Advocate specific maritime and Law of the Sea issues of interest; and
- Enhance Malaysia's role on maritime and Law of the Sea-related issues at the UN and other international and regional organisations.

STRATEGIC THRUST 5

DELIVER PROACTIVE AND EFFECTIVE SERVICES TO STAKEHOLDERS



Malaysia is committed to delivering the highest standards of service in its diplomatic engagements, guided by professionalism, foresight and integrity.

Through its Protocol functions, the Ministry upholds the dignity of the nation by managing state ceremonies, diplomatic missions and official visits with precision and excellence. In parallel, its Consular functions focus on protecting the welfare and safety of Malaysians abroad in line with the Vienna Convention on Consular Assistance 1963. This includes improving consular clients' experience, strengthening knowledge and skills of officers handling consular cases, widening outreach and embracing digital services, while safeguarding the interests of Malaysian citizens in foreign countries.

By adopting a proactive and innovative approach, Malaysia anticipates challenges, formulates effective solutions and ensures the smooth execution of its diplomatic instruments.

This unwavering dedication to service excellence strengthens bilateral and multilateral relations, protects the rights of its citizens overseas and upholds the principles of international law. In doing so, Malaysia continues to reinforce its image as a trusted, compassionate and forward-looking partner in the global community.

STRATEGIC THRUST 6

EFFECTIVE STRATEGIC COMMUNICATION AND INNOVATIVE PUBLIC DIPLOMACY



In a world marked by rapid changes and unprecedented complexity, the need for Malaysia to project a strong and distinctive national voice is more critical than ever.

The Ministry of Foreign Affairs is navigating an international landscape shaped by geopolitical shifts, rising misinformation and growing security challenges whilst upholding the country's positive image. In this context, effective strategic communication and innovative public diplomacy are not supplementary functions, but essential foundations in advancing Malaysia's foreign policy objectives and safeguarding its national interests.

The Ministry's strategic focus ensures that Malaysians at home or abroad, as well as the global community, are well-informed of our national policies and diplomatic efforts. At the same time, active promotion of Malaysia's national identity will showcase the country's cultural diversity, inclusivity and leadership on global issues.

As the primary conduit for presenting Malaysia to the world, the Ministry will pursue a whole-of-government approach, strengthening collaboration with other government agencies to deliver a unified and coherent narrative. By leveraging all communication platforms and creative approach to public diplomacy, the Ministry aims to captivate diverse audiences and amplify Malaysia's connection with the global community.

STRATEGIC THRUST 7

STRENGTHEN INSTITUTION AND STRIVE FOR HUMAN CAPITAL EXCELLENCE

The Ministry of Foreign Affairs is dedicated to reinforcing its institutional capacity by strengthening governance structures, enhancing operational efficiency, and ensuring the effective management of systems, resources and services. Continuous improvements are pursued through modernisation of processes, adoption of innovative technologies and the establishment of sound financial and administrative practices that uphold transparency, accountability and excellence.

At the same time, the Ministry places strong emphasis on human capital as its most valuable asset. Specific initiatives are implemented to cultivate a high-calibre workforce through professional training, career development, and the promotion of integrity, professionalism, and personal growth. By aligning institutional development with human capital excellence, the Ministry is building a resilient, future-ready organisation, capable of delivering world-class services and advancing Malaysia's image and interests on the global stage.

DEPARTMENT OF MANAGEMENT SERVICES:

The Department of Management Services stands as the foundation of the Ministry's organisational strength, ensuring that both systems and employees are effectively supported. Through its stewardship of essential portfolios—namely administration, information and communication technology, finance, human resource management, inspectorate services, development and accounts—the Department ensures the alignment of policies and practices to uphold efficiency, integrity, and innovation across all operations.



Anchored in the Ministry's strategic plan, the Department is committed to cultivating a culture of high performance while simultaneously establishing a resilient foundation for sustainable growth, institutional adaptability, and enhanced service delivery in the years ahead.

DEPARTMENT OF POLICY PLANNING AND COORDINATION:

The Department of Policy Planning and Coordination is responsible for the policy and strategic planning of the Ministry of Foreign Affairs. The Department also coordinates issues related to Parliament and the Cabinet. In addition, the Department serves as the nexus on policy-related matters between the Ministry and other government agencies to ensure alignment and coherence across initiatives.

INSTITUTE OF DIPLOMACY AND FOREIGN RELATIONS (IDFR):

As an integral agency of the Ministry of Foreign Affairs, IDFR complements and supports the Ministry's strategic objectives by providing quality research, training and professional support. IDFR nurtures skilled diplomats to effectively articulate Malaysia's policy and national agenda. Moreover, the Institute fosters knowledge-sharing and strengthens capacity-building in order to ensure that the Ministry has a highly capable workforce to advance Malaysia's interests internationally.

SOUTHEAST ASIA REGIONAL CENTRE FOR COUNTER-TERRORISM (SEARCCT):

SEARCCT will continue to serve as a capacity-building and research centre under the Ministry of Foreign Affairs, supporting national, regional and global efforts to counter terrorism as well as preventing and countering violent extremism (PCVE). For 2026–2030, SEARCCT's Plan of Action will evolve to reflect emerging threats, particularly those involving technology, information ecosystems and evolving radicalisation pathways.

Strategic emphasis will be placed on preventing and countering violent extremism through inclusive narratives, strengthened international partnerships and enhanced digital resilience to address ideological radicalisation and cross-border threats. While the Centre's operational mandate remains unchanged, its thematic focus and knowledge agenda will be refined to respond to the current and emerging trends in terrorism and violent extremism and the evolving geopolitical landscape.

STRATEGIC THRUST 8

STRENGTHEN THE NATIONAL AUTHORITY'S MANDATE IN THE IMPLEMENTATION OF CHEMICAL WEAPONS CONVENTION IN MALAYSIA



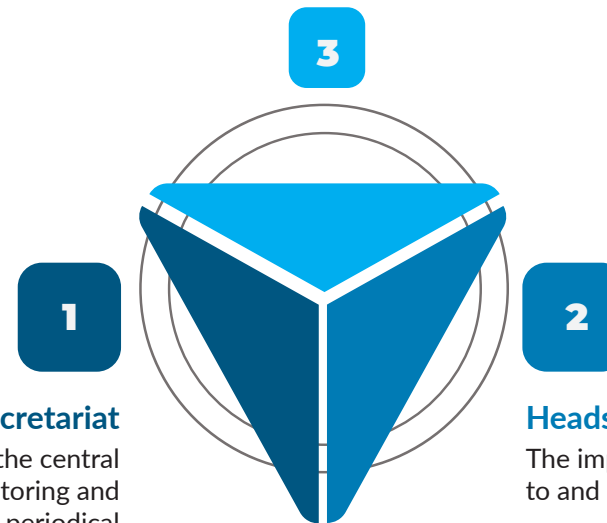
The National Authority of Malaysia for the Chemical Weapons Convention (NACWC Malaysia) serves as the central coordinating body for all matters related to the implementation of the Chemical Weapons Convention 1997 and the Chemical Weapons Convention Act 2005. It ensures Malaysia's full compliance with treaty obligations, including the regulation of scheduled chemicals, scheduled chemical trade, facilitation of inspections, and submission of national declarations to the Organisation for the Prohibition of Chemical Weapons (OPCW). NACWC also develops national policies, coordinates inter-agency efforts and engages with chemical industry, end-users and international partners to strengthen chemical safety and security. In addition, it promotes capacity building and public awareness to prevent the misuse of toxic chemicals while enabling their peaceful applications for protective, medical and industrial purposes.

MONITORING MECHANISM

The implementation of the Strategic Plan 2026-2030 requires a robust monitoring and evaluation framework to ensure accountability, transparency and effectiveness. The Ministry will adopt a structured, multi-tiered mechanism for monitoring progress, assessing outcomes and adapting strategies when necessary.

Secretary-General

The Secretary-General provides overall leadership and strategic direction in the monitoring of the Strategic Plan. The Secretary-General reviews and endorses the Ministry's cumulative achievements against agreed targets, ensuring accountability and transparency. Performance outcomes also serve as indicators for institutional performance evaluation and as reference points for timely policy recalibration.



1

Secretariat

The Secretariat functions as the central coordinating unit for monitoring and evaluation. It consolidates periodical Scorecards submitted by Divisions, Departments and Agencies, preparing analytical progress reports, and highlighting key achievements and challenges.

2

Heads of Department

The implementation progress is presented to and assessed by Heads of Department.

3

PART 5

ANNEXES

ANNEX 1:
MINISTERS OF FOREIGN AFFAIRS

Tunku Abdul Rahman Putra Al-Haj
31 August 1957 - 2 February 1959
1 September 1960 - 22 September 1970



Tun Dr. Ismail Abdul Rahman
3 February 1959 - 31 August 1960



Tun Abdul Razak Hussein
23 September 1970 - 12 August 1975



Tengku Ahmad Rithauddeen Al-Haj Tengku Ismail
13 August 1975 - 16 July 1981
17 July 1984 - 10 August 1986



Tun Dr. Mohd. Ghazali Shafie
17 July 1981 - 16 July 1984



Tan Sri Abu Hassan Omar
20 May 1987 - 14 March 1991



Tun Abdullah Ahmad Badawi
15 March 1991 - 8 January 1999



Tan Sri Syed Hamid Albar
9 January 1999 - 18 March 2008



**Tan Sri Dato' Seri Utama
Dr. Rais Yatim**
11 August 1986 - 7 May 1987
19 March 2008 - 8 April 2009



**Tan Sri Datuk Seri Panglima
Anifah bin Aman**
10 April 2009 - 9 May 2018



Dato' Sri Saifuddin Abdullah
2 July 2018 - 24 February 2020
27 August 2021 - 19 November 2022



**Dato' Seri Hishammuddin
Tun Hussein**
9 March 2020 - 16 August 2021



Dato' Seri Diraja Dr. Zambry Abd Kadir
2 December 2022 - 12 December 2023

YB Dato' Seri Utama Haji Mohamad bin Haji Hasan
12 December 2023 - Present



ANNEX 2: DEPUTY MINISTERS OF FOREIGN AFFAIRS



YB Dato Lukanisman bin Awang Sauni
17 December 2025 - Present



**Dato' Sri Dr. Muhammad Leo
Michael Toyad Abdullah**
8 May 1995 - 30 March 2004



Dato' Dr. Abdullah Fadzil Che Wan
20 May 1987 - 8 May 1995



Tan Sri Abdul Kadir Sheikh Fadzir
2 June 1983 - 20 May 1987



Dato' Mokhtar Hashim
9 July 1979 - 1 June 1983



Senator A. Kohilan Pillay
10 April 2009 - 6 May 2013



Datuk Lee Chee Leong
10 April 2009 - 4 June 2010



Datuk Abdul Rahim Bakri
19 April 2008 - 10 April 2009



Dato' Joseph Salang Gandum
23 March 2004 - 19 March 2008



**Dato' Sri Reezal Merican
Naina Merican**
29 July 2015 - 9 May 2018



Dato' Seri Hamzah bin Zainudin
6 May 2013 - 28 July 2015



Datuk Richard Riot anak Jaem
4 June 2010 - 6 May 2013



YB Datuk Mohamad Hj. Alamin
10 December 2022 - 16 December 2025



Dato' Kamarudin Jaffar
9 March 2020 - 16 August 2021
27 August 2021 - 19 November 2022



Datuk Wira Hj. Marzuki Yahya
17 Julai 2018 - 24 Februari 2020

ANNEX 3: SECRETARIES-GENERAL OF THE MINISTRY OF FOREIGN AFFAIRS



Dato' Othman Mohamed
6 July 1956 - 23 March 1958



**Tan Sri Nik Ahmed Kamil
Nik Mahmood**
24 March 1958 - 11 February 1959



Tun Dr. Mohd. Ghazali Shafie
12 February 1959 - 21 September 1970



Tan Sri Zaiton Ibrahim Ahmad
22 September 1970 - 26 May 1976



Tan Sri Zakaria Mohd. Ali
27 May 1976 - 26 March 1984



Tan Sri Zainal Abidin Sulong
27 March 1984 - 3 March 1988



Datuk Mohd. Yusof Hitam
4 March 1988 - 30 March 1989



Tan Sri Datuk Ahmad Kamil Jaafar
1 April 1989 - 27 August 1996



Tan Sri Dato' Abdul Halim Ali
28 August 1996 - 16 September 1996



Tan Sri Abdul Kadir Mohamad
17 September 1996 - 3 July 2001



**Tun Dato' Seri Utama Ahmad Fuzi
Abdul Razak**
4 July 2001 - 7 January 2006



Tan Sri Rastam Mohd Isa
8 January 2006 - 2 September 2010



Tan Sri Mohd Radzi Abdul Rahman
3 September 2010 - 31 August 2013



Tan Sri Othman Hashim
1 September 2013 - 31 December 2016



Dato' Seri Ramli Ibrahim
1 January 2017 - 5 January 2019

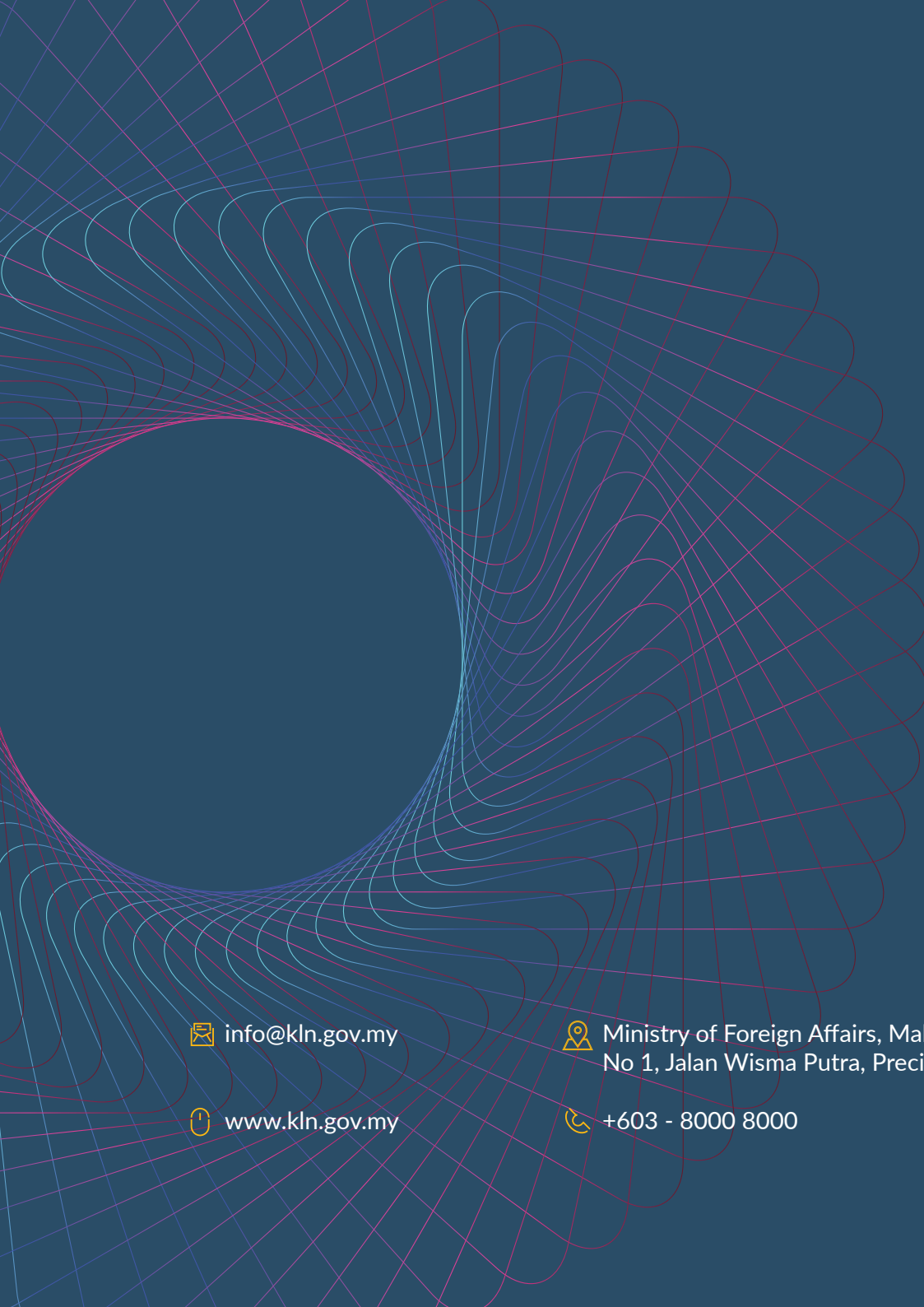


**Tan Sri Muhammad Shahrul Ikram
Yaakob**
6 January 2019 - 8 June 2022

Dato' Sri Amran Mohamed Zin
9 June 2022 - Present







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