



INSTITUTE FOR  
YOUTH RESEARCH  
MALAYSIA

# STRATEGIC PLAN

INSTITUTE FOR YOUTH RESEARCH  
MALAYSIA (IYRES)

# 2026–2030





INSTITUTE FOR  
YOUTH RESEARCH  
MALAYSIA

# STRATEGIC PLAN 2026-2030

INSTITUTE FOR YOUTH RESEARCH MALAYSIA  
(IYRES)

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IYRES is a national research centre that studies various aspects of youth trends and development, as well as their relation to changes occurring at the national, regional and international levels. To achieve its objectives, the institute will undertake a range of research activities; organise conferences, workshops, lectures and seminars; publish journals and pamphlets on research findings; establish and implement training programmes related to research; and provide diverse research facilities, including data on youth development.

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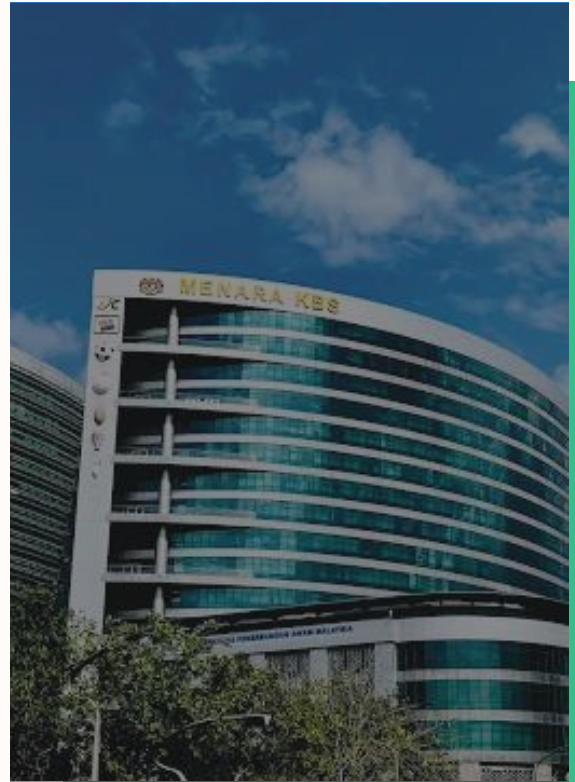
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## FOREWORD

# BY THE IYRES COMMUNITY

Assalamualaikum Warahmatullahi Wabarakatuh  
and Greetings,

The Institute for Youth Research Malaysia (IYRES) Strategic Plan 2026–2030 is a crucial strategic planning document serving as the primary guide in determining the institute’s direction over the next five (5) years.



INSTITUTE FOR  
YOUTH RESEARCH  
MALAYSIA

This plan has been formulated on the need to strengthen the role of IYRES as the leading authority on youth development research and as the national youth data reference centre that is comprehensive, inclusive and responsive in addressing current challenges in youth development.

The IYRES Strategic Plan 2026–2030 comprehensively outlines **three (3) strategic thrusts, eight (8) strategies and 24 programmes** with objective key performance indicators (KPIs) to assess the impact of implementation over time. It also emphasises cross-agency collaboration and the integration of innovation values in youth development research approaches. The entire IYRES community bears the responsibility of translating this plan into high-impact actions that ultimately add value to national youth development.

Therefore, the achievements of each programme or activity proposed in this strategic plan will be evaluated through annual monitoring to ensure that the roles and functions of IYRES as the leading authority in youth development research and as the national youth data reference centre are fulfilled. It is hoped that the IYRES community will utilise this strategic plan optimally in planning its annual programmes and activities.

**Through strong confidence, trust, unwavering commitment and solid team spirit, IYRES is capable of realising its vision to become an excellent, trusted and consistently relevant organisation within the national youth development landscape.**

In conclusion, all of us at IYRES would like to express our highest appreciation and sincere gratitude to all parties involved, whether directly or indirectly, in the development of the IYRES Strategic Plan 2026–2030.

With sincere regard and thanks.

**Institute for Youth Research Malaysia (IYRES)**



### Report Overview

Metric	Q1	Q2	Q3	Q4	Year
Total # of projects	1,245	1,312	1,389	1,456	5,402
Customer Satisfaction	85%	88%	90%	92%	86.25%
Adoption Rate (monthly)	1.2%	1.5%	1.8%	2.1%	1.65%
Revenue (in \$M)	\$1.2M	\$1.5M	\$1.8M	\$2.1M	\$6.6M
Average Score	82	85	88	90	86.25
Tasks Done	120	130	140	150	540
Tasks Done (per week)	15	16	17	18	16.25
Applications served	10	11	12	13	46
Interviews (quarterly)	11	12	13	14	50

A line chart showing data trends from January to December. The y-axis ranges from 130 to 300. The data points are: Jan (130), Feb (140), Mar (150), Apr (160), May (170), Jun (180), Jul (190), Aug (200), Sep (210), Oct (220), Nov (230), Dec (240).

A pie chart titled "Changes over time" showing the distribution of data across different categories. The categories and their values are: Jan (130), Feb (140), Mar (150), Apr (160), May (170), Jun (180), Jul (190), Aug (200), Sep (210), Oct (220), Nov (230), Dec (240).



# INTRODUCTION





# INTRODUCTION

The Institute for Youth Research Malaysia (IYRES) Strategic Plan 2026-2030 is a continuation of the IYRES Strategic Plan 2021-2025. It outlines a clear direction for IYRES to realise its vision of becoming the **“A Leading Hub for Youth Development Research and Data”**.

This strategic plan has been developed based on input gathered through a series of workshops conducted in 2025. The resulting output is a compilation of all input and feedback received, reflecting current achievements as well as the future targets of IYRES. It was also systematically formulated by examining the current landscape of youth development, taking into account national policies such as the 13th Malaysia Plan (13MP), the Youth Societies and Youth Development Act 2007 (Act 668), the Malaysian Youth Policy 2015-2035, and the nation’s commitment to the Sustainable Development Goals (SDGs 2030). Additionally, the aspirations for digital transformation and data inclusivity have been identified as key pillars in the implementation of this plan.

In an increasingly challenging and complex era, IYRES continuously strives to strengthen its organisational capacity and capabilities in line with technological advancements, current needs and national aspirations. Focus is also placed on youth data digitalisation, evidence-based governance, as well as a more holistic and inclusive cross-disciplinary research approach.

Throughout the implementation period of the IYRES Strategic Plan 2021-2025, IYRES has progressed significantly in the aspects of production of research recognised as a national key performance indicator, the development of a national youth data system, the publication of research findings, the cultivation of a research culture among staff, and involvement in various policy initiatives at national and international levels.

Through the IYRES Strategic Plan 2026-2030, IYRES remains committed to being the leading authority on high-impact and dynamic youth development research that adds value to the government’s efforts in shaping a competitive and thriving generation of youth who contribute to national development.

As a research institution that plays a vital role in the national youth development ecosystem, IYRES is committed to making this plan its guide in planning, implementing and evaluating the effectiveness of policy interventions. The implementation of this plan will involve the participation of various stakeholders, including ministries, government agencies, youth organisations, educational institutions and the community. This collaborative synergy is crucial to ensuring a holistic and inclusive approach that yields a broad impact.

IYRES also continuously strives to ensure that its services are more comprehensive, innovative and inclusive in order to meet the aspirations of all stakeholders and clients who consistently seek progress and improvement. Through the development of this strategic plan, the functions and roles of IYRES have been translated into a strategic planning document designed to effectively meet the needs of its defined target groups.

### 3 IYRES STRATEGIC THRUSTS 2026–2030



**Strategic Thrust 1**

**Strengthening of Research and Data Management Holistically**



**Strategic Thrust 2**

**Strengthening of Strategic Networks and Communication**



**Strategic Thrust 3**

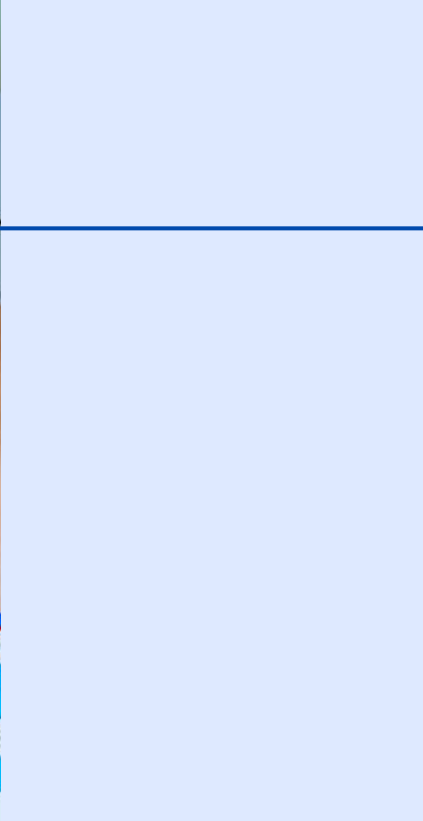
**Strengthening of Good Governance**



The given situation both in all countries...  
 current situation both in all countries...  
 rately. It will allow to predict more precisely...  
 pects of development of the company at the account of pre-  
 ervation of positive dynamics of growth.  
 As a result of investigation of period to do next, raise a  
 break-even sales level, increase incomes of direct sales, reduce  
 costs to transportation, strengthen sale divisions, carry out  
 personnel training.

The given analytical report allows to estimate to the full a  
 current situation both in all company, and in its divisions separ-  
 rately. It will allow to predict more precisely immediate pros-  
 pects of development of company at the account of pres-  
 ervation of positive dynamics of growth.  
 As a result of investigation of period to do next, raise a  
 break-even sales level, increase incomes of direct sales, reduce  
 costs to transportation, strengthen sale divisions, carry out  
 personnel training.

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# BACKGROUND





## BACKGROUND

*Institut Penyelidikan Pembangunan Belia Malaysia (IPPB)*, now known as the Institute for Youth Research Malaysia (IYRES), is a federal statutory body under the Ministry of Youth and Sports. It was launched by Tun Abdullah Haji Ahmad Badawi, the 5th Prime Minister of Malaysia, on 15 May 2005 on the occasion of National Youth Day.

The establishment of the institute was in line with the tenth (10th) thrust: Research and Development of the National Youth Development Action Plan (2004) with the theme “Towards Creating Excellent, Glorious and Distinguished Youth” on 15 May 2005. Youth development research in Malaysia was not prominent and did not meet the needs of inclusive youth development at that time. The objective of this thrust was to establish a leading youth development research centre that could serve as both a reference hub and a development network across all levels, involving a wide range of stakeholders.

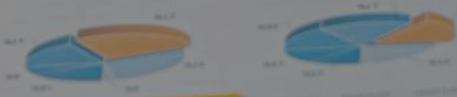


Following this, the institute was officially established under Part VII of the Youth Societies and Youth Development Act 2007 [Act 668], which was gazetted on 26 July 2007. In line with its formation, the first establishment warrant, with 13 permanent positions across various service schemes, was approved by the Public Service Department in July 2008.

Owing to the potential for the expansion of the institute, efforts to enhance its visibility both nationally and internationally were undertaken through a rebranding strategy in 2014 to rename *Institut Penyelidikan Pembangunan Belia Malaysia* (IPPBM) as the Institute for Youth Research Malaysia (IYRES), more commonly known by its abbreviated name, IYRES. A new logo was also introduced to reflect the nine (9) functions and roles of IYRES as outlined in the Youth Societies and Youth Development Act 2007 [Act 668]. The new name was the brainchild of Khairy Jamaluddin, the former Minister of Youth and Sports who officially launched the new name and logo on 6 February 2014.

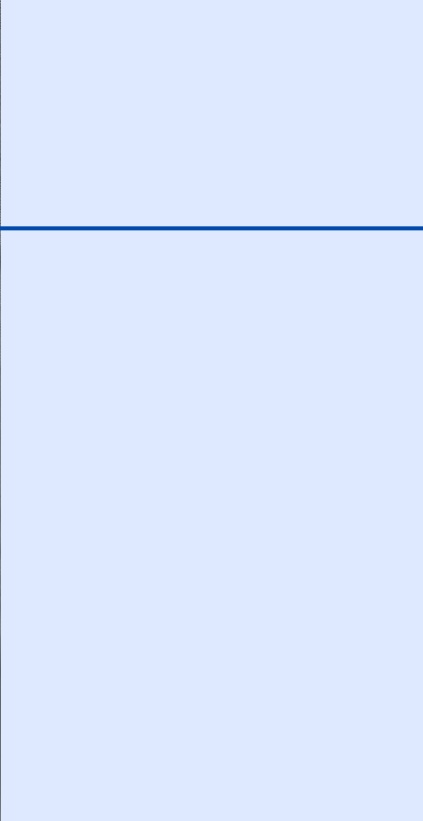


Category	Value
1	0.10
2	0.15
3	0.20
4	0.25
5	0.30
6	0.35
7	0.40
8	0.45
9	0.50
10	0.55
11	0.60
12	0.65
13	0.70
14	0.75
15	0.80
16	0.85
17	0.90
18	0.95
19	1.00
20	1.05



Category	Value
1	1.0
2	1.5
3	2.0
4	2.5
5	3.0
6	3.5
7	4.0
8	4.5
9	5.0
10	5.5
11	6.0
12	6.5
13	7.0
14	7.5
15	8.0
16	8.5
17	9.0
18	9.5
19	10.0
20	10.5





# CORPORATE PROFILE



# CORPORATE PROFILE

FUNCTIONS OF IYRES AS STIPULATED IN ACT 668,  
PART VII, SECTION 57:

01

To act as the national youth development research centre

02

To gather, manage and disseminate information and maintain records of all relevant matters relating to youth development

03

To conduct, facilitate or fund research relevant to youth development

04

To provide technical, advisory, consultancy and related services in respect of youth development



**05**

To establish and maintain liaison and cooperation with other related institutions within and outside Malaysia in the interest of enhancing youth development

**06**

To analyse, evaluate and make recommendations on youth activities organised by youth societies, government bodies, non-governmental organisations or any other private sector organisations

**07**

To carry out educational and awareness programmes for the promotion of youth development

**08**

To cooperate, coordinate and participate in youth development programmes or activities related to research organised by national or international organisations

**09**

To do such other things as it deems fit to enable it to perform its functions effectively or which are incidental to the performance of its functions

# SOURCE OF AUTHORITY

The legal basis for activities to promote and facilitate youth development in Malaysia, particularly in the areas of education, research and human resource, as well as for the establishment of the Institute for Youth Research Malaysia, is provided under Act 668. In line with this, the Institute for Youth Research Malaysia was established under Section 55 to serve as the national centre for youth development research.

The Youth Societies and Youth Development Act 2007 [Act 668], which was gazetted on 26 July 2007, was enacted to register youth societies, to promote and facilitate youth development in Malaysia in the areas of education, research and human resource development, to establish the National Youth Consultative Council, to establish the Institute for Youth Research Malaysia, and to provide for matters connected therewith.

This act is important for IYRES as it is the foundation of the institute's establishment, ensuring that the administration, management of functions and the affairs of IYRES are conducted smoothly in accordance with the applicable laws and guidelines. While IYRES is subject to selected provisions of this Act, the specific part of the Act that governs IYRES is Part VII, which is divided into four (4) chapters and 25 sections, namely:

## Chapter 1 (4 sections)

General provisions on the name of the institute, common seal, functions and powers of the institute

## Chapter 2 (11 sections)

Provisions related to the Board of Directors, on membership, powers, functions, tenure of office, revocation of appointment, resignation, vacancy of office, delegation of functions and powers of the Board, committees of the Board, remuneration and allowances, the power of the Minister to give directions and the validity of acts and proceedings

## Chapter 3 (2 sections)








Provisions relating to the Chief Executive Officer and the appointment of officers

## Chapter 4 (8 sections)

Provisions concerning financial management, on the establishment of a fund, expenditure and preparation of estimates, conservation of the fund, power to invest, accounts and reports, financial procedure and the financial year

# OTHER ACTS

In addition to Act 668, other Acts referred to in the implementation of research activities at IYRES include:

- 1** Federal Constitution 
- 2** Child Act 2001 [Act 611] 
- 3** Child (Amendment) Act 2016 [Act A1511] 
- 4** Sports Development Act 1997 [Act 576] 
- 5** Personal Data Protection Act 2010 [Act 709] 
- 6** Personal Data Protection (Amendment) 2024 [Act A1727] 
- 7** Data Sharing Act 2025 [Act 864] 

# MALAYSIAN YOUTH POLICY 2015 – 2035

The Malaysian Youth Policy 2015-2035 serves as the primary reference for IYRES in carrying out its functions and roles in youth development. This policy was approved by the Cabinet Meeting on 21 April 2025. A set of evaluation mechanisms must be implemented to ensure that all current and future youth development initiatives remain relevant and up to date in meeting the evolving needs of youth development. Under this policy are six (6) key evaluation mechanisms, as outlined below:

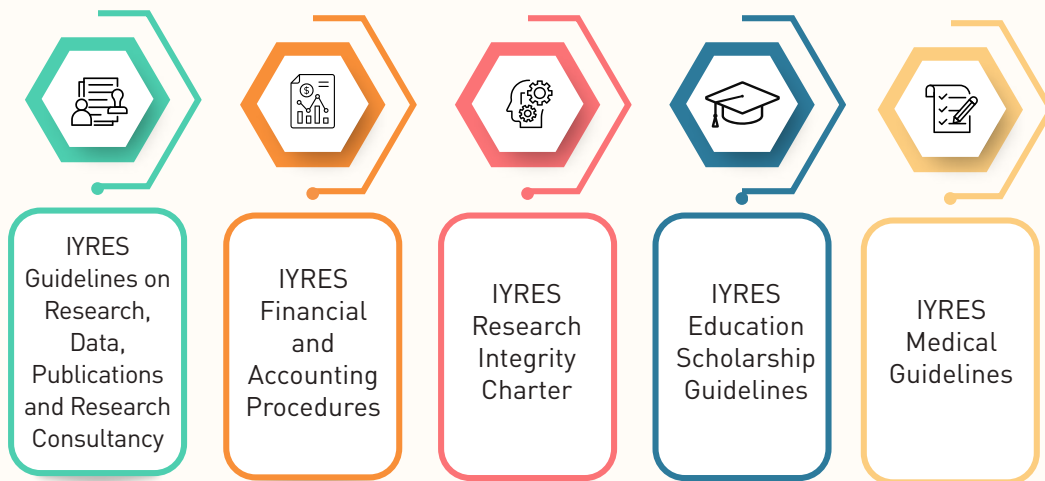
- 01** | Malaysian Youth Index
- 02** | Positive Youth Development 8C
- 03** | Evaluation of the 9 Youth Priority Areas
- 04** | International Benchmarking to Assess the Capabilities of Malaysia Youth Compared to Their Counterparts in other Countries
- 05** | Study on the Development of Malaysian Youth Asset Well-Being
- 06** | 11 Youth Indicators of National Resources and Assets

These six (6) evaluation mechanisms constitute youth development-focused research initiatives aimed at ensuring that new knowledge related to youth development can be evidenced and generated. In addition, the research findings serve as foundation for strategic planning in managing national youth development based on facts and figures. This reflects the roles and functions of IYRES in empowering the youth of Malaysia.



# GUIDELINES, MANUALS AND PROCEDURES

Guidelines, manuals and procedures prepared by IYRES with the approval of the Board of Directors or the Minister of Youth and Sports also serve as a source of authority for the planning and implementation of IYRES activities:



# DIRECTIVES/ CIRCULARS/ TREASURY LETTERS

- 1 Public Service Development Circulars
- 2 Service Circulars
- 3 Service Orders
- 4 Treasury Instructions

# LOGO REVOLUTION

2005



2007



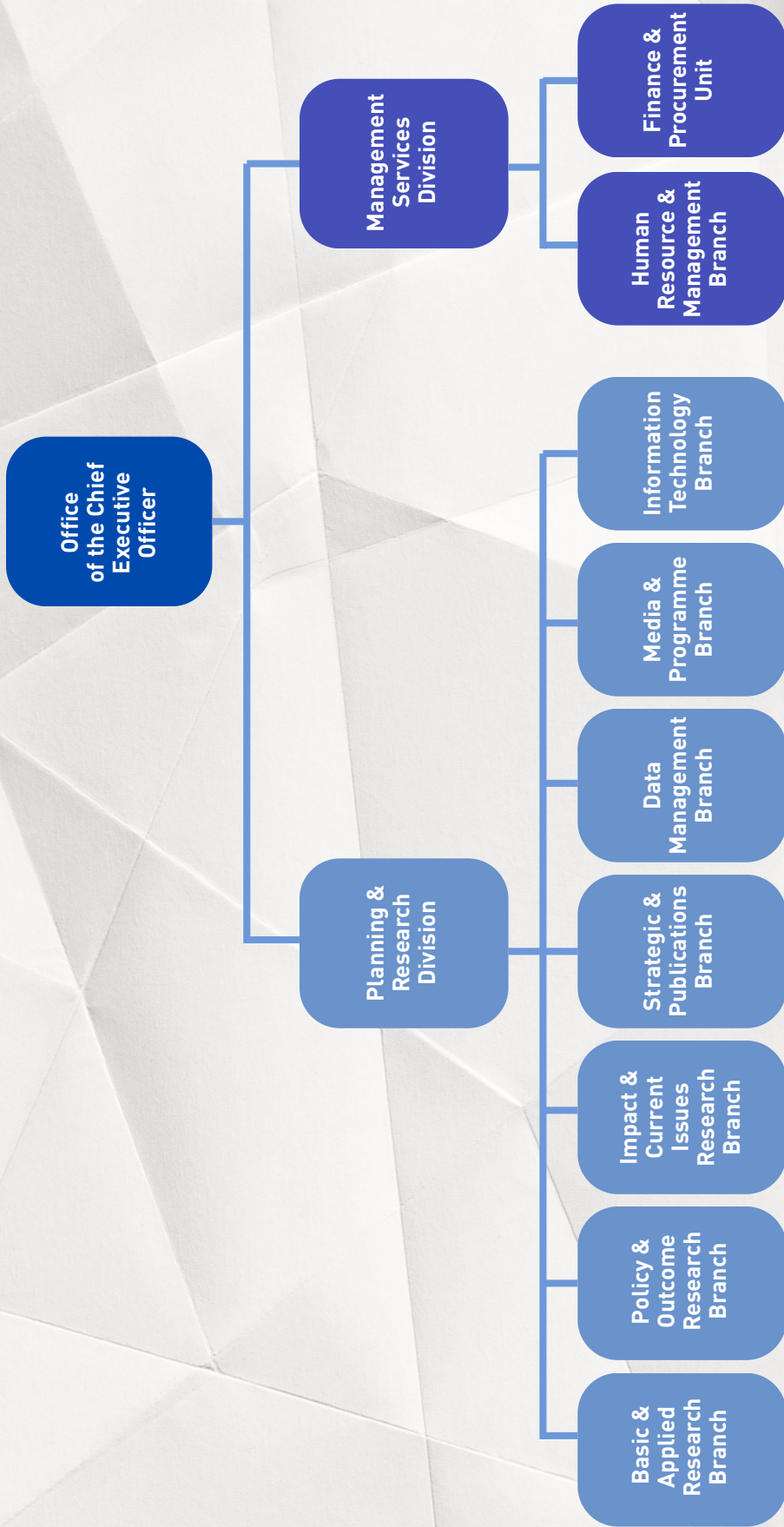
2009



2014



# ORGANISATIONAL CHART



# STAKEHOLDERS

Stakeholders are parties that have an interest in the outcomes and impacts derived from the implementation of research, data management, publications and research support programmes, are typically policymakers or have influence in determining policies, as well as the 10 implementing groups as outlined in the Malaysian Youth Policy 2015-2035, namely; families, communities, non-governmental organisations (NGOs), the Ministry of Youth and Sports and federal agencies, state governments, educational and research institutions, the media, government-linked and private companies, political leadership, youth NGOs and individual young people.



## FEDERAL GOVERNMENT

- YAB Prime Minister
- Cabinet Ministers
- YB Minister and Deputy Minister of Youth and Sports
- Chief Secretary to the Government of Malaysia
- Secretary-General of the Ministry of Youth and Sports
- IYRES Board of Directors

## STATE GOVERNMENT

- YAB Chief Minister
- YB State Executive Councillor for Youth
- YB State Secretary



# CLIENTS

Clients are individuals or organisations that receive and utilise the research outcomes or are involved in research support programmes, either directly or indirectly.



# STRATEGIC PARTNERS

Strategic partners are organisations, groups, societies or entities that establish specific forms of collaboration with IYRES to achieve a common goal. They also cooperate and share resources, whether physical, intellectual or financial, in ensuring the successful implementation of initiatives and engage fairly in giving and receiving mutual benefits.

## PUBLIC SECTOR



## PUBLIC SECTOR



## PRIVATE SECTOR



## DOMESTIC NON-GOVERNMENTAL ORGANISATIONS



## INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS



## PUBLIC AND PRIVATE HIGHER EDUCATION INSTITUTIONS





**The IYRES Strategic Plan 2021-2025 was developed based on three (3) main strategic thrusts, namely, (1) Holistic Strengthening of Research and Data Management, (2) Expand Strategic Networks, Youth Development and Strengthening Communication (3) Strengthening of Good Governance. This plan outlines eight (8) strategies and twenty-seven (27) specific programmes aimed at achieving the mission and vision of IYRES within the stated period.**

## IYRES STRATEGIC PLAN OVERVIEW 2021-2025

Among the main impacts resulting from the implementation of this plan is awareness of the need for IYRES to continuously adapt to the dynamic landscape of youth development. The importance of digitalisation in all aspects of operations and service delivery, in line with the Public Sector Digitalisation Strategic Plan 2021-2025, is also a key focus.

In addition, continuous alignment with national policies such as the Shared Prosperity Vision 2030, the Twelfth Malaysia Plan, the Sustainable Development Goals (SDGs) 2030, and the Ministry of Youth and Sports Strategic Plan 2021-2025 has been emphasised as an important element in ensuring the relevance and effectiveness of IYRES.

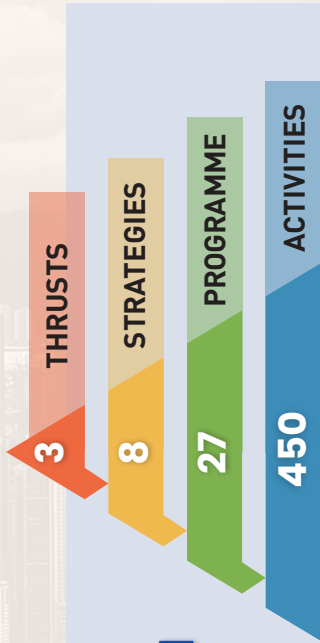
Although the IYRES Strategic Plan 2021-2025 provided a strong foundation, the new strategic plan must be more dynamic and place greater emphasis on high-impact research that not only is reactive to current issues but also incorporates foresight and future-oriented thinking. The world is undergoing rapid changes, particularly in matters related to youth development and technological advancement.

As such, research that relies solely on historical data may be inadequate for effective future planning. IYRES must enhance its capacity in foresight research to anticipate trends, challenges and opportunities that may affect the youth. Emphasis on “holistic data management” must also be examined in greater depth through the use of advanced data analytics technologies, including artificial intelligence (AI), to identify complex patterns and generate more insightful perspectives for the formulation of inclusive youth development policies and strategies.



# OVERALL ACHIEVEMENTS OF IYRES STRATEGIC PLAN 2021-2025

Achieved by December 2025



	STRATEGIC THRUST 1	STRATEGIC THRUST 2	STRATEGIC THRUST 3
ACHIEVEMENT PERCENTAGE	100%	100%	100%
NUMBER OF STRATEGIES	2	3	3
NUMBER OF PROGRAMMES	8	9	10
NUMBER OF ACTIVITIES	TARGET 48   ACHIEVED 144	TARGET 121   ACHIEVED 204	TARGET 34   ACHIEVED 102
	HOLISTIC STRENGTHENING OF RESEARCH AND DATA MANAGEMENT	EXPAND STRATEGIC NETWORKS, YOUTH DEVELOPMENT AND STRENGTHENING COMMUNICATION	STRENGTHENING OF GOOD GOVERNANCE

# ENVIRONMENTAL ANALYSIS AND CHALLENGES



An environmental analysis was conducted to identify internal and external issues and challenges affecting the organisation's performance. Through this analysis, IYRES is able to formulate a more comprehensive strategic direction based on accurate information, thorough evaluation and effective control of the identified issues.

Furthermore, the environmental analysis also ensures that the services provided meet the needs and expectations of stakeholders and clients, while simultaneously enhancing the organisation's level of preparedness in facing challenges and environmental changes.

The results of this analysis have also identified various factors that may present both opportunities and challenges. These factors have a direct impact on the functions and roles of IYRES in its efforts to maintain effective, relevant and efficient service delivery.

# INTERNAL CHALLENGES

## 1. RESEARCH



Research is the main thrust of the role of IYRES as the national centre for youth development research. To remain relevant, IYRES researchers need to take proactive steps to boost a culture of creative, innovative and high- impact research. Changes in the youth landscape and technological developments require deeper and broader research mechanisms. Therefore, cross-disciplinary, cross-agency and cross-country collaborative research needs to be intensified to increase the diversity of approaches, expand experience and strengthen IYRES's expertise. However, limitations in financial resources and the capacity of existing researchers pose challenges in ensuring that all research can be carried out consistently with optimum quality and results that add value to policymakers and society.

## 2. HUMAN CAPITAL

Human capital is the key asset that determines the effectiveness of IYRES's planning and programme implementation. To function as a centre of excellence in research, IYRES requires a workforce that is knowledgeable, highly skilled, strategically minded and capable of adapting to changing times. However, limitations in the number of research officers and expertise in emerging fields pose constraints on the organisation's operational effectiveness. Challenges also arise in ensuring the continuity of expertise, particularly in meeting the increasingly diverse demands of stakeholders. Therefore, IYRES must focus on talent development strategies, continuous training and efforts to attract and retain experts to ensure the sustainability of its core research functions.



## 3. DATA AND TECHNOLOGY MANAGEMENT



Efficient and integrated data management is a cornerstone of high-quality research. IYRES faces challenges in integrating existing data with information databases from various external parties, as well as the need to upgrade information technology infrastructure to support big data analytics and safeguard data security. Rapid technological advancements such as artificial intelligence and predictive analytics also demand changes in the methods of data collection, analysis and dissemination to ensure that IYRES's research outcomes are faster, more accurate and easily accessible. Therefore, the primary challenge is to ensure that IYRES technology system remain aligned with current needs and are capable of supporting data-driven research.

# EXTERNAL CHALLENGES

## 1. YOUTH LANDSCAPE SHIFT



Today's youth face increasingly complex issues, including mental health, employment uncertainty, the digital divide, involvement in social activism and the influence of technology in daily life. The diversity of youth backgrounds, aspirations and lifestyles requires a more comprehensive and inclusive research approach. A significant challenge for IYRES is to align its research agenda with the dynamic changes in youth lifestyles to ensure that the findings are truly relevant and can serve as a foundation for formulating national youth development policies and strategies.

## 2. STRATEGIC COLLABORATION NETWORK

Strategic collaboration with various stakeholders at both national and international levels is essential to strengthen the position of IYRES as an authoritative research centre. Although multiple collaborations have been undertaken, the ongoing challenge lies in ensuring that these partnerships are continuously enhanced and provide added value to IYRES's expertise and visibility. In an increasingly competitive research ecosystem, IYRES must be proactive in building new networks, enhancing cross-sector collaborations, and expanding international linkages to ensure that its research outputs are more competitive and recognised as a primary reference in youth development.



## 3. INFORMATION TECHNOLOGY REVOLUTION



Advancements in information and communication technology have transformed the way society, including the youth, interacts, works and accesses information. In line with the digital revolution, there is a growing demand for public service delivery to be more inclusive, integrated and user-friendly. This also requires IYRES to adapt to the new digital environment by producing accurate data, publications and reports that are easily and quickly accessible to all stakeholders. The main challenge for IYRES is to ensure that digital technology is fully leveraged in research, data management and the dissemination of research findings, in alignment with the digital government agenda which emphasises the principle of "leaving no one behind".



# Results

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185

146

42

29

16

89

36

**ACTION**

**PLAN**

**CHECK**

**DO**

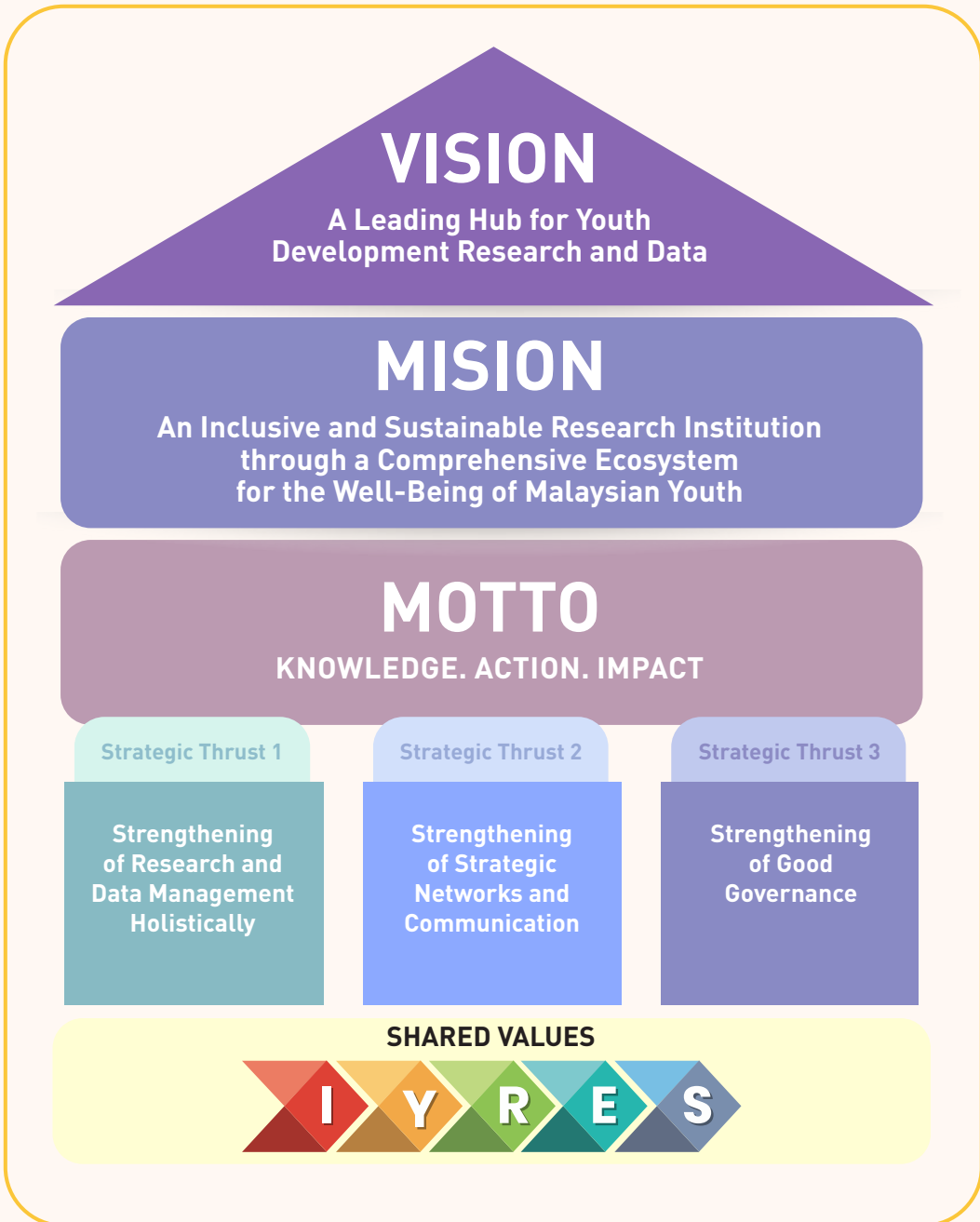




# STRATEGIC DIRECTION



# STRATEGIC DIRECTION



# SHARED VALUES



## INSIGHTFUL

IYRES upholds the principle of being forward-thinking in producing accurate, in depth and proactive research findings. Every analysis and policy recommendation is developed with future considerations in mind, guided by empirical evidence and current trends, to ensure the sustainability of holistic and strategic youth development.

## YOUTH-CENTRIC

All IYRES initiatives place youth at the centre. Research, programmes and policies are continuously tailored to the needs, aspirations and potential of young people, ensuring that the youth remain a priority in the nation-building process.

## RESEARCH INNOVATION

IYRES consistently explores innovative research methods and approaches. By leveraging the latest technology, new methodologies and cross-disciplinary collaborations, IYRES ensures that its research outputs are not only accurate and relevant, but also capable of driving transformation in the field of youth development.

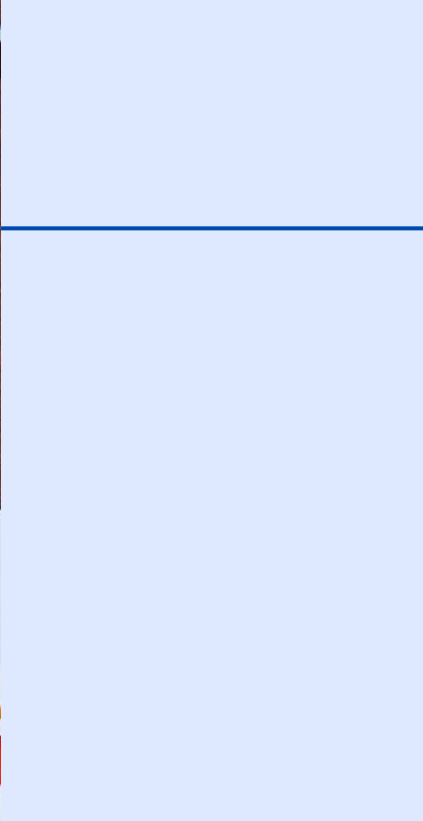
## EMPOWERMENT

IYRES research aims to empower all stakeholders within the youth development ecosystem including policymakers, youth organisations and communities, enabling them to make informed decisions, implement effective programmes and build youth capacity for a better quality of life and well-being.

## SHARING OF KNOWLEDGE

IYRES values openness and collaboration in the dissemination of knowledge. Through seminars, forums, publications and strategic partnerships, IYRES shares insights and research findings with various stakeholders to ensure that the benefits of research are optimised for collective progress.





# STRATEGIC THRUSTS



# IYRES

## STRATEGIC THRUSTS

Serve as the foundation for implementation planning of strategy and program to achieve the organisation's established vision and strategic direction.



# IYRES

## Strategic Plan

### 2026-2030

# STRATEGIC THRUST 1

## STRENGTHENING OF RESEARCH AND DATA MANAGEMENT HOLISTICALLY

STRATEGY 1	PROGRAMME
<b>MAINSTREAMING RESEARCH INNOVATION</b>	<ul style="list-style-type: none"> <li>• High-Impact/Futuristic/Future-Proof Youth Development Research</li> <li>• Continuous/Consistent/Rapid Implementation of Studies Based on Current Issues</li> <li>• IYRES Statement Papers</li> <li>• Youth as Researcher (YAR)</li> <li>• Innovative Research Products</li> <li>• Research Funding</li> </ul>
STRATEGY 2	PROGRAMME
<b>ENHANCING DATA MANAGEMENT AND MONITORING</b>	<ul style="list-style-type: none"> <li>• Digital Monitoring and Analytics Platform (D-MAP)</li> <li>• TEGLAB (Technology Lab)</li> <li>• Hub Data Exchange (HDX) Programme</li> </ul>

# STRATEGIC THRUST 2

## STRENGTHENING OF STRATEGIC NETWORKS AND COMMUNICATION

STRATEGY 1	PROGRAMME
<b>INTENSIFYING STRATEGIC COLLABORATION IN THE DISSEMINATION OF RESEARCH FINDINGS AT THE NATIONAL AND INTERNATIONAL LEVELS</b>	<ul style="list-style-type: none"> <li>• Research Collaboration</li> <li>• Asia Pacific Journal of Youth Studies (APJYS) Comprehensive Indexing Programme</li> <li>• Publication of Research Articles</li> </ul>
STRATEGY 2	PROGRAMME
<b>ENHANCING YOUTH DEVELOPMENT THROUGH STAKEHOLDER ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>• Youth Empowerment Advocacy Programme at the National and International Levels</li> <li>• Strengthening of the IYRES Community Enumerator (ICE)</li> </ul>
STRATEGY 3	PROGRAMME
<b>STRENGTHENING COMMUNICATION STRATEGIES TO HIGHLIGHT THE POTENTIAL OF IYRES</b>	<ul style="list-style-type: none"> <li>• IYRES Communication Plans</li> <li>• Customer Complaint Management</li> </ul>

# STRATEGIC THRUST 3

## STRENGTHENING OF GOOD GOVERNANCE

STRATEGY 1	PROGRAMME
<b>STRENGTHENING THE ORGANISATION</b>	<ul style="list-style-type: none"> <li>• Digital Management System</li> <li>• Upgrading of IYRES Facilities, Infrastructure and Infostructure</li> <li>• Strengthening of IYRES Regulations and Accounting Practices</li> </ul>
STRATEGY 2	PROGRAMME
<b>BOOSTING HUMAN CAPITAL DEVELOPMENT THROUGH THE CULTIVATION OF PROFESSIONALISM</b>	<ul style="list-style-type: none"> <li>• Strengthening of IYRES Staffing Structure</li> <li>• Professionalism Through Education Funding</li> <li>• Career Pathway Plan</li> <li>• Professional Certification Courses in Research and Data Competency</li> </ul>
STRATEGY 3	PROGRAMME
<b>DIVERSIFYING FUNDING SOURCES</b>	<ul style="list-style-type: none"> <li>• External Service-Based Funding</li> </ul>



## Strategic Thrust 1: Strengthening of Research and Data Management Holistically

### Strategy 1: Mainstreaming Research Innovation

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
<b>High- Impact/ Futuristic/Future- Proof Youth Development Research</b>	16 national reports  (*1 regional report)	4	2	4*	2	4	2026-2030	Planning and Research Division
<b>Continuous/ Consistent/Rapid Implementation of Studies Based on Current Issues</b>	20 studies	4	4	4	4	4	2026-2030	Planning and Research Division
<b>IYRES Statement Papers</b>	5 papers	1	1	1	1	1	2026-2030	Planning and Research Division
<b>Youth as Researcher (YAR)</b>	950 entries	300	-	300	-	350	2026-2030	Planning and Research Division
	30% of participants achieve a score of 80% and above	10%	-	10%	-	10%		
	6 youth researchers	-	-	3	-	3		
<b>Innovative Research Products</b>	1 project	-	-	1	-	-	2026-2030	Planning and Research Division
<b>Research Funding</b>	2 grants	-	-	2	-	-	2026-2030	Planning and Research Division & Strategic and Publications Branch

## Strategy 2: Enhancing Data Management and Monitoring

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
<b>Digital Monitoring and Analytics Platform (D-MAP)</b>	1 system	-	-	-	-	1	2026–2030	Data Management Branch
<b>TEGLAB (Technology Lab)</b>	5 projects	1	1	1	1	1	2026–2030	Data Management Branch
<b>Hub Data Exchange (HDX) Programme</b>	3 projects	1	-	1	-	1	2026–2030	Data Management Branch



## Strategic Thrust 2: Strengthening of Strategic Networks and Communication

### Strategy 1: Intensifying Strategic Collaboration in the Dissemination of Research Findings at the National and International Levels

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
Research Collaboration	10 memorandums of understanding (MOUs)	2	2	2	2	2	2026–2030	Strategic and Publications Branch
Asia Pacific Journal of Youth Studies (APJYS) Comprehensive Indexing Programme	2 content enhancement	-	1	-	1	-	2026–2030	Strategic and Publications Branch & Media and Programme Branch
	10 promotional activities	2	2	2	2	2		
	10 collaborations	2	2	2	2	2		
Publication of Research Articles	20 articles	4	4	4	4	4	2026–2030	Strategic and Publications Branch

### Strategy 2: Enhancing Youth Development through Stakeholder Engagement

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
Youth Empowerment Advocacy Programme at the National and International Levels	13 intellectual programmes	3	2	3	2	3	2026–2030	Media and Programme Branch
Strengthening of the IYRES Community Enumerator (ICE)	5 activities	1	1	1	1	1	2026–2030	Data Management Branch

### Strategy 3: Strengthening Communication Strategies to Highlight the Potential of IYRES

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
IYRES Communication Plans	2 plans	1	-	1	-	-	2026–2030	Media and Programme Branch
Customer Complaint Management	20 reports	4	4	4	4	4	2026–2030	Media and Programme Branch



### Strategic Thrust 3: Strengthening of Good Governance

#### Strategy 1: Strengthening the Organisation

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
Digital Management System	3 systems	1	1	-	-	1	2026-2030	Management Services Division & Information Technology Branch
Upgrading of IYRES Facilities, Infrastructure and Infostructure	2 projects	-	1	-	1	-	2026-2030	Management Services Division
Strengthening of IYRES Regulations and Accounting Practices	2 documents	1	-	-	1	-	2026-2030	Finance and Procurement Unit

#### Strategy 2: Boosting Human Capital Development through the Cultivation of Professionalism

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
Strengthening of IYRES Staffing and Structure	1 application	1	-	-	-	-	2026-2030	Management Services Division
Professionalism Through Education Funding	2 offers	-	1	-	-	1	2026-2030	Management Services Division
Career Pathway Plan	1 activity	-	-	1	-	-	2026-2030	Management Services Division
Professional Certification Courses in Research and Data Competency	2 certifications	-	1	-	1	-	2026-2030	Data Management Branch

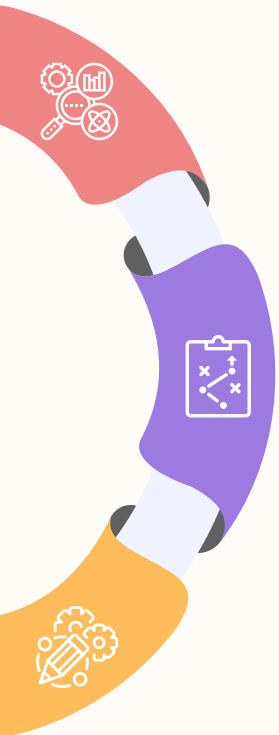
#### Strategy 3: Diversifying Funding Sources

PROGRAMME	TARGET INDICATOR	OUTPUT TARGET (NUMBER/PERCENTAGE)					TARGET YEAR/ PERIOD	RESPONSIBLE DIVISION
		2026	2027	2028	2029	2030		
External Service-Based Funding	10 services	2	2	2	2	2	2026-2030	Planning and Research Division & Management Services Division



# IMPLEMENTATION AND MONITORING MECHANISMS

To ensure the effective implementation of the IYRES Strategic Plan 2026-2030, the implementation and monitoring mechanisms are as follows:



## COMMITMENT OF THE SENIOR MANAGEMENT

The strategic plan requires the commitment of the senior management to ensure that the set targets are implemented and monitored effectively. Monitoring can be conducted by incorporating the targets into the key performance indicators (KPIs) and the annual main work objectives of officers.

## STRATEGIC PLAN ACHIEVEMENT REPORTING

The strategic plan is monitored through annual reporting of its achievements which must be verified and approved by the main governing body of IYRES, specifically at the IYRES Top Management Meeting.

## STRATEGIC PLAN MONITORING

The monitoring of the strategic plan is conducted by IYRES Strategic Plan Monitoring Committee, which is responsible for overseeing implementation through regular annual data verification and performance analysis. The committee is composed of all Heads of Divisions, Branches or Units. Each Head of Division, Branch or Unit is responsible for reporting, verifying data and analysing the current year's performance during the reporting process.

# CONCLUSION

To ensure that IYRES performs its functions and roles in accordance with Act 668 and provides the best service to its clients, the IYRES Strategic Plan 2026-2030 has outlined three (3) strategic thrusts, eight (8) strategies and 24 programmes for the next five (5) years. This strategic plan is important as a mechanism to measure the overall performance and achievements of IYRES for the period 2026-2030.

In conclusion, the success of the implementation of the IYRES Strategic Plan 2026-2030 depends on the continuous commitment of the entire IYRES community and the full support of strategic partners. With the spirit of professionalism, innovation and integrity, IYRES is confident of realising the vision and mission outlined, and contributing significantly to the emergence of a competitive, knowledgeable and forward-looking young generation in line with the nation's aspirations.



