

# **Thirteenth Malaysia Plan (RMK-13) 2026-2030**

**“Melakar Semula Pembangunan” (Reshaping Development)**

31 July 2025





# Agenda

**1**

**13MP: Reshaping Development**

**2**

**Macroeconomic Performance and Targets**

**3**

**13MP: Strategies and Initiatives**

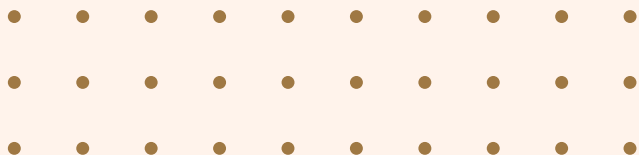




## 13th Malaysia Plan (RMK13 or 13MP), 2026-2030

### Reshaping Development

- *The 13MP outlines nine focus areas under three MADANI economic pillars, anchoring on over 27 priorities, 122 strategies and 600 initiatives.*
- *In 2026-2030, the national economic development will prioritise digitalisation, AI, and a MADANI human-centred social system through a whole-of-nation approach.*
- *Technology-led economic restructuring and a resilient social system are central to building a sovereign and dignified nation.*
- *Social mobility will be boosted by easing living costs, strengthening of social system, and enhancing the quality of life.*



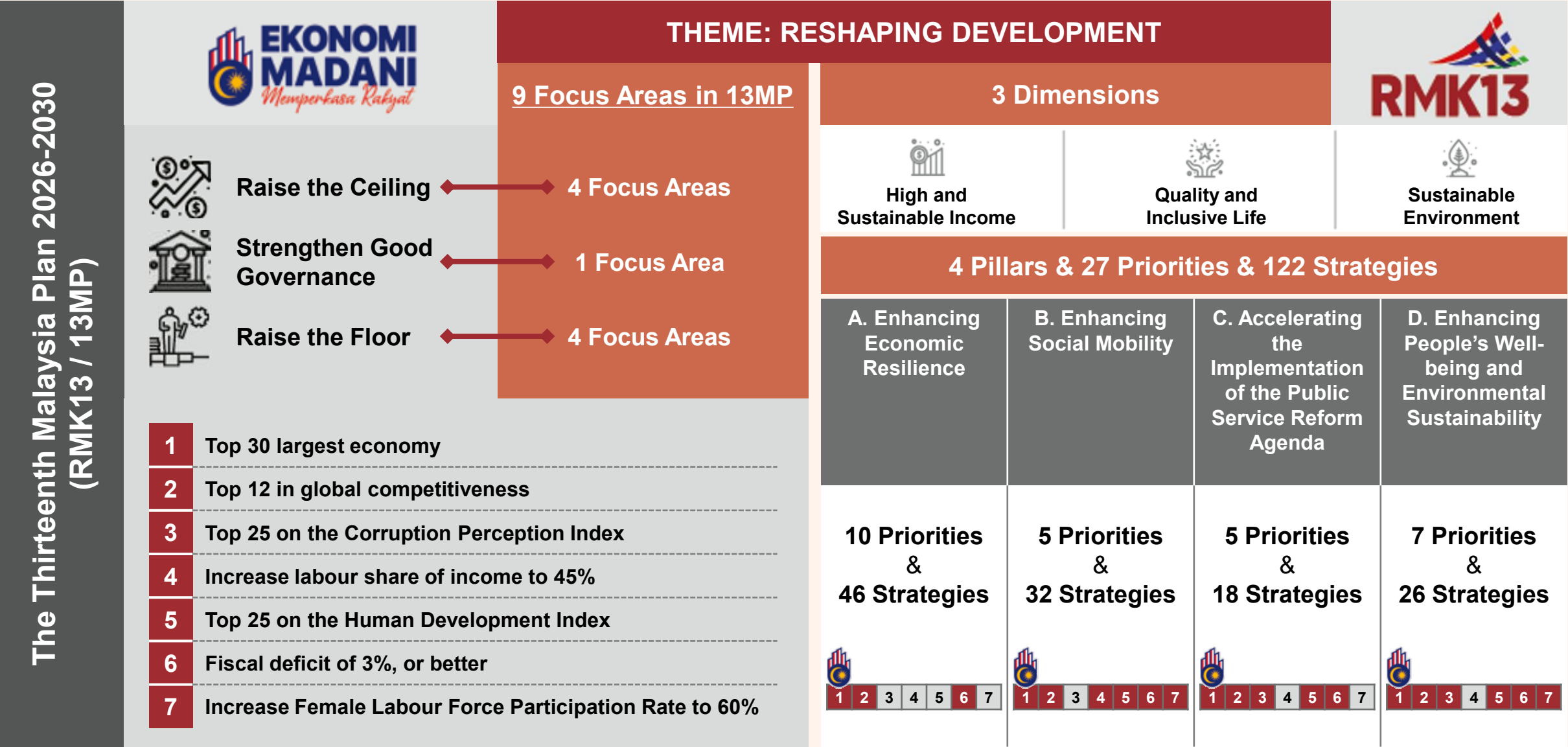


# The Thirteenth Malaysia Plan 2026-2030

- On 31 July 2025, the much-anticipated Thirteenth Malaysia Plan (13MP) 2026–2030 was tabled in the August House. Carrying the theme “**Reshaping Development**”, it sets the goals of national socio-economic development towards **high and sustainable income, quality and inclusive life, and sustainable environment**.
- The 13MP has outlined strategies, initiatives and structural reforms to strengthen Malaysia’s competitiveness and social equity, ensuring policy alignment with the MADANI Economy framework for achieving sustainable and inclusive growth. A total of **nine (9) focus areas** have been identified across three (3) objectives of the MADANI Economy, namely: (1) **Raise the Ceiling (Economic Restructuring)**; (2) **Strengthen Good Governance (Public Service Reform)**; and (3) **Raise the Floor (Improving the Rakyat’s Wellbeing)**.
- The formulation of the Plan’s strategies, initiatives and programs have addressed four megatrends: **Megatrend 1: Power shifts and new economic blocs**; **Megatrend 2: Technological and digital evolution**; **Megatrend 3: Demographic shifts and quality of life**; and **Megatrend 4: Environmental and climate crisis**.
- Anchored on **4 Pillars, 27 Priorities, and 122 Strategies**, the 13MP is expected to strengthen economic resilience through initiatives securing quality investment in high value high growth sectors, accelerating technology and AI adoption, education reform, skilling of the workforce and empowering the rakyat, as well as embracing sustainable practices to build a sovereign and dignified nation.



# 13MP: Reshaping Development





# 7 aspirations of the MADANI Economy

1



Top **30** largest economy

2022: Ranked #36      2024: Ranked #37

(Source: World Bank)

5



Top **25** on the Human Development Index

2022: Ranked #67      2023: Ranked #67

(Source: United Nations Development Programme (UNDP))

2



Top **12** in global competitiveness

2023: Ranked #27      2025: Ranked #23

(Source: IMD)

6



Towards fiscal sustainability, targeting deficit of **3%**, or better

2022: -5.5%      2024: -4.1%

(Source: MOF)

3



Top **25** on the Corruption Perception Index

2022: Ranked #62      2024: Ranked #57

(Source: Transparency International)

7



Increase Female Labour Force Participation Rate to **60%**

2022: 55.8%      2024: 56.5%

(Source: DOSM)

4



Increase labour share of income to **45%**

2022: 32.3%      2024: 33.6%

(Source: DOSM)



# 12MP (2021-2025) performance of selected social and economic indicators

## 1. Enhancing the efficiency of public service delivery



Fiscal balance to GDP

Actual	Target
2024 <b>-4.1</b>	2025 <b>-3.5%~-3.0%</b>



End-to-End Digital Service Delivery by the Federal Government

Actual	Target
2024 <b>88.7%</b>	2025 <b>80%</b>



Government Efficiency in the IMD World Competitiveness Yearbook

Actual	Target
2025 <b>Top 25</b>	2025 <b>Top 20</b>

## 2. Strengthening sustainability



GDP growth %

Actual	Target
2021-2024 <b>5.2%</b>	2021-2025 <b>5.0%~6.0%</b>



Renewable energy capacity

Actual	Target
2024 <b>29.0%</b>	2025 <b>31%</b>



Inflation rate

Actual	Target
2021-2024 <b>2.5%</b>	2021-2025 <b>2.8%~3.8%</b>

## 3. Building a prosperous society



Absolute poverty

Actual	Target
2024 <b>0.19%</b>	2025 <b>0%</b>



Malaysian Well-being Index

Actual	Target
2021-2023 <b>1.3%</b>	2021-2025 <b>1.4%</b>



Affordable Housing Units

Actual	Target
2021-S12025 <b>180K-236K</b>	2021-2025 <b>500K</b>

## 4. Achieving high-income nation status



Contribution of MSMEs to GDP

Actual	Target
2023 <b>39.1%</b>	2025 <b>45%</b>



CE-to-GDP ratio

Actual	Target
2023 <b>33.1%</b>	2025 <b>40%</b>



Digital Economy Contribution to GDP

Actual	Target
2023 <b>23.5%</b>	2025 <b>25.5%</b>

Note: **Green** reflects indicators surpass target; **Orange** reflects indicators are expected to surpass target; and **Red** reflects indicators are below target.

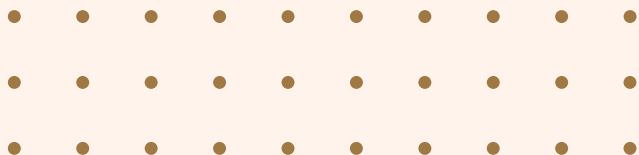
Source: The 13th Malaysia Plan (13MP)





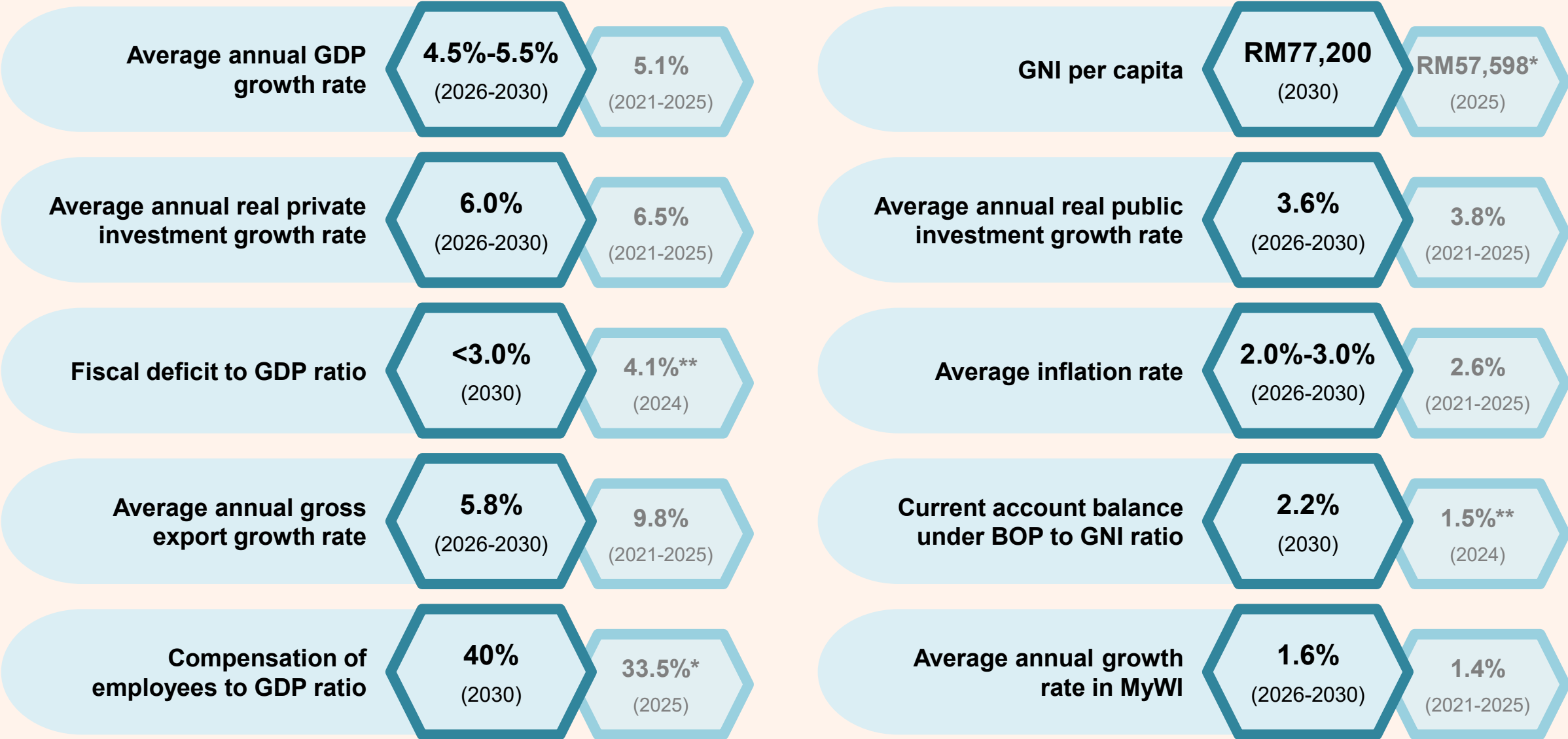
## Macroeconomic Targets in 13MP

- *The Malaysian economy is expected to grow between 4.5% and 5.5% per annum in 2026-2030 (estimated 5.1% in 2021-2025), driven by domestic demand, mainly private sector expenditure and sustained external demand. The services and manufacturing sectors will remain the key engines of growth.*
- *Inflation is targeted to increase between 2.0% and 3.0% during the Plan period, while the unemployment rate will reach 3.0% by 2030.*
- *A sum of RM611 billion investment is planned under the 13MP comprising Federal government's Development Expenditure of RM430 billion, RM120 billion from GLCs and GLICs; and RM61 billion from the Public-Private Partnerships.*
- *The fiscal deficit ratio is projected to reduce to 3.0% GDP in 2030 from an estimated 3.8% of GDP in 2025.*





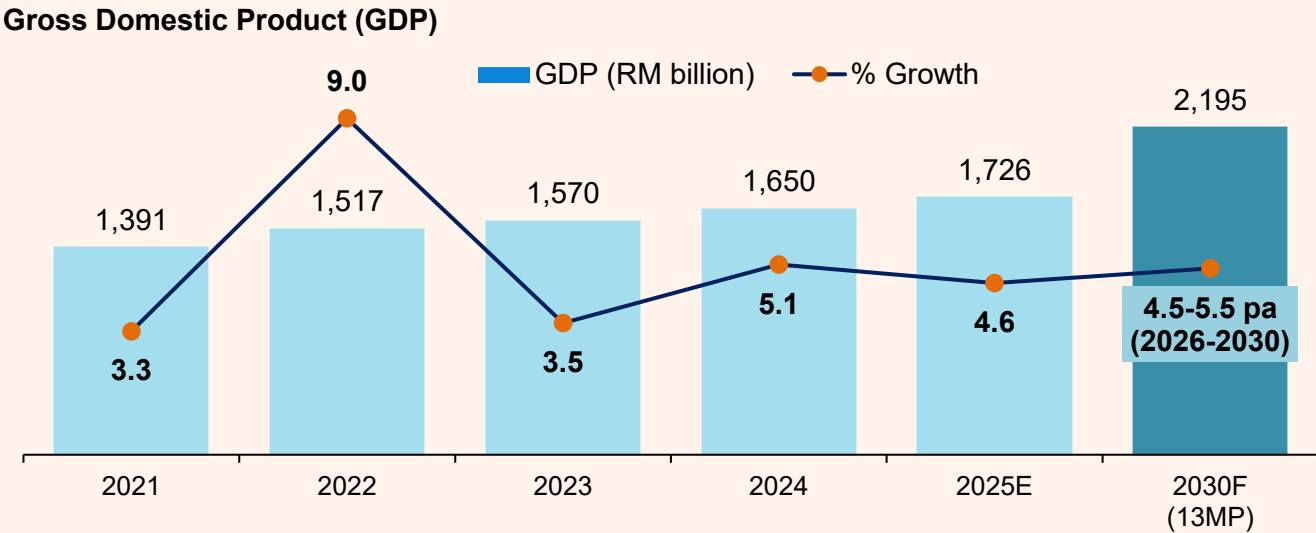
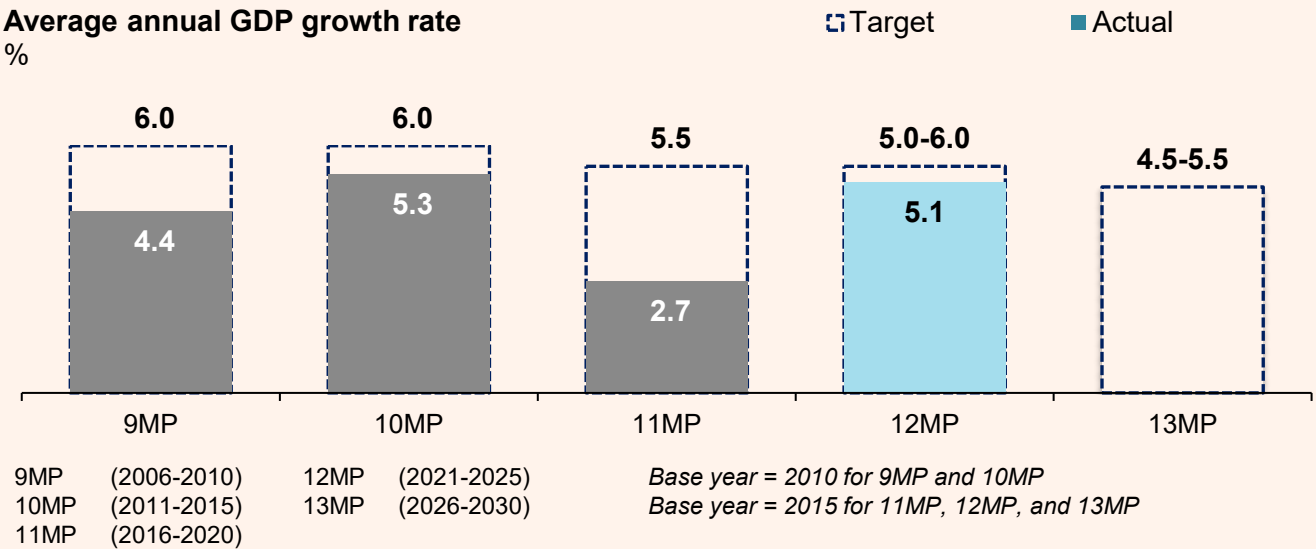
# Key macroeconomic targets under 13MP vs. estimated performance under 12MP



\* 2025E was derived based on the 12MP estimates by Ministry of Economy under 13MP. \*\* No estimation made for 12MP or 2025 by Ministry of Economy under 13MP.



# A resilient and growing economy, anchoring on domestic demand



Note: 2025E was derived based on the 12MP estimates by Ministry of Economy.  
Source: Ministry of Economy

- The Malaysian economy is expected to grow between 4.5% and 5.5% per annum (p.a.) during 2026-2030, driven by domestic demand, particularly private sector expenditure as well as sustained external demand.
- The services and manufacturing sectors will remain the main sources of growth contributed by the transition to a value-creation based economy.
- This economic expansion will be supported by the implementation of key policies and strategies, including the New Industrial Master Plan (NIMP) 2030, the National Energy Transition Roadmap (NETR), and the National Semiconductor Strategy (NSS).
- The Plan’s key macro-economic targets look realistic and in line with our projections. The growth outlook in near-to medium-term highlights a range of risks, starting with the concern that further trade fragmentation, including new tariff hikes and retaliatory actions, could intensify the growth slowdown and trigger significant disruptions in cross-border supply chains.



# GDP growth target by key economic sector and demand approach

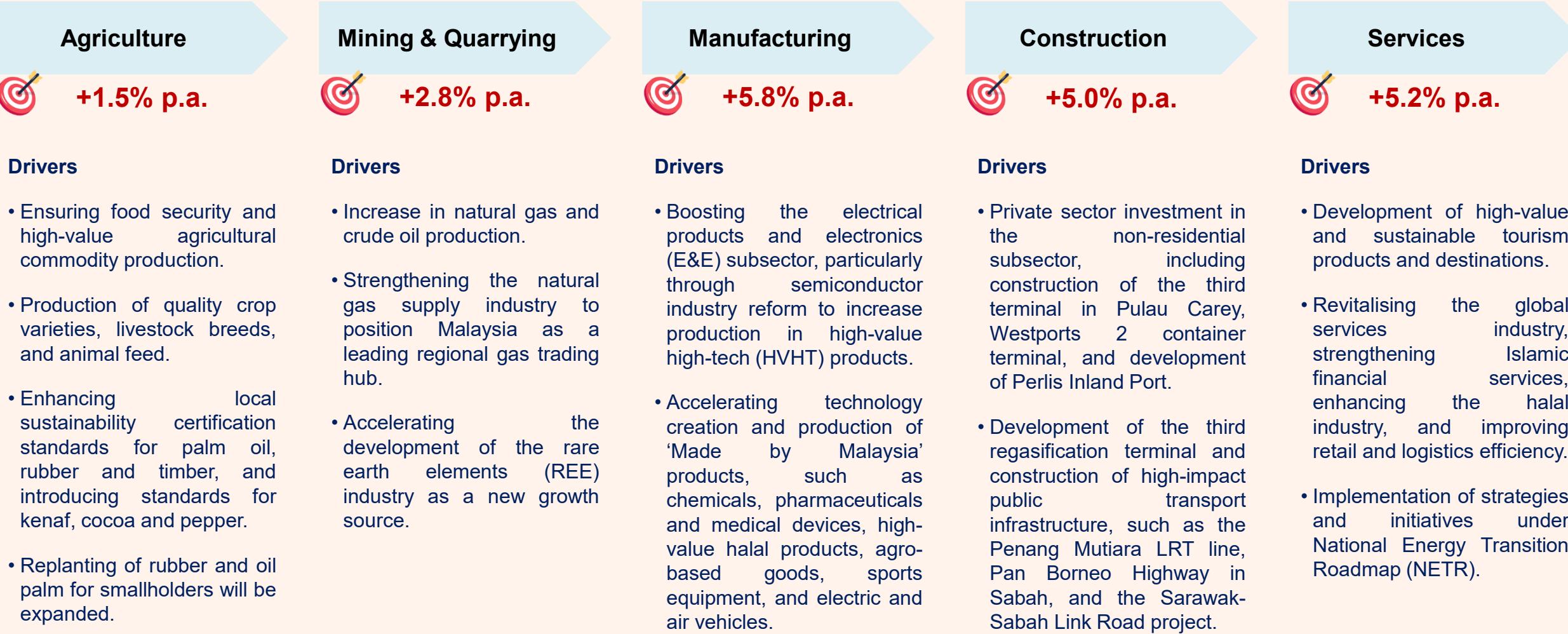
GDP growth by economic sector % p.a.		2021	2022	2023	2024	12MP (E) (2021-2025)	13MP Target (2026-2030)
Agriculture (6.3%)		-0.3	1.3	0.2	3.1	1.2	1.5
Mining and Quarrying (6.0%)		0.9	3.5	0.5	0.9	1.1	2.8
Manufacturing (23.1%)		9.5	8.2	0.7	4.2	5.1	5.8
Construction (4.0%)		-5.2	5.1	6.0	17.5	6.5	5.0
Services (59.4%)		2.2	11.3	5.1	5.3	5.8	5.2

GDP growth by expenditure category % p.a.		2021	2022	2023	2024	12MP (E) (2021-2025)	13MP Target (2026-2030)
Private	Consumption (60.7%)	1.8	11.4	4.6	5.1	5.5	5.5
	Investment (16.5%)	2.8	7.3	4.5	12.3	6.5	6.0
Public	Consumption (13.2%)	5.8	5.6	3.4	4.7	4.9	4.1
	Investment (4.8%)	-11.0	5.4	8.5	11.1	3.8	3.6
External Demand	Real Exports (68.1%)	18.5	14.5	-7.9	8.3	6.9	4.1
	Real Imports (63.9%)	21.2	16.0	-6.8	8.2	8.1	4.3

Figures in parenthesis denotes % share of GDP in 2024  
 Source: DOSM; 13MP



# Growth drivers in 2026-2030: Positive contribution from all economic sectors





# Selected development projects



## People-Centred Projects

- Upgrading of facilities at Negeri Sembilan Miniature Culture Village
- Construction of the Machang Water Treatment Plant in Kelantan
- Water supply resolution project in the Federal Territory of Labuan
- Development of a health clinic on Pulau Perhentian in Terengganu
- Construction of an additional building for Kulim Hospital in Kedah
- Strengthening of Pasar Tamu retail networks in Sabah and Sarawak



## Integrated Green Energy Model

- Hybrid hydro-floating solar and green hydrogen hub in Kenyir, Terengganu
- Construction of the Third Regasification Terminal Complex in Lumut, Perak



## Maritime industry

- Construction of the third terminal in Pulau Carey
- Expansion of Westports 2 and Port of Tanjung Pelepas (PTP)



## High-Impact Investments

- Chuping Valley Industrial Area, Perlis
- Perlis Inland Port
- Kerian Integrated Green Industrial Park (KIGIP), Perak
- Lumut Maritime Industrial City (LuMIC), Perak
- Tok Bali Industrial Park, Kelantan
- Kota Kinabalu Industrial Park, Sabah



## Infrastructure and Supporting Facilities

- East Coast Rail Link (ECRL) connecting Kelantan, Terengganu and Pahang to the west coast
- Gemas-Johor Bahru Double Track
- Elevated Autonomous Rapid Transit (E-ART) in Johor Bahru
- Penang Mutiara LRT Line



## Upgrading and Construction of Roads

### Upgrading

- PLUS Highway (Senai Utara–Machap stretch)
- Juru–Sungai Dua stretch

### Construction

- Central Spine Road (Lebuhraya Lingkaran Tengah Utama)
- Pan Borneo Highway in Sabah
- Trans Borneo Highway



# Selected development projects (cont.)



## Construction and Upgrading of Rural Roads

- 2,800km



## Strengthening Malaysia's Position

- Upgrading of the Rantau Panjang–Sungai Kolok Bridge
- Upgrading of road networks linking Sabah and Sarawak with Kalimantan, Indonesia
- Development of the RTS Link
- Upgrading of Perlis Inland Port
- Upgrading of Immigration, Customs, Quarantine and Security (ICQS) complexes in Bukit Kayu Hitam and Rantau Panjang
- Upgrading of Customs, Immigration and Quarantine (CIQ) checkpoints in Sabah and Sarawak



## Affordable Housing

- Program Residensi MADANI
- Program Perumahan Penjawat Awam
- Program Bantuan Bina Baharu Rumah
- Program Perumahan Mampu Milik
- Rumah Bakat Madani



## Construction and upgrading of government hospitals and clinics

- Hospital Tuanku Ja'afar 2, Seremban, Negeri Sembilan
- Hospital Sultanah Aminah 2, Johor Bahru, Johor
- Pusat Kanser Wilayah Utara, Sungai Petani, Kedah
- Pusat Jantung Sabah at Hospital Queen Elizabeth II, Kota Kinabalu, Sabah
- Pusat Kanser Sarawak



## Floods Mitigation Plan Projects (103 projects)

- Sungai Langat, Selangor
- Sungai Buloh, Selangor
- Sungai Golok, Kelantan
- Sungai Gemencheh, Negeri Sembilan
- Sungai Baru, Melaka
- Lembangan Sungai Johor
- Lembangan Sungai Muar, Johor
- Lembangan Sungai Pahang
- Bandaraya Kuching, Sarawak

Overall investment for 13MP

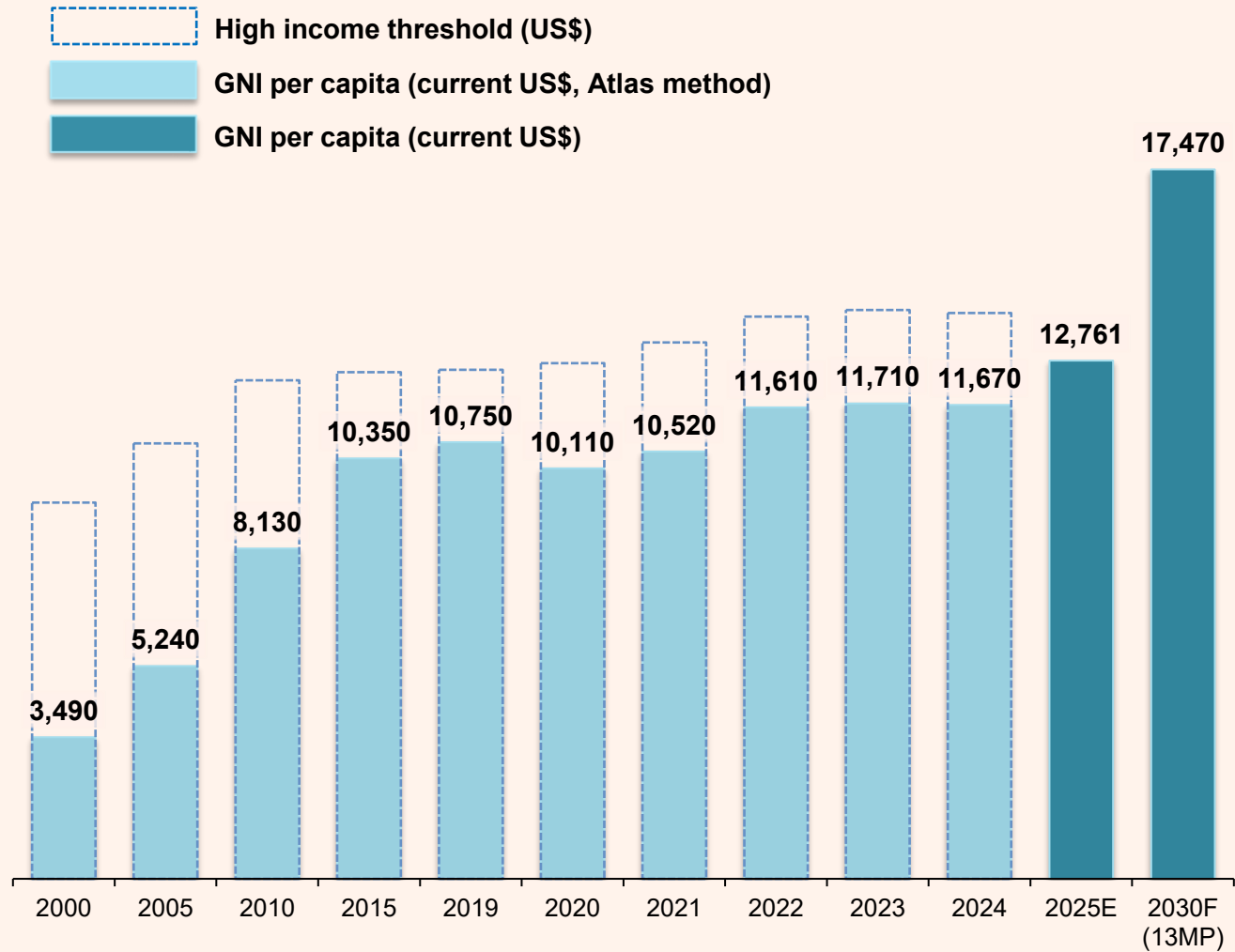
**RM611 billion**

- Federal Government : RM430 billion
- GLC/GLICS : RM120 billion
- PPP/PFI : RM 61 billion

Note: PPP denotes Public Private Partnership; PFI denotes Private Finance Initiative



# Malaysia aims to be a high-income nation by 2030



- According to the World Bank’s classification, Malaysia has remained an upper-middle-income nation since 1992. In 2024, the country's income per capita was US\$11,670, which is 16.3% below the high-income threshold.
- The 13th Malaysia Plan (13MP) lays the groundwork for Malaysia to achieve high-income status by 2030, including through the creation of high-income and skilled job opportunities.
- It sets a target for per capita income to reach RM77,289 or US\$17,470 by 2030, in line with the timeline outlined in a joint report\* by the World Bank and the Ministry of Economy, which anticipates Malaysia achieving high-income nation status between 2028 and 2030.

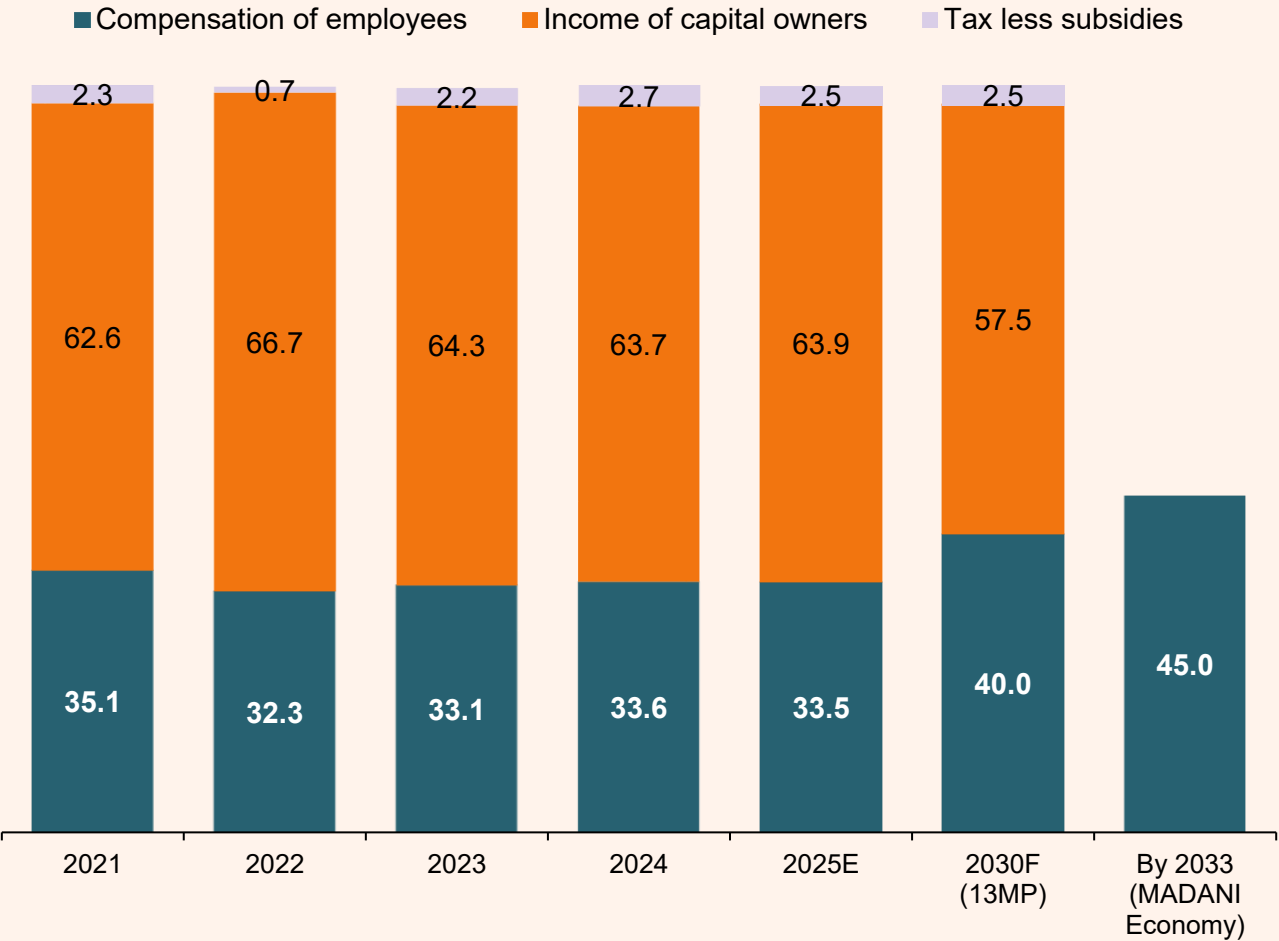
Note: 2025E was derived based on the 12MP estimates by Ministry of Economy.  
GNI per capita (time series) as per World Bank Atlas method.  
Source: World Bank; 13MP

\* World Bank (2024) “[A Fresh Take on Reducing Inequality and Enhancing Mobility in Malaysia](#)”



# Ambitious goal to improve labour income share to 40% in 2030

GDP by income approach  
% share to GDP



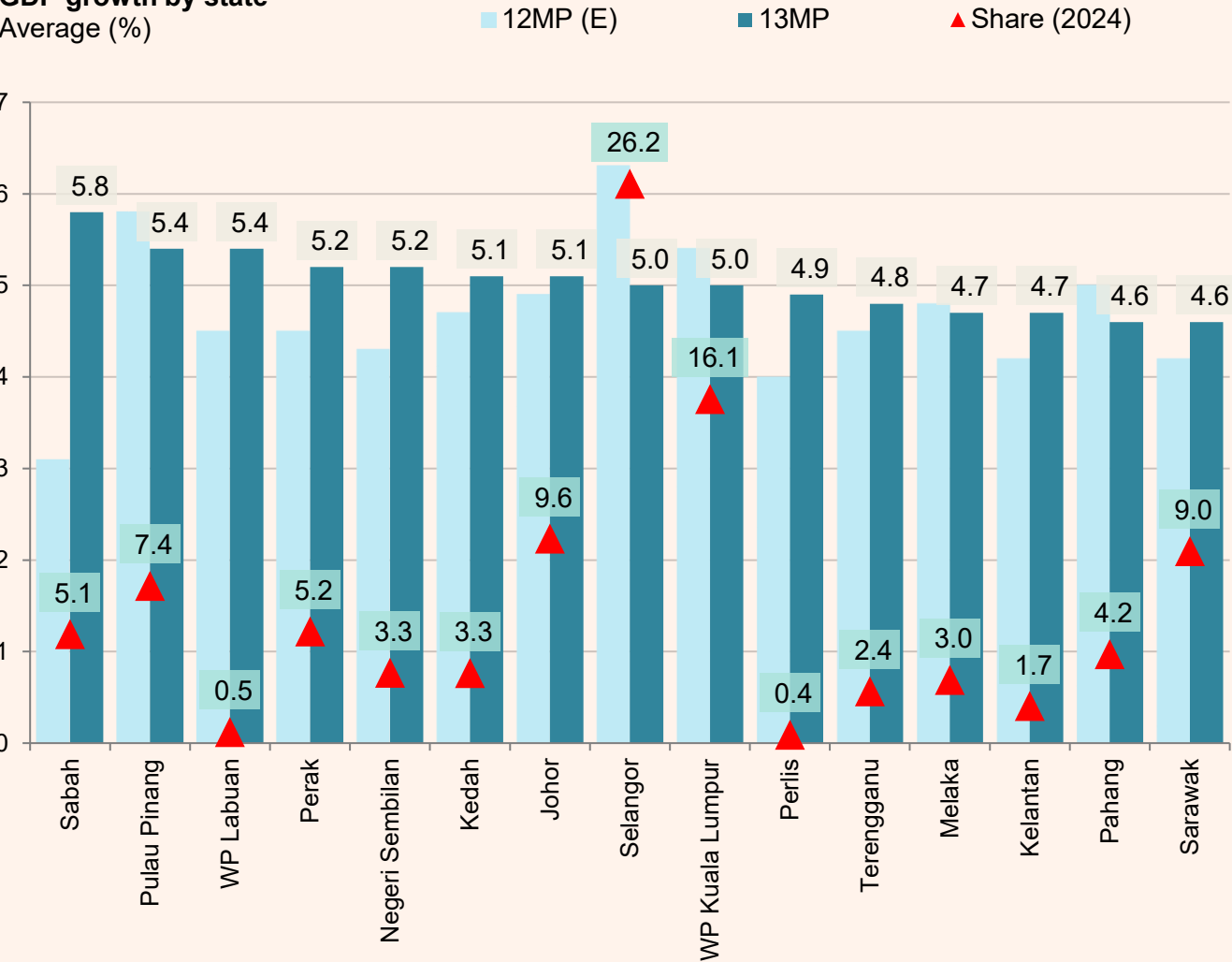
Note: 2025E was derived based on the 12MP estimates by Ministry of Economy.  
Source: DOSM; 13MP

- The share of labour income, as measured by the compensation of employees (CE) to GDP ratio, fell short of the 40% target set under the 12MP. In 2024, the labour income share edged up to 33.6%, still well below the 35.1% recorded in 2021 and 37.4% in 2020.
- The 13MP maintains the target of reaching 40% by 2030, aligning with the MADANI Economy's vision of achieving 45% by 2033.
- While various wage policies and skills development initiatives have been implemented, skill-related underemployment remains a critical challenge, largely due to a mismatch between talent supply and demand. The 13MP aims to reduce skill-related underemployment to 30% by 2030, from 36.1% in 2024.
- Wage policies such as the minimum wage and the implementation of the Progressive Wage Policy (PWP), along with income generation and skills development initiatives are expected to support improvements in labour income share.



# Pursuing balanced regional development across states and regions

GDP growth by state  
Average (%)



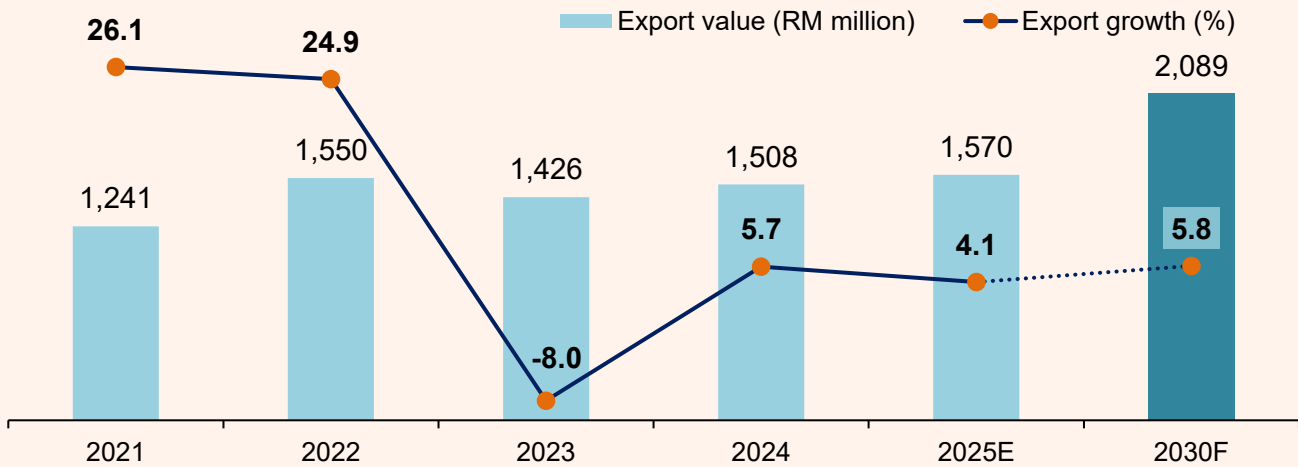
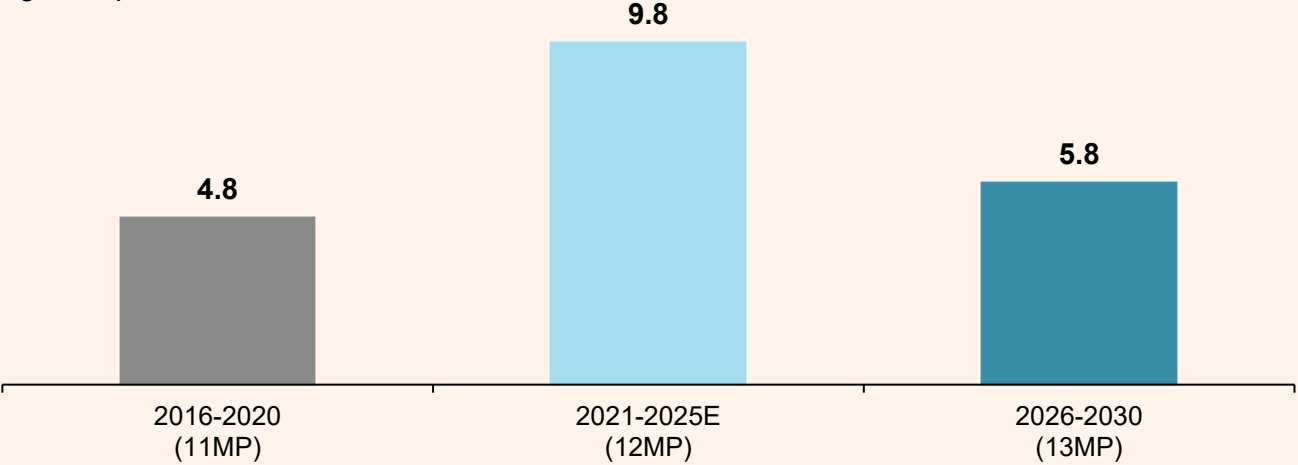
- Efforts to balance economic development within and between regions have shown positive progress through improvements in infrastructure upgrades and basic amenities, including the provision of rural roads, access to clean and safe water, electricity supply, and telecommunications network.
- The 13MP highlights that greater emphasis will be placed on optimising the economic development potential of less developed and rural areas to enhance regional development balance. The development of economic corridors and specialised production hubs will be explored to unlock the economic potential of local areas.
- Focus will also be given to attracting foreign investors in high growth high value (HGHV) industries and strategic high-impact sectors, identifying new sources of growth beyond the Klang Valley, Pulau Pinang and Johor, and expanding locality-based productivity programmes.

Note: Total share not add-up to 100% due to supra state, which covers production activities that beyond the centre of predominant economic interest for any state.  
Source: DOSM; Ministry of Economy



# Strengthening Malaysia's exports amid the US tariffs uncertainty

Gross Exports  
% growth p.a.

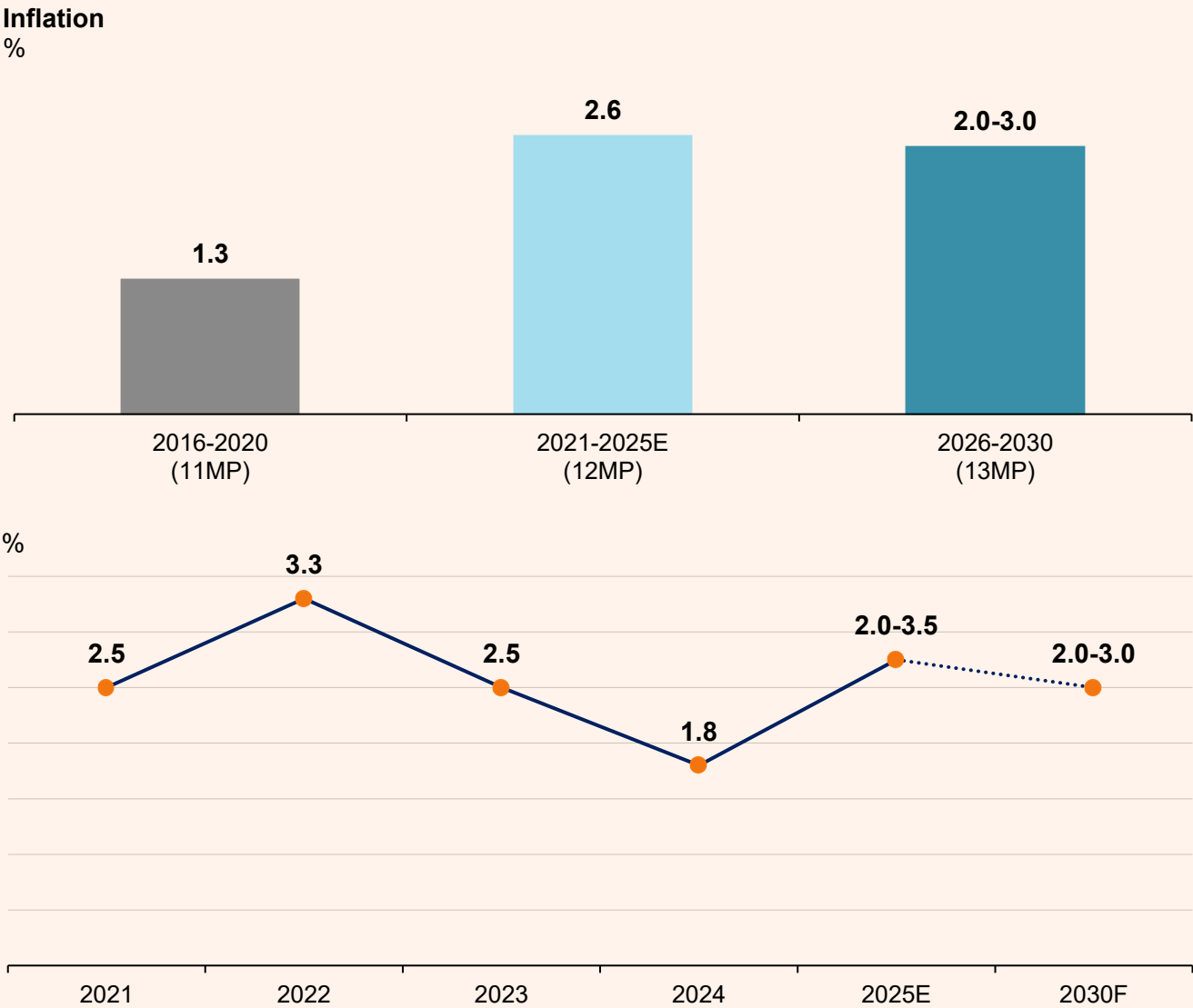


Note: 2025E was derived based on the 12MP estimates by Ministry of Economy.  
Source: DOSM; 13MP

- The 13MP projects that gross exports will exceed RM2 trillion by 2030, with an average annual growth rate of 5.8% during 2026-2030, mainly driven by manufacturing exports growing at 6.0% per annum.
- In this regard, global trade networks will be expanded to strengthen economic integration, enhance the production and competitiveness of 'Made by Malaysia' products and services, explore new markets, and intensify trade and investment promotion. National Trade Blueprint 2.0 (NTBp 2.0) will be introduced to ensure the effective implementation of trade-related policies, strategies, and initiatives,
- Emphasis will be placed on strengthening economic integration through Malaysia's participation in and commitment to Free Trade Agreements (FTAs), as well as the resumption of negotiations between Malaysia and the European Union. Trade cooperation with subregional countries, particularly Singapore, Thailand, Indonesia, Brunei, and the Philippines, will also be enhanced. Currently, Malaysia has 18 FTAs to help the exporters diversify and expand their markets.



# Confronting the cost-of-living challenge

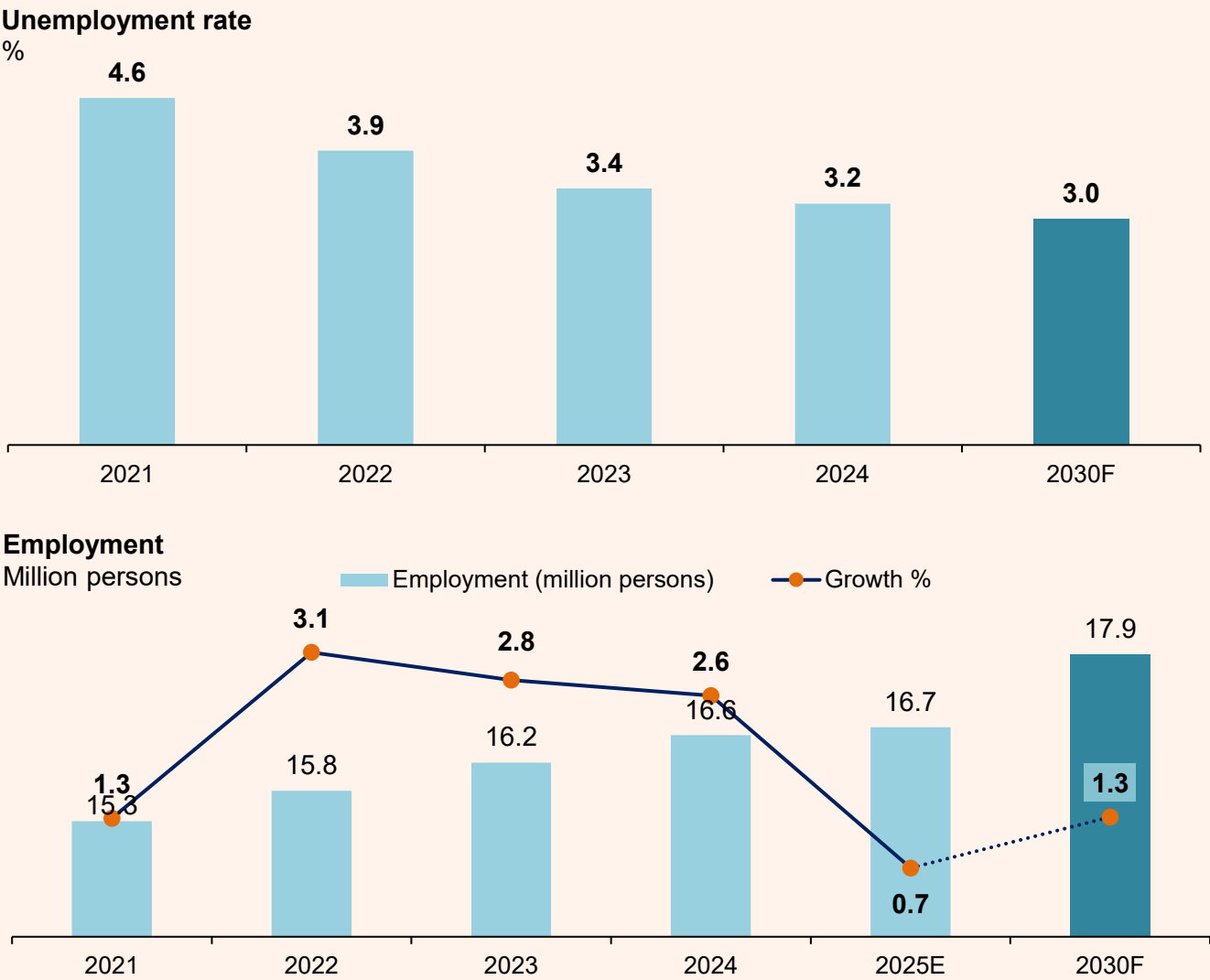


*Note:* 2025E was estimated by BNM in its Economic and Monetary Review (EMR) 2024.  
*Source:* DOSM; 13MP

- Inflation is projected to average between 2.0% and 3.0% annually during the period 2026-2030.
- To address rising cost of living pressures, the 13MP outlines a series of initiatives aimed at easing the financial burden on the rakyat, in addition to adjustments in wage policies and labour market reforms.
- Efforts to address rising food costs will be implemented holistically by improving infrastructure for agriculture production, strengthening the food supply chains and retail sector, and enhancing price transparency through dedicated platforms.
- The Government will continue to provide targeted cash assistance and subsidies, such as Sumbangan Tunai Rahmah (STR), Sumbangan Asas Rahmah (SARA), as well as the Payung Rahmah initiative, and subsidisation on public transport. In 2025, total allocation for STR and SARA assistance in 2025 will reach RM15 billion.



# Towards a more dynamic labour market

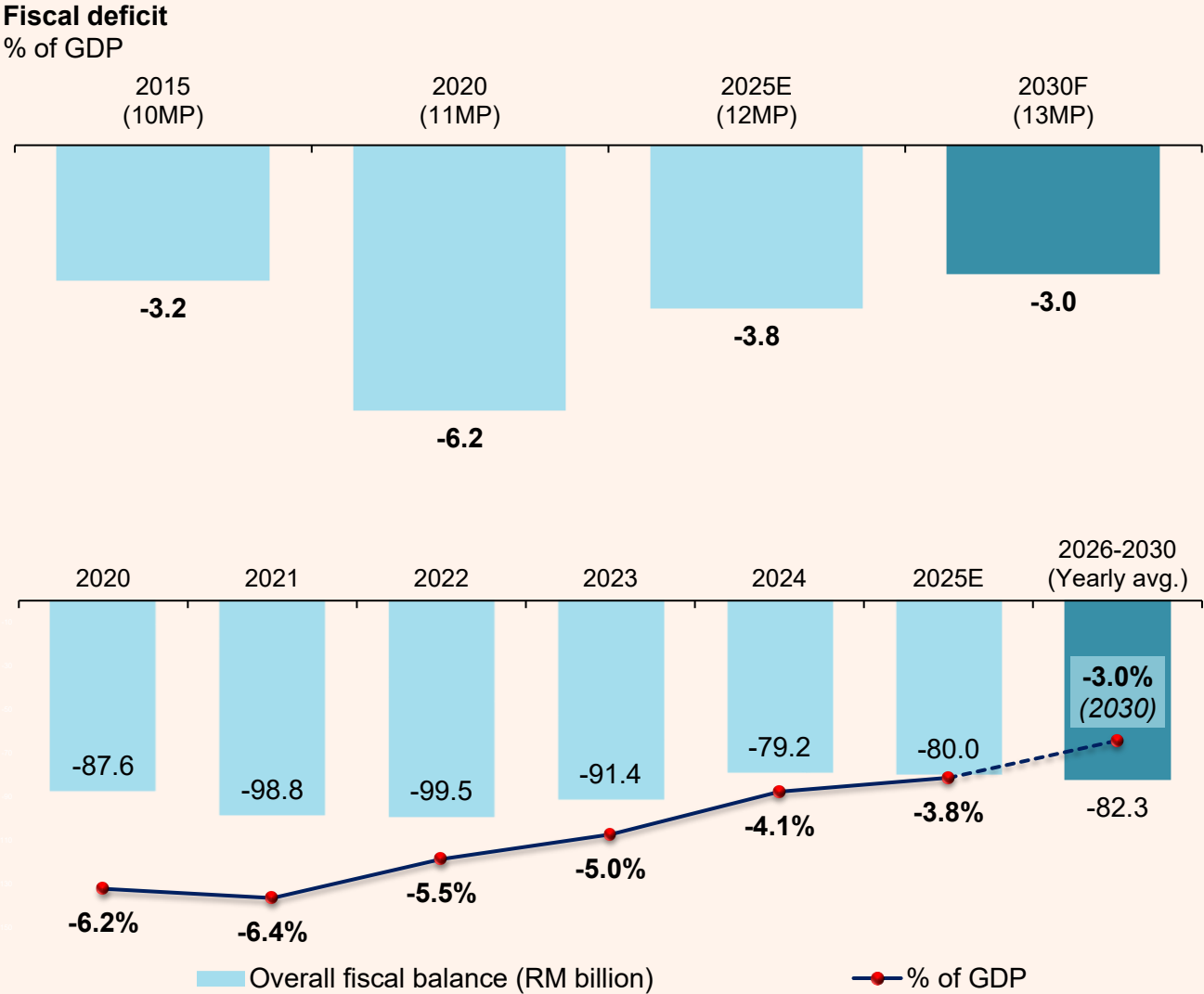


Note: 2025E was derived based on the 12MP estimates by Ministry of Economy  
Source: DOSM; 13MP

- Malaysia’s labour market conditions remain solid, with the unemployment rate easing to 3.0% and the labour force participation rate reaching a record high of 70.8% in May 2025. The 13MP targets the unemployment rate to remain at this healthy level throughout to 2030.
- The employment growth rate is projected to average 1.3% during 2026-2030, significantly lower than the estimated 2.1% in 2021-2025, reflecting the anticipated tightening of labour supply in the years ahead.
- With population growth expected to slow to just 1.1% by 2030 (1.9% in 2024), Malaysia will become an aged nation by 2043, following its transition to an ageing nation in 2021. Life expectancy is projected to reach 85 years by 2050.
- In response to these demographic shifts, the 13MP outlines plans to review the minimum retirement age, the EPF’s retirement pension withdrawal and introduces a series of labour market reforms to address the challenges of an ageing population and ensure continued workforce resilience.



# The fiscal consolidation remains on track

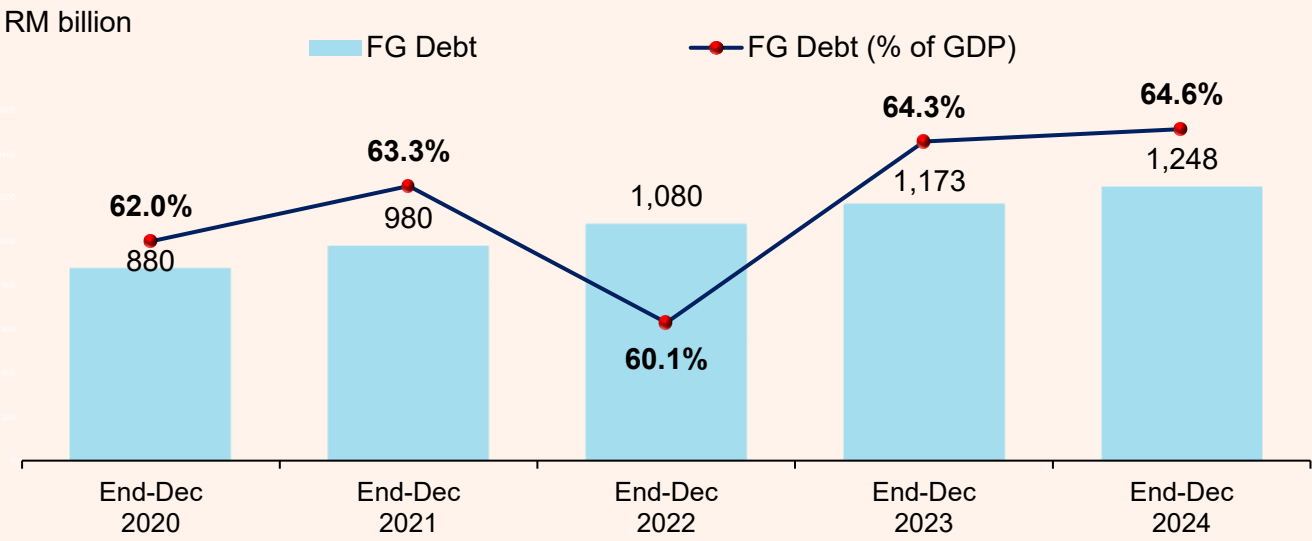


Note: Fiscal deficit in 2025 is based on the estimate of Budget 2025.  
Source: BNM; DOSM; MOF; 13MP

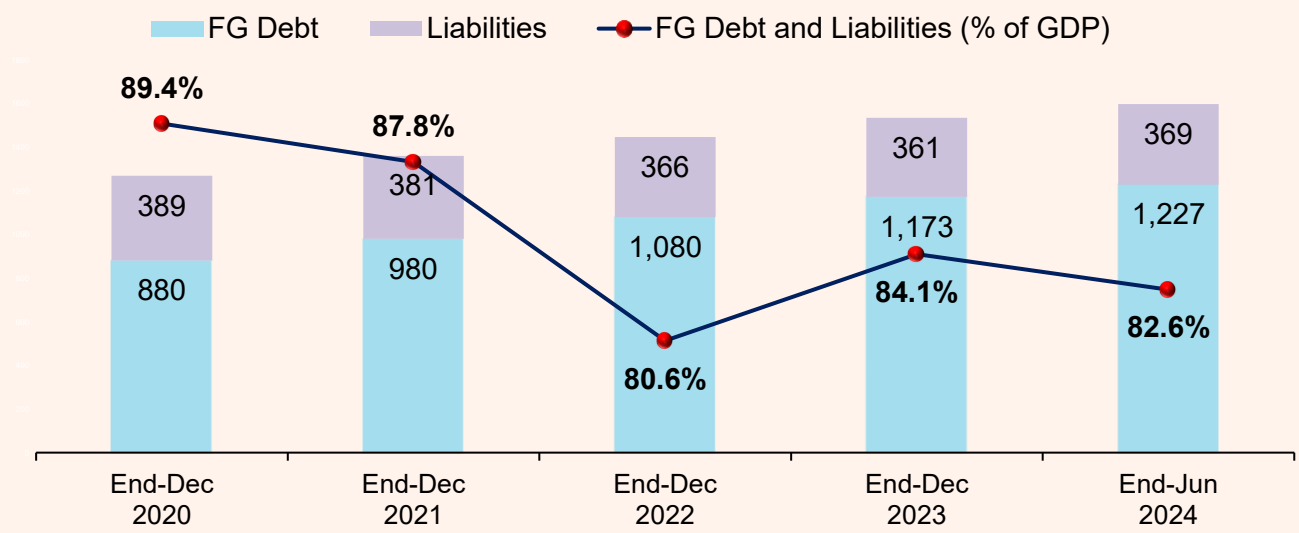
- The 13MP sets a fiscal deficit target of 3.0% of GDP by 2030, in line with the Economy MADANI’s aspiration of achieving a deficit of 3% or lower, and is consistent with the fiscal discipline framework under the Public Finance and Fiscal Responsibility Act 2023 (Act 850).
- While the fiscal reformation will be continued with allocation only channelling to the needy, an assessment on transitioning from the pension scheme to a contribution-based scheme for all members of the administration and civil servants will be carried out through the establishment of a Royal Commission.
- The 13MP has outlined five strategies for implementing development project management reforms and fiscal consolidation:
  1. Improving the effectiveness of development project planning and implementation
  2. Developing cost control mechanisms
  3. Strengthening public-private partnerships
  4. Accelerating fiscal consolidation
  5. Enhancing revenue collection



# FG debt exceeds regulated limit of 60% of GDP amid guarantees were contained

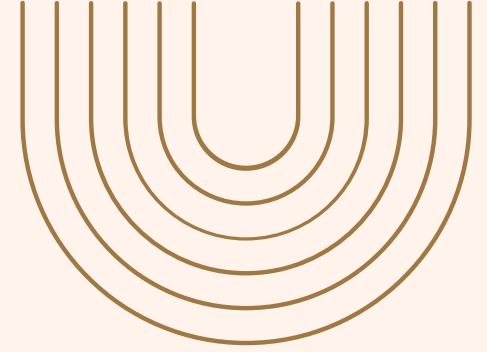


- In recent years, Federal Government debt stood at 64.6% of GDP as at end-2024, consistently exceeding the 60% threshold set under the Public Finance and Fiscal Responsibility Act 2023 (Act 850).
- Meanwhile, financial guarantees, which are close to 20% of GDP, have remained relatively contained, staying well below the 25% ceiling set under Act 850.
- The 13MP has set a target for the FG debt-to-GDP ratio to be 60% or lower. At the same time, Federal Government guarantees on state-owned enterprises (SOE) borrowings will be more tightly controlled to reduce the Government's contingent liability risk.

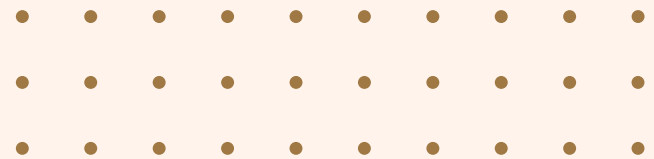


Source: BNM; MOF





**4 Pillars, 27 Priorities, 122 Strategies,  
with Key Initiatives, and Programs / Projects**







## Pillar A

### Enhancing Economic Resilience

Malaysia must transition towards a value-creation-based economy by enhancing economic complexity to strengthen competitiveness and sustainability, while upholding humanistic values. It aims to foster a culture of creation, aligning with the goal of making Malaysia a consumption powerhouse producing 'Made by Malaysia' products. In this regard, strategies and initiatives to raise the ceiling will focus on developing strategic sectors and industries, strengthening ecosystems, and empowering industry players.

## 10 Priorities & 46 Strategies



A1

Surge in Growth of HGHV Industries and High-Impact Strategic Sectors



A2

Strengthening the Green Economy



A3

Empowering the Blue Economy



A4

Strengthening Food Security



A5

Enhancing R&D&C&I Ecosystem



A6

Enhancing National Productivity and Competitiveness



A7

Strengthening Flood Mitigation and Adaptation



A8

Improving Public Transport Infrastructure Readiness



A9

Scaling Up Micro, Small and Medium Enterprises (MSMEs)



A10

Empowering the Third Sector



## Key initiatives and programs / projects

### High-Growth, High-Value (HGHV) Industry, Green and Blue Economy:

- **Developing strategic digital assets** such as AI, data analytics, and government digital systems
- **Enhancing R&D, Commercialisation, and Innovation (RDCI)** to improve "Made by Malaysia" products and services
- **Establishing a National Data Bank** as an integrated national data repository, and a **Data Commission** to regulate national data
- **Fostering AI literacy** from an early (primary school) level
- Provision of **Strategic Co-Investment Fund under NIMP 2030**
- Implementing **Battery Energy Storage System (BESS) and smart grids**
- Expanding **energy efficiency labelling** for equipment in the industrial sector
- Implementing **group rooftop solar photovoltaic system installations** on residential premises
- **Building local capacity**, particularly in mining technology, as well as refining and separation of rare earth elements
- **Digitalising the financial system** through exploration of technologies such as **digital assets, blockchain, asset tokenisation, and Central Bank Digital Currency (CBDC)**
- Development of **Special Tourism Investment Zones**, including in Johor, Melaka, Negeri Sembilan, and Sarawak
- Establishment of the **Halal Commission**

## Commentaries

- The 13MP sets a comprehensive trajectory for sustaining long-term sustainable economic growth by aligning with key strategic plans such as the New Industrial Master Plan (NIMP) 2030, National Energy Transition Roadmap (NETR), and the National Semiconductor Strategy (NSS). These initiatives collectively aim to transition Malaysia into a high-income nation by promoting value-added sectors, digitalisation, sustainability and innovation.
- However, it is essential that their implementation is synergistic rather than in siloed, to maximise multiplier effects across sectors. Coordinated implementation, better governance and monitoring framework are crucial to ensure alignment and consistency across the Federal Government and state-level actions.
- It also recognises the potential of non-industrial high-value sectors, such as tourism and financial services. The establishment of Special Tourism Zones is a forward-looking approach that can create targeted support ecosystems for tourism clusters, unlocking greater value along the supply chains. However, successful execution will require active stakeholders' engagement, capacity-building, and robust infrastructure planning to ensure tourists' experiencing and sustainable tourism development.
- While the establishment of a National Data Bank and a Data Commission is a good initiative to consolidate and govern national data assets, it must be supported by strong and enforceable data privacy regulations to build public trust. These include ensuring transparency in data governance and prompt action in the event of any data breaches or leaks.



### Key initiatives and programs / projects

- Provision of **Creative Content Fund and Matching Grant Schemes for creative projects**
- Implement a **national carbon market policy** and establish a **carbon emissions trading scheme**
- Enforce **Perolehan Hijau Kerajaan (Kerja) guidelines**
- Construct **waste-to-energy plants**
- Developing a blue economy, such as **an integrated fisheries hub and coastal and maritime tourism**

### **Food security:**

- **Implementation:**
  - Program Penanaman Padi Lima Musim within two years
  - Program Pemeriksaan Ladang Satelit
  - Program Agropreneur NextGen
  - Skim Pensijilan Amalan Pertanian Baik Malaysia (MyGAP)
  - Skim Pensijilan Organik Malaysia (MyOrganic)

### **R&D&C&I ecosystem:**

- Develop **International Research Centres**
- Develop **Incubation Centres, Research Hubs, and AI Sandboxes**
- Implement **Moonshot R&D Programmes**

## Commentaries

- It is important to provide the correct infrastructure and development programmes to enhance Malaysia's innovation ecosystem through increased investment in research, development, commercialisation and innovation (R&D&C&I). Proposed measures such as refining investment models for high-value R&D, offering targeted incentives, and establishing dedicated R&D facilities are commendable.
- There is a need to expand and simplify R&D incentives, especially for SMEs and mid-tier firms that often face barriers in navigating existing schemes. Streamlining the grant application process, offering more generous R&D tax credits, and reducing administrative burdens would encourage greater private sector's participation and attract international investors to set up R&D hubs in Malaysia.
- As more incentives are introduced, businesses often face difficulties in identifying the most suitable support for their specific needs. It is crucial to consolidate all available incentives into a single, user-friendly platform equipped with a guided navigation system to help users search for relevant assistance efficiently.
- The ACCCIM's Malaysia Business and Economic Conditions Survey (M-BECS) preliminary findings for 1H 2025 indicated that 61.5% of respondents have perceived government assistance as complex and time-consuming, discouraging businesses from leveraging these resources. While the government's initiative to strengthen GovTech under the Government Service Reform is a step in the right direction, the reform should also address concerns about accessibility and ease of use to ensure that support measures are more business-friendly and widely utilised.



## Key initiatives and programs / projects

### Flood mitigation:

- Implement **130 Flood Mitigation Projects**
- Establishment of a **Dedicated Implementation Task Force for monitoring High-Priority Flood Mitigation Projects (TBBT)**
- Provision of **Dana Ihsan MADANI**

### Productivity and competitiveness:

- Develop **Productivity Framework and Roadmap**
- Implement **Locality-Based Productivity Enhancement Programs under the Productivity Nexus**
- Strengthen **Productivity-Based Financing Support**
- Implement **Training Programs for the Adoption of Advanced Technologies, including AI**
- Introduce **Legislation Related to Rent-Seeking Activities**

## Commentaries

- Greater focus on productivity is vital given Malaysia's persistent structural challenge of sluggish productivity growth. The development of a Productivity Framework and Roadmap, firm-level diagnostics, and locality-based productivity programs under the Productivity Nexus underscores strong policy direction. These efforts are expected to help achieve the targeted productivity growth of 3.6% pa under the 13MP (2.9% in the 12MP).
- However, the success of these initiatives will depend on the implementation and monitoring mechanism. Productivity-linked financing schemes must be accompanied by clear performance metrics and be supported by training programs focussing on the adoption of frontier technologies, such as AI, automation, and digital tools.
- Empowering MSMEs to transition towards higher-value activities through targeted productivity incentives can serve as a transformative lever for fostering inclusive growth. These efforts should be aligned with broader innovation goals to ensure technology uptake leads to tangible economic upgrading.
- The Plan proposes amendments to the Competition Act 2010 and the introduction of legislation to curb rent-seeking behaviours and improve public sector efficiency via the Public Service Efficiency Commitment Act 2025. These reforms are critical to ensuring fair market access, lowering the cost of doing business, and reinforcing trust in public institutions. However, without strong enforcement and inter-agency coordination, these legislative changes may risk being underutilised, echoing past implementation pitfalls.



## Key initiatives and programs / projects

### Public transport infrastructure:

- Implementation of the **Elevated Autonomous Rapid Transit (E-ART) system** in Iskandar Region, Johor Bahru
- **Expansion of Demand-Responsive Transit (DRT)** services in Klang Valley, Pulau Pinang, and major cities, and **addition of passenger trains and buses** to increase service frequency
- **Implementation of Transit-Oriented Developments (TODs)** in key urban areas, including Johor, Kuala Lumpur, Negeri Sembilan, Pulau Pinang, and Selangor
- **Implementation of ASEAN Rail Connectivity Project**

### MSMEs:

- **Implement various programs and funds** to strengthen MSME's business model:
  - Skim Peningkatan Kapasiti dan Keupayaan PKS
  - Dana Pelaburan Strategik VentureTECH
  - Program Peningkatan Industri Strategik dan Syarikat Berprestasi Tinggi
  - Program Kesyediaan Akses Pasaran PKS
  - Program Kesyediaan PKS untuk Penyenggaraan

### Third sector:

- Provision of **Training and Advisory Services**
- Implementation of the **'Buy Social' Campaign**

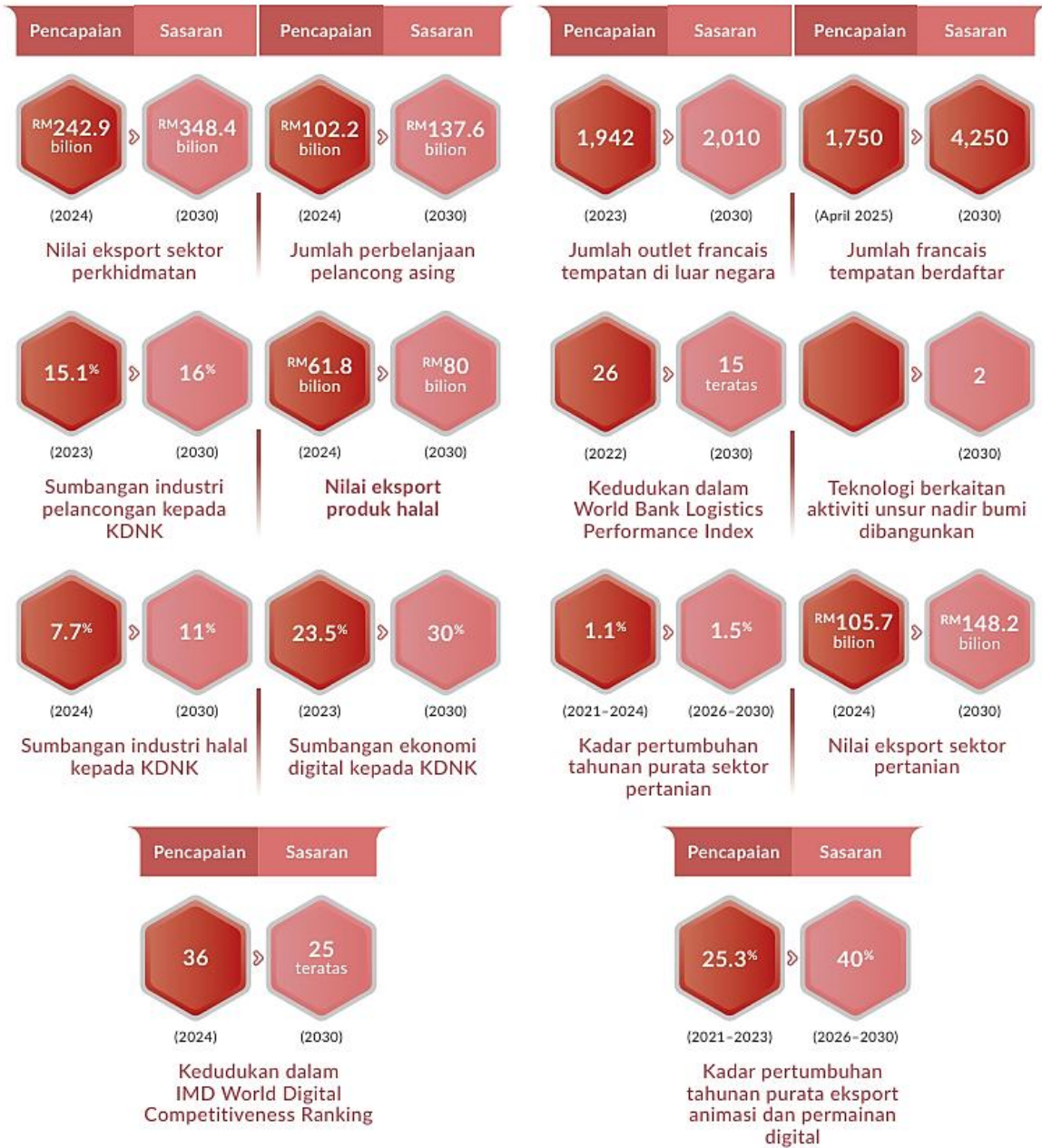
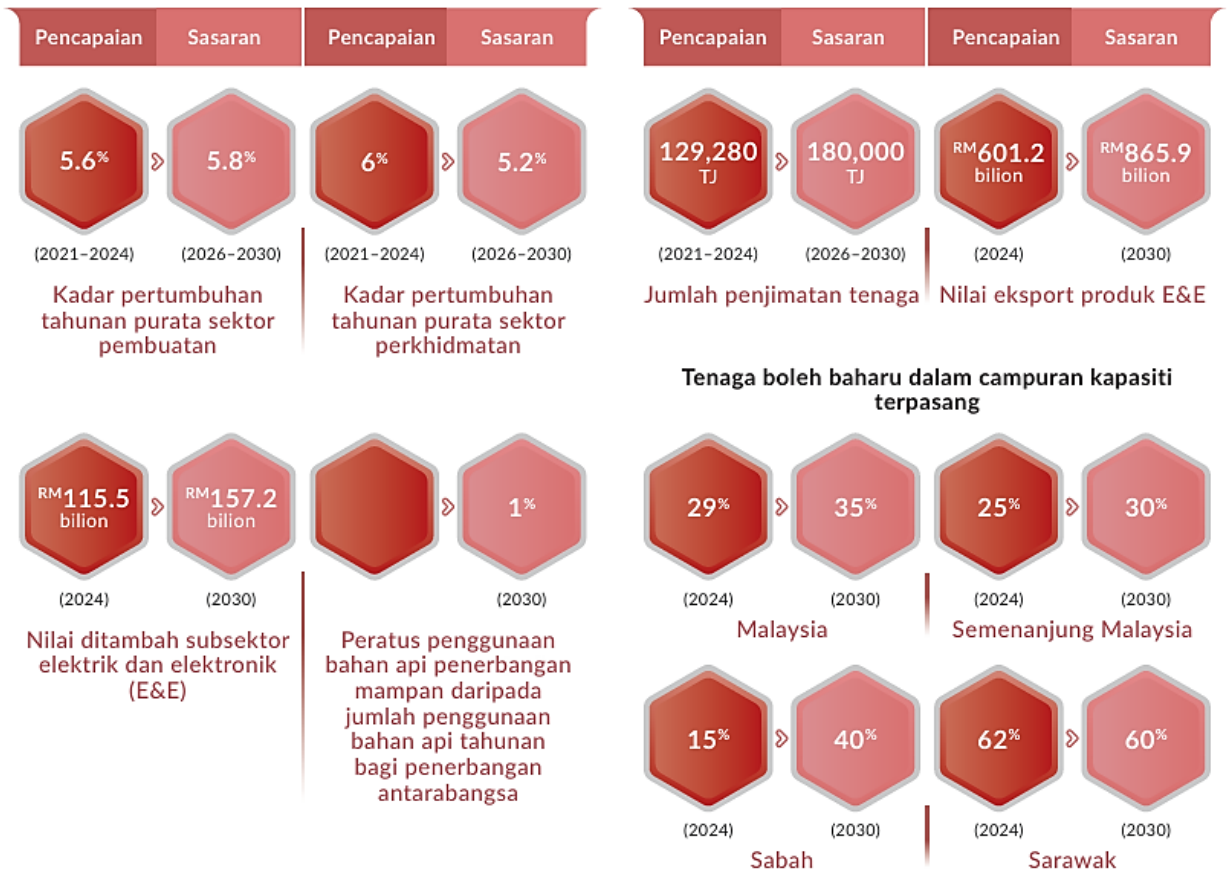
## Commentaries

- Public transport development is increasingly central to modern city planning given the high dependency on private vehicles. The 13MP's focus on Transit-Oriented Developments (TODs) in urban areas such as Johor, Kuala Lumpur, Negeri Sembilan, Pulau Pinang, and Selangor reflects a shift towards sustainable urban mobility. It is essential that TOD planning goes hand-in-hand with improving accessibility and last-mile connectivity, particularly for low-income and underserved communities.
- A more holistic urban transport policy should also emphasise the integration of walkable infrastructure, particularly in smaller cities and towns due to a lack of safe pedestrian walkways. A people-centric, multimodal approach will yield the greatest benefits in lowering emissions, enhancing quality of life, and improving labour mobility.
- There will be strategies to uplift MSMEs and the third sector. The emphasis on cooperative development, alternative financing, and inclusive business models are promising. These instruments can unlock new funding avenues and encourage more socially-driven enterprises. The implementation of the 'Buy Social' campaign and targeted business development programs is also key to mainstreaming the social enterprise ecosystem.
- Nevertheless, capacity-building and mentorship programs must accompany financial support to ensure the long-term viability of the third-sector organisations. Structured collaborations with GLCs, GLICs, and the private sector will be vital to strengthening cooperative movements and encouraging sustainable scaling.



# Targets under Pillar A

## A1: Surge in Growth of HGHV Industries and High-Impact Strategic Sectors



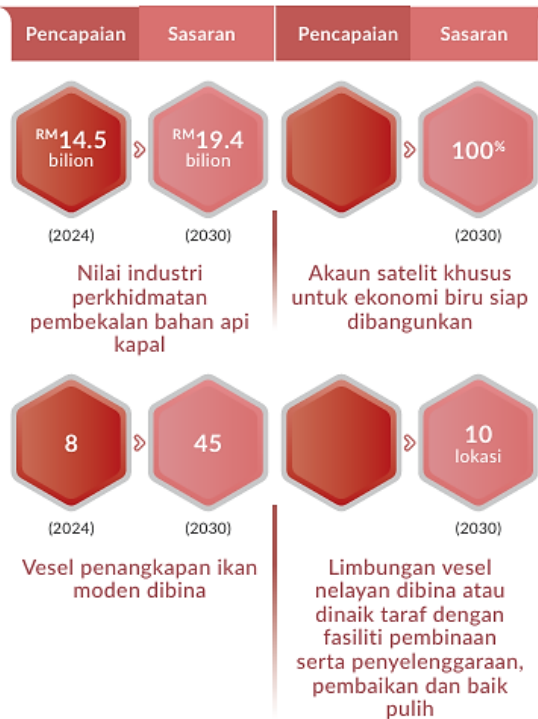


## A2: Strengthening the Green Economy

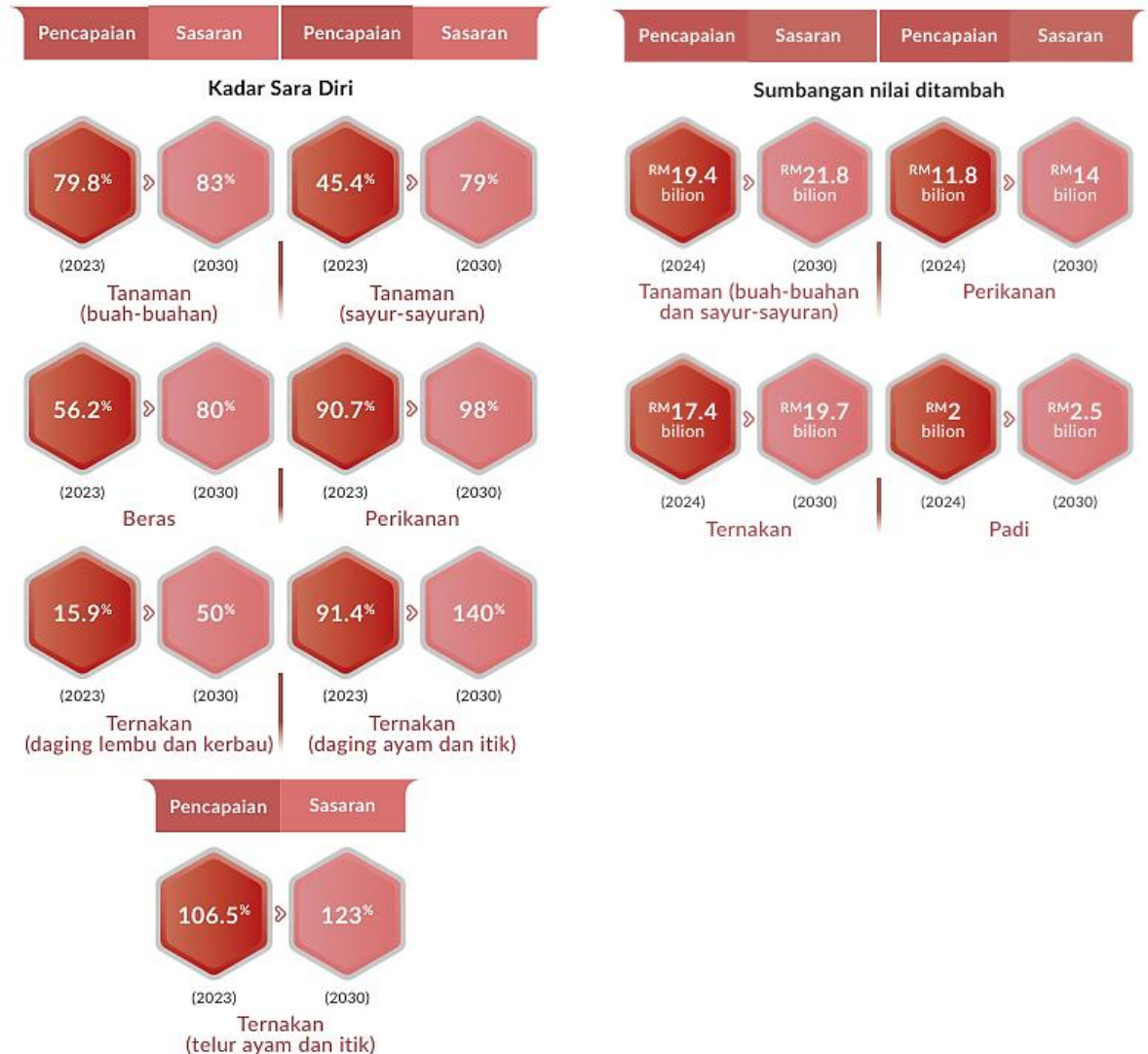


Nota: <sup>a</sup> Merujuk kepada juta tan metrik setahun

## A3: Empowering the Blue Economy

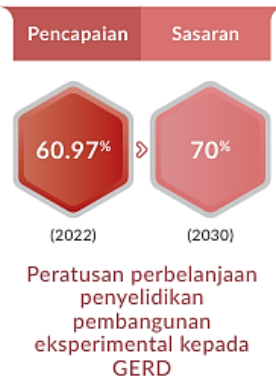


## A4: Strengthening Food Security





## A5: Enhancing the R&D&C&I Ecosystem



## A6: Enhancing National Productivity and Competitiveness



## A7: Strengthening Flood Mitigation and Adaptation



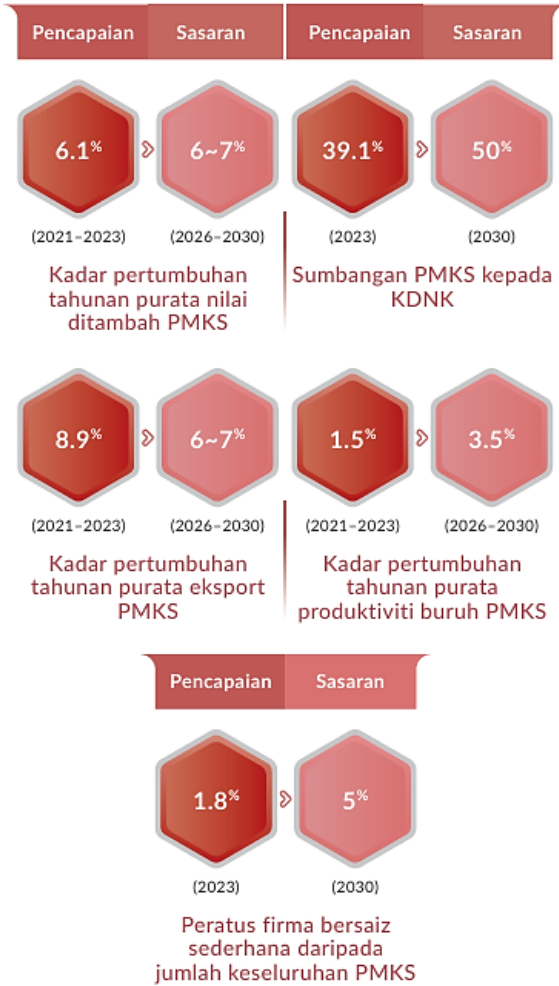
## A8: Improving Public Transport Infrastructure Readiness



Nota: <sup>b</sup> Perbadanan Aset Keretapi (RAC)  
<sup>c</sup> Keretapi Tanah Melayu Berhad (KTMB)



## A9: Scaling Up Micro, Small and Medium Enterprises (MSMEs)



## A10: Empowering the Third Sector







## Pillar B

### Enhancing Social Mobility

Enhancing social mobility refers to the **ability of the people to move from one position to a better one** within the social hierarchy.

The 13MP will revamp strategies to enhance social mobility by **creating equal opportunities through a whole-of-nation and inclusive approach**. This aims to **help the people cope with rising living costs, ensure a decent standard of living, and build a human-centred social system** in line with the aspirations of Economy MADANI.

## 5 Priorities & 32 Strategies



**B1** Education Reform



**B2** Labour Market Reform



**B3** Strengthening Inclusive Development from Multi-Dimensional Perspectives



**B4** Enhancing Socioeconomic Status of Target Groups



**B5** Balancing Regional Economic Development and Strengthening Rural Development



## Key initiatives and programs / projects

### Education and labour market reforms

- Introducing dedicated legislation for technical and vocational education and training (TVET)
- Expanding TVET programme offerings to include new skills under HGHV and high-impact strategic sectors
- Developing a rating system for TVET institutions
- Reduce foreign workers to 10% by 2030, 5% by 2035 and tighten entry requirements
- Implement the multi-tiered levy mechanism (MTLM) for foreign workers in 2026, alongside the establishment of the MTLM Trust Fund to support automation and mechanisation
- Strengthen the role of the National Wage Consultative Council (NWCC) in setting starting salaries for graduates, including TVET graduates, and in ensuring compliance with the Progressive Wage Policy (DGP) guidelines
- Review the minimum wage regularly, taking into account the living wage
- Integrating platforms related to job opportunities, training, and skills development
- Introduce specific mechanisms to measure the effectiveness of skills training
- Enact dedicated legislation for gig workers
- Introduce legislation on re-employment, including amendments to the Minimum Retirement Age Act 2012 (Act 753)
- Review existing labour-related acts and regulations
- Separation of Employees Provident Fund (EPF) contributions into two components, namely retirement savings and retirement pension

## Commentaries

- **Addressing TVET stigma through outcome-focused promotion:** The stigmatisation of TVET persists, with many parents and students viewing it as a fallback rather than a preferred path. To overcome this, targeted schemes should be introduced with selected TVET institutions, showcasing successful graduates who have entered high-growth, high-value (HGHV) and strategic industries. Publicising their career progression and income levels will help reposition TVET as a viable and attractive first choice.
- **Ensuring market relevance of TVET graduates:** Priority must be placed on aligning TVET programmes with actual industry demand before setting starting salary benchmarks. Market demand should drive wage growth, ensuring TVET graduates are highly employable and recognised by employers will improve their wage levels. The focus should be on quality and relevance, not premature wage setting; otherwise, graduates risk becoming unemployed or underemployed despite formal qualifications.
- **Towards a regional minimum wage framework:** The current uniform minimum wage policy fails to reflect differing regional living costs. While it may be insufficient in highly developed areas such as Kuala Lumpur, it could be burdensome for businesses in less-developed states like Perlis or Kelantan. A comprehensive assessment is needed to design a regionalised minimum wage framework, supported by a clear mechanism and formula, drawing lessons from neighbouring countries such as Indonesia, Thailand, Vietnam, and the Philippines.





## Commentaries

- **Phased implementation of the MTLM:** A phased implementation approach will allow businesses, especially SMEs to make the adjustment of reducing over-reliance on foreign workers. SMEs should be granted for a two-year moratorium. In addition, the MTLM should not be imposed based on the ratio of foreign workers to total workforce, but based on an absolute number of foreign workers to total workforce, ensuring proportional impact and fairness for MSMEs.
- **Recognising the structural role of foreign workers:** Foreign labour remains an essential component of Malaysia's production and service sectors. Many tasks cannot be automated, and local workers are often unwilling or inadequate in number to fill them. With the unemployment rate at 3.0% as of May 2025, this indicates a near full employment where labour shortages are structural in nature. It is inaccurate to assume that employers prefer foreign workers over locals without acknowledging this underlying dynamic. The 13MP stated that the conditions for the issuance of the Temporary Employment Visit Pass (PL(KS)) will be tightened, including stricter eligibility criteria for changing employers and sectors, restrictions on business activities, and a shorter limit on the number of working years allowed.
- As at end-Dec 2024, the number of foreign workers stood at 2.4 million (14% of total employed persons), approaching the existing ceiling of 15%. With the freezing intake of foreign workers in recent years, some industries have already been facing labour shortages. Under the 13MP, total employment is projected to reach 17.9 million by 2030. A planned cap of 10% would translate into around 1.8 million foreign workers, implying a reduction of approximately 0.6 million from current levels. The ratio is expected to decline further to 5% by 2035. While the establishment of the MTLM Trust Fund to support automation and mechanisation will assist the industries toward the industry re-engineering and manpower adjustment, a gradual transition is necessary to adjust their workforce, taking into account sector-specific considerations in terms of their nature of operations, economies of scale and cost savings.
- **Preparing for AI displacement:** The Government must step up preparedness for AI-driven job displacement. A study commissioned by the Ministry of Human Resources estimates that around 620,000 existing jobs across 10 sectors are at high risk of being replaced due to advances in AI, digital technology and the green economy. In preparing the Critical Occupations List (MyCOL), the Government should also integrate these emerging risks to ensure workforce policies remain relevant and future-ready.
- **Inclusive review of labour legislation:** Any review of labour-related laws should be conducted inclusively, involving both employers and employees. Ground-level realities must be taken into considerations for policy adjustments to ensure changes are practical, implementable, and address actual workplace challenges, rather than being top-down in nature.



## Key initiatives and programs / projects

### **Strengthening Inclusive development and enhancing socioeconomic status for targeted group**

- Providing a platform for price transparency and strengthening regulatory enforcement
- Expanding rent-to-own (RTO) schemes
- Expanding the use of Industrialised Building System (IBS) and Building Information Modelling (BIM) technologies in housing construction
- Providing quality and affordable housing based on local needs
- Formulating a national policy to address poverty
- Enhancing the retirement system framework and social protection
- Expanding labour market support systems
- Aligning training and skills programmes with job opportunities for targeted groups
- Continuing targeted social assistance
- Accelerating the implementation of Pelan Transformasi Ekonomi Bumiputera 2035 (PuTERA35) and strengthening its monitoring
- Implementing the Empowerment Programme for the Orang Asli Generation
- Providing comprehensive support for youth in transition and at-risk youth
- Introducing gender impact assessments
- Increasing the participation of persons with disabilities (OKU) in the public service

## **Commentaries**

- **Strategic location of affordable housing:** It is crucial to ensure that affordable housing is developed in strategic locations where there is actual market demand. As at Q1 2025, a total of 11,336 residential units were classified as overhang, representing 16.4% of launched units priced at RM400,000 and below. Notably, units priced between RM200,000 and RM400,000 accounted for 9,062 unsold units, valued at RM2.8 billion. More than half of these were condominiums or apartments, indicating a mismatch between supply and the needs or preferences of the target demographic. Location, accessibility, and suitability must be key considerations in future housing development planning.
- **Addressing poverty beyond cash assistance:** While cash aid plays a role in providing short-term relief, it is not a sustainable solution to eradicate poverty. The long-term efforts must focus not only on capacity building and skills development but also on encouraging a mindset shift that promotes resilience, competitiveness, and the willingness to break out of poverty through self development and improvement. Without this, there is a risk that individuals remain passive and disengaged from opportunities for improvement. Sustainable poverty reduction requires both practical support and the cultivation of a proactive and aspirational attitude.
- **Reaching the excluded and unregistered groups:** Many individuals in need are not captured in government database due to their lack of contact or engagement with formal systems, resulting in exclusion errors. These groups often remain unaware of the support mechanisms available to them. The government must adopt a more proactive outreach approach, including community engagement and ground-level initiatives, to identify and assist these underserved populations effectively. Without this, social assistance programmes risk missing those who need help the most.



## Key initiatives and programs / projects

### Balancing regional economic development and strengthening rural development

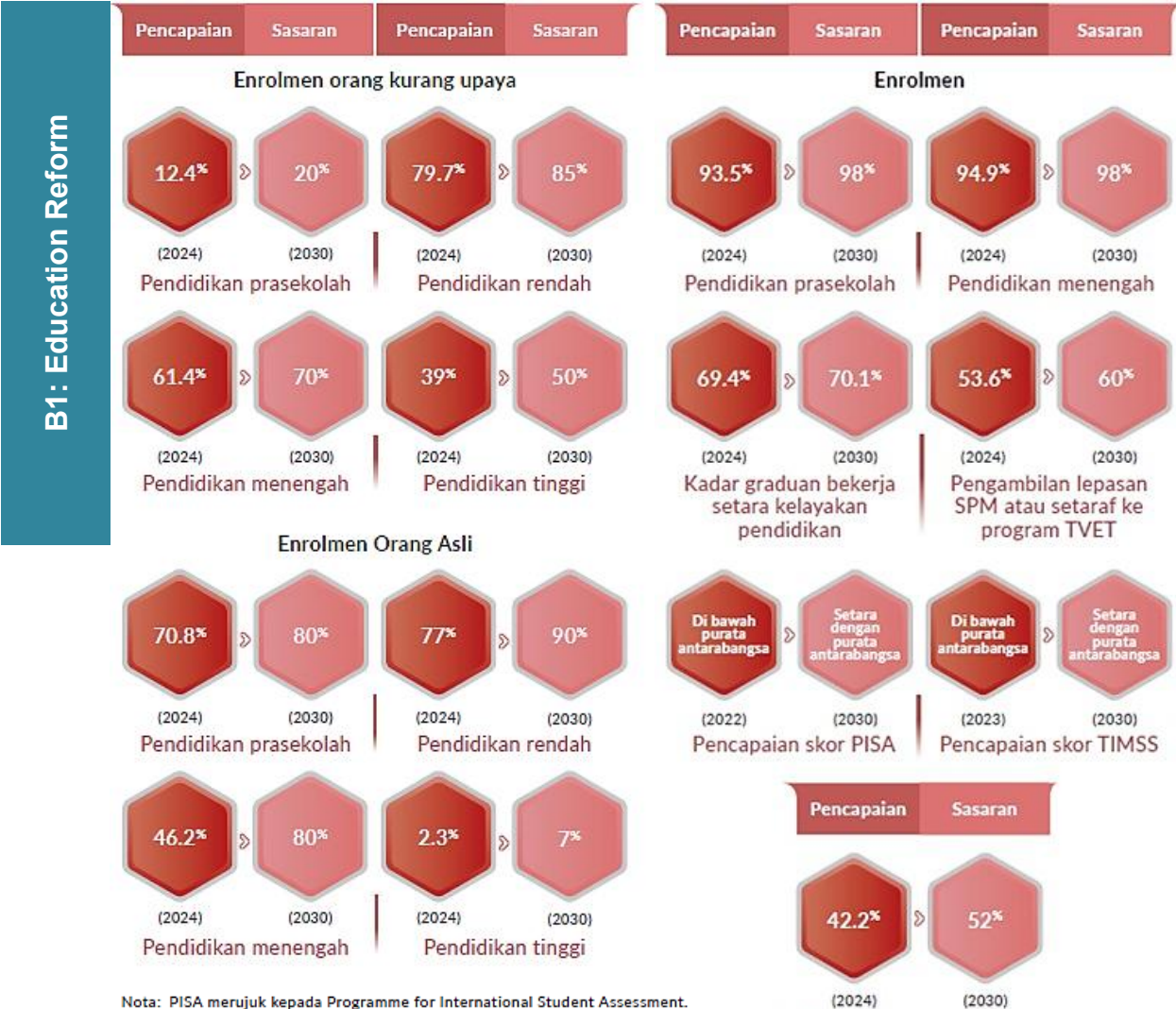
- Strengthening the digital ecosystem in rural areas
- Promote the development of safe, sustainable and inclusive smart cities
- Using better development gap measurement mechanisms at regional, state and district levels
- Integrate rural database
- Stimulating investment in Greater Kuala Lumpur, Negeri Sembilan and Melaka as a large-scale economic cluster
- Realising the development of the Johor-Singapore Special Economic Zone (JS-SEZ)
- Strengthen regional cooperation
- Strengthen one-stop centres to facilitate investment
- Facilitate cross-border movement

## Commentaries

- **Ecosystem-focused approach in less developed regions:** The first strategy under this priority is to accelerate development in less developed regions, with infrastructure projects remaining a key focus. Unlike the 12MP (original tabling), which explicitly earmarked 50% of development expenditure for six less-developed states, the 13MP takes a broader ecosystem approach. These include enhancing digital connectivity, promoting rural entrepreneurship, and strengthening the digital economy in rural areas to generate long-term inclusive growth.
- **Balancing REE development with environmental safeguards:** While specific industries such as rare earth elements (REE) are being promoted, together with the development of relevant skills and workforce, environmental concerns must be addressed in parallel. A balanced approach is essential to ensure that economic gains do not come at the cost of environmental degradation, particularly for resource-intensive sectors with long-term ecological implications..
- **Promoting regional connectivity and synergy:** The planned large-scale investment cluster covering Greater Kuala Lumpur, Negeri Sembilan, and Melaka is a welcome development. Beyond this, stronger inter-regional connectivity and synergy are equally important. Greater collaboration and functional integration between Northern and Central regions, the East Coast and Central Corridor, as well as the Southern and Central regions, will help unlock complementarities and create a more cohesive national growth framework.

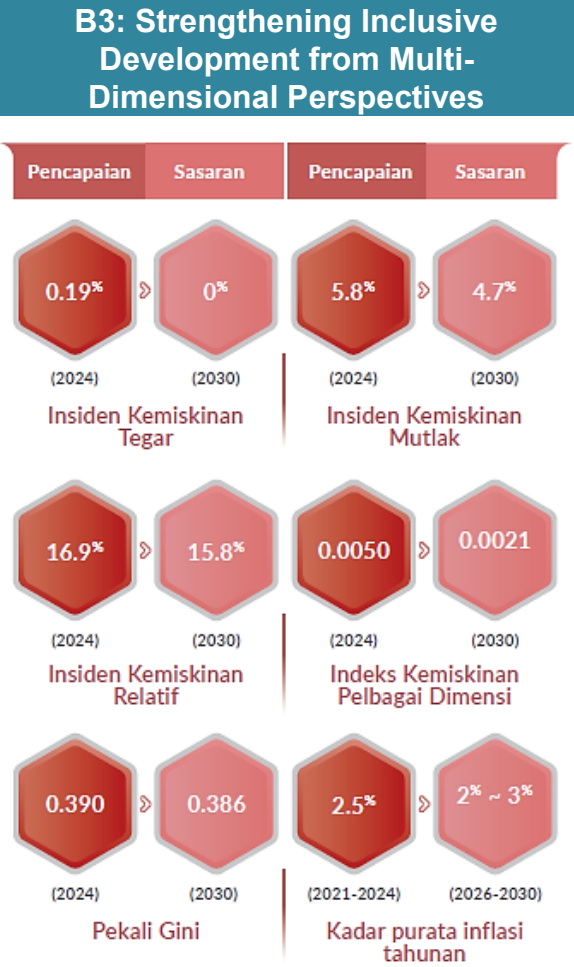


# Targets under Pillar B



Nota: PISA merujuk kepada Programme for International Student Assessment.  
TIMSS merujuk kepada Trends in Mathematics and Science Study.  
SPM merujuk kepada Sijil Pelajaran Malaysia.  
TVET merujuk kepada Pendidikan dan Latihan Teknikal dan Vokasional.

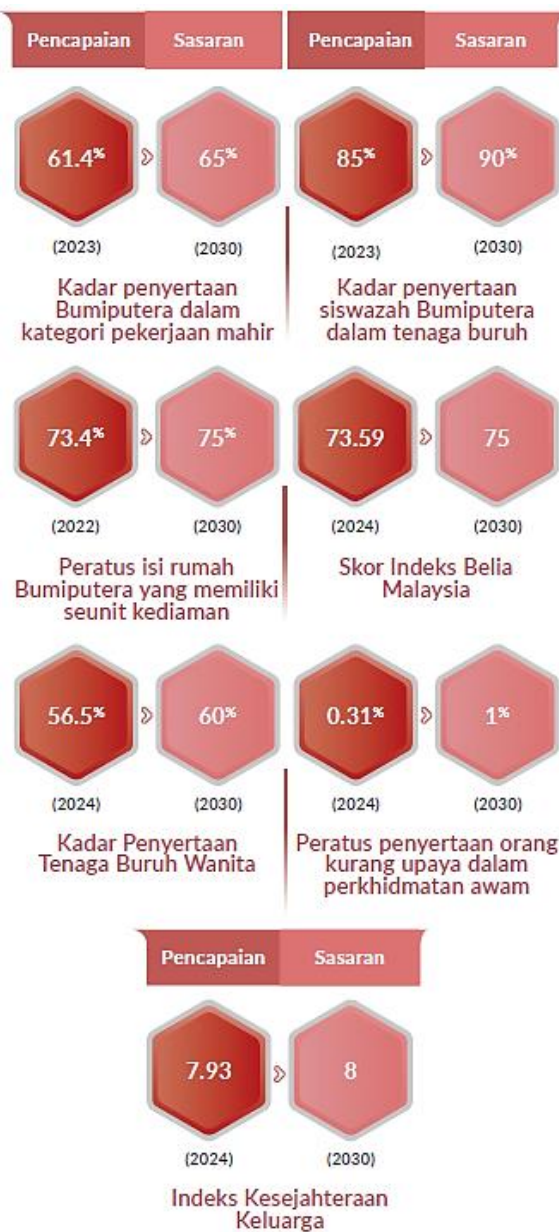
Pelajar mencapai minimum gred kepujian dalam Bahasa Melayu, Bahasa Inggeris, Sejarah dan Matematik dalam SPM



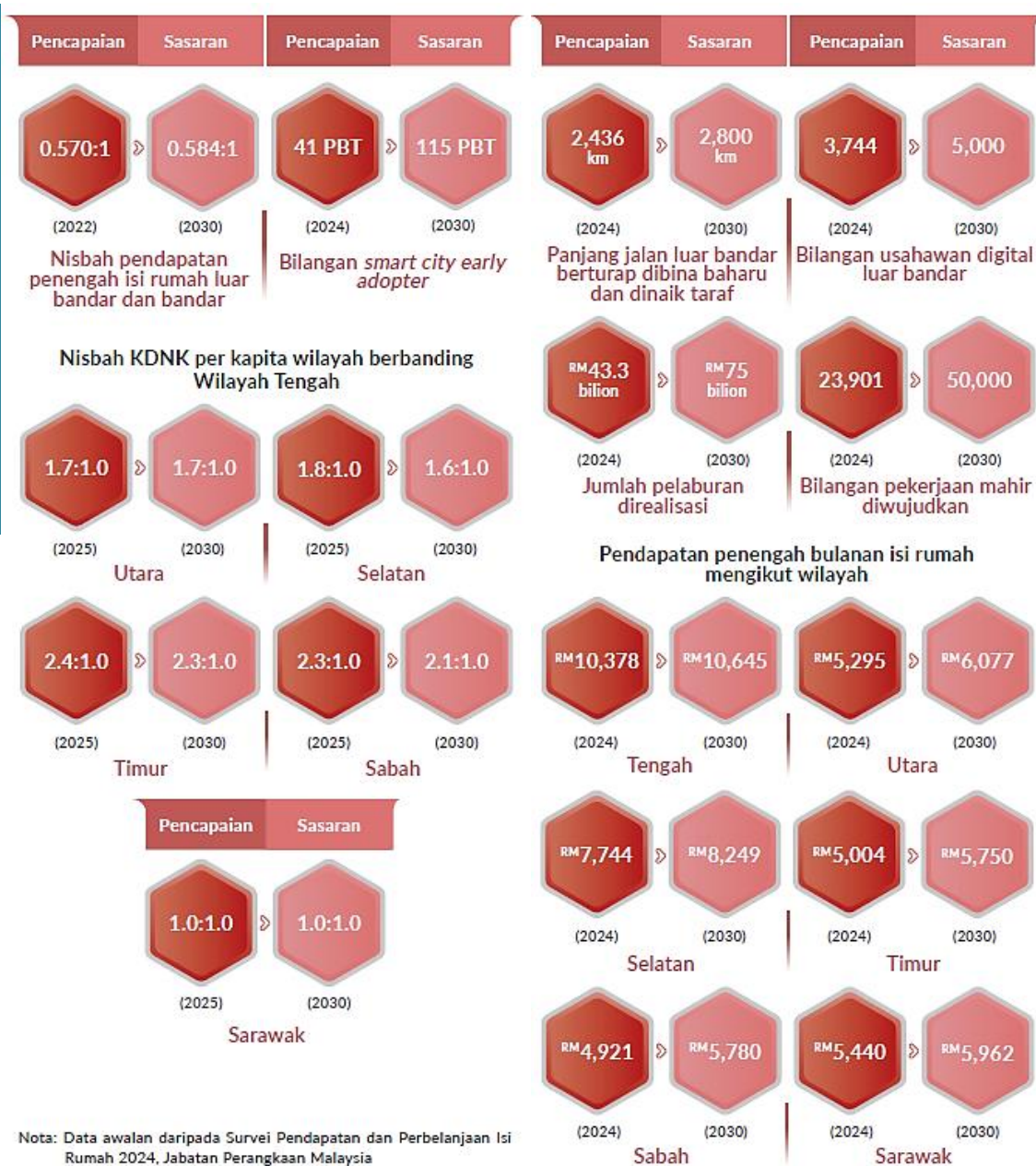
Nota: Data awalan daripada Survei Pendapatan dan Perbelanjaan Isi Rumah 2024, Jabatan Perangkaan Malaysia.



## B4: Enhancing Socioeconomic Status of Target Groups



## B5: Balancing Regional Economic Development and Strengthening Rural Development



Nota: Data awalan daripada Survei Pendapatan dan Perbelanjaan Isi Rumah 2024, Jabatan Perangkaan Malaysia





## Pillar C

### Accelerating the Implementation of the Public Service Reform Agenda

**Public service reform** is a prerequisite for realising Malaysia's aspirations, with emphasis on **good governance** towards a **responsive and people-oriented administrative system**.

Reform agenda aims to **enhance the efficiency and effectiveness of public service delivery**, making it more **transparent, agile and outcome-driven** in meeting the needs and expectations of the people.

## 5 Priorities & 18 Strategies



C1

Improving Government Service Delivery Based on ILTIZAM Principles



C2

Empowering GovTech Towards Government Service Reform



C3

Strengthening Good Governance



C4

Reforming Project and Fiscal Management



C5

Strengthening the Social Economy Ecosystem to Mainstream the Third Sector



### Key initiatives and programs / projects

- Conduct mandatory periodic reviews of regulatory instruments, with reduction of regulatory burden by at least 25% within three years
- Implement the “One-In-One-Out” policy for new regulations
- Report ILTIZAM implementation performance regularly to Parliament
- Establish a single digital gateway for public sector services
- Enhance system integration and interoperability across government services
- Fully digitise government administrative processes
- Separate the role of Attorney General and Public Prosecutor
- Expand the consolidation of overseas government offices and representatives beyond economic sector
- Review retirement benefits and entitlements for Administrative Members and civil servants
- Strengthen PPP implementation based on the PPP Master Plan 2030 (PIKAS 2030), with a focus on user-based payment models
- Reduce non-critical expenditure to achieve a fiscal deficit below 3% of GDP by 2030
- Implement phased and targeted subsidy rationalisation
- Tighten control over government loan guarantees to GLCs
- Align tax incentives with investment outcomes
- Establish a comprehensive governance framework for monitoring the 13MP

### Commentaries

- **Strengthening procurement transparency and discipline:** While the Government Service Efficiency Commitment Act 2025 (Act 867) or ILTIZAM Act, has been passed in Parliament and is awaiting enforcement. The tabling of Government Procurement Bill remains pending. This Bill is critical to institutionalising transparency and accountability in public procurement, serving as a safeguard against leakages and misuse of public funds, and helping to reduce inefficiencies in government spending.
- **The introduction of “One In-One Out”** is a regulatory reform approach that aims to simplify and streamline government regulations by removing or modifying existing regulations when new ones are introduced. It encourages regulators to prioritize regulations based on their impact and effectiveness, and helps to reduce over-regulation burden on businesses, hindering economic growth and innovation
- **Elevating digital identity integration:** It is commendable that the government targets to digitalise at least 95% of federal public services by 2030. To complement this, the functionality and integration of MyDigital ID must be significantly enhanced. It should serve as a gateway to seamless, secure access to a wide range of public services. Singapore’s Singpass offers a good reference point in building a trusted, user-centric, and fully integrated digital identity ecosystem.
- **Reforming retirement scheme to ensure fiscal sustainability:** Over the past two decades, retirement charges have grown at an alarming pace of 9.3% annually from RM6.1 billion in 2004 to RM35.9 billion in 2024, outpacing Federal government’s revenue (6.1% annually) and operating expenditure (6.5% annually). This trend threatens the long-term fiscal sustainability. It is increasingly urgent to reform the retirement scheme by transitioning new entrants in the public service from the pension-based system to a contribution-based model, ensuring a more sustainable fiscal path forward.

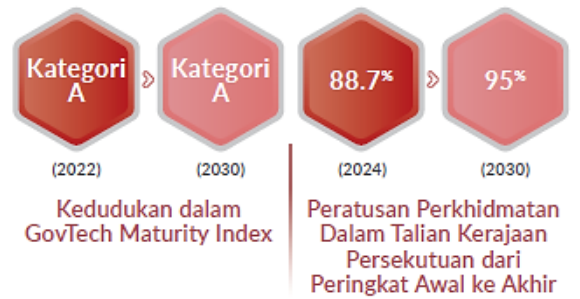
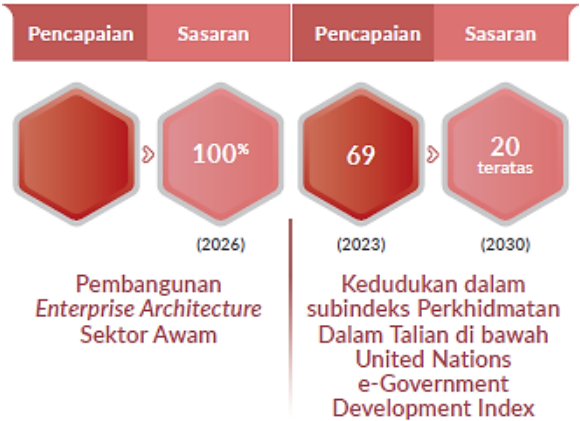


# Targets under Pillar C

## C1: Improving Government Service Delivery Based on ILTIZAM Principles



## C2: Empowering GovTech Towards Government Service Reform

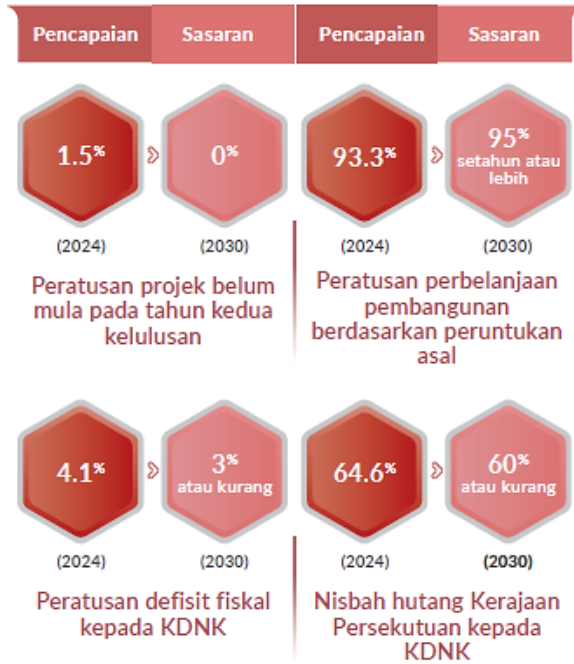


## C3: Strengthening Good Governance





#### C4: Reforming Project and Fiscal Management



#### C5: Strengthening the Social Economy Ecosystem to Mainstream the Third Sector







## Pillar D

### Enhancing People's Well-being and Environmental Sustainability

In 13MP, Malaysia will focus on **inclusive and sustainable socio-economic growth** rooted in the MADANI Economy framework. Key priorities include tackling rising cost of living, reforming healthcare and housing, preparing for an ageing society, and building a society anchored in human values. At the same time, there's a strong push to safeguard public safety, protect the environment, and strengthen disaster management — all aimed at **ensuring a better quality of life in a resilient and sustainable nation**.

## 7 Priorities & 26 Strategies



**D1** Nation-Building



**D2** Preparing for an Ageing Nation



**D3** Healthcare Reform



**D4** Housing Reform



**D5** Strengthening Security and Defence



**D6** Planetary Health Preservation



**D7** Strengthening Disaster Management



### **Key initiatives and programs / projects**

**Strengthening national integration and unity, enhancing patriotism and national identity, and strengthening effective diplomacy and Malaysia's image on the international stage:**

- Enhance social integration and interaction programs as well as programs related to nation-building
- Development of Patriotism Index
- Development of the Malaysian Harmony Charter
- Implementation of the Harmony Week Celebration between World Religions
- Implementation of National Service Training Program
- Expansion of the Malaysia Technical Cooperation Programme (MTCP) and South-South Cooperation

**Increasing public participation in sports activities, and enhancing excellence in sports at the global level:**

- Boosting athlete performance through the provision of high-quality training, expertise, facilities and equipment
- Hosting the 2027 Southeast Asian Games (SEA) and other sports events
- Implementation of the Podium and Road to Gold Program
- Expanding people's access to sports facilities
- Implementation of Talent and Internship Programs

### **Commentaries**

- E-sports is rapidly growing globally and in Malaysia with support from agencies like the Malaysia Esports Federation. The global esports market is projected to reach a revenue of USD4.3 billion in 2024, with an annual growth rate of 7.10% from 2024 to 2028.
- The 13MP makes no specific provision to further develop the sector. Without focused policy support, Malaysia risks ceding regional leadership to emerging e-sports hubs like Indonesia and South Korea, missing out on a significant economic and digital opportunities.
- Explicit recognition of e-sports would strengthen Malaysia's value creation economy, engage youth meaningfully, and open wider participation in a dynamic global digital industry—aligning with the Plan's inclusive and forward-looking aspirations.
- To signal its commitment, the Government could elevate e-sports as a flagship theme in the hosting of the 2027 SEA Games, positioning Malaysia as a regional leader in this high-growth sector.



## **Key initiatives and programs / projects**

### **Establishing a sustainable long-term care ecosystem:**

- Introducing legislation and governance related to long-term care (LTC)
- Improve the provision of social protection and other benefits to LTC caregivers and workers, including informal
- Development of the Malaysian Harmony Charter
- Implementation of the Care Industry Strategic Framework
- Implementation of Legislative Review Related Care
- Expansion of TVET Curriculum in Related Fields Aging Expansion

### **Preparing the labour market, skills, and education:**

- Reviewing labour-related acts and regulations
- Promote the use of Implementation Guidelines Flexible Work Arrangements
- Empowering lifelong learning through expanding access to flexible training programs
- Introduction to legislation related to reemployment after minimum retirement age
- Review the Minimum Retirement Age Act 2012 (Act 753) and Pension Act 1980 (Act 277)
- Implementation of a Study to Increase the Retirement Age Obligatory Civil Servant

## **Commentaries**

- The proposed initiatives for ensuring a sustainable long-term care (LTC) ecosystem, including the Care Industry Strategic Framework, legislative review, and TVET curriculum expansion in ageing-related fields underscore the important of LTC key component of social infrastructure in an ageing society.
- However, the Plan still lacks a comprehensive financing strategy to ensure long-term sustainability—whether through public LTC insurance, targeted levies, or tax-based incentives to mobilise private and community participation. We need a coherent plan to address the underfunded and fragmented long-term care.
- Support for informal caregivers, especially women who disproportionately shoulder unpaid care responsibilities, remains limited. There is no clear policy framework to recognise, support, or provide financial compensation to family-based caregivers, despite their crucial role in the ecosystem. This gap reinforces gender inequalities in the labour market, as many women withdraw from formal employment to provide care.
- There is also a risk of urban-rural divide, as new care infrastructure is more likely to be established in urban areas. The Plan offers little clarity on how equitable access to LTC services in rural and less-developed states will be ensured.
- To build a truly inclusive care economy, the Government should consider piloting national LTC financing models, formalising informal care work, and anchoring LTC planning within local community development frameworks.



## **Key initiatives and programs / projects**

### **Adjusting fiscal priorities and enhancing social protection:**

- Ensure a sustainable retirement and adequate savings
- Implementation of the Study on the Segregation of EPF Contributions to Retirement Savings and Pension Schemes
- Implementation of Legislative Review Related Care

### **Improving the well-being of older adults:**

- Introducing specific legislation related to citizens old
- Establish a one-stop centre to provide technology-based solutions to facilitate people's journey to the elderly
- Implementation of upgrades and new construction Seri Kenangan House

### **Reforming healthcare financing and governance and strengthening health promotion and security**

- Implementation of Mandatory Labelling Grading System Front of the Package
- Eradicate, end or eliminate 12 infectious diseases
- Implement the national health security capacity strategic framework

## **Commentaries**

- The 13MP recognises the need to reform healthcare financing and governance while strengthening public health promotion and security. However, it stops short of outlining what a new financing model will entail — lacking details on its structure, phasing, or how equity and public confidence will be safeguarded during implementation.
- While the Plan highlights the digitalisation and upskilling efforts, it does not adequately address critical human resource challenges such as chronic staff shortages and the persistent maldistribution of healthcare workers between urban and rural areas.
- With Malaysia moving towards aged nation status by 2043, the Government should place stronger emphasis on building a silver economy. These include creating light job opportunities for older adults to stay active and earn modest income, promoting community engagement through social programmes, and expanding access to special care services. The long-quiet reverse mortgage scheme also warrants review.
- On the strengthening of retirement security, the proposed separation of EPF contributions into retirement savings and retirement pension schemes help to ringfence contributors' retirement savings and ensure a sustainable withdrawal of retirement savings.
- The EPF has indicated the proposal is currently being studied and any decision will be made only after thorough engagement with key shareholders and careful consideration of the members' long-term interests. Ministry of Finance indicated that the proposed scheme will only apply to new members once implemented; the withdrawal rights of existing members remain unchanged, and any move to the new structure would be voluntary.



## **Key initiatives and programs / projects**

### **Empowering the healthcare service delivery ecosystem**

- Integrate cluster hospitals with primary healthcare
- Build and upgrade government hospitals and clinics across the country

### **Enhancing digitalisation of health information management**

- Expanding digital health record services for more integrated information sharing
- Development of a digital platform for sharing health information

### **Strengthening assurance of medicines and medical devices**

- Develop a tracking and tracing system national pharmaceutical products

### **Enhancing the provision of quality, liveable and inclusive housing**

- Rationalise the Federal housing agency
- Mandating the concept of building and selling separately risk sharing through amendments to the Development Act Housing (Control and Licensing) Act 1966 (Act 118)

### **Increasing home ownership**

- Expanding the RTO scheme through a new RTO model
- Explore competitive housing financing for first-time home buyers and seniors
- Introduce acts relating to residential rentals

### **Strengthening regulatory and housing management efficiency**

- Enact legislation related to governance public housing, including moratorium periods, house resale mechanisms, rental rates and maintenance fees, and the appointment of a third party as a building manager
- Drafting Public Housing Legislation
- Strengthen the management of stratified buildings
- Encourage state governments to implement affordable housing price controls

### **Improving public safety and order**

- Develop safe city benchmarks
- Utilizing advanced technology, including AI in the assignment of security and law enforcement agencies public

### **Safeguarding national sovereignty**

- Strengthening defence and strengthening effective diplomacy
- Development of a National Integrated Immigration System
- Development of the National Border Control System

### **Enhancing the well-being of security personnel**

- Providing housing, healthcare and social support
- Increase employment opportunities for members after retirement



## **Key initiatives and programs / projects**

### **Improving the management and rehabilitation of offenders**

- Improve drug and substance addiction prevention, treatment and recovery programs
- Construction and upgrading of Narcotics Rehabilitation Centres

### **Strengthening climate change and environmental management**

- Introducing legislation related to climate change, carbon trading mechanisms and the Green Deal
- Strengthen and enforce legislation related to the environment and greywater sewage

### **Enhancing biodiversity conservation and restoration**

- Improve the management of human-wildlife conflicts
- Gazette more sites of biodiversity interest and protected areas
- Implementation of programs related to human-elephant conflict management

## **Commentaries**

### **Enhancing biodiversity conservation and restoration**

- In light of recent accidents involving human-wildlife contact, these measures incorporated in 13MP are welcome as it reflects a rising consciousness of the issue.
- However, the measures introduced are still limited in scale and scope – there should be a national action plan governing human-wildlife conflicting with clear roles and budget streams as to ensure its effectiveness, considering the increase in roadside kills.
- A robust monitoring tool and spatial mapping should be explored considering the lack of insufficient data and monitoring on human-wildlife conflicts, to target interventions and mitigation efforts efficiently. This would act as a more proactive approach rather than a reactive one.

### **Strengthening climate change and environmental management**

- The long-awaited Climate Change Bill is scheduled to be tabled this year. However, there are critical gaps in governance, emissions accountability, climate resilience and data transparency that must be addressed.



## **Key initiatives and programs / projects**

### **Reinforcing circular economy implementation and improving waste management**

- Strengthening policies and regulations for the circular economy
- Provide modern waste management infrastructure
- Introduction to circular economy related legislation

### **Enhancing governance efficiency**

- Improve the resilience of settlement and urban areas
- Improving the effectiveness of early warning systems disaster
- Strengthen coordination of management agencies disaster
- Integration of Risk Management Action Plan Disasters in Local Plans

### **Strengthening disaster preparedness and support programs**

- Intensify joint training involving various agencies
- Improve operational capabilities and effectiveness through asset modernisation

## **Commentaries**

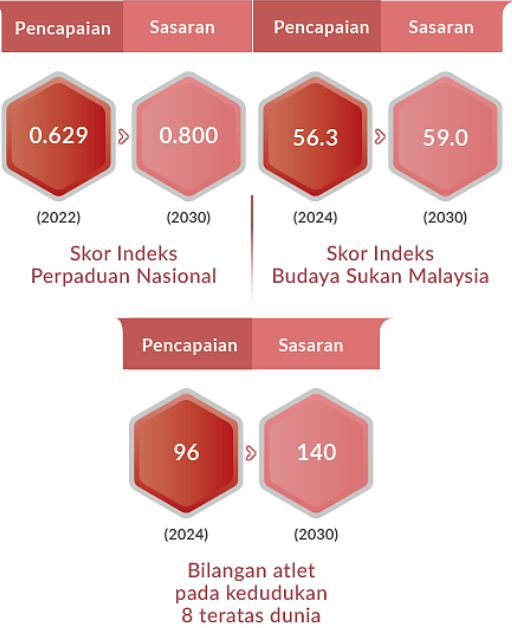
### **Reinforcing circular economy implementation and improving waste management**

- Despite its potential to reshape industries, reduce waste, and create new green jobs, the circular economy remains a niche concept in Malaysia — often confined to academic discourse, small pilot projects, or isolated corporate sustainability teams.
- There is a need to improve low public and business awareness to ensure the effectiveness once the policy and regulations for a circular economy is strengthened. For most firms and households, ‘recycling’ is the extent of their engagement, and the deeper systemic shift that circular economy calls for — from product design to service models — remains largely unknown.
- Ministry of Trade, Investment and Industry (MITI) has published a Circular Economy Policy Framework for the manufacturing sector – what is the effectiveness of that policy?



# Targets under Pillar D

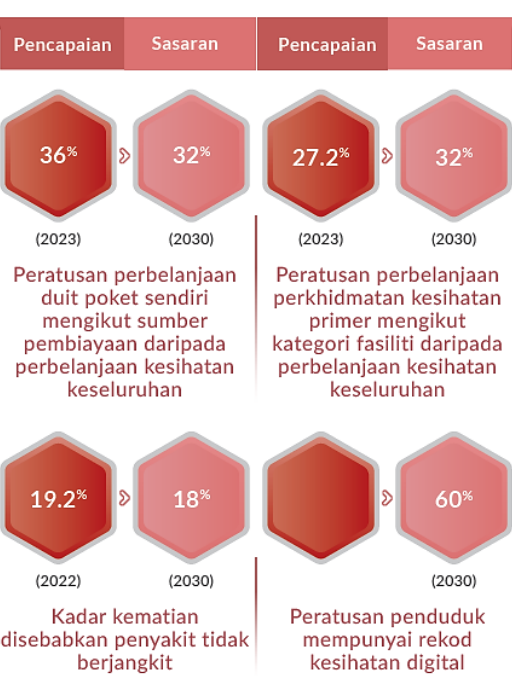
## D1: Nation-Building



## D2: Preparing For An Ageing Nation



## D3: Health Reform



## D4: Housing Reform



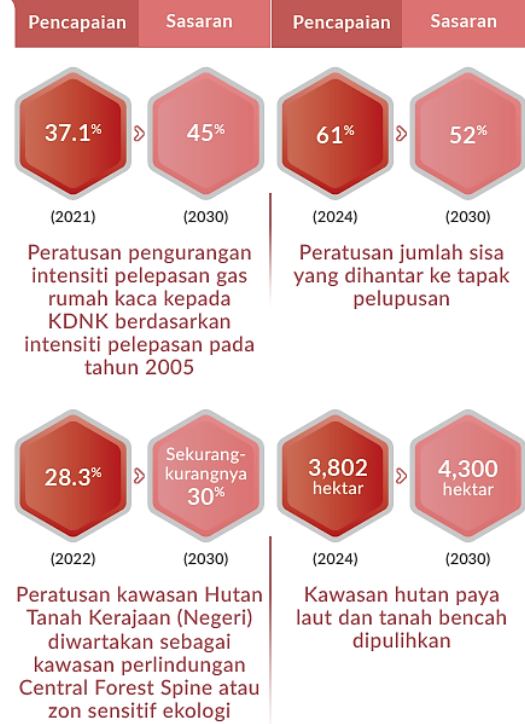
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## D5: Strengthening Security & Defence



## D6: Planetary Health Preservation

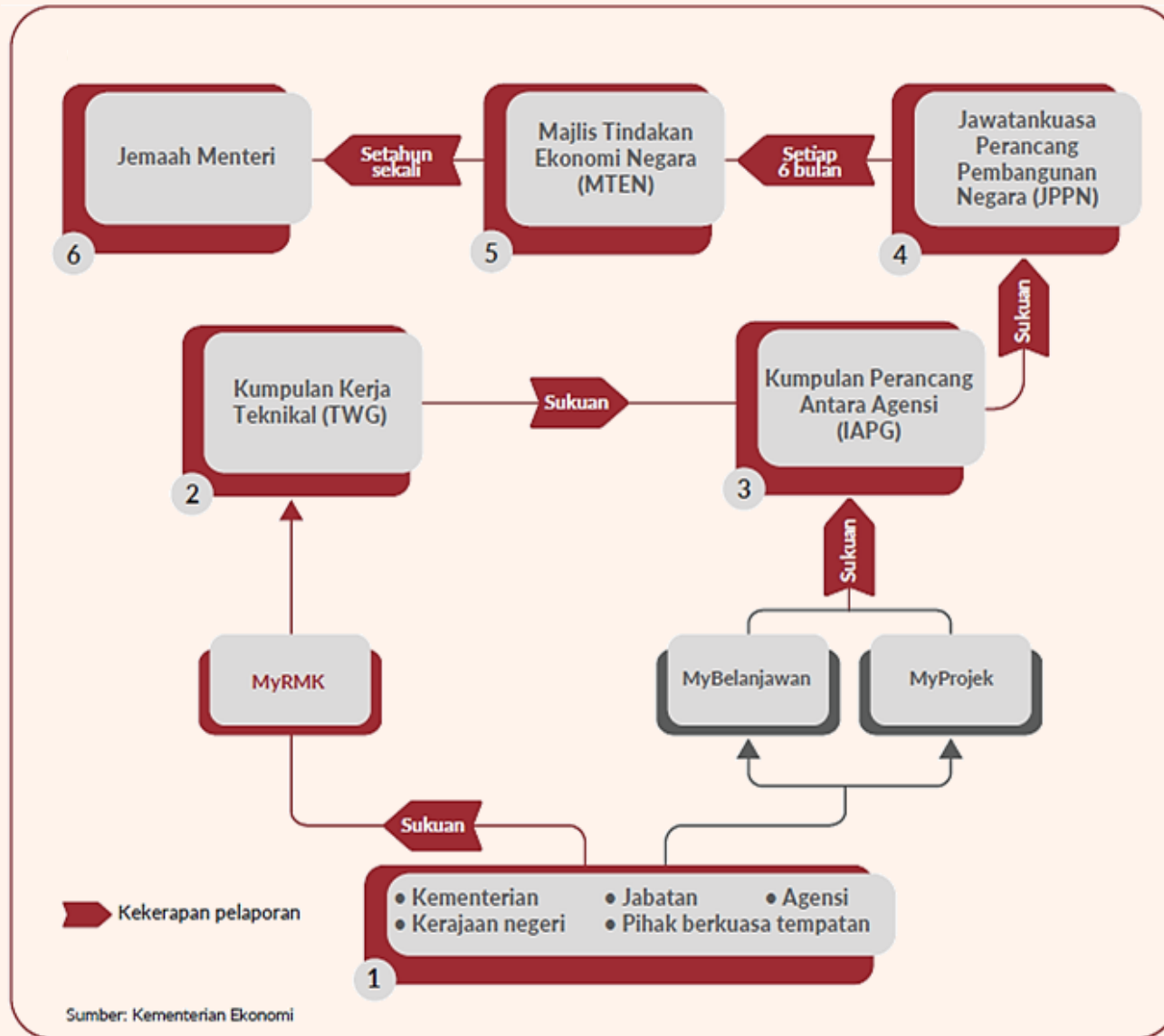


## D7: Strengthening Disaster





# 13MP monitoring mechanism



## Regular monitoring

- Monitoring of RMK13 will be carried out comprehensively through improvements to monitoring mechanisms and strengthened governance at all levels. The development of PPD and the MyRMK system will facilitate all stakeholders in playing their roles through transparent, systematic, comprehensive, and effective monitoring.

## Commentaries

- Effective implementation and governance are the bedrock of sustainable development planning. Monitoring and evaluation serve as a cornerstone for the 13MP success, enabling us to measure progress, identify areas for improvement, and ultimately maximize the development's outcome.
- In order to ensure effective implementation of the 13MP, there must be a comprehensive ownership of the plan. The Federal Government, Ministries, state governments and local authorities as well as implementing agencies must solve all the developmental challenges and fulfill the responsibilities and obligations to ensure a smooth implementation of the Plan. It is also important to get the support and buy-in from all the stakeholders --- an effective partnership between the Government, the private sector as well as with the citizens.



## An equitable society

Upholding the principles of the Rukun Negara, united, guided by human values, and embracing the diversity of religions, ethnicities, and backgrounds.

## A healthy and resilient planet

Leading efforts to address the global climate crisis through the country's commitment and success in energy transition, as well as environmental and biodiversity conservation and restoration.



## An inclusive and progressive economy

Practising a free market system, becoming a prime destination for global investment, and leading the regional market.

## Good governance

Good governance grounded in the principles of constitutional supremacy, rule of law, accountability, integrity and transparency is practised by all — individuals, business leaders, and public administrators alike.



# Conclusion

- The 13th Malaysia Plan (2026-2030), themed “Melakar Semula Pembangunan” (Reshaping Development) marks the last leg of transformation to realise Malaysia’s vision to become a high-income nation. The next five years are indeed a critical phase for achieving our vision.
- Faced with the level of complexity in development challenges, the planning tools and implementation approaches in the past may no longer be appropriate to meet the mounting challenges of the future. As Marshall and Reiter (2013) put it, “what got you here won’t get you there!”.
- It is widely recognized that persistent structural challenges continue to hinder our progress toward greater economic cohesion. Addressing these issues require a comprehensive and pragmatic policy responses. Key areas of concern include insufficient technological innovation and investment, slow productivity growth, limited adaption of sustainable practices, and the constrained ability of small and medium-sized enterprises (SMEs) to integrate effectively in global value chains.
- As with any 5-year Malaysia Plan, the 13MP is comprehensive, strategic, and transformative, laying out a broad set of strategies, policies, programs and projects necessary to realize the vision. The formulation of the Plan’s strategies, initiatives and programs have addressed four megatrends: Megatrend 1: Power shifts and new economic blocs; Megatrend 2: Technological and digital evolution; Megatrend 3: Demographic shifts and quality of life; and Megatrend 4: Environmental and climate crisis.
- More crucially, the successful execution of a plan is critical because it translates ideas into action, ensuring that goals are achieved and resources are utilized effectively. The annual National Budget will elaborate on specific strategies, programs and projects, and allocate resources for their implementation.



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs

A. Enhancing Economic Resilience		
Strategies	Initiatives	Programs
<b>A1. Boosting Growth of HGHV Industries and High-Impact Strategic Sectors</b>		
Strengthen the Natural Gas Supply Industry	<ul style="list-style-type: none"> <li>Position Malaysia as a leading regional gas trading hub</li> <li>Implement the Natural Gas Roadmap</li> <li>Deepen trade and infrastructure cooperation with ASEAN countries</li> </ul>	<b>Energy Transition</b> <ul style="list-style-type: none"> <li>Construction of the Third Regasification Terminal (RGT-3)</li> <li>Implementation of Offshore Wind Electricity Interconnection (Vietnam-Malaysia-Singapore ASEAN Power Grid)</li> <li>Connection of Electricity Supply from Sarawak to Peninsular Malaysia</li> <li>Sabah Energy Supply Assurance Initiative</li> <li>Development of Hydro-Floating Solar Hybrid Project in Kenyir, Terengganu</li> <li>Establishment of Sarawak Energy Hub focusing on Hydropower and Hydrogen Technologies</li> <li>Introduction of Nuclear Energy as a Clean Energy Source</li> <li>Expansion of Battery Energy Storage Systems and Grid Digitalisation</li> <li>Biodiesel Blending Depot Upgrade</li> </ul>
Enhance Electricity Supply Reliability	<ul style="list-style-type: none"> <li>Establish an electricity market based on innovative mechanisms</li> <li>Promote Time-of-Use (ToU) tariff schemes</li> <li>Diversify renewable energy sources and adopt new technologies</li> <li>Implement Battery Energy Storage Systems (BESS) and smart grids</li> <li>Expand energy efficiency labelling in industrial appliances</li> </ul>	
Expand Access to Green Electricity	<ul style="list-style-type: none"> <li>Increase access through third-party green electricity supply models</li> <li>Launch group-based solar rooftop installation programs for residential premises</li> </ul>	
Introduce Nuclear Energy as a Clean Energy Source	<ul style="list-style-type: none"> <li>Introduce nuclear energy as a clean electricity source</li> <li>Coordinate nuclear governance through the Nuclear Energy Programme Implementing Organization (NEPIO)</li> </ul>	
Reform the Local Semiconductor Industry	<ul style="list-style-type: none"> <li>Implement NIMP 2030 and the National Semiconductor Strategy</li> <li>Position Malaysia as a hub for advanced semiconductor innovation</li> <li>Adopt an IP- and technology-centric investment model</li> <li>Foster global-local strategic partnerships</li> <li>Strengthen the investment ecosystem: alternative financing, incentives, talent, and digitalisation</li> </ul>	<b>Local Semiconductor Industry</b> <ul style="list-style-type: none"> <li>Preparation of NIMP 2030 Strategic Co-Investment Fund</li> <li>Development of Kerian Integrated Green Industrial Park (QUICK)</li> <li>Expansion of Kulim High-Tech Park (KHTP)</li> <li>Development of Lumut Maritime Industrial City (LuMIC)</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
Develop the Full Value Chain of Rare Earth Elements (REE)	<ul style="list-style-type: none"> <li>• Build local capacity in REE mining, purification, and separation</li> <li>• Develop talent, infrastructure, and incentives</li> <li>• Enhance REE resource mapping</li> <li>• Improve governance and federal-state cooperation</li> </ul>	<b>Rare Earth Elements (REE) Value Chain</b> <ul style="list-style-type: none"> <li>• Development of Mining, Refining, and Separation Capabilities</li> <li>• Comprehensive Mapping of REE Resources</li> <li>• Federal-State Collaborative Projects for REE Development</li> </ul>
Accelerate Growth of Agro-food and Agro-commodity Subsectors	<ul style="list-style-type: none"> <li>• Promote smart and large-scale agriculture</li> <li>• Encourage high-value product innovation</li> <li>• Enhance R&amp;D&amp;C&amp;I for resilient agricultural inputs</li> <li>• Expand export promotion and market trials</li> <li>• Strengthen circular economy practices in agri-commodities</li> <li>• Upgrade infrastructure and offer targeted incentives</li> </ul>	<b>Agro-Food and Agro-Commodity Subsectors</b> <ul style="list-style-type: none"> <li>• Implementation of Digital Agro-Food Marketing Programs</li> <li>• Infrastructure Development for Modern Agriculture Projects</li> <li>• Satellite Farm Empowerment Programs</li> <li>• Modernisation and Empowerment of the Pineapple Industry</li> <li>• Cocoa Industry Empowerment Program (Bioceuticals and Premium Beans)</li> <li>• Sustainability Planting Program and Pepper Market Strengthening</li> <li>• Oil Palm Smallholder Replanting Incentives</li> <li>• Mechanised and Automated Oil Palm Plantation Models</li> <li>• Introduction of Future High-Quality Palm Varieties</li> <li>• Palm Oil Export Enhancement Program</li> <li>• Establishment of a Nano-Tocotrienol Pilot Plant</li> <li>• Rubber Replanting and New Planting Programs</li> <li>• Development of the Kenaf Industry Value Chain</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
Mainstream Science, Technology, and Innovation (STI)	<ul style="list-style-type: none"><li>• Encourage flexible investment collaboration models for STI</li><li>• Promote awareness and application of STI, including AI</li></ul>	<b>AI Adoption and STI Ecosystem</b> <ul style="list-style-type: none"><li>• Implementation of the National AI Action Plan</li><li>• Grants for Beginner-Level AI Adoption by Companies</li><li>• National Science, Technology and Innovation Policy (DSTIN) 2021–2030</li><li>• Fourth Industrial Revolution (4IR) Policy Implementation</li><li>• National Nuclear Technology Policy 2030</li><li>• Malaysia Digital Economy Blueprint Implementation</li><li>• Innovation Development Programs including Space Technology</li><li>• Strengthening Nuclear Research</li><li>• Industry Collaboration to Develop STEM Talents</li></ul>
Strengthen Digital Economy Development	<ul style="list-style-type: none"><li>• Apply innovation in developing strategic digital assets</li><li>• Enhance digital and data infrastructure</li><li>• Implement the National AI Action Plan 2030</li><li>• Promote national data security and digital trust strategies</li><li>• Encourage strategic AI investments</li><li>• Embed AI literacy from early education</li><li>• Strengthen public-private-academic collaboration in AI talent development</li><li>• Establish a national data bank</li><li>• Promote digital twin initiatives</li><li>• Create a business demand-supply matching platform</li><li>• Strengthen cybersecurity capabilities</li><li>• Expand high-speed internet access</li><li>• Introduce business digital identity</li></ul>	<b>Digital Economy</b> <ul style="list-style-type: none"><li>• Digital Economy Blueprint Implementation</li><li>• Development of Post-Quantum Cryptography Migration Plan</li><li>• National Cybersecurity Upgrade Project with a Coordination and Command Centre</li><li>• Amendments to the Cyber Security Act 2024 [Act 854]• Drafting of the Cybercrime Bill</li><li>• National Fiberisation and Connectivity Plan Implementation• Economic Sharing Blueprint Implementation</li><li>• Hyperpersonalised Business Demand-Supply Matching Platform</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
Promote High-Income and Sustainable Tourism	<ul style="list-style-type: none"><li>Establish dedicated tourism zones</li><li>Ensure the sustainability of tourism products</li><li>Leverage art, culture, and heritage assets</li><li>Promote homestay tourism, especially in rural areas</li></ul>	<b>High-Income and Sustainable Tourism</b> <ul style="list-style-type: none"><li>Development of Special Tourism Investment Zones (e.g., Johor, Melaka, Negeri Sembilan, Sarawak)</li><li>Arts, Culture and Heritage Site Upgrades (e.g., KL Heritage Project)</li><li>Development of the Sungai Batu Archaeotourism Complex, Kedah</li><li>Refresher Programs for Homestay Malaysia and Expansion of Countryside Stay Program</li></ul>
Strengthen the Halal Industry Ecosystem	<ul style="list-style-type: none"><li>Establish a central Halal Commission</li><li>Enact legislation for uniform halal governance</li><li>Expand global markets for halal products and services</li></ul>	<b>Halal Ecosystem</b> <ul style="list-style-type: none"><li>Establishment of the Halal Commission</li><li>Enhancement of Halal Industrial Parks in Johor, Kelantan, Negeri Sembilan, and Perak</li><li>Upgrades to the MyeHALAL System</li><li>SME Scaling Program for the Halal Industry</li><li>International Promotion of Halal Products and Services</li></ul>
Develop the Orange Economy (Creative Economy)	<ul style="list-style-type: none"><li>Improve competitiveness through high-value creative content</li><li>Develop creative industry talent</li><li>Strengthen the creative industry value chain</li></ul>	<b>Orange Economy (Creative Economy)</b> <ul style="list-style-type: none"><li>Creation of Creative Content Fund</li><li>Strengthening of Digital Creative Industries (Games, Animation)</li><li>Talent Empowerment in the Creative Sector</li><li>Matching Fund Scheme for Creative Project Implementation</li><li>Expansion of Incentives for Feature Films and Screenings under the Malaysia Incentive</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
Revitalize the High-Value Global Services Sector	<ul style="list-style-type: none"> <li>Promote high-impact, quality investments</li> <li>Encourage investment beyond Klang Valley, Pulau Pinang, and Johor</li> <li>Facilitate collaboration between local professionals and foreign investors</li> <li>Promote sustainable and green business practices</li> </ul>	<b>Global Services Industry</b> <ul style="list-style-type: none"> <li>Attraction of High-Net-Worth Investments</li> <li>Establishment of International R&amp;D&amp;C&amp;I Facilities</li> <li>Development of Tax Incentives for Global Services</li> </ul>
Enhance the Financial Services Industry	<ul style="list-style-type: none"> <li>Develop a new Capital Market Master Plan</li> <li>Enhance secure and effective data-sharing systems</li> <li>Expand access to financial and digital financial products</li> <li>Maintain Malaysia's leadership in Islamic finance</li> <li>Promote adoption of digital banking services</li> </ul>	<b>Financial Services Industry</b> <ul style="list-style-type: none"> <li>Strengthening of Venture Capital and Private Equity Markets</li> <li>Financial System Digitalisation via Digital Assets, Blockchain, Tokenisation, and CBDCs</li> <li>Expansion of Regulatory Sandbox Platforms</li> <li>Implementation of the GEAR-uP Program via GLCs and GLICs</li> <li>Strategic Co-Investment Funds (CoSIF) Provision</li> </ul>
Improve Efficiency in the Retail Sector	<ul style="list-style-type: none"> <li>Build capacity and provide financing for international expansion</li> <li>Reform franchise-related legislation and governance</li> <li>Accelerate retail digitalisation among SMEs</li> <li>Enhance price transparency for consumers</li> </ul>	<b>Retail Industry</b> <ul style="list-style-type: none"> <li>Study and Assessment of the Franchise Act 1998 [Act 590] and Self-Regulatory Frameworks</li> <li>Internationalisation of Local Franchises and Direct Selling Industry</li> <li>Amendments to the 1980 Price Control Order Regulations</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
Expand the Air Transport Industry	<ul style="list-style-type: none"> <li>• Formulate an Air Mobility Roadmap</li> <li>• Implement the Aviation Sector Decarbonisation Roadmap</li> <li>• Develop infrastructure and promote Sustainable Aviation Fuel (SAF)</li> <li>• Decarbonise ground handling operations</li> <li>• Increase flight frequency and connectivity within ASEAN</li> </ul>	<b>Air Transport Industry</b> <ul style="list-style-type: none"> <li>• Implementation of Malaysian Aviation Sector Decarbonization Roadmap</li> <li>• Development of Vessel Traffic Management Systems for UAVs</li> <li>• Establishment of the 'Driverless Valley'</li> </ul>
Improve Efficiency in the Logistics Industry	<ul style="list-style-type: none"> <li>• Modernise the logistics supply chain</li> <li>• Shift freight transport from road to rail</li> <li>• Improve warehouse governance</li> <li>• Develop logistics support facilities</li> <li>• Upskill gig workers in logistics</li> <li>• Implement a national strategic logistics plan</li> </ul>	<b>Logistics Services Industry</b> <ul style="list-style-type: none"> <li>• Development of Westports 2 Container Terminal</li> <li>• Construction of Port Klang Third Terminal on Carey Island</li> <li>• Upgrades to Selected Airports</li> <li>• Development of National Warehousing Standards and Regulations</li> <li>• Establishment of National Fulfilment Centres</li> </ul>
Develop the National Sports Industry	<ul style="list-style-type: none"> <li>• Strengthen the overall sports industry ecosystem</li> <li>• Promote the 'Made by Malaysia' sports brand globally</li> </ul>	<b>Sports Industry</b> <ul style="list-style-type: none"> <li>• Hosting of the 2027 Southeast Asian (SEA) Games</li> <li>• Organisation of Local and International Sports Events</li> <li>• R&amp;D&amp;C&amp;I in Sports Products and Services</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
<b>A2. Strengthening the Green Economy</b>		
Facilitate Carbon Trading	<ul style="list-style-type: none"> <li>• Implement a national carbon market policy</li> <li>• Enact climate change legislation</li> <li>• Establish a carbon emissions trading scheme</li> <li>• Coordinate incentives and regulatory compliance for carbon credit projects</li> </ul>	<b>Green Economy</b> <ul style="list-style-type: none"> <li>• Develop National Carbon Market Policy</li> <li>• Introduce the National Climate Change Act</li> <li>• Implement CO<sub>2</sub> Capture Pilot Project for Iron and Steel Sector in Kemaman, Terengganu</li> <li>• Prepare Low Carbon Transition Facility</li> <li>• Launch Green Technology Financing Scheme 5.0</li> <li>• Introduce Sustainable Green Business Financing</li> <li>• Improve Malaysian Sustainable Palm Oil (MSPO) and Malaysian Sustainable Natural Rubber (MSNR) Certifications</li> <li>• Develop sustainable wood and biocomposite products</li> <li>• Release National Energy Survey Report</li> </ul>
Accelerate Development of the Carbon Capture, Utilisation and Storage (CCUS) Industry	<ul style="list-style-type: none"> <li>• Strengthen regulatory and governance frameworks</li> <li>• Expand green investment taxonomies to include CCUS</li> <li>• Involve SMEs and oil &amp; gas service companies (OGSE) in CCUS activities</li> <li>• Enhance international collaboration on carbon management</li> </ul>	
Improve Access to Green Financing	<ul style="list-style-type: none"> <li>• Expand green financing opportunities for SMEs</li> <li>• Develop a blended financing platform</li> <li>• Introduce new green financing programmes</li> </ul>	
Boost Demand and Supply of Green Products	<ul style="list-style-type: none"> <li>• Enforce green public procurement guidelines</li> <li>• Promote urban sustainability transformation</li> <li>• Strengthen the supply chain for green products and services</li> <li>• Improve traceability of agri-commodity products</li> </ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
<b>A3. Empowering the Blue Economy</b>		
Strengthen the Blue Economy Ecosystem	<ul style="list-style-type: none"> <li>• Improve policies, legal frameworks, and governance mechanisms</li> <li>• Integrate data and information for comprehensive planning and monitoring</li> </ul>	<b>Blue Economy Ecosystem</b> <ul style="list-style-type: none"> <li>• Improve federal port governance</li> <li>• Develop related policies and guidelines</li> </ul> <b>Blue Carbon</b> <ul style="list-style-type: none"> <li>• Create Marine Bioprospecting Profile Bank</li> <li>• Develop Marine Spatial Planning Blueprint</li> <li>• Formulate policies and legislation for seabed mineral extraction</li> </ul>
Promote Growth of Strategic Blue Economy Industries	<ul style="list-style-type: none"> <li>• Strengthen the shipbuilding and ship repair (SBSR) industry</li> <li>• Improve port infrastructure</li> <li>• Grow fisheries, aquaculture, coastal tourism, and blue renewable energy</li> <li>• Promote ship-to-ship activities</li> <li>• Develop financing mechanisms and a national blue economy hub</li> </ul>	<b>Blue Economy Strategic Industries</b> <ul style="list-style-type: none"> <li>• Develop Blue Economy Hubs in Kelantan, Perak, Sabah, and Terengganu</li> <li>• Advance Shipbuilding and Ship Repair (SBSR) industry in Kelantan, Perak, Sarawak, and Terengganu</li> <li>• Establish Integrated Fisheries Hub including Perlis Fisheries Complex</li> <li>• Support production of high-quality aquaculture breeds and seeds</li> <li>• Explore ocean heat energy conversion and offshore floating solar</li> <li>• Upgrade fishing vessel dockyards in Pahang and Selangor</li> </ul>
Preserve Heritage and Ensure Biodiversity Sustainability	<ul style="list-style-type: none"> <li>• Tighten enforcement against illegal, unreported, and unregulated (IUU) fishing</li> <li>• Expand the tagal/tagang river conservation system to Peninsular Malaysia</li> <li>• Promote sustainable practices across beaches, islands, and marine zones</li> </ul>	<b>Biodiversity and Sustainability</b> <ul style="list-style-type: none"> <li>• Expand marine mangrove forest restoration nationwide</li> <li>• Improve waste management and recycling programs</li> <li>• Redevelop islands and implement beach clean-up initiatives</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
A4. Strengthening Food Security		
Enhance Food Production	<ul style="list-style-type: none"><li>Promote smart and large-scale agriculture</li><li>Develop Sabah, Sarawak, and East Coast Peninsular states as food hubs</li><li>Expand agropreneur programs for income generation</li><li>Improve productivity and quality through R&amp;D&amp;C&amp;I</li></ul>	<p><b>Food Security</b></p> <p><b>Rice</b></p> <ul style="list-style-type: none"><li>Implement the Five-Season Rice Cultivation Program over two years</li><li>Launch Rice Wave Program (SMART Large-Scale Rice Fields) with 140% yield target</li></ul> <p><b>Poultry and Livestock</b></p> <ul style="list-style-type: none"><li>Implement Multiplier30 Program for ruminants</li></ul> <p><b>Fisheries</b></p> <ul style="list-style-type: none"><li>Develop matching schemes and vessel financing support</li><li>Empower Satellite Farm Program</li></ul> <p><b>Agrofood</b></p> <ul style="list-style-type: none"><li>Modernise agriculture and introduce mechanisation and automation programs</li><li>Establish seed hubs and strengthen high-quality local plant variety production</li><li>Launch NextGen Agropreneur Program</li><li>Enforce MyGAP (Good Agricultural Practices) certification</li><li>Expand myOrganic (Malaysian Organic Certification Scheme)</li></ul>
Ensure Stability of Food Supply	<ul style="list-style-type: none"><li>Diversify import sources</li><li>Strengthen risk management and import regulation enforcement</li><li>Introduce targeted agricultural disaster protection schemes</li></ul>	
Strengthen the Food Supply Chain	<ul style="list-style-type: none"><li>Upgrade agricultural and logistics infrastructure</li><li>Strengthen small-scale retailers</li><li>Improve price transparency platforms</li><li>Enhance regulatory enforcement across the supply chain</li></ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
<b>A5. Enhancing the R&amp;D&amp;C&amp;I Ecosystem</b>		
Improve the R&D, Commercialisation & Innovation (R&D&C&I) Investment Model	<ul style="list-style-type: none"> <li>• Provide research infrastructure and targeted incentives</li> <li>• Increase industry collaboration in R&amp;D&amp;C&amp;I</li> <li>• Promote research translation and experimental development</li> </ul>	<b>R&amp;D&amp;C&amp;I Ecosystem</b> <ul style="list-style-type: none"> <li>• Develop international research centres</li> <li>• Establish incubators, research hubs, and AI sandboxes</li> <li>• Pilot IP use as collateral for financing</li> <li>• Implement mission-based National Research Programme</li> <li>• Launch Moonshot R&amp;D Programme</li> <li>• Strengthen national R&amp;D&amp;C&amp;I infrastructure management action plan</li> </ul>
Enhance Value Creation from Intellectual Property (IP)	<ul style="list-style-type: none"> <li>• Boost commercialisation of high-value IP from universities and public research institutes</li> <li>• Treat IP as a strategic asset</li> <li>• Improve IP management systems and efficiency</li> </ul>	
Ensure Talent Availability for R&D&C&I	<ul style="list-style-type: none"> <li>• Nurture talent from primary education onward</li> <li>• Implement specialised R&amp;D training programmes for the workforce</li> <li>• Enhance training for research management professionals</li> </ul>	
Strengthen Governance in R&D&C&I	<ul style="list-style-type: none"> <li>• Improve strategic planning and monitoring mechanisms</li> <li>• Restructure roles of Government Research Institutes (GRIs)</li> <li>• Optimise use of research assets and resources</li> </ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
<b>A6. Enhancing National Productivity and Competitiveness</b>		
Boost National Productivity	<ul style="list-style-type: none"> <li>• Improve governance and productivity-related policies</li> <li>• Enhance coordination of funding and talent development</li> <li>• Identify cross-sector productivity strategies</li> <li>• Attract R&amp;D&amp;C&amp;I-focused investments</li> </ul>	<b>National Productivity</b> <ul style="list-style-type: none"> <li>• Develop National Productivity Framework and Roadmap</li> <li>• Implement firm-level productivity screening programs</li> <li>• Roll out locality-based Productivity Improvement Program under Productivity Nexus</li> <li>• Strengthen productivity-based financing support</li> <li>• Conduct advanced technology adoption training, including AI</li> </ul>
Strengthen the Competitive Business Ecosystem	<ul style="list-style-type: none"> <li>• Develop comprehensive and integrated pro-business regulations</li> <li>• Reduce regulatory burden for enterprises</li> <li>• Leverage international trade and investment agreements</li> </ul>	<b>Competitive Ecosystem</b> <ul style="list-style-type: none"> <li>• Amend the Competition Act 2010 and related legislation</li> <li>• Introduce laws addressing rent-seeking activities</li> <li>• Enforce Government Service Efficiency Commitment Act 2025</li> </ul>
Accelerate Flood Mitigation Measures	<ul style="list-style-type: none"> <li>• Speed up implementation of River Basin Management (RTB) plans</li> <li>• Strengthen high-level monitoring of RTB execution</li> <li>• Expand flood early warning systems with AI</li> <li>• Utilise natural landscapes for flood management</li> <li>• Develop multifunctional infrastructure for resilience</li> </ul>	<b>High-Priority Infrastructure</b> <ul style="list-style-type: none"> <li>• Implement Flood Mitigation Plans (RTB) for: <ul style="list-style-type: none"> <li>○ Klang River</li> <li>○ Langat River</li> <li>○ Sungai Buloh</li> <li>○ Golok River</li> <li>○ Johor River Basin</li> <li>○ Muar River Basin</li> <li>○ Pahang River Basin</li> <li>○ Kuching City</li> </ul> </li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
A7. Strengthening Flood Mitigation and Adaptation		
Adopt Innovative Approaches to Flood Adaptation	<ul style="list-style-type: none"><li>Promote flood-adaptive building designs</li><li>Encourage disaster-resilient urban planning</li><li>Implement fast-response interventions to support recovery</li></ul>	<b>Innovative and Cost-Effective Approaches</b> <ul style="list-style-type: none"><li>Expand Flood Forecasting and Warning Program (PRAB) Phase 3</li><li>Implement dual-function reservoirs for flood control and raw water supply (Klang to Sungai Rasau, Selangor)</li></ul>
Strengthen Governance Mechanisms for Climate Resilience	<ul style="list-style-type: none"><li>Improve land use planning and enforcement</li><li>Enhance governance of drainage, stormwater, and water flow systems</li><li>Enforce compliance with development standards</li><li>Deepen strategic collaboration with state governments and stakeholders</li></ul>	<b>Governance Mechanism</b> <ul style="list-style-type: none"><li>Establish Special Implementation Team for monitoring high-priority flood mitigation (TBBT)</li><li>Empower Central Disaster Management Committee</li><li>Set up Ihsan MADANI Aid Fund for flood victims</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
A8. Improving Public Transport Infrastructure Readiness		
Improve Financial Sustainability of Public Transport Operators	<ul style="list-style-type: none"><li>• Conduct fare structure reviews</li><li>• Explore special electricity tariffs to reduce operating costs</li></ul>	<b>Public Transport Availability</b> <ul style="list-style-type: none"><li>• Begin double-track rail operations from Gemas to Johor Bahru</li><li>• Launch East Coast Rail Link (ECRL)</li><li>• Construct LRT Mutiara Line in Pulau Pinang</li><li>• Launch Rapid Transit System (RTS) Link</li><li>• Implement Elevated Autonomous Rapid Transit (E-ART) in Iskandar, Johor Bahru</li><li>• Expand Demand-Responsive Transit (DRT) services in Klang Valley, Pulau Pinang, and major cities</li><li>• Add passenger trains and buses to increase service frequency</li><li>• Roll out Transit-Oriented Development (TOD) in Johor, Kuala Lumpur, Negeri Sembilan, Pulau Pinang, and Selangor</li><li>• Execute ASEAN Rail Connectivity Project</li></ul>
Promote Transit-Oriented Development (TOD)	<ul style="list-style-type: none"><li>• Encourage public-private partnerships for Transit-Oriented Development (TOD) initiatives</li></ul>	
Upgrade Public Transport Infrastructure and Facilities	<ul style="list-style-type: none"><li>• Complete rail network expansion in high-density areas (e.g., Klang Valley)</li><li>• Increase deployment of demand-responsive buses and vans (DRT)</li></ul>	
Restructure Governance and Operations of Rail Transport	<ul style="list-style-type: none"><li>• Separate roles between rail asset owners and operators</li><li>• Improve track utilisation via multi-operator frameworks</li></ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
A9. Scaling Up Micro, Small and Medium Enterprises (MSMEs)		
Strengthen MSME Business Models	<ul style="list-style-type: none"><li>• Integrate MSMEs into supply chains of GLCs and MNCs</li><li>• Increase MSME digitalisation</li><li>• Support disruptive and scalable business models</li></ul>	<b>MSME Scaling (PMKS)</b> <ul style="list-style-type: none"><li>• Prepare expansion financing and Bumiputera Catalyst Fund</li><li>• Launch Bumiputera Relay Race Initiative to empower Bumiputera companies</li><li>• Implement capacity-building schemes and SME capability enhancement</li><li>• Provide VentureTECH Strategic Investment Fund</li><li>• Introduce Islamic working capital project financing</li><li>• Roll out Strategic Industry and High-Performance Company Enhancement Programme</li><li>• Implement SME Market Access and Listing Readiness Programmes</li><li>• Launch Smart Manufacturing Programme with advanced technologies</li><li>• Execute National ESG Strategic Plan and Sustainable SME Programme</li><li>• Expand SME business digitalisation initiatives</li></ul>
Enhance the MSME Ecosystem	<ul style="list-style-type: none"><li>• Expand financing beyond grants toward sustainable models</li><li>• Encourage lead firms to support MSMEs in ESG adoption</li><li>• Strengthen Bumiputera SME participation in export markets via branding, compliance, and partnerships</li></ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

A. Enhancing Economic Resilience (cont.)		
Strategies	Initiatives	Programs
A10. Empowering the Third Sector		
Improve Resilience of Third Sector Organisations	<ul style="list-style-type: none"><li>• Build capacity and capabilities of civil society and non-profit organisations</li><li>• Explore alternative and blended financing options</li><li>• Expand ESG adoption in social enterprises</li></ul>	<b>Third Sector</b> <ul style="list-style-type: none"><li>• Implement capacity building and mentorship programs</li><li>• Expand access to alternative financing: social sukuk, waqf, zakat, and public-private models</li><li>• Promote 'Buy Social' national campaign</li><li>• Develop Inclusive Business Blueprint</li><li>• Implement cooperative-driven business development programs</li><li>• Launch Capital Fund Financing Program for cooperatives</li></ul>
Increase Visibility of the Third Sector	<ul style="list-style-type: none"><li>• Strengthen promotional and marketing activities</li><li>• Enhance incentive schemes and social recognition</li><li>• Improve public-private business matching mechanisms</li></ul>	
Encourage Company Participation in Inclusive Business	<ul style="list-style-type: none"><li>• Develop a National Inclusive Business Blueprint</li><li>• Foster stakeholder collaboration to scale inclusive business models</li><li>• Provide targeted incentives to support socioeconomic impact initiatives</li></ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility		
Strategies	Initiatives	Programs
B1. Education Reform		
Strengthen governance of education institutions	<ul style="list-style-type: none"><li>• Reorganize governance structures for preschool, primary, secondary, pre-university, and higher education.</li><li>• Strengthen legislation on early childhood education.</li><li>• Enhance regulatory mechanisms for alternative education.</li><li>• Establish a National Education Council.</li><li>• Increase the autonomy of public universities.</li><li>• Promote the internationalization of public universities.</li><li>• Restructure functions and roles of educational institutions to improve educator competency.</li><li>• Strengthen collaboration between institutions on professional development, research, and innovation.</li></ul>	<ul style="list-style-type: none"><li>• Drafting of the Early Childhood Education Act</li><li>• Amendments to the Education Act 1996 [Act 550] relating to preschool and compulsory schooling</li><li>• Implementation of the Public University Autonomy Pilot Project</li></ul>
Rationalise functions and roles of educational institutions		



## Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Enhance educational outcomes and standards Improve learning assessments and evaluations	<ul style="list-style-type: none"> <li>Enhance recruitment mechanisms to attract teachers from diverse and open sources.</li> <li>Introduce continuous professional development programs for educators.</li> <li>Improve teaching competencies for core subjects at the primary level, excluding Islamic Education.</li> <li>Assess feasibility of cross-profession placement and mobility.</li> <li>Review teacher promotion pathways.</li> </ul>	<ul style="list-style-type: none"> <li>Development of teacher professionalism improvement programmes</li> <li>Implementation of Level 1 competency training for teachers and additional language instructors</li> <li>Open recruitment of teachers from various sources</li> <li>Mandatory implementation of the National Preschool Curriculum</li> <li>Implementation of the Optimal School Hours Study</li> <li>Launch of the Compulsory Paid Practical Training Scheme</li> </ul>
Enhance educators' competency and efficiency	<ul style="list-style-type: none"> <li>Improve education infrastructure to meet learning needs, including preschools.</li> <li>Make school development a requirement for planning approvals in large housing projects.</li> <li>Expand construction of vertical and community-based schools.</li> <li>Strengthen government and GLC educational sponsorships.</li> <li>Review the PTPTN loan scheme.</li> <li>Develop a unified platform for educational sponsorships and donations.</li> </ul>	<ul style="list-style-type: none"> <li>Pilot programme to grant autonomy to selected public universities</li> <li>Allocation of R&amp;D&amp;C&amp;I funding for public universities</li> </ul>



## Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Improve investment in educational infrastructure and resources	<ul style="list-style-type: none"> <li>• Improve education infrastructure to meet learning needs, including preschools.</li> <li>• Make school development a requirement for planning approvals in large housing projects.</li> <li>• Expand construction of vertical and community-based schools.</li> <li>• Strengthen government and GLC educational sponsorships.</li> <li>• Review the PTPTN loan scheme.</li> <li>• Develop a unified platform for educational sponsorships and donations.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of educational infrastructure and public facilities</li> <li>• Redevelopment of dilapidated school buildings</li> <li>• Construction of new schools in high-density areas</li> <li>• Expansion of access to education for students with special needs</li> <li>• Replacement and procurement of teaching and learning equipment in public universities</li> <li>• Upgrading of residential colleges and other public university infrastructure</li> <li>• Expansion of ICT networks and digital facilities in educational institutions</li> </ul>
Empower lifelong learning through accessible programmes	<ul style="list-style-type: none"> <li>• Provide lifelong learning (PSH) programs, especially for senior citizens.</li> <li>• Optimize use of public facilities (e.g., sports centres, libraries) for PSH.</li> <li>• Improve governance to institutionalize PSH in the national education system.</li> </ul>	



## Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Strengthen the TVET ecosystem through collaboration with industry	<ul style="list-style-type: none"> <li>Enhance governance and coordination of Technical and Vocational Education and Training (TVET).</li> <li>Introduce dedicated legislation for TVET.</li> <li>Increase certification through the Malaysian Skills Certification System (SPKM).</li> <li>Develop a rating system for TVET institutions.</li> <li>Expand TVET offerings to include emerging skills under HGHV and strategic sectors.</li> <li>Strengthen partnerships between public TVET institutions and industries.</li> <li>Extend TVET programs to tahfiz students and their guardians.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of the TVET Commission</li> <li>Review and amendment of TVET-related legislation</li> <li>Amendment of the National Skills Development Act 2006 [Act 652] to enhance certification levels under the Malaysian Skills Certification System (SPKM)</li> <li>Creation of the IR4.0 TVET Technology Transfer Research Fund (TRANSTECH 4TVET)</li> <li>Allocation of training funds through the Skills Development Fund Corporation (PTPK) for skills training loans</li> <li>Implementation of the Perkasa TVET MADANI Financing Scheme</li> <li>Rollout of the Human Capital Transformation Financing Scheme</li> <li>Enhancement of TVET instructor expertise and professionalism, including SPKM personnel</li> <li>Development and standardization of TVET curriculum and certification recognition</li> <li>Introduction of a national TVET institution rating system</li> <li>Procurement of new and replacement equipment for Public Skills Training Institutes (ILKA)</li> <li>Upgrading infrastructure and dormitory facilities at ILKA</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
<b>B2. Labour Market Reform</b>		
Reduce dependency on foreign labour	<ul style="list-style-type: none"> <li>• Formulate a policy to reduce reliance on foreign workers.</li> <li>• Implement Multi-Tiered Levy Mechanisms (MTLM).</li> <li>• Allocate dedicated funding for automation and mechanization.</li> <li>• Tighten entry requirements for foreign workers.</li> <li>• Encourage employers to provide accommodations for local workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Labour Market Transformation Master Plan (MTLM) in 2026</li> <li>• Establishment of the MTLM Trust Fund to support automation and mechanisation</li> <li>• Amendments to the terms for issuing temporary work visit passes</li> <li>• Establishment of the ADI Clearing House for matching foreign worker applications</li> </ul>
Expedite holistic wage alignment across sectors	<ul style="list-style-type: none"> <li>• Empower the Wage Negotiation Council to set entry-level wages, including for TVET graduates, and enforce the Progressive Wage Policy (DGP).</li> <li>• Regularly review the minimum wage with consideration of living wage metrics.</li> <li>• Facilitate salary and employment-related advisory and negotiation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the National Wage Guideline Policy (DGP)</li> <li>• Regulatory enforcement and compliance with the DGP</li> <li>• Periodic review of minimum wage orders</li> <li>• Improvement of the e-MASCO Malaysian Jobs Classification Portal</li> <li>• Creation of a wage negotiation platform for Micro, Small and Medium Enterprises (MSMEs)</li> </ul>
Align labour supply with current and future market demand	<ul style="list-style-type: none"> <li>• Expand dual-training system mechanisms.</li> <li>• Integrate various job and training platforms.</li> <li>• Develop mechanisms to evaluate the effectiveness of skills training programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the ADI Incentive Programme</li> <li>• Rationalisation of multi-platform labour services</li> <li>• Provision of financial assistance under the Recognition of Prior Experiential Learning (RPEL) programme</li> <li>• Incentives for SME employers to conduct training</li> <li>• Introduction of a National Labour and Resource Policy</li> <li>• Preparation of the Critical Occupations List (MyCOL)</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Improve workers' welfare and work-life balance	<ul style="list-style-type: none"> <li>• Explore income security mechanisms for post-retirement.</li> <li>• Enact legislation for gig economy workers.</li> <li>• Extend social protection coverage.</li> <li>• Enhance rehabilitation and recovery services.</li> <li>• Promote flexible working arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the Occupational Safety and Health Master Plan 2026–2030</li> <li>• Capacity-building programmes for occupational accident investigation and case prosecution</li> <li>• Implementation of occupational safety and health (OSH) studies</li> <li>• OSH compliance programme for MSMEs</li> <li>• Rollout of i-Saraan and i-Suri retirement savings schemes</li> <li>• Introduction of the Non-Accident Workplace Disaster Scheme</li> </ul>
Increase workforce participation of older workers, women, and persons with disabilities	<ul style="list-style-type: none"> <li>• Enact re-employment legislation.</li> <li>• Expand programs and social enterprises targeting the elderly, women, and PwDs.</li> <li>• Encourage workplace childcare facilities.</li> <li>• Provide training and upskilling opportunities to facilitate workforce re-entry.</li> </ul>	<ul style="list-style-type: none"> <li>• Amendment of the Minimum Retirement Age Act 2012 [Act 753]</li> <li>• Expansion of the ADI Programme to senior citizens, women, and persons with disabilities</li> <li>• Enhancement of career-matching programmes</li> <li>• Incentives for employers to increase women's labour force participation</li> </ul>
Improve labour market management and governance systems	<ul style="list-style-type: none"> <li>• Review labour laws and regulations.</li> <li>• Enhance capacity and professionalism of labour officers.</li> <li>• Expand digitalization and AI use in labour administration.</li> </ul>	<ul style="list-style-type: none"> <li>• Amendments to labor-related legislation</li> <li>• System upgrades for labor-related case recording</li> <li>• Implementation of the Digital Malaysian Industrial Court and Labor Court</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
<b>B3. Strengthening Inclusive Development</b>		
Strengthen cost of living management, especially for vulnerable groups	<ul style="list-style-type: none"> <li>• Ensure consistent food supply availability.</li> <li>• Scale up affordable food supply initiatives.</li> <li>• Strengthen the small and medium retail ecosystem.</li> <li>• Increase price transparency and enforcement of market regulations.</li> <li>• Enhance healthcare services and protection for low-income households.</li> <li>• Expand Rakan KKM as a paid treatment option at public health facilities.</li> <li>• Provide basic private health insurance/takaful products.</li> <li>• Expand rent-to-own (RTO) housing schemes.</li> <li>• Promote IBS and BIM technologies in home construction.</li> <li>• Deliver affordable and high-quality housing based on local needs.</li> <li>• Provide assistance for home building and renovation.</li> <li>• Ensure access to education from early childhood through tertiary levels.</li> <li>• Implement mandatory paid internship schemes.</li> <li>• Create a centralized platform for sponsorships and donations.</li> <li>• Offer targeted financial support such as fees, tuition, and scholarships.</li> <li>• Review the PTPTN student loan framework.</li> <li>• Expand infrastructure and essential services (clean water, electricity, broadband) in rural areas.</li> <li>• Provide targeted utility subsidies.</li> <li>• Improve access, efficiency, and coverage of public transport.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of school aid (early schooling assistance, preschool and dormitory meal programmes, food supplement plans)</li> <li>• Higher education scholarship schemes</li> <li>• MARA education loan programme</li> <li>• Construction of new schools in high-density areas</li> <li>• Pilot programme for granting autonomy to selected public universities</li> <li>• Introduction of the Time-of-Use (ToU) electricity tariff scheme</li> <li>• Electricity bill rebates for hardcore poor households</li> <li>• Implementation of the MY50 travel pass</li> <li>• Special travel passes for students and persons with disabilities (OKU)</li> <li>• Increased frequency of passenger trains and buses</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Address poverty through multidimensional approaches	<ul style="list-style-type: none"> <li>• Develop a National Poverty Policy.</li> <li>• Formulate a National Social Protection Policy.</li> <li>• Improve retirement and social security systems.</li> <li>• Use Net Disposable Income (NDI) to identify target groups.</li> <li>• Introduce prosperity gap indicators.</li> <li>• Improve income-generation programs.</li> <li>• Strengthen labor market support and match training to job needs.</li> <li>• Scale up microenterprises, cooperatives, and social enterprises.</li> <li>• Explore alternative financing mechanisms.</li> <li>• Promote inclusion in the digital and sharing economies.</li> <li>• Sustain targeted social aid programs.</li> <li>• Improve training access for low-income groups.</li> <li>• Enhance healthcare for poor households.</li> <li>• Build and upgrade homes, especially for extreme poverty groups.</li> <li>• Improve rural infrastructure (water, electricity, internet).</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of income generation programmes</li> <li>• Implementation of the Urban Community Economic Empowerment Programme</li> <li>• People's Wellbeing Development Scheme</li> <li>• Welfare Assistance Management System</li> <li>• RAHMAH MADANI Umbrella Programme</li> <li>• Distribution of Rahmah Cash Aid (STR) and Basic Rahmah Assistance (SARA)</li> <li>• Child, senior citizen, disabled person, and general welfare assistance schemes</li> <li>• Poor Student Trust Fund</li> <li>• Implementation of targeted subsidies</li> <li>• Full implementation of the Progressive Wage Policy</li> <li>• Review of the national minimum wage</li> <li>• Implementation of a Decent Living Wage by the private sector</li> <li>• Financial assistance for Recognition of Prior Experiential Learning (RPEL)</li> <li>• Training incentives for MSME (PMKS) employers</li> <li>• Industry-based training through the Academy in Industry Programme (ADI)</li> <li>• Youth Indigenous Entrepreneurship Programme</li> <li>• Indigenous Human Capital Development Programme</li> <li>• Sabah and Sarawak Indigenous Talent Development Initiatives</li> <li>• Microcredit provision by Amanah Ikhtiar</li> <li>• Special loan scheme for residents of Chinese New Villages</li> <li>• Indian Community Entrepreneur Development Scheme</li> <li>• Cooperative supply chain empowerment programme</li> <li>• SDG-aligned third-sector development fund</li> </ul>
Bridge income and opportunity inequalities across society		
Improve the scope, adequacy, and sustainability of social protection systems		



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
<b>B4. Enhancing Socioeconomic Status of Target Groups</b>		
Enhance meaningful outcomes for Bumiputera, including equity and entrepreneurship	<ul style="list-style-type: none"> <li>• Accelerate the implementation and monitoring of the PuTERA35 agenda.</li> <li>• Realign entrepreneurship programs with the mandates of Bumiputera agencies.</li> <li>• Enhance Bumiputera participation and ownership through skills development, competitiveness, and talent cultivation.</li> <li>• Strengthen Bumiputera property development and ownership.</li> <li>• Increase involvement of GLCs, GLICs, and private companies in advancing Bumiputera development</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of 132 PuTERA35 initiatives to enhance participation, ownership, and control</li> <li>• Strengthening of Bumiputera Empowerment Units across ministries</li> <li>• Bumiputera Scaling Fund</li> <li>• Islamic project capital financing scheme</li> <li>• MARA Bumiputera entrepreneurship financing programme</li> <li>• Bumiputera Business Group Economic Fund</li> <li>• Bumiputera Strategic Investment Fund</li> <li>• PROSPER Bumiputera Growth Financing Programme</li> <li>• Vendor development and Bumiputera franchise programmes</li> <li>• Expansion and catalytic financing for Bumiputera companies</li> <li>• Introduction of the “Relay Race” initiative for company empowerment</li> <li>• Carve-Out and Compete Programme for government infrastructure projects</li> <li>• Talent certification financing for Bumiputera tech professionals</li> <li>• Pulau Pinang Bumiputera strategic land acquisition</li> <li>• Health complex construction on waqf land</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Improve quality of life for Orang Asli communities	<ul style="list-style-type: none"> <li>• Implement the Orang Asli Development Action Plan.</li> <li>• Review and strengthen legislation related to Orang Asli rights and welfare.</li> <li>• Enhance community talent development through improved access to education and TVET.</li> <li>• Promote socio-economic upliftment through agriculture and land surveying.</li> <li>• Expand entrepreneurship via cooperatives and social enterprises.</li> <li>• Increase the provision of housing, infrastructure, and basic amenities.</li> </ul>	<ul style="list-style-type: none"> <li>• Amendment of the Aboriginal Peoples Act 1954 [Act 134]</li> <li>• Formulation of Orang Asli Development Policy</li> <li>• Empowerment programmes for Indigenous youth</li> <li>• Infrastructure development (roads, water, electricity, telecommunications) in Orang Asli villages</li> <li>• Business empowerment initiatives for Indigenous communities</li> <li>• Replanting projects for coconut, oil palm, and rubber crops</li> <li>• Orang Asli Housing Assistance Project</li> </ul>
Develop socioeconomic status of Sabah Natives and Sarawak Bumiputera	<ul style="list-style-type: none"> <li>• Strengthen human capital development, including TVET training.</li> <li>• Improve infrastructure and access to basic services.</li> <li>• Enhance land surveying related to Indigenous Customary Rights.</li> <li>• Increase business and economic access for Indigenous Peoples, particularly Sabah Natives and Sarawak Bumiputeras.</li> <li>• Expand income-generating opportunities.</li> <li>• Provide training and capacity-building programs for community empowerment.</li> <li>• Improve access to infrastructure and social services, including roads, water, electricity, and telecommunications.</li> <li>• Enhance opportunities in business, entrepreneurship, and access to financing.</li> <li>• Improve coordination of development policies and programs between federal and state agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Sabah Pan Borneo Highway Project</li> <li>• Sarawak-Sabah Link Road Project</li> <li>• Trans-Borneo Highway Project</li> <li>• Road construction in Samalaju Industrial Park, Sarawak</li> <li>• Upgrades to industrial access roads and economic zones (Kota Kinabalu to Sapangar Bay Port)</li> <li>• Expansion of Sapangar Bay Container Port</li> <li>• Expansion of road, water, and electricity infrastructure in rural areas</li> <li>• Greater business access and opportunities for Sabah and Sarawak Bumiputera</li> <li>• Development and expansion of industrial zones</li> <li>• Entrepreneur development funds for Sabah and Sarawak Bumiputera</li> <li>• Special programmes for Sabah and Sarawak native communities</li> <li>• Development of an integrated state-level economic action plan</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Improve quality of life for the Chinese community	<ul style="list-style-type: none"> <li>• Implement the New Village Development Master Plan.</li> <li>• Expand opportunities in business and entrepreneurship.</li> <li>• Enhance financing schemes for economic advancement.</li> <li>• Improve infrastructure and public facilities in New Villages.</li> <li>• Upgrade tourism infrastructure to boost local competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Special loan schemes for Chinese New Village residents</li> <li>• Socioeconomic development grants for Kampung Baru</li> <li>• Physical development projects in Chinese New Villages</li> </ul>
Improve quality of life for the Indian community	<ul style="list-style-type: none"> <li>• Implement socio-economic empowerment initiatives for low-income Indian households in line with the Malaysian Indian Blueprint and Action Plan.</li> <li>• Enhance education and talent development, particularly in STEM, TVET, and career opportunities.</li> <li>• Improve basic infrastructure and housing access, including home repair assistance.</li> <li>• Strengthen economic activities, entrepreneurship, and social development.</li> <li>• Enhance governance at community levels for better service delivery.</li> <li>• Expand the use of AI and digital tools to ensure effective program targeting and success.</li> </ul>	<ul style="list-style-type: none"> <li>• Indian Community Entrepreneur Development Scheme (SPUMI)</li> <li>• Infrastructure development for Indian community facilities</li> <li>• Socioeconomic development programmes (PPSMI) focusing on education, entrepreneurship, careers, and wellbeing</li> </ul>
Improve child well-being through holistic development programmes	<ul style="list-style-type: none"> <li>• Develop a comprehensive framework for child development and well-being.</li> <li>• Address malnutrition among children and pregnant mothers.</li> <li>• Ensure fair and equal access to education for children with special needs.</li> <li>• Strengthen holistic child protection mechanisms.</li> <li>• Mitigate the negative impact of technology on children's mental and emotional health.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the National Strategic Plan to Combat Childhood Malnutrition (2023–2030)</li> <li>• First 1,000 Days of Life Programme</li> <li>• Construction and upgrading of children's homes</li> <li>• Excellence and skills development for residents of child institutions</li> <li>• Expansion of the Children's Representative Council</li> <li>• Introduction of age limit guidelines for gadget usage</li> <li>• Community-based education initiatives</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Develop capable, competitive, and prosperous youth	<ul style="list-style-type: none"> <li>• Increase youth participation in entrepreneurship and strategic economic sectors.</li> <li>• Enhance youth skills, knowledge, and career advancement opportunities.</li> <li>• Provide support for youth in transition and school dropouts.</li> <li>• Develop competent young leaders.</li> <li>• Encourage volunteerism and expand social networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of youth centres</li> <li>• International Youth Fund</li> <li>• Bumiputera Youth Entrepreneurial Budding Programme</li> <li>• i-Muda Youth Financing Scheme</li> <li>• Micro-credential programmes</li> <li>• Youth Share Trust and Integrated Financing</li> <li>• Youth Trail Initiative</li> <li>• Capacity building for future youth leadership</li> <li>• Development of a Youth Time Bank model</li> </ul>
Strengthen the roles and responsibilities of men and women in national socioeconomic development	<ul style="list-style-type: none"> <li>• Introduce gender impact assessments in policymaking.</li> <li>• Expand the star rating system to promote and retain women's participation in the workforce.</li> <li>• Strengthen institutions that support women's empowerment, mentorship, and development.</li> <li>• Address domestic violence through public-private partnerships.</li> <li>• Improve protection and support systems for women.</li> <li>• Strengthen men's character and spiritual leadership as heads of households and community change agents.</li> <li>• Empower women to build resilient and happy families.</li> <li>• Expand Kafe@Teen's role in shaping positive youth development.</li> <li>• Promote humane values in education.</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of geriatric services in state hospitals</li> <li>• Development of wellness hubs for senior citizens</li> <li>• Incentives to employers to increase women's labour participation</li> <li>• Action plan for women in defence, security, and public order</li> <li>• One-stop women's centre portal and app</li> <li>• Upgrades to women's shelters</li> <li>• Wellbeing advocacy programme against violence toward women</li> <li>• Women's Economic Empowerment Programme</li> <li>• National Gentlemen Programme</li> <li>• Construction of autism centres</li> <li>• Upgrading of Industrial Training and Rehabilitation Centres (PLPP)</li> </ul>
Improve well-being and accessibility for persons with disabilities (PWDs)	<ul style="list-style-type: none"> <li>• Enforce Universal Design guidelines and establish a uniform star rating for PwD-friendly infrastructure.</li> <li>• Ensure adequate opportunities and support for PWDs</li> <li>• Expand the Sheltered Career Program in collaboration with the private sector.</li> <li>• Increase PwD representation in public services.</li> <li>• Mainstream PwD participation in decision-making processes.</li> </ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Strengthen family institutions as the core of social resilience	<ul style="list-style-type: none"> <li>• Introduce the national KASHIK Keluarga Negara agenda for holistic family well-being.</li> <li>• Enhance programs that instill family values and responsibilities among children.</li> <li>• Improve integrated family support services.</li> <li>• Increase research in family development and reproductive health.</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of the National Subfertility Centre</li> <li>• Implementation of the National CHARACTER Programme (2026–2030)</li> <li>• Mobile Family Centre Services</li> <li>• Upgrading and maintenance of the Penyayang Complex</li> </ul>
<b>B5. Balancing Regional Economic Development and Strengthening Rural Development</b>		
Accelerate Development of Underdeveloped Areas	<ul style="list-style-type: none"> <li>• Develop rural investment hubs and attract large-scale investments in specialized industries.</li> <li>• Strengthen the digital ecosystem in rural areas.</li> <li>• Upgrade basic infrastructure, social services, and housing.</li> <li>• Enhance TVET education, training, and skills development.</li> <li>• Build the entrepreneurial capacity of second-generation FELDA and FELCRA youth.</li> <li>• Conserve biodiversity and strengthen solid waste management systems.</li> <li>• Improve business models of State Economic Development Corporations (PKEN) and Regional Development Authorities (LKW).</li> <li>• Encourage FELDA and FELCRA communities to participate in international partnerships for new market opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of the PLUS North-South Expressway (Senai North – Machap, Johor; Juru – Sungai Dua, Pulau Pinang)</li> <li>• Completion of the Central Ring Road</li> <li>• Expansion of rural roads, water, and electricity infrastructure</li> <li>• Urbanisation initiatives in planned settlements, especially FELDA and FELCRA</li> <li>• Village Adoption and True Civility Programmes</li> <li>• Upgrading of community resource centres into digital hubs</li> </ul>



## Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Enhance Urban Development and Management	<ul style="list-style-type: none"> <li>Promote smart, safe, sustainable, and inclusive city development.</li> <li>Integrate affordable housing into Transit-Oriented Development (TOD) projects.</li> <li>Implement urban growth boundaries.</li> <li>Align urbanization with local settlement planning.</li> <li>Develop green infrastructure and tree planting initiatives to combat urban heat.</li> </ul>	<ul style="list-style-type: none"> <li>MADANI City Development</li> <li>Transit-Oriented Development (TOD) zone expansion</li> <li>Development of vertical schools</li> <li>Smart City initiatives</li> <li>Urban growth demarcation</li> </ul>
Improve Efficiency in Regional Development Planning and Governance	<ul style="list-style-type: none"> <li>Adopt improved mechanisms for measuring development gaps across regions, states, and districts.</li> <li>Develop comprehensive master plans and infrastructure mapping for rural areas.</li> <li>Plan for public facilities including cemeteries and essential infrastructure.</li> <li>Integrate rural data systems for more effective planning.</li> <li>Strengthen the functions of PKEN and LKW to drive state economic growth.</li> <li>Expand the implementation of the National Physical Plan (NPP) in Sabah and Sarawak.</li> </ul>	<ul style="list-style-type: none"> <li>Use of the Malaysian Development Composite Index (IKPM)</li> <li>Development of rural master plans and infrastructure maps</li> <li>Application of the National Physical Plan (NPP) in Sabah and Sarawak</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

B. Enhancing Social Mobility (cont.)		
Strategies	Initiatives	Programs
Strengthen Economic Integration	<ul style="list-style-type: none"><li>• Stimulate investment in the Kuala Lumpur–Negeri Sembilan–Melaka corridor as a large-scale economic cluster.</li><li>• Strengthen the local supply chain ecosystem.</li><li>• Operationalize the Johor–Singapore Special Economic Zone (JS-SEZ).</li><li>• Deepen regional cooperation initiatives.</li><li>• Strengthen one-stop investment facilitation centres.</li><li>• Facilitate cross-border talent and goods movement.</li><li>• Develop skilled local talent to support cross-border economic growth.</li></ul>	<ul style="list-style-type: none"><li>• Development of Lumut Maritime Industrial City (LuMIC), Perak</li><li>• Upgrading of Tok Bali Port, Kelantan</li><li>• Upgrading of Sepanggar Port, Sabah</li><li>• Strengthening of the Iskandar Malaysia Facilitation Centre, Johor (IMFC-J)</li><li>• Development of the Kerian Integrated Green Industrial Park (KIGIP)</li><li>• Infrastructure enhancement in the Johor–Singapore Special Economic Zone (JS-SEZ)</li><li>• Development of Customs, Immigration, and Quarantine (CIQ) complexes and border roads in Kalimantan, Sabah, and Sarawak</li><li>• Establishment of a land port in Perlis</li><li>• Upgrading of the Rantau Panjang Bridge across the Kolok River (Kelantan–Thailand border)</li><li>• Development of the Chuping Valley Industrial Area</li><li>• Implementation of Kedah Rubber City</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

C. Accelerating the Implementation of Public Service Reform Agenda		
Strategies	Initiatives	Programs
C1. Improving Government Service Delivery Based on ILTIZAM Principles		
Implement Regulatory Instrument Review	<ul style="list-style-type: none"><li>• Conduct mandatory periodic reviews of regulatory instruments.</li><li>• Implement the “One-In-One-Out” policy for new regulations.</li></ul>	<ul style="list-style-type: none"><li>• Implement the Public Service Reform Agenda (ARPA).</li><li>• Enforce the Government Service Efficiency Commitment Act 2025.</li><li>• Carry out initiatives under the Special Taskforce on Agency Reform (STAR).</li></ul>
Reduce Regulatory Burden	<ul style="list-style-type: none"><li>• Reduce regulatory burden by at least 25% within three years.</li><li>• Encourage state governments to adopt regulatory burden reduction measures.</li></ul>	
Strengthen ILTIZAM Implementation Performance	<ul style="list-style-type: none"><li>• Introduce an enhanced service performance rating system.</li><li>• Report ILTIZAM implementation performance regularly to Parliament.</li></ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

C. Accelerating the Implementation of Public Service Reform Agenda (cont.)		
Strategies	Initiatives	Programs
<b>C2. Empowering GovTech to Drive Public Service Reform</b>		
Improve Digitization of Government Services and Work Processes	<ul style="list-style-type: none"> <li>• Develop Public Sector Enterprise Architecture (EA).</li> <li>• Establish a single digital gateway for public sector services.</li> <li>• Enhance system integration and interoperability across government services.</li> <li>• Fully digitize government administrative processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Empower talent and expand functional responsibilities under the ICT Services Scheme.</li> <li>• Develop the MyGOV Malaysia application as a one-stop digital service centre.</li> <li>• Strengthen the Information Management Division as a digital transformation unit.</li> <li>• Implement MyDigital ID across the public sector.</li> <li>• Develop guidelines for AI adoption in public services.</li> <li>• Establish digital service gateways across government agencies.</li> <li>• Implement digital signatures in public administration.</li> <li>• Standardize government website design.</li> <li>• Expand public sector cloud computing services.</li> <li>• Implement the National AI Action Plan 2030.</li> <li>• Expand the Malaysian Government Central Data Exchange (MyGDX 2.0).</li> </ul>
Strengthen Digital Governance	<ul style="list-style-type: none"> <li>• Improve the evaluation framework for national digital application systems.</li> <li>• Promote citizen participation in decision-making to enhance service delivery.</li> <li>• Introduce "sludge audits" as a national assessment method.</li> <li>• Apply big data analytics in electoral redistricting.</li> </ul>	
Enhance Digital Talent Development	<ul style="list-style-type: none"> <li>• Provide intensive training in digital and AI fields for civil servants.</li> <li>• Strengthen the public sector's ICT personnel and service schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

C. Accelerating the Implementation of Public Service Reform Agenda (cont.)		
Strategies	Initiatives	Programs
C3. Strengthening Good Governance		
Strengthen Integrity and Accountability	<ul style="list-style-type: none"><li>• Improve monitoring and performance evaluation across all ministries.</li><li>• Establish clear success indicators for all ministries.</li><li>• Reform legislation related to governance and accountability.</li><li>• Intensify anti-corruption efforts under the National Anti-Corruption Strategy (NACS) 2024–2028.</li><li>• Strengthen Integrity Units (UI) in all government agencies and local authorities.</li><li>• Promote a culture of integrity through awareness and education.</li></ul>	<ul style="list-style-type: none"><li>• Draft the Government Procurement Act.</li><li>• Draft the Political Funding Act.</li><li>• Develop the Malaysian Governance Index.</li><li>• Establish governance guidelines for the public sector.</li><li>• Implement the Governance, Integrity, and Anti-Corruption Strengthening Module.</li><li>• Enable direct performance reporting by ministries to the Prime Minister.</li><li>• Strengthen the role of Integrity Units (UI).</li><li>• Execute special initiatives under the Corruption Perceptions Index (CPI) Task Force.</li><li>• Expand public sector cloud computing services.</li><li>• Implement the National AI Action Plan 2030.</li><li>• Expand the Malaysian Government Central Data Exchange (MyGDX 2.0).</li></ul>
Reform Legal and Institutional Framework	<ul style="list-style-type: none"><li>• Strengthen checks and balances through amendments to existing laws and the introduction of new legislation.</li><li>• Separate the roles of State Legal Advisors and Public Prosecutors.</li><li>• Harmonize the jurisdiction of Syariah and Civil Courts.</li><li>• Improve the Syariah judiciary system.</li><li>• Enhance national spatial planning standardization through the National Physical Plan (NPP).</li><li>• Strengthen oversight of coastal development planning approvals.</li></ul>	<ul style="list-style-type: none"><li>• Draft the Official Secrets Bill.</li><li>• Draft the Contracts (Third Party Rights) Bill.</li><li>• Conduct legal reform studies on electoral matters.</li><li>• Study the establishment of MADANI Mediation Centres.</li><li>• Establish the National Council of Religious Affairs.</li><li>• Improve the e-Syariah system.</li><li>• Study the necessity of legislation on Syariah judges' remuneration.</li><li>• Study the establishment of a Special Commission for the Appointment of Syariah Judges.</li><li>• Develop coastal management planning guidelines and inventories.</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

C. Accelerating the Implementation of Public Service Reform Agenda (cont.)		
Strategies	Initiatives	Programs
Expedite Rationalization of Functions and Roles of Ministries and Agencies	<ul style="list-style-type: none"> <li>• Expand the consolidation of overseas government offices and representatives.</li> <li>• Accelerate the rationalization of government departments, agencies, and GLCs.</li> <li>• Restructure civil service functions, responsibilities, and work procedures.</li> <li>• Enhance the management and utilization of Federal Government facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Rationalize government departments, agencies, and government-owned companies.</li> <li>• Improve retirement benefits policy.</li> <li>• Expand flexi-grade positions, especially in research, teaching, learning, and policy formulation.</li> <li>• Offer inter-agency transfer options to civil servants.</li> <li>• Implement a public sector mental health policy.</li> <li>• Expand psychological and counselling services to Urban Transformation Centres (UTCs).</li> </ul>
Strengthen Human Resource Development in the Public Sector	<ul style="list-style-type: none"> <li>• Improve civil servants' competencies, expertise, and career development pathways.</li> <li>• Review retirement benefits and entitlements for Administrative Members and civil servants.</li> <li>• Enhance psychological and counselling services in the public sector.</li> <li>• Introduce a Civil Servant Happiness Index.</li> </ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

C. Accelerating the Implementation of Public Service Reform Agenda (cont.)		
Strategies	Initiatives	Programs
<b>C4. Reforming Project and Fiscal Management</b>		
Improve the Effectiveness of Development Project Planning and Implementation	<ul style="list-style-type: none"> <li>• Introduce a comprehensive and effective development project management framework.</li> <li>• Establish strategic planning teams and modules in each ministry.</li> <li>• Expand turnkey and design-and-build models with stringent cost controls.</li> <li>• Prioritize multipurpose public projects and integrated facilities in high-rise housing.</li> <li>• Optimize the use of Federal land reserves.</li> </ul>	<ul style="list-style-type: none"> <li>• Centralize the land acquisition process under the Department of the Director General of Lands and Mines.</li> <li>• Develop the MyProjek 2.0 system.</li> </ul>
Develop Cost Control Mechanism	<ul style="list-style-type: none"> <li>• Conduct comprehensive assessments for projects exceeding RM300 million.</li> <li>• Develop a strategic evaluation mechanism for large-scale projects.</li> <li>• Improve the Public Sector Benchmarking Database.</li> <li>• Mandate the use of Building Information Modelling (BIM) for projects costing RM10 million and above.</li> <li>• Promote the use of Industrialized Building Systems (IBS), especially in public housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the Public Sector Comparison System (PSC 2.0) based on life cycle costing and benchmarking with private sector standards.</li> </ul>
Strengthen Public-Private Cooperation	<ul style="list-style-type: none"> <li>• Strengthen PPP implementation based on the PPP Master Plan 2030 (PIKAS 2030), with a focus on user-based payment models.</li> <li>• Consider new PPP projects based on available scope and budget under the 13th Malaysia Plan (13MP).</li> <li>• Improve PPP governance structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Value-at-Entry (VAE) process to ensure PPP projects are viable, strategic, and fiscally sustainable.</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

C. Accelerating the Implementation of Public Service Reform Agenda (cont.)		
Strategies	Initiatives	Programs
Accelerate Fiscal Consolidation	<ul style="list-style-type: none"> <li>• Reduce non-critical expenditure to achieve a fiscal deficit below 3% by 2030.</li> <li>• Implement phased and targeted subsidy rationalization.</li> <li>• Tighten control over government loan guarantees to GLCs.</li> <li>• Expedite public sector reform initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforce the Fiscal Responsibility Act.</li> <li>• Enforce the Government Procurement Act.</li> <li>• Improve the eligibility determination system for subsidy and social aid recipients.</li> </ul>
Enhance Revenue Collection	<ul style="list-style-type: none"> <li>• Diversify the revenue base to reduce reliance on petroleum income.</li> <li>• Align tax incentives with investment outcomes.</li> <li>• Enhance tax administration efficiency through digitalization.</li> <li>• Establish a comprehensive governance framework for monitoring the 13MP.</li> <li>• Develop a more systematic and effective monitoring mechanism.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the e-Invoice system.</li> <li>• Implement the Global Minimum Tax (GMT).</li> <li>• Introduce a Carbon Tax.</li> <li>• Develop the 13MP Policy Implementation Plan.</li> <li>• Build the MyRMK Monitoring System.</li> </ul>
<b>C5. Enhancing the Social Economy Ecosystem to Mainstream the Third Sector</b>		
Develop Social Economy Policy	<ul style="list-style-type: none"> <li>• Formulate comprehensive policies to support third sector actors in advancing the social economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the National Social Policy 2030.</li> <li>• Implement the National Entrepreneurship Policy 2030.</li> <li>• Develop the Social Entrepreneurship Blueprint 2030 (SEMy 2030).</li> <li>• Conduct research and develop policies to strengthen the social economy.</li> <li>• Draft legislation and regulations to support the social economy.</li> <li>• Expand the Inclusive Business Program (IB-VCDI).</li> <li>• Implement the National Waqf Master Plan 2025–2030.</li> </ul>
Enact Legislation and Strengthen Regulation of the Social Economy	<ul style="list-style-type: none"> <li>• Enact and strengthen laws to support the social economy.</li> <li>• Review existing legislation concerning the third sector.</li> </ul>	
Strengthen Governance of Social Economy Development	<ul style="list-style-type: none"> <li>• Consolidate related agencies to centralize governance.</li> <li>• Improve third sector management and oversight.</li> </ul>	



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability		
Strategies	Initiatives	Programs
<b>D1. Nation-Building</b>		
Strengthening National Integration and Unity	<ul style="list-style-type: none"> <li>Enhance social integration, interaction, and nation-building programs</li> <li>Strengthen governance related to unity</li> <li>Strengthen the role of academia, NGOs, and CSOs</li> </ul>	<ul style="list-style-type: none"> <li>Development of Patriotism Index</li> <li>Development of the Malaysian Harmony Charter</li> <li>Implementation of the MADANI Malaysia Unity Journey</li> <li>Implementation of the Gerak Rahmah Program</li> <li>Implementation of the Harmony Week Celebration between World Religions</li> <li>Upgrading of Research and Training Institute of National Integration as a Centre of Excellence</li> </ul>
Enhancing Patriotism and National Identity	<ul style="list-style-type: none"> <li>Intensify the production of creative content on patriotism, national identity, and self-respect</li> <li>Improve measurement methods for patriotism levels</li> <li>Enhance appreciation of the Rukun Negara and Federal Constitution</li> <li>Improve application of manners, spiritual values, humanistic principles, and volunteerism</li> <li>Strengthen preservation of national heritage assets</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of National Service Training Program</li> <li>Nationality Celebration Program and Appreciation of the Rukun Negara</li> <li>Acquisition, digitisation, and preservation of Malaysian historical materials abroad as national treasures</li> </ul>
Strengthening Effective Diplomacy and Malaysia's International Image	<ul style="list-style-type: none"> <li>Intensify effective diplomacy in international relations</li> <li>Expand participation in international cooperation</li> <li>Promote Malaysia's uniqueness to the global community</li> <li>Champion humanitarian values and global peace</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of the Malaysia Technical Cooperation Programme (MTCP) and South-South Cooperation</li> <li>Malaysia's involvement in UN Peacekeeping Missions</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability (cont.)		
Strategies	Initiatives	Programs
Increasing Public Participation in Sports Activities	<ul style="list-style-type: none"><li>• Improve athlete performance through quality training, facilities, and expertise</li><li>• Leverage hosting of the 2027 SEA Games</li><li>• Promote inclusive public participation in sports</li><li>• Strengthen multi-stakeholder roles in organizing sports and fitness activities</li><li>• Improve access to sports infrastructure</li></ul>	<ul style="list-style-type: none"><li>• Implementation of the Podium and Road to Gold Program</li><li>• R&amp;D&amp;C&amp;I of high-performance sports equipment</li><li>• Talent development and internship programs</li><li>• Upgrading and construction of sports facilities</li><li>• Hosting the 2027 Southeast Asian Games (SEA) and other sports events</li><li>• Organising National Sports Day</li></ul>
Advancing Malaysia's Excellence in Global Sports		
D2. Preparation for an Aged Nation		
Establishing a Sustainable Long-Term Care Ecosystem	<ul style="list-style-type: none"><li>• Introduce LTC-related legislation and governance</li><li>• Streamline LTC ecosystem regulation</li><li>• Encourage local government LTC service expansion</li><li>• Improve quality and professionalism of LTC workforce</li><li>• Enhance social protection and benefits for LTC caregivers, including informal workers</li><li>• Expand home-based and community care services</li><li>• Introduce domiciliary and palliative care</li><li>• Develop the care services industry as a regional hub</li><li>• Explore care economy as a new growth area</li></ul>	<ul style="list-style-type: none"><li>• Implementation of the Care Industry Strategic Framework</li><li>• Legislative review related to care services</li><li>• Coordination of the care ecosystem under one entity</li><li>• Implementation of Home Help Service Program</li><li>• Expansion of ageing-related TVET curriculum</li><li>• Provision of incentives for TVET students in LTC fields</li></ul>
Preparing the Labour Market, Skills, and Education Systems	<ul style="list-style-type: none"><li>• Review labour legislation and regulations</li><li>• Promote flexible work arrangements</li><li>• Reform education to align with demographic trends</li><li>• Enhance skills development and expand TVET in ageing-related fields</li><li>• Expand access to lifelong learning through flexible training</li></ul>	<ul style="list-style-type: none"><li>• Legislation for reemployment after minimum retirement age</li><li>• Review of Minimum Retirement Age Act 2012 [Act 753] and Pensions Act 1980 [Act 227]</li><li>• Study to increase the mandatory retirement age for civil servants</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability (cont.)		
Strategies	Initiatives	Programs
Adjusting Fiscal Priorities and Enhancing Social Protection	<ul style="list-style-type: none"><li>• Optimise government financial resources for inclusive infrastructure</li><li>• Ensure sustainable retirement and adequate savings</li><li>• Recognise family contributions to elder care</li><li>• Build a comprehensive, inclusive social protection system</li><li>• Reduce prevalence of NCDs and cardiovascular diseases via legislation</li></ul>	<ul style="list-style-type: none"><li>• Study on EPF contributions segregation for retirement and pension schemes</li><li>• Development of digital platform for intergenerational cash transfers</li><li>• Revision of premises development regulations to meet universal design standards</li><li>• Provision of age-friendly infrastructure through private collaboration</li></ul>
Improving the Well-Being of Older Adults	<ul style="list-style-type: none"><li>• Enact specific legislation for senior citizens</li><li>• Expand programs and support services</li><li>• Promote community and CSO-led volunteer services</li><li>• Create tech-based one-stop centres to assist elderly care</li><li>• Increase innovation and technology solutions for elderly well-being</li></ul>	<ul style="list-style-type: none"><li>• Upgrading and new construction of Rumah Seri Kenangan</li><li>• Expansion of activities and facilities for senior citizens</li><li>• Expansion of geriatric services at state hospitals</li><li>• Establishment of wellness hubs for the elderly</li></ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability (cont.)		
Strategies	Initiatives	Programs
<b>D3. Healthcare Reform</b>		
Reforming Healthcare Financing and Governance	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Strengthening Health Promotion and Security	<ul style="list-style-type: none"> <li>• Raise health awareness through policies and promotion</li> <li>• Implement national health security capacity framework</li> <li>• Eradicate or eliminate 12 infectious diseases</li> <li>• Mainstream "Health in All Policies"</li> <li>• Enforce front-of-pack nutritional labelling</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic framework for national health security capacity</li> <li>• Mandatory front-of-pack nutrition labelling</li> </ul>
Empowering the Healthcare Service Delivery Ecosystem	<ul style="list-style-type: none"> <li>• Improve legal framework and workforce policy coordination</li> <li>• Develop precision medicine capabilities</li> <li>• Integrate cluster hospitals with primary care</li> <li>• Upgrade and build new hospitals and clinics</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of Sultanah Aminah Hospital 2 (Johor Bahru)</li> <li>• Construction of Northern Region Cancer Centre (Sg. Petani, Kedah)</li> <li>• Construction of Sabah Heart Centre (Queen Elizabeth II Hospital, Sabah)</li> <li>• Upgrading of dilapidated clinics nationwide</li> <li>• Expansion of cluster hospital services</li> <li>• Establishment of Policy Coordination Committee for health workforce</li> <li>• Development of National Professional Framework</li> <li>• Amendment of legislation on organ and tissue transplantation</li> <li>• Drafting legislation related to mental capacity</li> </ul>
Enhancing the Digitalisation of Health Information Management	<ul style="list-style-type: none"> <li>• Expand use of digital health records for integrated sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a health data sharing platform</li> <li>• Implementation of outsourced electronic medical records system</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability (cont.)		
Strategies	Initiatives	Programs
Strengthening Assurance of Medicines and Medical Devices	<ul style="list-style-type: none"> <li>• Outsource services via public-private partnerships</li> <li>• Improve national pharmaceutical regulatory systems</li> <li>• Boost capacity and infrastructure of local manufacturers</li> <li>• Enhance vaccine funding and workforce training</li> <li>• Develop pharmaceutical product tracking and tracing systems</li> <li>• Expand global pharmaceutical cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Outsourcing services via public-private partnerships</li> <li>• Improvement of national pharmaceutical regulatory system</li> <li>• Development of tracking and tracing system for pharmaceutical products</li> <li>• Participation in international pharmaceutical product ecosystems</li> </ul>
<b>D4. Housing Reform</b>		
Enhancing the Provision of Quality, Liveable, and Inclusive Housing	<ul style="list-style-type: none"> <li>• Restructure federal housing agency</li> <li>• Utilise commissioner's, waqf, and Malay reserve lands</li> <li>• Enforce build-then-sell model through Development Act amendments</li> <li>• Create integrated housing information systems</li> <li>• Increase adoption of IBS and BIM technologies</li> <li>• Provide affordable housing in urban redevelopment and TOD zones</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of People's Residency Program (PRR)</li> <li>• People-Friendly House (RMR) Program</li> <li>• Malaysia Civil Servant Housing Program (PPAM)</li> <li>• New construction and house recovery assistance programs</li> <li>• State government affordable housing initiatives</li> </ul>
Increasing Home Ownership	<ul style="list-style-type: none"> <li>• Expand Rent-To-Own (RTO) schemes with new models</li> <li>• Explore housing consortiums for RTO management</li> <li>• Offer competitive financing for first-time buyers and seniors</li> <li>• Enact rental housing laws</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Rent-to-Own (RTO) scheme</li> <li>• Provision of Housing Credit Guarantee Scheme</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability		
Strategies	Initiatives	Programs
Strengthening Regulatory and Housing Management Efficiency	<ul style="list-style-type: none"> <li>• Enact governance legislation for public housing</li> <li>• Mandate developer handover of strata titles</li> <li>• Improve stratified housing management</li> <li>• Encourage state-level affordable housing price controls</li> <li>• Empower states in public housing implementation</li> <li>• Optimise use of existing housing funds</li> </ul>	<ul style="list-style-type: none"> <li>• Drafting of public housing legislation</li> <li>• Amendments to Act 118 to protect homebuyer and homeowner rights</li> <li>• Amendments to Acts 757 and 318 to strengthen stratified property management</li> <li>• Implementation of maintenance programs for affordable stratified housing</li> <li>• Development of construction cost index</li> </ul>
<b>D5. Strengthening National Security and Defence</b>		
Improving Public Safety and Order	<ul style="list-style-type: none"> <li>• Intensify integrated operations and targeted patrols</li> <li>• Use AI in public security and enforcement</li> <li>• Expand public awareness and safety education</li> <li>• Set benchmarks for safe cities</li> <li>• Combat cybercrime</li> <li>• Strengthen crisis management capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Modernisation of security assets</li> <li>• Upgrade of All-Source Hub System, Dark Web and police investigation modules</li> </ul>
Safeguarding National Sovereignty	<ul style="list-style-type: none"> <li>• Boost defence and diplomatic capabilities</li> <li>• Strengthen border control</li> <li>• Develop defence industrial ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening Future Forces</li> <li>• Maintenance and modernisation of Malaysian Armed Forces assets</li> <li>• Strengthening international defence diplomacy</li> <li>• Development of national border control system</li> <li>• Development of National Integrated Immigration System</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability		
Strategies	Initiatives	Programs
Enhancing the Well-Being of Security Personnel	<ul style="list-style-type: none"> <li>• Improve housing, healthcare, and social support</li> <li>• Increase post-retirement employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• One Member, One House (TARGET) program</li> <li>• Provision of Armed Forces Family Housing (RKAT)</li> <li>• Provision of security personnel quarters via PPPs and rental methods</li> </ul>
Improving Offender Management and Rehabilitation	<ul style="list-style-type: none"> <li>• Expand prison and detention centre capacity</li> <li>• Promote alternative sentencing</li> <li>• Strengthen addiction prevention, treatment, and recovery programs</li> </ul>	<ul style="list-style-type: none"> <li>• Construction and upgrading of immigration detention depots</li> <li>• Construction and upgrading of narcotics rehabilitation centres</li> <li>• Construction and upgrading of prison correctional centres</li> </ul>
D6. Preserving Planetary Health		
Strengthening Climate Change and Environmental Management	<ul style="list-style-type: none"> <li>• Enact climate laws, carbon trading, and Green Deal frameworks</li> <li>• Strengthen enforcement on environmental and greywater policies</li> <li>• Raise public awareness</li> <li>• Promote sustainable water management</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of National Climate Change Act</li> <li>• Domestic and international carbon trading implementation</li> <li>• Amendments to Environmental Quality Act 1974</li> <li>• Expansion of Non-Revenue Water (NRW) program</li> <li>• Use of recycled and raw water</li> <li>• Development of local water-efficient technologies</li> <li>• Strengthening legislation and awareness on sewage and greywater management</li> </ul>
Enhancing Biodiversity Conservation and Restoration	<ul style="list-style-type: none"> <li>• Improve management of human-wildlife conflicts</li> <li>• Gazette more biodiversity sites and protected areas</li> <li>• Intensify R&amp;D&amp;C&amp;I with strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>• Gazettement of terrestrial and aquatic protected areas</li> <li>• Breeding and conservation programs for Malayan tiger genetic resources</li> <li>• Human-elephant conflict management programs</li> <li>• Conservation of forest, flora, and fauna resources</li> </ul>



# Appendix: Detailed Pillars, Strategies, Initiatives and Programs (cont.)

D. Enhancing People's Well-Being and Environmental Sustainability		
Strategies	Initiatives	Programs
Reinforcing Circular Economy Implementation and Waste Management	<ul style="list-style-type: none"> <li>• Strengthen circular economy policies and regulations</li> <li>• Improve implementation mechanisms</li> <li>• Develop modern waste management infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of circular economy legislation</li> <li>• Implementation of Extended Producer Responsibility</li> <li>• Integrated solid waste management</li> <li>• Development of e-waste management roadmap</li> <li>• Enforcement of site prohibition policy for new landfills</li> </ul>
<b>D7. Enhancing Disaster Risk Management</b>		
Enhancing Governance Efficiency	<ul style="list-style-type: none"> <li>• Expand Disaster Risk Reduction Policy to state and local levels</li> <li>• Increase urban and settlement resilience</li> <li>• Improve governance of the National Disaster Assistance Trust Fund</li> <li>• Expand nature-based solutions</li> <li>• Strengthen early warning systems</li> <li>• Enhance coordination among disaster management agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of disaster risk action plans in local planning</li> <li>• Improvement of earthquake and tsunami early warning systems</li> <li>• Adoption of Climate Disaster Resilience Index</li> <li>• Enhancement of MEW4ALL early warning system</li> <li>• Geological mapping and underground utility surveys</li> <li>• Multi-agency disaster simulations</li> </ul>
Strengthening Disaster Preparedness and Support Programs	<ul style="list-style-type: none"> <li>• Improve SOPs</li> <li>• Expand multi-agency training</li> <li>• Upgrade operational capabilities and equipment</li> <li>• Use existing public infrastructure as disaster protection centres</li> <li>• Enhance post-disaster support programs</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of SOPs</li> <li>• Expansion of multi-agency training</li> <li>• Upgrade of equipment and operational capabilities</li> <li>• Use of public infrastructure as disaster shelters</li> <li>• Enhancement of post-disaster support programs</li> </ul>



# THANK YOU

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