



Ministry of Foreign Affairs



REVISED
STRATEGIC PLAN
2011-2015

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REVISED

STRATEGIC PLAN

2011-2015

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FOREWORD BY **YB DATO' SRI ANIFAH HJ AMAN**

MINISTER OF FOREIGN AFFAIRS OF MALAYSIA



Malaysia is now well on the path towards becoming a developed country by 2020. With less than ten years to go to achieve the target, the government has intensified the efforts to ensure that the target becomes a reality. In this regard, the Government Transformation Programme (GTP), in accordance with the principles of 1Malaysia, People First, Performance Now and the Economic Transformation Programme (ETP) encompassing the New Economic Model (NEM), were launched to steer Malaysia in the right direction. Wisma Putra, the Ministry of Foreign Affairs which is responsible for the conduct of the nation's foreign policy, has an important role in complementing these efforts.

“THIS REVIEW OF THE STRATEGIC PLAN SIGNIFIES THE MINISTRY’S COMMITMENT IN ADAPTING ITSELF TO THE VAGARIES OF THE DYNAMIC GLOBAL ENVIRONMENT WHILE AT THE SAME TIME IN PROTECTING AND PROMOTING THE NATIONAL INTEREST.”

The Ministry's Strategic Plan (2009-2015) has entered its third year since its launch in January 2009. The Strategic Plan provides a clear statement of Malaysia's stand as well as a blueprint and direction of our foreign policy. When the Strategic Plan was drawn up, a review process was provided for to ensure the relevance of the Strategic Plan. This review of the Strategic Plan signifies the Ministry's commitment in adapting itself to the vagaries of the dynamic global environment while at the same time in protecting and promoting the national interest. This review essentially recognises the continuity of the existing foreign policy while taking into account the current domestic policy orientation.

Many changes and developments have taken place in the past three years as Malaysia continues to engage others as a responsible member of the international community. At the 65th United Nations General Assembly last year, Malaysia mooted the concept of the Global Movement of the Moderates (GMM) in which we stated our belief that the global community has to choose moderation over extremism and confrontation in promoting peace, and stability for all in the community of nations.

A significant development that we are looking forward to in the period of the Strategic Plan will be the realisation of the ASEAN Community by 2015. It will indeed be an honour for Malaysia as we prepare to assume the chairmanship of ASEAN in that year. The devastating natural catastrophes and conflicts abroad that occurred earlier this year also called for the swift and efficient response by the Ministry and other government agencies to work together with our diplomatic Missions abroad to provide assistance and support to Malaysians in need including evacuating them to safety.

The Ministry will continue to be the bridge between Malaysia and the outside world. At the same time, it will provide the support and do its utmost through its 105 diplomatic missions abroad to realise the national agenda and become a high-income nation in 2020.



DATO' SRI ANIFAH HJ AMAN

MESSAGE BY YBHG TAN SRI MOHD RADZI ABDUL RAHMAN

SECRETARY GENERAL OF THE MINISTRY OF FOREIGN AFFAIRS



“THE MINISTRY WILL CONTINUE TO DEVELOP A CORPS OF DIPLOMATIC STAFF OF HIGH CALIBRE WHO ARE COMMITTED TOWARDS EXCELLENCE IN ORDER TO MEET THE DEMANDS OF THE CONSTANTLY CHANGING AND HIGHLY CHALLENGING INTERNATIONAL ENVIRONMENT.”

The Wisma Putra Strategic Plan (2009-2015) was formulated by taking into account the strategies and priorities as set out in the Ninth Malaysia Plan (2006 to 2010) as well as Vision 2020. As Malaysia enters the Tenth Malaysia Plan (2011 to 2015) and taking into account other government programmes led by 1Malaysia, Government Transformation Programme (GTP), Economic Transformation Programme (ETP) and New Economic Model (NEM), it is timely for a review of the Strategic Plan to reflect the important developments in the nation’s domestic transformational agenda.

The Strategic Plan that was drawn up in 2009 provides a framework within which the Ministry will operate and perform its tasks. Furthermore, it identified Key Performance Indicators for the Ministry to measure and pursue its objectives and a review process is also provided for. This review process is important to keep the Strategic Plan relevant by carefully examining the changes in both the domestic and international environment. Revisions have been made to the vision and mission of the Ministry while strategic issues and challenges were

identified. Critical success factors were also included in this revised version. In addition, the strategic objectives have been realigned to warrant clearer and measurable goals of the Ministry. This revisited document will serve as a guide to all officers and staff of the Ministry as we strive to meet our organisational goals.

The Ministry will continue to develop a corps of diplomatic staff of high calibre who are committed towards excellence in order to meet the demands of the constantly changing and highly challenging international environment. The Ministry is also committed to harness its resources to continue to perform our functions effectively and efficiently, be it at the headquarters or at diplomatic missions abroad. This is in line with the government's call for a leaner and efficient government.

As the blueprint of the Ministry, this Strategic Plan is the main reference for us in charting the course to face the future challenges and to seize the opportunities that lie ahead for the period until 2015. It is my sincere belief that with continued dedication, diligence and perseverance, we will continue to deliver a successful outcome in promoting and protecting Malaysia's interests.



TAN SRI MOHD RADZI ABDUL RAHMAN

A BRIEF HISTORY OF WISMA PUTRA

Groundwork for the establishment of the Ministry of Foreign Affairs, Malaysia dates back to 1956. In managing the Ministry of External Affairs (MEA), as it was initially called, a pioneer batch of 11 career diplomats was sent to Britain and Australia for training. In 1966, the Ministry was renamed the Ministry of Foreign Affairs and moved from the Sultan Abdul Samad Building to a new complex known as Wisma Putra at Bukit Petaling, Kuala Lumpur. Since then, the Ministry of Foreign Affairs of Malaysia is also known as Wisma Putra. The Ministry of Foreign Affairs began operation from its current complex at No. 1, Jalan Wisma Putra, Precint 2, Putrajaya on 17 September 2001.



Federal Secretariat
1956 -1966
Sultan Abdul Samad Building,
Kuala Lumpur.



Wisma Putra Building
1966 -2001
Bukit Petaling, Kuala Lumpur.



Wisma Putra Complex
2001 - Present
Putrajaya

Malaysia's first diplomatic missions were set up in London, Washington, Canberra, New York, New Delhi, Jakarta and Bangkok. By 1963, Malaysia established 14 Diplomatic Missions overseas. Today, Malaysia has a network of 105 diplomatic missions spanning the globe - a proud testament on how far the Ministry has progressed over the years, in tandem with the progress of Malaysia. The establishment of these diplomatic missions are to complement the function and also as an extension of the Ministry of Foreign Affairs of Malaysia abroad.



High Commission of Malaysia,
London UK.



Embassy of Malaysia,
Washington, USA.



High Commission of Malaysia,
Canberra, Australia.



Permanent Mission of Malaysia
to the UN, New York.



High Commission of Malaysia,
New Delhi, India



Embassy of Malaysia,
Jakarta, Indonesia



Embassy of Malaysia,
Bangkok, Thailand

ROLE AND FUNCTIONS OF WISMA PUTRA

- 1** Upholding, promoting and protecting Malaysia's sovereignty, territorial integrity and interests
- 2** Monitoring and analysing developments in the international arena
- 3** Developing and advising the government on foreign policy options
- 4** Communicating the government's foreign policy position
- 5** Assisting other ministries and agencies in their international dealings
- 6** Assisting Malaysian citizens abroad

AGENCIES UNDER WISMA PUTRA

INSTITUTE OF DIPLOMACY AND FOREIGN RELATIONS (IDFR)

The Institute of Diplomacy and Foreign Relations (IDFR), the Ministry's training arm conducts training programmes for Malaysian diplomatic officers as well as officers from other government ministries and agencies. The training programmes are practitioner-oriented and are aimed at equipping officers with the skills and knowledge to meet the challenges they face in the conduct of their professional duties. IDFR's mission is to become an International Centre for training and research in diplomacy and international relations of global standing.

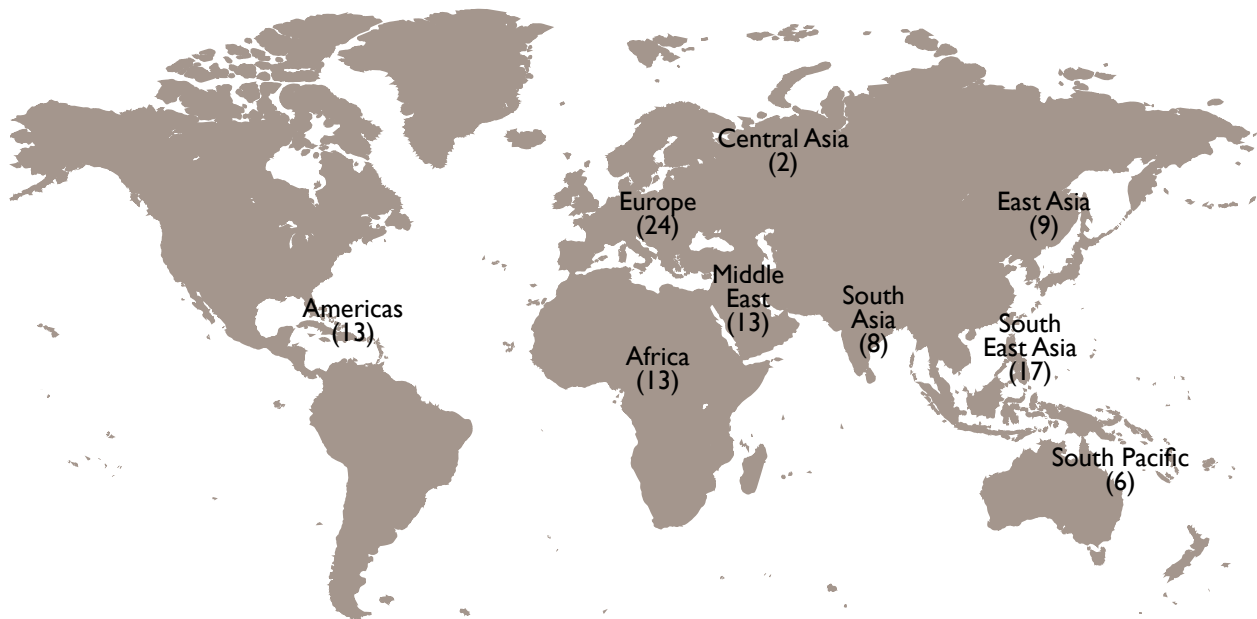


THE SOUTHEAST ASIA REGIONAL CENTRE FOR COUNTER-TERRORISM (SEARCCT)

The Southeast Asia Regional Centre for Counter-Terrorism (SEARCCT) was established to provide training, research and analysis, capacity-building and public awareness programmes in countering terrorism. The Centre's core training and research areas include investigation and legal issues; Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) and crisis management; aviation, maritime and transport security; cyber terrorism; prevention and rehabilitation; terrorism financing; and youth and terrorism. SEARCCT's training courses are conducted in collaboration with numerous countries whilst its research activities are carried out via field-work and academic exercises. The Centre is also developing its own database and a web-portal to foster networking and information/knowledge sharing among related agencies and institutions. SEARCCT has also published articles and monographs and is involved in delivering papers and lectures at the local, regional and international level.

MALAYSIAN DIPLOMATIC MISSIONS ABROAD

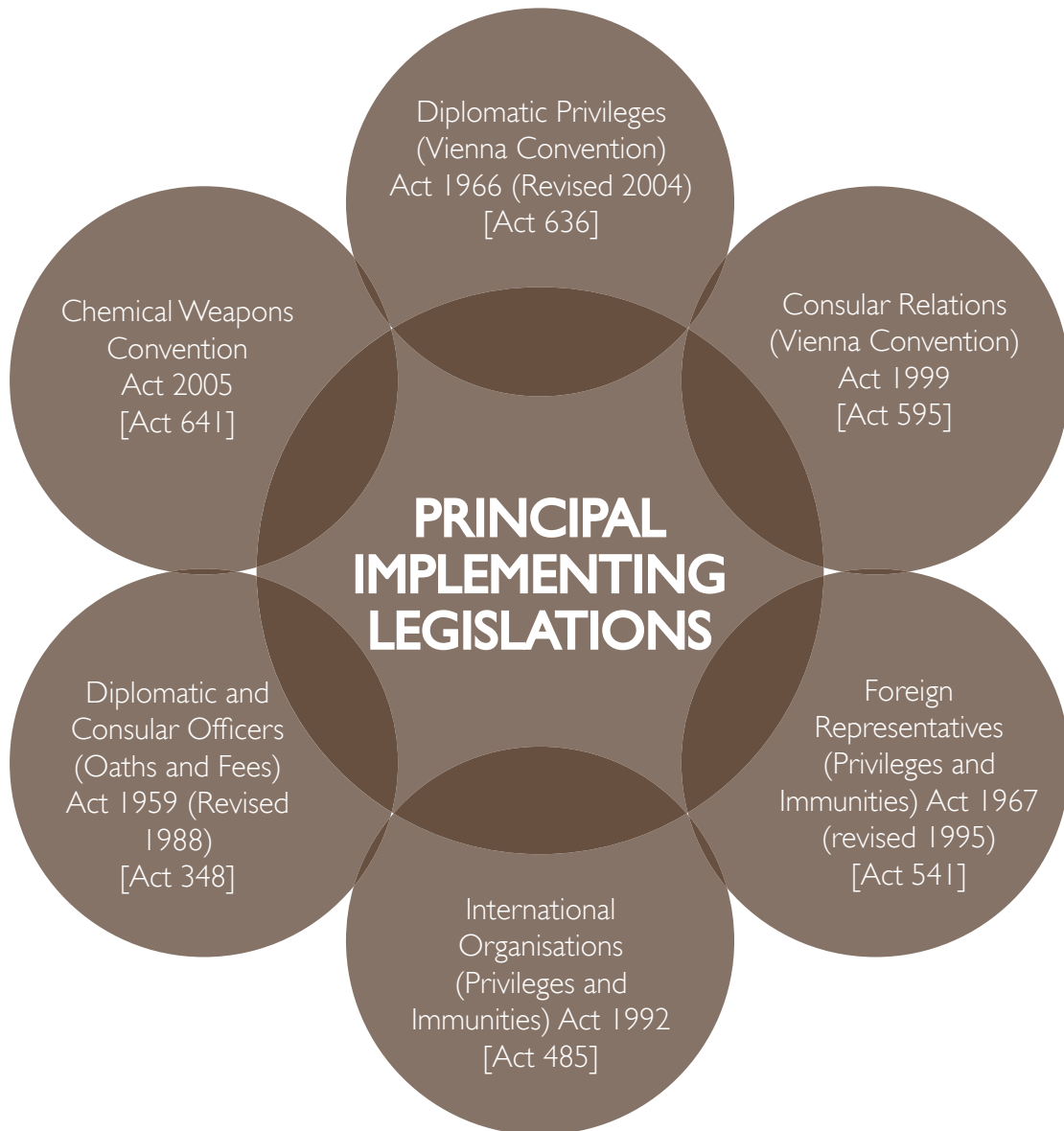
DISTRIBUTION OF MALAYSIAN DIPLOMATIC MISSIONS BY REGION



DISTRIBUTION OF DIPLOMATIC MISSIONS ABROAD	
Embassy	63
High Commission	17
Permanent Mission	3
Consulate General	19
Consulate	2
Malaysian Friendship & Trade Centre	1
TOTAL	105

The work of our Diplomatic Missions is augmented by 51 Honorary Consuls throughout the world.

PRINCIPAL IMPLEMENTING LEGISLATIONS



VISION, MISSION AND STRATEGIC OBJECTIVES

VISION

A Foreign Service that effectively contributes towards the attainment of Malaysia's aspirations

A Foreign Ministry that provides effective, efficient and timely services to stakeholders and clients through dynamic and proactive diplomacy in attaining Malaysia's aspirations as envisaged in Vision 2020

MISSION

To uphold Malaysia's sovereignty and territorial integrity, to promote and protect its interests, and to extend effective and efficient services to the Ministry's stakeholders and clients through dynamic and proactive diplomacy

STRATEGIC OBJECTIVES

- 1 Strengthening Bilateral Diplomacy
- 2 Strengthening Multilateral Diplomacy
- 3 Strengthening ASEAN
- 4 Providing Effective and Efficient Services to the Ministry's Stakeholders and Clients
- 5 Promoting Malaysia and Disseminating Information through Public Diplomacy
- 6 Improving and Strengthening the Institution and Human Capital

SHARED VALUES

LOYALTY

Loyalty to Seri Paduka Baginda Yang di-Pertuan Agong and the Country

INTEGRITY

Serving with integrity, ethics and accountability

DEDICATION

Aiming to serve the nation and the people above all else

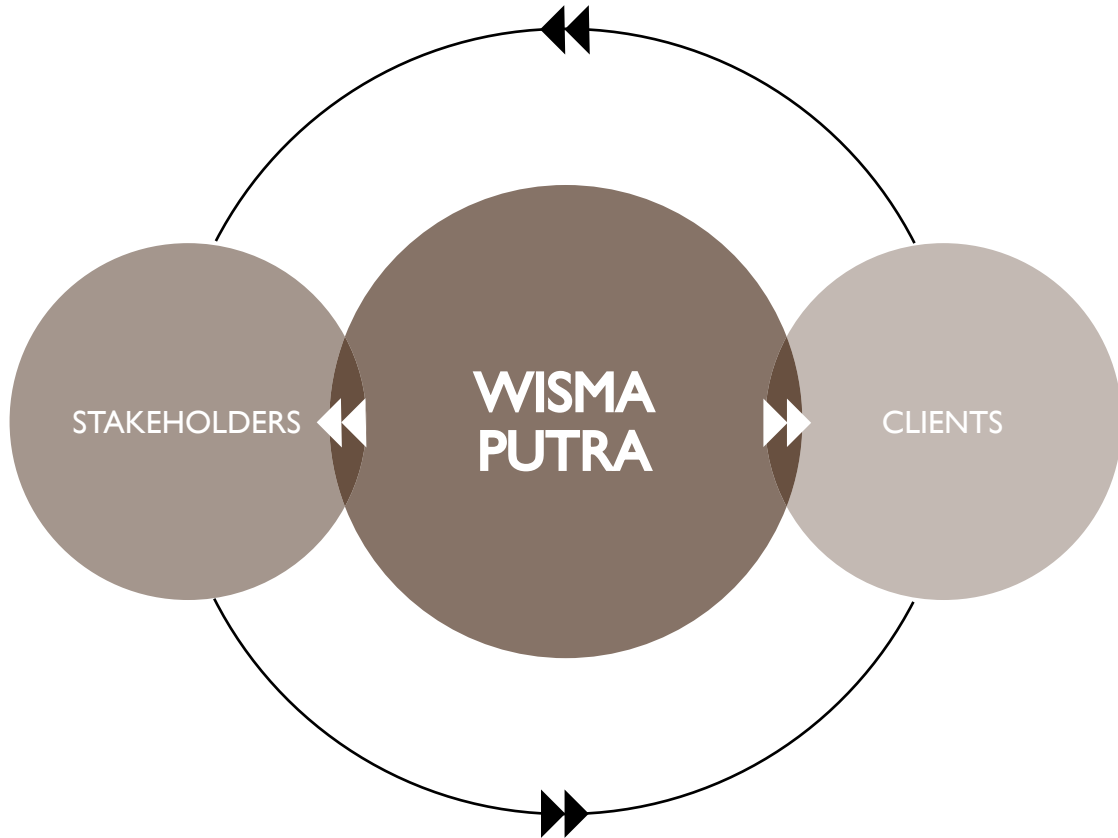
PROFESSIONALISM

Serving by virtue of knowledge and competence

INNOVATION

Constantly striving for excellence

STAKEHOLDERS AND CLIENTS



SERI PADUKA BAGINDA
YANG DI-PERTUAN AGONG

PRIME MINISTER AND
DEPUTY PRIME MINISTER

MINISTER OF FOREIGN AFFAIRS

CABINET

SECRETARY GENERAL

MINISTRIES, PARLIAMENT,
GOVERNMENT AGENCIES

MALAYSIAN PUBLIC, FOREIGN
CITIZENS, CIVIL SOCIETIES,
PRIVATE SECTOR

FOREIGN DIPLOMATIC
MISSIONS, INTERNATIONAL &
REGIONAL ORGANISATIONS

STRATEGIC ISSUES AND CHALLENGES

- 1** Protection of Malaysia's sovereignty and territorial integrity
- 2** The accelerated pace of globalisation in a constantly changing international environment
- 3** Security at the national, regional and global levels
- 4** Global issues such as the environment, climate change, human rights, health, terrorism, transnational crime, food security, energy security and humanitarian crisis
- 5** Coordination among Malaysian government agencies and the need to project a coherent, effective and unified national position at home and abroad
- 6** Higher demand for consular services due to higher number of Malaysians living, travelling and working abroad
- 7** Natural and man-made disasters as well as intra-state and inter-state conflicts affecting the safety of Malaysians and Malaysian interests abroad
- 8** Securing, mobilising and optimising sufficient financial and human resources

STRATEGIC OBJECTIVES AND PLAN OF ACTION



STRATEGIC OBJECTIVE I: STRENGTHENING BILATERAL DIPLOMACY

Bilateral diplomacy remains an important mechanism in strengthening bilateral relations between Malaysia and other countries. While political and economic activities continue to be the core of the relationship, the scope of bilateral cooperation has over the years expanded into other areas. Cooperation in the fields of culture, education, tourism, science and technology, for example, has yielded significant progress over the years.

Malaysia has established friendly relations with most countries in the world and has a network of 105 Missions worldwide. This includes 63 Embassies, 17 High Commissions, three Permanent Missions, 19 Consulate Generals and two Consulates as well as a Malaysian Friendship and Trade Centre. A few of these Missions are concurrently accredited to neighbouring countries. This extensive network is a testimony of the importance that Malaysia attaches on bilateral diplomatic relations.

Plan of Action		
Strategy	Programme	Indicator
To promote Malaysia's political and economic interests through a concrete and coherent plan of action	To encourage exchanges of high-level visits, including political and private sector levels	Outgoing high-level visits involving Seri Paduka Baginda Yang di-Pertuan Agong, YAB Prime Minister, YAB Deputy Prime Minister and YB Foreign Minister
		Meetings attended or organised with counterparts during outgoing visits
		Incoming high-level visits involving Heads of State, Heads of Government, Vice President, Deputy Prime Minister, Foreign Minister of foreign countries organised
		Meetings attended or organised with counterparts during incoming visits
		Bilateral consultation mechanisms such as bilateral consultations/Joint Commission Meetings (JCM) convened and attended/participated

STRATEGIC OBJECTIVE I: STRENGTHENING BILATERAL DIPLOMACY

Plan of Action		
Strategy	Programme	Indicator
	To facilitate negotiations on bilateral agreements and MoUs that are beneficial to Malaysia	Bilateral MoUs/agreements/ Joint Statements/Joint Communiqué negotiated under the purview of the Ministry of Foreign Affairs
	To enter into bilateral agreements and MoUs that are of benefit to Malaysia	Bilateral agreements and MoUs under the purview of the Ministry of Foreign Affairs concluded or signed
To protect Malaysia's territorial sovereignty and integrity	To ensure that Malaysia's territorial sovereignty and integrity are always protected	Malaysia's territorial sovereignty and integrity are always protected
To promote Malaysia as a Brand	To assist in promoting business seminars, to attract more interest in economic and business relations with Malaysia	Trade and business promotional activities to and from Malaysia
	To encourage Malaysian business chambers and associations to establish linkages with their foreign counterparts	Business linkages and meetings between Malaysia and foreign companies as well as promotional missions on trade, investment, tourism and education
To promote Malaysia as a peaceful, tolerant and progressive nation	To create better understanding, people-to-people contacts and promote Malaysian culture through activities and programmes	Activities/ programmes such as food festivals, cultural shows and student exchanges held

STRATEGIC OBJECTIVE II: STRENGTHENING MULTILATERAL DIPLOMACY

Malaysia has been working actively towards global political and socio-economic stability and security within the multilateral system. Malaysia will therefore continue to promote security, international law as well as development through its active participation in the international fora, especially within the United Nations system and its specialised agencies. The strengthening of Malaysia's multilateral diplomacy is imperative as the issues and challenges the country faces have increased and multiplied over the decades. Multilateral diplomacy is not just important but engrained in the conduct of Malaysia's foreign policy since the country gained its independence.

Malaysia is a member of a number of multilateral organisations including the United Nations (UN), Organisation of Islamic Conference (OIC), Non-Aligned Movement (NAM), Commonwealth, ASEAN, Group of Seventy Seven (G77), Developing Eight (D8), Asia Middle East Dialogue (AMED), Far East Asia Latin America Cooperation (FEALAC), Indian Ocean Rim Association for Regional Cooperation (IOR-ARC), Asia Europe Meeting (ASEM) and Asia Pacific Economic Cooperation (APEC).

Plan of Action		
Strategy	Programme	Indicator
To actively participate in the multilateral system to protect Malaysia's national interests (politics, economic, social, environment and cultural)	To participate in conferences and meetings at all levels and in all relevant international organisations to ensure Malaysia's national interests are advocated	International conferences/ meetings attended to defend and ensure Malaysia's interests are protected
	To participate in the process of adoption of resolution and initiate/ co-sponsor/join consensus resolutions including any other international legal instruments at various international conferences/ meetings	Resolutions including any other international legal instruments adopted
	To ensure stakeholders and the public are well informed of Malaysia's international obligations on various multilateral issues	Activities on public diplomacy programmes conducted
	To enhance cooperation and coordination with international bodies/NGOs/ academics/experts and other non-state players	Engagements with international bodies/NGOs/ academics/experts and other non-state players

STRATEGIC OBJECTIVE II: STRENGTHENING MULTILATERAL DIPLOMACY

Plan of Action		
Strategy	Programme	Indicator
	To facilitate nomination of candidatures for office in international bodies	Successful candidatures
	To develop capacity and collective self-reliance among developing countries by sharing Malaysia's development experience under the South-South cooperation framework through the Malaysian Technical Cooperation Programme (MTCP)	MTCP activities held or assistance provided through short-term courses
Adherence to international law in protecting the national interests	To ensure national adherence to obligations under international laws	Participation and reporting on Malaysia's adherence to obligations in international conventions
	To create expertise and specialists in various fields	Increase the experts in specific fields through participation in international seminars and courses organised by international organisations in order to enhance skills, knowledge and for exposure purposes

STRATEGIC OBJECTIVE III: STRENGTHENING ASEAN

ASEAN is the cornerstone of Malaysian foreign policy. It is both of geopolitical significance and economic relevance to Malaysia as well as to the nations within this region. Its renunciation of the use of force and promotion of peaceful settlement of disputes has been the foundation to the peace, stability and prosperity in the region.

As a founding member of ASEAN, the foreign policy of Malaysia continues to emphasise the relevance and importance of ASEAN as the forum and catalyst for regional dialogue. ASEAN Dialogue Partnerships, ASEAN Regional Forum, ASEAN Plus Three and East Asia Summit have enabled its members to engage leading powers on issues of global and regional importance.

By 2015, an ASEAN Community will be established. The ASEAN Community is premised on the three pillars of cooperation, namely the ASEAN Political-Security Community (APSC), the ASEAN Economic Community (AEC) and the ASEAN Socio-Cultural Community (ASCC).

Plan of Action		
Strategy	Programme	Indicator
ASEAN COMMUNITY 2015		
To achieve the goal of an ASEAN Community 2015	To participate in all relevant ASEAN meetings, seminars and conferences in all three pillars	Adherence to all action lines stipulated in the Roadmap for an ASEAN Community 2015
Pillar I: ASEAN Political-Security Community		
To work together with other ASEAN Member States to ensure the formulation and implementation of an ASEAN Political-Security Community Blueprint that will be beneficial to Malaysia	To participate in all relevant ASEAN meetings, seminars and conferences to advocate Malaysia's position and to safeguard its interests	Participation at all relevant ASEAN meetings, at all levels (Senior Officials' Meeting, Ministerial and Summits)
To ensure the centrality of ASEAN in regional security cooperation	To enhance high-level security consultation between ASEAN Member States and respective Dialogue Partners through frameworks such as the ASEAN Regional Forum (ARF) and ASEAN Defence Ministers' Meeting (ADMM) Plus	Implementation of item C.1 under the ASEAN Political-Security Community Blueprint

STRATEGIC OBJECTIVE III: STRENGTHENING ASEAN

Plan of Action

Strategy	Programme	Indicator
To promote broader coordination in non-traditional security activities	To share information and activities among ASEAN security agencies and to encourage confidence building measures i. Closer collaboration and cooperation among ASEAN security agencies ii. Better understanding among ASEAN Member States	Participation in coordination meetings at all levels (Senior Officials' Meeting, Ministerial and Summits)
	To implement provisions as agreed to in the ASEAN Charter	Adherence to all rules and regulation of the ASEAN Charter

Pillar II: ASEAN Economic Community

To transform ASEAN into a stable, prosperous and highly competitive region with equitable economic development as well as to alleviate poverty and socio-economic disparities	To implement activities aimed at recognition of a prosperous economy within the ASEAN region	Implementation of activities under the ASEAN Economic Community Blueprint
To articulate and promote Malaysia's interests in the ASEAN Free Trade Agreement (AFTA) and with ASEAN Plus Three dialogue partners (China, Japan & Republic of Korea)	To participate in all relevant ASEAN meetings, seminars and conferences to advocate Malaysia's position and ensure its interests are safeguarded	Participation in all relevant ASEAN meetings, at all levels (Senior Officials' Meeting, Ministerial and Summits)
	To participate in ASEAN economic-related activities	Reports produced that provides assessment on the outcomes of the meetings/ activities attended

STRATEGIC OBJECTIVE III: STRENGTHENING ASEAN

Plan of Action

Strategy	Programme	Indicator
Work towards narrowing ASEAN's development gap	To participate in the Initiative for ASEAN Integration (IAI) project to narrow the development gap	IAI activities initiated by Malaysia
Pillar III: ASEAN Socio-Cultural Community		
To create better understanding of the different cultures of ASEAN Member States	To participate and implement activities aimed at recognition of cultural diversity within the ASEAN region	Participation and implementation of activities under the ASEAN Socio-Cultural Community Blueprint
To promote the wellbeing and livelihood of the peoples of ASEAN	To promote ASEAN identity and awareness among Malaysians and people-to-people interactions within ASEAN	ASEAN Outreach and Public Diplomacy Programmes
More people-to-people oriented activities	To commemorate ASEAN Day	Related activities organised or participated
ASEAN EXTERNAL RELATIONS		
To develop friendly relations and mutually beneficial dialogue, cooperation and partnerships with countries and sub-regional, regional and international organisations and institutions	To participate in all relevant ASEAN Meetings with dialogue partners, to advocate ASEAN's position and to safeguard its interests	Participation at all relevant ASEAN meetings with dialogue partners, at all levels (Senior Officials' Meeting, Ministerial and Summits)

STRATEGIC OBJECTIVE IV: PROVIDING EFFECTIVE AND EFFICIENT SERVICES TO THE MINISTRY'S STAKEHOLDERS AND CLIENTS

In the conduct of diplomacy, Malaysia has the obligation to extend privileges and immunities to foreign missions and diplomats based in Malaysia as stipulated under the Vienna Convention on Diplomatic Relations 1961. Similarly, the Ministry is also responsible for providing consular services and assistance such as attestation of documents, and issuance of the letter of good conduct to Malaysians and other nationals. The Ministry, through our Missions abroad, also plays a vital role in providing consular services and assistance relating to among others death, detention, distressed and missing Malaysians overseas.

The Ministry of Foreign Affairs is also responsible in ensuring that relations between Malaysia and other countries are conducted in accordance with international protocol practices which are adapted accordingly to Malaysia's local customs and the principle of reciprocity. Towards this end, the major activities carried out include coordinating and advising on matters connected to International Protocol for the Government of Malaysia; organising both incoming and outgoing visits of the Heads of State and Government; and granting privileges and immunities to Foreign Diplomatic Missions and International Organisations in Malaysia in accordance with the related international laws and the Vienna Conventions.

Plan of Action		
Strategy	Programme	Indicator
<p>Protocol Matters</p> <p>To ensure excellent services are accorded to the accredited foreign missions and the international organisations in Malaysia and its staff so as to enable efficient performance of their functions</p>	<p>To provide excellent services related to privileges and immunities to the foreign missions and the international organisations and its staff as required by the relevant international laws and regulations particularly the Vienna Conventions</p>	<p>Compliance to:</p> <ul style="list-style-type: none"> i. MS ISO 9001 : 2008 Cert. No. AR4294 * Types of services offered by the Protocol Department: <ul style="list-style-type: none"> a. Identity Card (ID) b. VIP Room c. Visa (Exemption Order/ Temporary Employment Pass) d. Motor Vehicle (Prior approval/ tax exemption/ disposal) e. Road Tax f. Driving Licence g. Tax Exemption/Personal Effects h. Tenancy Agreement

**STRATEGIC OBJECTIVE IV: PROVIDING EFFECTIVE AND EFFICIENT SERVICES
TO THE MINISTRY'S STAKEHOLDERS AND CLIENTS**

Plan of Action		
Strategy	Programme	Indicator
		i. Refund of Petrol Tax j. Refund of Service Tax ii. Diplomatic Privileges (Vienna Convention) Act, 1966 (Act 636) - Vienna Convention On Diplomatic Relations 1961 iii. Foreign Representatives (Privileges and Immunities) Act 1967 (Act 541) iv. Consular Relations (Vienna Convention Act, 1999 (Act 595) - Vienna Convention on Consular Relations, 1963 v. International Organisations (Privileges and Immunities) Act, 1992 (Act 485)

**STRATEGIC OBJECTIVE IV: PROVIDING EFFECTIVE AND EFFICIENT SERVICES
TO THE MINISTRY'S STAKEHOLDERS AND CLIENTS**

Plan of Action

Strategy	Programme	Indicator
<p>To provide professional protocol and ceremonial services in accordance to the international protocol practices and adjusted accordingly to local customs for incoming and outgoing high level visits</p>	<p>To provide services in accordance to the standard operating procedures and the principle of reciprocity</p>	<p>Compliance to:</p> <ul style="list-style-type: none"> i. MS ISO 9001:2008 Cert. No. AR4924 ii. High-level incoming and outgoing visits are conducted in accordance with international, federal, state and palace protocol
<p>Consular Matters</p> <p>To provide excellent services to Malaysians abroad as well as foreigners in Malaysia</p>	<p>To coordinate with other Malaysian Agencies abroad on consular and immigration matters</p>	<p>Compliance to:</p> <ul style="list-style-type: none"> i. MS ISO 9001: 2008 Cert. No. AR4924: a. To provide assistance and take the necessary action on reported cases involving Malaysians missing abroad or Malaysians in distress abroad within ten working days upon the receipt of the report;

**STRATEGIC OBJECTIVE IV: PROVIDING EFFECTIVE AND EFFICIENT SERVICES
TO THE MINISTRY'S STAKEHOLDERS AND CLIENTS**

Plan of Action		
Strategy	Programme	Indicator
		<p>b. To provide assistance to repatriate the remains or ashes of Malaysians who passed away overseas within three working days (subject to approval by local authorities in the respective foreign countries);</p> <p>c. To inform the related Diplomatic Representatives in Malaysia on the detention or death of foreign nationals in Malaysia within three working days upon notification from the appropriate authorities;</p> <p>d. To facilitate foreign nationals without Diplomatic Representation in Malaysia to obtain travel documents (for lost or stolen passport) within seven days upon the receipt of the report;</p>

**STRATEGIC OBJECTIVE IV: PROVIDING EFFECTIVE AND EFFICIENT SERVICES
TO THE MINISTRY'S STAKEHOLDERS AND CLIENTS**

Plan of Action

Strategy	Programme	Indicator
		<p>e. To provide assistance and take necessary action on reported cases involving foreign nationals in Malaysia within three working days upon the receipt of the report;</p> <p>f. To seek diplomatic clearance for aircrafts and ships belonging to the Malaysian government to enter the air space, land or docks of foreign countries within three working days upon the receipt of the application;</p> <p>g. To seek diplomatic clearance for aircrafts and ships belonging to foreign governments to enter the air space, land or docks of Malaysia within three working days upon the receipt of the application.</p>

STRATEGIC OBJECTIVE IV: PROVIDING EFFECTIVE AND EFFICIENT SERVICES TO THE MINISTRY'S STAKEHOLDERS AND CLIENTS

Plan of Action		
Strategy	Programme	Indicator
	To provide excellent and prompt counter services at the Consular Division of the Ministry of Foreign Affairs	<ul style="list-style-type: none"> a. Issuance of approval letter of applications for Diplomatic and Official Passports within five working days upon the receipt of the application; b. Issuance of Certificate of Good Conduct (via counter, post and diplomatic bags) for the following category: <ul style="list-style-type: none"> i. For Malaysians with statutory declaration within one working day upon the receipt of the application; and ii. For Malaysians without statutory declaration and foreign nationals within two months upon the receipt of the application c. Attestation/ Endorsement of documents within two working days upon the receipt of the application

STRATEGIC OBJECTIVE V: PROMOTING MALAYSIA AND DISSEMINATING INFORMATION THROUGH PUBLIC DIPLOMACY

Public diplomacy plays an important role in the promotion of Malaysia's foreign policy as it helps to communicate Malaysia's interests and position as well as to project a positive image of Malaysia. In this regard, it is the responsibility of the Ministry of Foreign Affairs, through its information dissemination and public diplomacy channels, to provide accurate information as well as to clarify misconceptions on Malaysia.

Public diplomacy is one of the most crucial tools in the practice of diplomacy today. A public diplomacy that is proactive, timely, well coordinated, accurate, innovative, factual and informative is essential in advancing Malaysia's foreign policy imperatives. Thus, the Ministry employs a multi-pronged approach in disseminating information and engaging the stakeholders including utilising publications, papers, electronic media and other relevant programmes.

Plan of Action		
Strategy	Programme	Indicator
Malaysian Audience To ensure that Malaysians understand and appreciate Malaysia's foreign policy	To disseminate information to the public on the latest information and perspective on Malaysia's foreign policy in a timely manner	Press releases/statements sent to media practitioners
		Press releases/statements updated on the Ministry's portal
	To create programmes that enable the public or the media to interact with Wisma Putra regularly (e.g. <i>Hari Pelanggan</i> , Weekly Press Briefing)	Online <i>Hari Pelanggan</i>
		Press conferences on issues relating to Malaysia's foreign policy
	To create programmes in and outside Wisma Putra for Malaysians in general, including students, to learn about the Ministry and Malaysia's foreign policy	Outreach and Public Diplomacy Programmes within Malaysia
		Briefings to visiting groups at the Ministry

STRATEGIC OBJECTIVE V: INFORMATION DISSEMINATION AND PUBLIC DIPLOMACY

Plan of Action		
Strategy	Programme	Indicator
	To forge closer links with Malaysians overseas. Missions are to be provided with sufficient resources	Outreach and Public Diplomacy Programmes conducted by Malaysian Missions involving Malaysian expatriates and students abroad
<p>International Audience</p> <p>To project a positive image of the country in the international arena and also to ensure that the international audience understands Malaysia's position and perspectives on various issues</p>	<p>To undertake Media Relations and Public Diplomacy programmes in promoting political, cultural, social and economic ties in other countries and seek to dispel detrimental misconceptions and misinterpretations about Malaysia</p>	<p>Issuance of pointers on relevant issues to Malaysian Missions</p>
	<p>To provide timely inputs and pointers to Malaysian Missions overseas</p>	<p>Programmes by Malaysian Missions to promote Malaysian political, cultural, social and economic outlook</p>
	<p>To publish books, DVDs or films concerning Malaysia's foreign policy and disseminate them to foreign missions as well as Malaysian Missions overseas</p>	<p>Books, DVDs or any relevant materials relating to Malaysia's policies that are published and/or sent to every Malaysian Missions or foreign governments as requested</p>

**STRATEGIC OBJECTIVE V: INFORMATION DISSEMINATION AND
PUBLIC DIPLOMACY**

Plan of Action

Strategy	Programme	Indicator
To promote Malaysian culture and values through Missions abroad	To coordinate with RTM, FINAS, Filem Negara etc to produce films/ documentaries	Film/documentary produced
	To engage with local media in host country	Programmes by Malaysian Missions involving local electronic and/or published media channel
	To establish an exchange of TV/radio programmes, cultural delegation, food fairs, educational fairs etc	Cultural exchange/fairs/ programmes in other countries
	To cultivate a circle of foreign individuals who could become "Friends of Malaysia"	Frequency of updating the list of individuals abroad who are able to help promote and enhance Malaysia's image
To leverage on outgoing and incoming high-level visits	To ensure sufficient media coverage	Participation of media representatives during visits

STRATEGIC OBJECTIVE VI: IMPROVING AND STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL

The Ministry employs 1,404 staff both in Malaysia and Missions abroad. To remain competitive in the international arena, the Ministry needs a high calibre workforce to serve locally and abroad. Significant efforts such as efficient recruitment and selection; career development; and succession planning are given emphasis to ensure that the human resource policies and programmes are in line with the current and future needs of the Ministry.

Apart from its personnel, the Ministry also places high importance towards strengthening the overall institutional structure. With the introduction of key performance indicators (KPI) to Heads of Missions, and subsequently to officers, the Ministry is aiming for higher levels of accountability and governance. At the same time, the Ministry is also striving towards developing a conducive and productive work environment through the development and maintenance of new infrastructural facilities backed by a modern, reliable and secured global communications network.

Plan of Action		
Strategy	Programme	Indicator
Human Capital Human Resource Planning To prepare a short term human resource plan that meets the Ministry's human resource needs	To study the Ministry's human resource needs to ensure that they support the Ministry's objective	Analysis report
		Realignment or restructuring exercises
		Training Needs Analysis (TNA)
To prepare a long term human resource plan that is able to forecast the Ministry's future human resource needs and planning on how those needs can be met	Succession Plan	Preparing the Ministry's Succession Plan

**STRATEGIC OBJECTIVE VI: IMPROVING AND
STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL**

Plan of Action

Strategy	Programme	Indicator
Strategic Placement To prepare strategic placement (internal and external placement/postings) to fill in vacant posts	Career Path Plan	Vacant posts are filled
Conducive working environment To encourage closer working relations among the staff of the Ministry	Joint Departmental Council (<i>Majlis Bersama Jabatan - MBJ</i>)	MBJ meetings are convened
		Implementation of meetings' decisions
		Employees' satisfaction survey
To cultivate positive organisational culture	Team building programmes	Level of participation
	Motivational programmes	Seminars, talks, etc held

**STRATEGIC OBJECTIVE VI: IMPROVING AND
STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL**

Plan of Action

Strategy	Programme	Indicator
<p>Good Governance</p> <p>To monitor and enhance good governance in the Ministry with specific focus on the seven Terms of Reference underlined by <i>Arahan YAB Perdana Menteri I/2009</i></p>	<p>Governance Committee <i>(Jawatankuasa Tadbir Urus - JKTU)</i></p>	Meetings are convened
		Score of <i>Audit Nilai</i> by the Public Service Department (JPA)
<p>Competency & Performance Management</p> <p>To develop competent workforce and monitor their performance in contributing towards organisational excellence</p>	<p>Human Resource Development Panel</p>	Meetings are convened
<p>To retain the Ministry's best resources (human capital) and encourage their career growth by recognising their outstanding performance</p>	<p>Monthly Excellent Civil Servant Award (<i>Anugerah Penjawat Awam Cemerlang Bulanan - APCB</i>)</p>	Nomination of staff
	<p>Excellent Service Award (<i>Anugerah Perkhidmatan Cemerlang - APC</i>)</p>	Nomination of staff

STRATEGIC OBJECTIVE VI: IMPROVING AND STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL

Plan of Action

Strategy	Programme	Indicator
To attract, retain, equip and develop the best officers	Knowledge Development and Training To train personnel with relevant skills and knowledge relevant to the Ministry such as political and economic analysis, crisis management, strategic planning, foreign language and negotiations skills	Compliance to the compulsory annual 7-day training programme
		Training programmes conducted or participated by staff
		Preparation of Training Operations Plan
ICT	To provide a secured and dependable messaging and collaboration platform	Availability of services: 1. Network 2. E-mail 3. Portal
		Availability of infrastructure Technical support meets service charter
	To provide adequate application system	Availability of application

STRATEGIC OBJECTIVE VI: IMPROVING AND STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL

Plan of Action		
Strategy	Programme	Indicator
Financial Management	To ensure prudent financial management in accordance with Government circulars	Finance and Accounts Management Committee meetings (<i>Jawatankuasa Pengurusan Kewangan dan Akaun</i>) are organised to ensure financial expenditures are in accordance with Government circulars
Development	To undertake development projects planned under the Tenth Malaysia Plan Rolling Plan I (2011-2012)	To complete the scope of work on projects as planned under the Rolling Plans and by complying to <i>Arahan No.1 2004 Majlis Tindakan Negara, Jabatan Perdana Menteri</i> to hold <i>Jawatankuasa Tindakan Pembangunan Kementerian</i> meetings
		Compliance to Central Agencies Financial procedures and guidelines to achieve 75% spending of allocation approved
		Monitoring of projects by submission of reports and data update via Project Management System II
		Feasibility studies on the proposed property development conducted
		Implementation of Value Management (VMO) on all projects of the Ministry

STRATEGIC OBJECTIVE VI: IMPROVING AND STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL

Plan of Action

Strategy	Programme	Indicator
Inspectorate To coordinate and monitor the implementation of Malaysian Government Administrative System Abroad (<i>Sistem Pentadbiran Kerajaan Malaysia di Luar Negeri - SPKM</i>) and to ensure the compliance of: <i>Surat Pekeliling Am Bil. 2 Tahun 2009;</i> <i>Pekeliling Perkhidmatan Bil. 2 Tahun 1994 (PP2/94);</i> <i>Surat Pekeliling Perkhidmatan Bil. 2 Tahun 1978 (SULIT 202/4)</i>	To conduct inter-agency meetings	Conduct meetings with ministries and agencies with offices abroad
	To organise information sharing session with ministries and agencies which have offices abroad	Conduct programmes/ sessions with ministries and agencies with offices abroad
	To review perks/privileges of civil servants serving abroad	Conduct review exercises
Key Performance Indicators (KPI)	Consulting Top Management/ Department/Division/ Mission	Monthly Flash Report of KPI for Minister (MKPI)
	Collaborating with Performance Management & Delivery Unit (PEMANDU), Public Service Department (JPA) and Malaysia Administrative Modernisation and Management Planning Unit (MAMPU)	Annual review of MKPI
	Attending training on KPI	Half year review of KPI

STRATEGIC OBJECTIVE VI: IMPROVING AND STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL

Plan of Action		
Strategy	Programme	Indicator
	Organising lab sessions/ brainstorming/seminars/ workshops on KPI	KPI of Secretary General (target)
	To oversee the implementation of performance management initiatives in the Ministry	KPI of Secretary General (evaluation)
		KPI of Heads of Mission*
		KPI of Heads of Department*
		KPI for Special Envoys/ Ambassadors-at-Large*
		KPI for Undersecretaries of Divisions*
		Updates of the Work Programme
	*Note: developing, implementing, monitoring and evaluating	
Policy Planning	Consulting Top Management/ Department/Divisions/ Missions	Revision of Strategic Plan
	To assist the Ministry in formulating its policy direction	Star Rating
		Heads of Mission Conference

STRATEGIC OBJECTIVE VI: IMPROVING AND STRENGTHENING THE INSTITUTION AND HUMAN CAPITAL

Plan of Action

Strategy	Programme	Indicator
		Strategic Papers
		Rationalisation of Missions
Innovation To inculcate the culture of innovation and creativity in Wisma Putra	To create awareness of the importance of innovation in daily work via seminars and lectures	Programmes/seminars conducted to reduce bureaucracy, red tape and time in terms of service delivery
	The creation of <i>Jawatankuasa Inovasi</i> and <i>Kumpulan Kreatif dan Inovatif</i> at the Ministry	Templates introduced/ reviewed to assure consistency of official documents
	To convene an innovation awareness day	The implementation of viable ideas from winners of the Ministry's Innovation Competition during Wisma Putra Innovation Day
		The annual convening of Wisma Putra Innovation Day before October

CRITICAL SUCCESS FACTORS

PROFESSIONAL WORK FORCE

- Embodiment of competency, efficiency and integrity
- Enhancement of human capital development through continuous training
- Nurturing creativity and innovation at all levels

ORGANISATIONAL EXCELLENCE

- Knowledge-based organisation
- Optimum use of resources
- Sufficient financial allocation
- A modern, reliable and secured communication network

STRATEGIC COLLABORATION

- Close coordination with stakeholders towards achieving foreign policy goals that support and extend domestic policies
- Seamless inter and intra agency cooperation
- Smart partnerships with relevant institutions

MONITORING MECHANISM

- The Ministry's performance towards achieving its Strategic Plan would be reviewed by a Coordinating Committee chaired by the Secretary General
- The Committee is scheduled to meet once a year
- Members of this Committee would comprise Heads of Department of the Ministry
- Each Department and Division would be responsible for providing the implementation status of their respective programmes to the Committee

FUTURE DIRECTION

The 2011 revision of Wisma Putra's Strategic Plan 2009-2015 was undertaken to harmonise the Ministry's vision, mission and strategic objectives with the Government's transformational agenda, namely the 1Malaysia concept, the Government Transformation Programme (GTP), Economic Transformation Programme (ETP) and the Tenth Malaysia Plan, towards achieving the nation's aspirations as envisaged in Vision 2020. Hence, the Ministry would continue to formulate policies that are proactive and responsive towards meeting the challenges and shifts in the global environment.

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