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WANITA DALAM SUKAN

ACTION PLAN
WOMEN IN SPORTS
2026 - 2030



WANITA DALAM SUKAN

Second Edition 2026
Ministry of Youth and Sports (KBS)

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Vision

To further strengthen an inclusive, equitable, and progressive sports landscape through the empowerment of women's roles in participation, development, and leadership.



Executive SUMMARY

The Women in Sports Action Plan 2026–2030 represents the continued commitment of the Ministry of Youth and Sports (KBS) to comprehensively empower women's participation within the national sports ecosystem. This plan is aligned with the National Sports Policy, the National Sports Vision 2030, the National Women Policy, and the Sustainable Development Goals (SDG 2030). It adopts a holistic and evidence-based approach to address the real challenges faced by women in sports.

The Malaysia Sports Culture Index Study 2024 (IBSM'24) indicates that women's participation in sports, exercise and recreational activities remains lower than that of men. These findings highlight the urgent need to strengthen policies and implement more inclusive and gender-responsive interventions within the national sports ecosystem. The achievements of female athletes at national and international levels demonstrate their highly promising potential. Concurrently, women's participation in coaching, administration and sports leadership presents significant opportunities for further strengthening to ensure a more inclusive and balanced sports ecosystem.

The Women in Sports Action Plan 2026–2030 is formulated as a strategic initiative to enhance women's participation at all levels of sports development—from grassroots to leadership positions—thereby contributing to a more inclusive and competitive sports ecosystem. The plan is also aligned with the aspirations of the 13th Malaysia Plan (RMK13), which emphasizes inclusive development, gender equality and the mainstreaming of women in social and economic sectors.

This Action Plan outlines five key pillars: policy and governance; professionalism; participation and engagement; research and development; and promotion and advocacy. It comprises five strategic objectives, 18 strategies and 30 programmes to be implemented in phases over five years. Key targets include:

- Increasing women coaches' participation to 30%;
- Raising women's representation among technical officials to 35%;
- Ensuring at least 30% of top leadership positions in national sports bodies are held by women;
- Achieving a woman's IBSM score exceeding 55;
- Strengthening the creation of a safe sports environment through safe sport principles and integrity-based governance, including achieving at least 30% resolution of safe sport complaints.

Implementation will adopt a whole-of-nation approach through strategic collaboration among government agencies, sports bodies, NGOs, the private sector, academic institutions and grassroots communities. KBS will serve as the lead coordinator, supported by implementing agencies such as the National Sports Council (MSN), National Sports Institute (ISN), National Youth and Sports Department (JBSN), Sports Commissioner (PJS), and National Sports Associations (PSK). A systematic monitoring mechanism through the Women in Sports Committee will ensure effective implementation and continuous impact evaluation.

This Action Plan reflects the nation's commitment to building a fair, safe and competitive sports ecosystem for women, serving as a catalyst for progressive sports culture transformation and contributing to human capital development, social unity and national advancement.

Policy & LEGISLATIVE FRAMEWORK



The development of women in sports in Malaysia is supported by a comprehensive policy ecosystem and legislative framework at both national and international levels. These policies and legislative instruments provide clear direction, good governance principles, and national commitment towards equitable, safe and inclusive participation of women in the sports ecosystem.

This policy framework expands opportunities for women's involvement in sports through principles of equality, talent development, leadership participation, protection of rights, athlete welfare and career opportunities in coaching, administration, sports science and sports entrepreneurship.

In line with global commitments to gender equality, Malaysia also benefits from international agendas and best practices through declarations, charters and conventions promoting women's participation and leadership in sports. These instruments serve as key catalysts in formulating the Women in Sports Action Plan 2026–2030, ensuring alignment with current developments, global best practices and national aspirations.

Malaysia

MALAYSIA

NATIONAL SPORTS POLICY



The National Sports Policy serves as the primary guide for holistic, inclusive and sustainable national sports development. It emphasizes comprehensive public participation in sports activities, strengthens governance, nurtures talent, and promotes well-being through sports as a unifying and nation-building agent.

AKTA PEMBANGUNAN SUKAN 1997 [AKTA 576]


UNDANG-UNDANG MALAYSIA

VERSI DALAM TALIAN
TEKS CETAKAN SEMULA YANG KEMAS KINI

Akta 576

AKTA PEMBANGUNAN SUKAN 1997

Sebagaimana pada 10 Mac 2023

The Sports Development Act 1997 (Act 576) constitutes the primary legal framework regulating sports development and administration in Malaysia. It ensures sports activities are conducted in an orderly, accountable and safe manner while strengthening governance structures of sports organizations at all levels.

Through amendments and continuous implementation, the Act emphasizes integrity, safety and inclusive participation, including women and vulnerable groups. It forms the foundation for sustainable sports development aligned with principles of equality and societal well-being.

NATIONAL WOMEN POLICY



The National Women Policy sets the direction for empowering women's status and roles across sectors including economy, leadership, safety and well-being. It translates national commitment to gender equality and inclusive development into strategies and initiatives supporting women's active participation in national development.

VISI SUKAN NEGARA 2030



The National Sports Vision 2030 aims to develop inclusive, sustainable and high-performance sports, positioning sports as a driver of well-being, talent development and economic growth. It emphasizes universal participation, strengthening of the sports industry and robust governance and integrity.

INTERNATIONAL



Title IX – Education Amendments 1972 (USA)

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.



Olympic Charter

Encourages and supports the promotion of women in sports at all levels and in all structures, implementing the principle of equality between men and women.



Brighton Plus Helsinki 2014 Declaration

Upholds 10 principles enabling women and girls to freely and safely participate, compete and build careers in sport and physical activity.



ASEAN Ministerial Meeting on Sports (AMMS)

Encourages gender mainstreaming and equal participation and opportunities for women in sports.



Sustainable Development Goals 2030 (SDG 5: Gender Equality)

Protect human rights and promote gender equality and the empowerment of women and girls.



Kazan Action Plan 2017

Recognizes that sport values education significantly contributes to the empowerment of women and girls.



Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)

Article 10 - States Parties shall take all appropriate measures to eliminate discrimination against women in order to ensure to them equal rights with men in the field of education and in particular to ensure, on a basis of equality of men and women: The same Opportunities to participate actively in sports and physical education

Targets & Achievements 2021-2025

1	2	3	4
Participation of women coaches reaches 30%	Participation of female technical officials reaches 30%	Percentage of women holding top positions in national sports organisations increases to 30%	Malaysian Sports Culture Index (IBSM) reaches a score of >55
2025 ACHIEVEMENT 20%	2025 ACHIEVEMENT 30%	2025 ACHIEVEMENT 20.67%	2025 ACHIEVEMENT 43.30%



Targets 2026-2030

1. Women's participation as coaches to reach 30%.

2. Women's participation as technical officials to reach 35%.

3. The percentage of women holding top leadership positions in national sports bodies to increase to 30%.

4. Malaysia Sports Culture Index to achieve a score of more than 55*.

5. Resolution of Safe Sport complaints to reach 30%.





TARGETS 2026–2030

Gap Analysis
PTWDS 2021-2025

The 2021–2025 gap analysis shows positive progress in women's sports participation, though areas for improvement remain. Gaps relate to social, structural and institutional factors including awareness, capacity, access to facilities and support systems.

These findings form the basis for strategies and interventions for 2026–2030, focusing on strengthening women's participation, leadership capacity, inclusive ecosystems and conducive opportunities and environments.

BIL	TARGET	ACHIEVED	GAP	CAUSE	WAY FORWARD
1.	Women's participation as coaches to reach 30%.	20%	10%	• The data obtained is limited to coaches under the National Sports Council (MSN) programmes, including the Women in Sports Programme. • The data collected does not reflect the actual coaching landscape across the country. • There are limited awareness and willingness to enhance personal capacity through obtaining coachin certification.	• Expand the scope of data collection to include State Sports Councils, the Ministry of Education Malaysia, the Ministry of Higher Education, National Sports Associations (NSAs), the National Sports Institute and other relevant stakeholders. • Ensure that National Sports Associations (NSAs) consistently update their databases. • Emphasise awareness on the importance of renewing coaching licences.
2.	Women's participation as technical officials to reach 35%.	30%	Nil	Target achieved.	• Maintain the achievement of 30% or higher through the implementation of Women in Sports programmes and initiatives by the National Sports Associations (NSAs). • Continue data collection programmes using a more efficient, evidence-based approach, with regular updates by the National Sports Associations (NSAs).
3.	The percentage of women holding top leadership positions in national sports bodies to increase to 30%.	20.67%	9.33%	• Data for the period 2021–2023 was based on sports bodies at various levels, whereas the 2024 data involves national sports bodies. • The data obtained covers National Sports Associations (NSAs) only and does not include all sports bodies registered under the Sports Commissioners at the state, district and club levels.	• Strengthen the mechanisms for data collection and the development of a centralized data repository. • Establish structured leadership training programmes. • Increase women's participation in local and international seminars and conferences. • Implement more proactive promotion and advocacy initiatives.
4.	Malaysia Sports Culture Index to achieve a score of more than 60* *(The score has been revised to 55 in line with the target set under the 12th Malaysia Plan (RMK-12).)	43.3	11.7	• The level of motivation among women to participate in sports activities remains low, as they tend to prioritise work and family responsibilities. • Health factors such as obesity, joint pain or pregnancy, as well as the lack of consistent social support, pose barriers to their active participation in sports. • Existing sports facilities are not sufficiently women-friendly due to limited privacy, accessibility challenges and cost constraints. • Existing community programmes place limited emphasis on women's needs and are insufficiently inclusive. • The lack of prominent female sports icons reduces their potential to serve as sources of inspiration for society.	• Enhance sports facilities to be more women- and family-friendly. • Expand inclusive community programmes that are aligned with the needs of women. • Highlight and promote more female sports icons as sources of inspiration in sports. • Offer participation fees at more affordable and accessible rates. • Organise activity schedules that are flexible and safe for women. • Support research and development related to women in sports through dedicated funding.

Challenges ISSUES AND

Women's participation in sports is driven by various social, structural, and institutional factors involving families, the education system, the sports industry, media, financial resources, and safety considerations. With the increasing achievements of women athletes, there are significant opportunities to expand

women's participation across the entire sports ecosystem by strengthening access to facilities, support systems, career pathways, and leadership roles.

This approach ensures equal opportunities and fosters a conducive and inclusive sporting environment for women to be involved as participants, coaches, administrators, officials, and sports leaders. In strengthening women's participation within the sports ecosystem, stakeholders face several key issues and challenges that require attention, including the following:



ISSUES AND CHALLENGES

ISSUES AND CHALLENGES

ISSUES AND CHALLENGES

PERCEPTIONS AND MINDSET

- Women's roles within family institutions in managing children and household responsibilities result in limited time for sports participation.
- Sports are perceived as being primarily for men.

COACHES AND SPORTS OFFICIALS

- Insufficient number of women coaches.
- Lack of career security.
- Local coaches receive salaries that are not commensurate compared to foreign coaches.

EDUCATION SYSTEM

- Physical education should place greater emphasis and focus on sports that are capable of attracting female students.
- Insufficient sports facilities and equipment.

FACILITIES

- Women may feel uncomfortable participating in activities in the presence of men.
- Lack of safe and disability-friendly facilities.
- Sports facility environments are not sufficiently safe for women.
- Training sessions are commonly dominated by men.

LEADERSHIP

- The majority of key positions in sports organizations are dominated by men.
- Women, particularly mothers, tend to have higher commitments and responsibilities toward family compared to men.
- Maternity leave is often cited as a constraint limiting women's ability to provide continuous commitment and focus.

FINANCIAL CONSTRAINTS

- Limited budget allocations for planning women's sports programs.
- Existing allocations are primarily focused on high-performance sports programs that contribute medals at championships and sporting events.

GRASSROOTS PARTICIPATION

- Sports stereotyped as male-dominated continue to have limited exposure for women.
- Insufficient grassroots-level promotional programs for women, including women with disabilities.

SAFE SPORT

- Most sports organizations lack clear policies or guidelines to protect women from gender-based violence.
- Incidents of violence are underreported due to weak reporting mechanisms and social stigma.
- Insufficient awareness among coaches and officials regarding issues of violence and sexual harassment.

PROMOTION AND MEDIA

- Women's achievements receive less media coverage (airtime) compared to men.
- Women's sports programs face difficulties in securing sponsorship.

ISSUES AND CHALLENGES



STRATEGIC FRAMEWORK PTWDS 2026-2030

VISION

TO STRENGTHEN AN INCLUSIVE, EQUITABLE AND PROGRESSIVE SPORTS LANDSCAPE THROUGH EMPOWERING THE ROLE OF WOMEN IN PARTICIPATION, DEVELOPMENT AND LEADERSHIP.

PILLAR 1

POLICY AND GOVERNANCE

OBJECTIVE :

Enhance policies and governance frameworks to nesure meaningful and sustainable engagemen of women in sports in ecosystem.

STRATEGIES :

- Monitor and evaluate the implementation of the Action Plan.
- Increase women's participation in medershig positions within sportes orgatizations
- Strengthen Safe Sport mechaims for Safe Sport response teams

TOTAL PROGRAMMES: 5

PILLAR 2

PROFESSIONALISM

OBJECTIVE :

Increase the participation of women as athletes, coaches, technical sports administrators while ensuring safe, fair and conducive sports

STRATEGIES :

- Strengthen capacity development of female athletes, coches, and technical sports, heaugh, strucahired, progematos and techtical programmes
- Enhance profesionalism among sports, sportis seccinice aps
- Strengthen recogntion and certification at

TOTAL PROGRAMMES: 9

PILLAR 3

PARTICIPATION AND ENGAGEMENT

OBJECTIVE :

Increase women's participation and engagement in sports

Identify and nurture new talent in "Sport for All" programmes

STRATEGIES :

- Increase women's participation in sports at the grassroot level.
- Strengthen capacity development for women technical officiais, instructors and coaches, in fitness and recrational sports
- Provide platforms

TOTAL PROGRAMMES: 8

PILLAR 4

RESEARCH AND DEVELOPMENT

OBJECTIVE :

Enhance research capacities and innovation capabilities through a driven approach.

STRATEGIES :

- Strengthen the national data hub for women in sports
- Conduct comprehensive research and diseminate te findings related to women in sports
- Encourage women's participation in turents of sports technology area.

TOTAL PROGRAMMES: 4

PILLAR 5

PROMOTION AND ADVOCACY

OBJECTIVE :

Increase women's participation in sports through advocacy, awareness and public engagement.

STRATEGIES :

- Promote initiatives related to women in sports
- Cenvey communication and publication materials
- Implement cross-sector advocacy initiatives

TOTAL PROGRAMMES: 4

STRATEGIC FRAMEWORK

PILLAR 1

Policy & GOVERNANCE

This pillar emphasises the efforts to strengthen sports policies and governance in order to ensure the comprehensive, equitable and sustainable participation of women in the sports ecosystem. Enhancing inclusive policies is essential to ensure a sports environment that is safe, transparent and supportive of women's active involvement at all levels of leadership. Effective implementation of the action plan, along with continuous monitoring, will ensure that each initiative contributes meaningfully to the development of women in sports.

This pillar also focuses on the management of Safe Sport complaints and strategic collaboration with various stakeholders both domestically and internationally. This approach aims to strengthen cooperation networks, facilitate the sharing of best practices, and enhance more responsible sports governance while empowering women as key drivers in the development of the national sports sector.



POLICY AND GOVERNANCE

Pillar 1 : POLICY AND GOVERNANCE (Pillar Lead: BDS)

Objective 1 : Enhance policies and frameworks to ensure the participation and involvement of women.

Strategy 1 : Monitor the implementation of the Action Plan.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
1.	Women in Sports Committee (JWDS)	A special committee established to coordinate, monitor and determine the strategic direction to ensure that all planned programmes are implemented effectively, inclusively and in alignment with the overall strategic direction, while achieving the objectives of advancing women's participation in sports comprehensively.	Conduct JWDS meetings at least three (3) times per year.	More strategic and effective coordination and monitoring of women's sports programs.	Increased participation of women in sports as a result of more well-planned program implementation.	3	3	3	3	3	**Lead Agency** KBS **Implementing Agencies** MSN JBSN ISN IYRES PJS UKK
			Monitor the implementation of at least 100 annual programmes each year. Baseline 2025: 100 programmes.	Regular and systematic monitoring and reporting of program implementation.	Improved effectiveness and quality of program implementation through continuous monitoring.	100	100	100	100	100	
Strategy 2 : Enhance women's representation in leadership roles within sports organisations.											
2.	Leadership, Strategic Planning and Management Course for National Sports Bodies	Encourage sports organisations to develop strategic roadmaps that are more women-friendly, practise good governance, and emphasise the principles of gender equality within their organisations.	A total of 200 national sports bodies will participate in the strategic plan development course by 2030. Baseline 2025: 39 national sports bodies.	Enhanced leadership capacity of sports organizations in gender-responsive strategic planning.	Increased participation of women in leadership and decision-making positions within sports organizations.	70	110	145	175	200	**Lead Agency** KBS **Implementing Agencies** PJS PSK MOM
Strategy 3 : Enhance the management and handling of Safe Sport complaints.											
3.	Safe Sport Focal Officer Training	Provide modules and training for focal officers involved in Safe Sport management, enabling them to carry out their duties in accordance with the prescribed procedures.	Ensure that at least 212 National Sports Associations have designated Safe Sport Focal Officers.	Enhanced capacity of focal officers to manage and implement Safe Sport programmes at the national sports organization level.	Reduced risk of injuries and improved athlete well-being through the implementation of enhanced safety standards in sports activities.	40	40	40	46	46	**Lead Agency** MSN **Implementing Agencies** MSN PJS
4.	Refinement of Sports Bodies' Constitutions.	The constitutions of national sports bodies shall include provisions related to a Safe Sport environment as stipulated in the Second and Third Schedules of Act 576.	Ensure that 250 national and state sports bodies incorporate provisions on a Safe Sport environment, as stipulated in the Second and Third Schedules of Act 576, into their respective constitutions.	Updated constitutions of national and state sports organizations that comply with current legal provisions and ensure that women's participation is adequately reflected in the constitution.	Improved governance and compliance with legal requirements in the management of national and state sports organizations.	50	50	50	50	50	**Lead Agency** PJS **Implementing Agencies** PJS
Strategy 4 : Strengthen strategic synergy at the domestic and international levels.											
5.	Conferences, Collaboration, Networking Programmes, Seminars and Engagement Sessions at the Domestic and International Levels	A platform for the exchange of ideas and strategic networking among all stakeholders to strengthen the development of women in sports.	Implementation of conferences, collaboration networking programmes, seminars and engagement sessions at the domestic and international levels. Baseline 2025: 10 programmes per year.	Implementation of effective knowledge-sharing programmes and collaborative networking initiatives at both national and international levels.	Enhanced leadership capacity and strategic management of the sports sector through learning and strategic collaboration.	10	10	10	10	10	**Lead Agency** KBS **Implementing Agencies** MSN ISN JBSN
			Number of participants involved in conferences, collaboration networking programmes, seminars and engagement sessions at the domestic and international levels. Baseline 2025: 500 participants per year.	Active participation of sports stakeholders in knowledge-sharing and capacity-building programmes.	Improved sports governance practices and policies through exposure to national and international best practices.	750	550	750	550	750	

2 PILLAR Professionalism

This pillar focuses on developing a conducive and inclusive sports ecosystem to strengthen the role of women across all dimensions of sport. Emphasis is placed on women's involvement not only as athletes, but also as coaches, technical officials, administrators and team managers. Women with Disabilities (PWDs) are also recognised as an integral part of the sports ecosystem and must be provided with equal opportunities and access.

These efforts should begin at the grassroots level through a systematic development pathway encompassing sports education, coaching training, leadership development, and opportunities to participate in programmes and competitions at various levels.

Emphasis is also placed on providing women-friendly facilities and support systems, including aspects of safety, welfare and well-being within the sports environment. Through the implementation of this pillar, the national sports ecosystem is expected to become more balanced, competitive and sustainable.



PROFESSIONALISM

Pillar 2 : PROFESSIONALISM (PILLAR LEAD: MSN)

Objective 1 : Increase the participation of athletes, coaches, technical officials and sports administrators, and ensure that sports facilities are women-friendly.

Strategy 1 : Increase the participation of athletes, coaches, technical officials and sports administrators, and ensure that sports facilities are women-friendly.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
1.	National Coaching Programme	Establish targets for women's participation in the National Coaching Certification Scheme (SPKK) under the National Coaching Academy (AKK).	Implementation of Level I, II and III Sports Science Courses with five (5) programmes conducted annually, or a total of 25 programmes over a five-year period. Baseline 2021 – 2025: 12 courses.	Implementation of systematic and high-quality Sports Science Courses for the development of national coaches.	Enhanced competency and professionalism of coaches in developing high-performance athletes.	5	5	5	5	5	**Lead Agency** MSN **Implementing Agencies** MSN ISN
2.	Integrated Coaching Programme	Collaboration with National Sports Associations (NSAs) to increase the number of women coaches.	Implementation of sport-specific courses with eight (8) programmes conducted annually, or a total of 40 programmes over a five-year period. Baseline 2021 – 2025: 39 courses.	Effective collaboration and expertise-sharing among national sports associations in the development of women coaches.	Increased number and quality of competent women coaches in the national sports sector.	8	8	8	8	8	**Lead Agency** MSN **Implementing Agencies** MSN PSK
3.	Sports Technical Officials Development Programme	Establish targets for women's participation in National and International Technical Officials Courses.	Implementation of National and International Technical Officials Courses with ten (10) programmes conducted annually, or a total of 50 programmes over a five-year period. Baseline: 2021 – 2025: 27 courses	Enhanced technical capabilities of officials for participation in technical officiating at national and international levels.	Improved technical officiating standards and international recognition in the management of sporting events.	10	10	10	10	10	**Lead Agency** MSN **Implementing Agencies** MSN ISN
4.	Domestic and International Coach Attachment Programme	Provide opportunities to gain experience and exchange knowledge related to sports and the application of the latest sports technologies.	Knowledge exchange on sports and technology with more experienced coaches through three (3) programmes annually, or a total of 15 programmes over a five-year period.	Sharing of experience, knowledge, and best practices through coach exchange programmes at national and international levels.	Enhanced coaching competencies and exposure to diverse training methods and effective athlete development systems.	3	3	3	3	3	**Lead Agency** MSN **Implementing Agencies** MSN ISN PSK
5.	Mentorship Programme	Develop a comprehensive and structured mentoring programme for female athletes, coaches and sports administrators.	Strengthen sport-specific skills, professional development and psychosocial support through two (2) programmes annually, or a total of 10 programmes over a five-year period. Baseline 2025: 2 programmes.	Development of sport-specific skills and structured psychosocial support for women athletes, coaches, and administrators through a comprehensive mentoring programme.	Enhanced professionalism and well-being of women athletes, coaches, and administrators in the national sports sector.	2	2	2	2	2	**Lead Agency** MSN **Implementing Agencies** MSN

Pillar 2 : PROFESSIONALISM (PILLAR LEAD: MSN)

Strategy 2 : Strengthen the professionalism and capacity of women sports administrators.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
6.	National Sports Management Course	Courses related to sports management and administration.	Implementation four (4) times per year, or a total of 20 courses over a five-year period. Baseline: 2023 - 2025: 8 courses.	Enhanced knowledge and skills in the operation, management, and administration of national sports.	Improved quality of sports management and administration at the national level through more professional and effective practices.	4	4	4	4	4	**Lead Agency** MSN **Implementing Agencies** MSN
7.	Women Sports Leaders/Administrators Skills Enhancement Programme	Workshops/courses aimed at enhancing the competencies of sports administrators/leaders in supporting the professional development of women in sports.	Implementation of two (2) courses per year, or a total of 10 courses over a five-year period. Baseline 2023 - 2025: 3 programmes (international conferences/national-level seminars).	Enhanced leadership and management competencies of women administrators in the sports sector through structured workshops and training programmes.	More active and effective participation of women administrators in leadership and professional development within the sports sector.	2	2	2	2	2	**Lead Agency** MSN **Implementing Agencies** MSN
8.	Continuous Coach Education (CCE) Course	A continuous development programme designed to ensure that sports coaches enhance their competencies in line with the latest developments in sports science, coaching methodologies, and athlete performance.	Implementation of 5 courses annually, with a total of 25 courses delivered over a five-year period. Baseline (2024-2025): 12 courses.	Continuous enhancement of coaches' competencies in sports science, coaching methodologies, and athlete performance.	Improved training quality and athlete performance through coaching approaches grounded in sports science and the latest developments in the field of sport.	5	5	5	5	5	**Lead Agency** MSN **Implementing Agencies** MSN ISN

Strategy 3 : Improve sports facilities to promote greater participation of women in sports.

1.	Inclusive Infrastructure	Conduct facility audits to ensure the presence of safety features and women-friendly characteristics.	Develop one (1) set of guidelines for women-inclusive sports infrastructure.	Comprehensive women-inclusive infrastructure guidelines to serve as a reference for sports facility development.	Improved access and comfort for women in the use of sports facilities through the provision of women-friendly infrastructure.	1	-	-	-	-	**Lead Agency** MSN **Implementing Agencies** MSN JBSN
			Number of facilities audited and meeting the recommended criteria for facilities under the National Sports Council (10 facilities) and the National Youth and Sports Department (40 facilities).	Sports facilities audited and upgraded to meet women-inclusive infrastructure standards.	A more inclusive and women-friendly sports environment across public sports facilities nationwide.	5	15	10	10	10	

PARTICIPATION AND ENGAGEMENT

Participation & ENGAGEMENT

PILLAR 3

This pillar focuses on strengthening the participation and engagement of women in sports at the grassroots level. The primary focus is to ensure that more women and girls are given opportunities and encouragement to participate in various sports activities, whether at the school, community*, or* club level. Through the provision of inclusive talent development programmes and women-friendly sports facilities, this pillar establishes a strong foundation for nurturing a generation of women who are active, competitive and confident in sports.

These efforts are further supported through awareness campaigns aimed at changing perceptions that sports are a platform for personal development for everyone, not solely for men. Active involvement of women at the grassroots level will also create opportunities to expand their participation in coaching, management and technical roles within the sports ecosystem.



Pillar 3 : PARTICIPATION AND ENGAGEMENT (Pillar Lead: JBSN)

Objective 1 : Increase women's participation and engagement in sports.

Strategy 1 : Increase women's participation in sports at the grassroots level.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
1.	Sport for All Promotion Programme	Programme based on activities that promote Sport for All, such as fitness, recreation, new sports and other related activities.	Increase in activities by 10% each year. Baseline 2025: 2,200 activities.	Increased participation and access to sports promotion activities for all segments of society.	Increased awareness and adoption of a healthy lifestyle through active participation in fitness, recreational, and emerging sports activities.	2,420	2,662	2,928	3,221	3,544	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK
		Organise the Women's Day Celebration with a sports-themed concept in conjunction with International Women's Day.	Frequency: Once (1) per year.	Implementation of a sports-themed Women's Day celebration to enhance awareness and appreciation of women's contributions to sports.	Increased recognition and support for women's participation in all aspects of national sports.	1	1	1	1	1	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK
2.	Basic Sports Training Course (KLAS)	Training course focused on education and skills development to promote Sport for All.	Increase of five (5) programmes each year. Baseline 2025: 15 programmes.	Diversification of basic sports training programmes offered for the development of sports promotion skills.	Enhanced capacity and competency of sports practitioners in delivering quality sports promotion programmes.	20	25	30	35	40	**Lead Agency** JBSN **Implementing Agencies** JBSN
			Increase of 100 basic certifications each year. Baseline 2025: 500 participants.	Increase in the number of individuals obtaining basic sports training certification.	Strengthening the trained and certified workforce in the grassroots sports promotion sector.	600	700	800	900	1000	**Lead Agency** JBSN **Implementing Agencies** JBSN

Strategy 2 : Enhance capacity development for women technical officials, instructors and coaches in fitness and recreational sports.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
3.	Fitness Sports Course	Certification course based on fitness-related activities (e.g., instructor training).	Increase the number of individuals obtaining certification by 15% each year. Baseline 2025: 130 participants.	Increase in the number of certified fitness instructors who are competent in conducting fitness activities.	Enhanced quality and safety in the delivery of fitness programmes through the guidance of trained and professional instructors.	150	173	199	229	264	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK
4.	Recreational Sports Course	Certification course based on recreational sports (e.g., coaching).	50 individuals obtain certification each year. Baseline 2025: 50 participants.	Increase in the number of qualified and skilled recreational sports coaches.	Improved access to and quality of recreational sports programmes for community well-being and healthy lifestyles.	50	50	50	50	50	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK

Pillar 3 : PARTICIPATION AND ENGAGEMENT (Pillar Lead: JBSN)

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
5.	Sports Technical Officials Programme	Develop female technical officials in recreational and fitness sports through courses organised by National Sports Associations (NSAs).	Increase the number of female Sports Technical Officials by 30 individuals each year. Baseline 2025: 150 participants.	Increase in the number of qualified female Technical Officers in recreational sports and fitness.	More balanced participation and representation of women in technical officiating roles within the recreational sports and fitness sector.	180	210	240	270	300	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK

Strategy 3 : Increase women's participation as volunteers in Sport for all programmes.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
6.	Initiatives to encourage women's participation as sports volunteers	Programmes/acti ties that involve women as sports volunteers in Sport for All programmes.	Increase the participation of women volunteers each year.	Increased participation and involvement of women as volunteers in Sport for All programmes.	Strengthening the sports ecosystem through the contributions and leadership of female volunteers in the implementation of community sports programmes.	1,000	5,000	1,210	1,331	1,464	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK

Objective 2 : Identify and develop new talent in Sport for All initiatives.

Strategy 4 : Strengthen international recognition and certification for women.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
7.	International-Level Sport for All Recognition and Certification Programme	Sport for All practitioners who obtain international recognition and certification from internationally accredited bodies.	Five (5) individuals each year.	International recognition and certifications obtained by sports practitioners from internationally accredited bodies.	Enhanced credibility and professionalism of the nation's sports personnel at the international level.	5	5	5	5	5	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK

Strategy 5 : Provide platforms for participation and identification of new talent in Sport for All programmes.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
8.	Sport for All Talent Identification	Competition-based programmes involving selected sports events aimed at providing opportunities for women to participate competitively and to identify emerging talent in Sport for All.	Increase of five (5) types of sports each year.	Diversification of sports involving competitive events and the identification of new talent.	Expanded opportunities for women's participation in various selected sports that align with their interests and abilities.	30	35	40	45	50	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK
			Increase of 10% in newly identified talents each year.	Identification of new female talent in selected sports with potential for sports development.	Enhanced talent development pathways for women from recreational participation to high-performance sport.	500	550	605	665	732	**Lead Agency** JBSN **Implementing Agencies** JBSN PSK

4 PILLAR

Research & DEVELOPMENT

This pillar emphasises the importance of data-driven research and innovation in empowering women in sports. Through the development of a national data hub, the implementation of comprehensive studies, as well as the organisation of conferences and innovation initiatives, this pillar provides scientific evidence to support more inclusive policies and programmes. Research and data related to women in sports in Malaysia are steadily expanding, but there remains significant potential to further strengthen and coordinate these efforts so that they can be fully utilised in supporting the development of a more inclusive sports ecosystem.

The implementation of this pillar is crucial for building an integrated database, strengthening high-impact research, and encouraging women's participation in research, innovation and the development of sports technology. These initiatives will ensure that Malaysia's sports ecosystem becomes more progressive and evidence-based, thereby supporting the formulation of effective policies, the planning of more inclusive programmes, and the development of more women leaders and innovators in sports in the future.



RESEARCH AND DEVELOPMENT

Pillar 4 : RESEARCH AND DEVELOPMENT (Pillar Lead: ISN)

Objective 1 : Increase, development and innovation capabilities based on data.

Strategy 1 : Strengthen the national data hub for Women in Sports.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
1.	Data on Women's Participation in Sports	Collection of data from all agencies, NGOs and industry stakeholders.	Increase of at least 10% in data related to women's participation in sports each year. Baseline 2025: 252 programmes.	Comprehensive and up-to-date collection and management of data on women's participation in sports from various sources.	Enhanced capacity for data-driven decision-making in the planning and development of more effective women's sports programmes.	10% (150 program)	30% (300 program)	20% (300 program)	20% (300 program)	10% (150 program)	**Lead Agency** IYRES **Implementing Agencies** JBSN ISN MSN PJS
Strategy 2 : Undertake comprehensive research and disseminate findings on women in sports.											
2.	Development of smart modules based on analytics and automation technologies within the system.	Provision of additional features within the existing information management system specifically for data related to women in sports.	Develop a web platform that consolidates information, data, research findings, and support resources to empower the participation and development of women in sports in Malaysia.	A web platform serving as a reference hub for women in sports, integrating information and knowledge resources to support information sharing, trend monitoring, and systematic data management.	Enhance access for women in sports in Malaysia to information, knowledge, and evidence-based support, thereby empowering their participation, capacity development, and performance across various roles in sports.	-	1	-	-	-	**Lead Agency** ISN **Implementing Agencies** JBSN PJS
3.	Comprehensive and High-Impact Research	Conduct comprehensive research on key aspects related to women in sports.	Publish one (1) comprehensive report on research related to women in sports.	Systematic and integrated knowledge management as a reference resource on women in sports that can be utilized by policymakers, implementing agencies, sports associations, researchers, and other stakeholders for current use and future planning.	Strengthen evidence-based policy development, programme planning, and implementation of interventions related to women in sports.	1	1	1	1	1	**Lead Agency** ISN **Implementing Agencies** IYRES MSN
			Conduct studies in five (5) focus areas related to women in sports by 2030, namely health, leadership, coaching, participation and safeguarding. Baseline 2025: 3 focus areas (health, leadership and coaching).	Enhanced understanding, knowledge, and application of evidence-based best practices related to women in sports across five (5) key focus areas, thereby supporting decision-making, strategic planning, and the development of a gender-responsive sports ecosystem.	Enhance the overall participation, well-being, and performance of women in sports, encompassing leadership, coaching, participation, and competitive performance, while strengthening a safe sporting environment.	3	3	4	4	5	
Strategy 3 : Encourage women's involvement in the development of sports-related technology and innovation.											
4.	Women in Sports Innovation Competition	A platform to highlight innovations that support women in sports while recognising outstanding achievements.	Innovation competition held once every two years.	Implementation of an innovation competition platform that supports the ideas and achievements of women in sports technology and innovation.	Encouragement of creativity and women's involvement in the development of innovative solutions for the sports sector.	1	-	1	-	1	**Lead Agency** ISN **Implementing Agencies** IYRES
			Increase in the number of nominations. Baseline 2024: 14 nominations.	Increase in the number of innovation submissions from women in sports innovation competitions.	Recognition and support for women's contributions to sports innovation and technology at the national level.	16	-	17	-	18	

PILLAR 4

5 PILLAR Promotion & ADVOCACY

This pillar focuses on expanding awareness, recognition and appreciation of the contributions of women in sports through effective communication strategies. The approach emphasises the importance of strengthening advocacy and promoting positive narratives about the role of women in sports, ensuring that messages of empowerment and gender equality are conveyed to all segments of society.

Initiatives under this pillar include the organisation of campaigns, programmes and communication platforms such as the *Sports Icon Tour*, which features female athletes, coaches, leaders and sports icons as sources of inspiration for the community.

Through the utilisation of various media channels, including mass, digital and social media, these promotional efforts aim to increase the visibility and appreciation of women's achievements in sports while transforming societal perceptions towards a more progressive and inclusive outlook. The implementation of this pillar is expected to strengthen a culture that values women's achievements in sports and broaden public awareness of their potential and leadership.



PROMOTION AND ADVOCACY

Teras 5 : PROMOTION AND ADVOCACY (Pillar Lead: UKK)

Objective 1 : Increase women's participation through advocacy and awareness.

Strategy 1 : Promote women in sports initiatives.

No.	Program	Program Description	Target Outcomes	Outcome	Impact	2026	2027	2028	2029	2030	Leader / Implementer
1.	Women in Sports on High-Impact Media Platforms	Raise awareness and disseminate up-to-date information through talk shows (Podcast/TV/Radio) featuring athletes or sports figures to discuss issues, challenges and achievements of women in sports.	Implement eight (8) talk show episodes (e.g., podcasts, television or radio programmes) discussing issues, challenges and achievements of women in sports. Platforms will be determined based on current trends. Baseline 2025: 8 episodes.	Increased public awareness and understanding of the issues, challenges, and achievements of women in sports through continuous exposure in mainstream and digital media.	A positive shift in public perceptions and narratives regarding women's participation and contributions in sports.	8	8	8	8	8	**Lead Agency** UKK KBS **Implementing Agencies** UKK KBS MSN RTM BERNAMA
2.	Social Media Reach (Boosting)	Expand content reach to target groups such as women, youth, sports practitioners and parents to ensure information reaches the appropriate audience.	Achieve a social media reach of 3 million across all social media content.	Women-in-sports content reaches target audiences more effectively and extensively, including women, youth, sports practitioners, and parents.	Increased social support and women's participation in sports through more effective communication of messages to target audiences.	3 million	3 million	3 million	3 million	3 million	**Lead Agency** UKK KBS **Implementing Agencies** UKK KBS
	Strategy 2 : Promote women in sports initiatives.										
3.	Promotional Video for Women in sports	Produce videos carrying awareness and inspirational messages to encourage women's participation in sports.	Produce three (3) campaign/awarenes s videos for distribution to television stations to increase the participation of women and younger generations in sports.	Increased awareness and inspiration through visual content that highlights the success stories, resilience, and potential of women in sports.	The development of positive and sustained narratives that encourage more women and young people to participate in and remain active in sports.	3	3	3	3	3	**Lead Agency** UKK KBS **Implementing Agencies** UKK KBS MSN FINAS
	Strategy 3 : Diversify communication and publication materials.										
4.	Sports Icon Tour	Bring female athletes, coaches, leaders and sports icons to programmes to engage with the community through face-to-face interactions.	Introduce six (6) female athletes, coaches, leaders and sports icons who will inspire target groups, particularly among children and young women.	Direct interaction between female sports icons and the community to enhance understanding, motivation, and confidence in women's participation in sports.	Increased inspiration, awareness, and aspirations among girls and young women to participate and succeed in sports through direct interaction with female role models in sports.	6	6	6	6	6	**Lead Agency** UKK KBS **Implementing Agencies** UKK KBS MSN KPM KPT

Evaluation AND MONITORING

A monitoring and evaluation mechanism will be established to assess the progress of the implementation of the Women in Sports Action Plan (WISAP) 2026–2030, identify challenges, and support the continuous improvement of policies and programmes.

The monitoring and evaluation of the WISAP 2026–2030 will be guided by the principles of transparency and accountability through regular and structured reporting. It will be data- and evidence-driven, utilizing measurable indicators, adopting an integrated approach involving multiple agencies and stakeholders, and emphasizing continuous improvement to ensure the effective implementation of the Action Plan.

The governance structure for monitoring and evaluating this Action Plan will involve two main committees, as follows:



MAIN COMMITTEE:

i. Women in Sports Committee

The Women in Sports Committee (WISC) is the highest-level committee responsible for providing strategic direction and overseeing the overall implementation of the Women in Sports Action Plan (WISAP) 2026–2030.

Chairperson: Secretary-General (SG)
Membership: Deputy Secretary-General (Strategic), all Pillar Leads, representatives from the Ministry of Higher Education, and the Ministry of Education.
JWDC Secretariat: Policy and Strategic Planning Division, Ministry of Youth and Sports (KBS)

Main Functions:

a. Establishing the strategic direction and priorities of PTWDS;
b. Reviewing and considering the half-yearly progress reports;
c. Evaluating achievements against targets and key performance indicators (KPIs);
d. Providing policy decisions and directing the necessary improvements; and
e. Ensuring PTWDS is aligned with national policies and international commitments related to gender equality.

Meeting Frequency:

The JWDS shall convene twice (2) a year, namely at mid-year and year-end, in line with the strategic role of the committee.

ii. Programme Coordination Committee

The Programme Coordination Committee (PCC) serves as the implementing committee responsible for coordinating and monitoring the implementation of PTWDS programmes and initiatives at the operational level.

Chairperson: Core Lead
Membership: All Departments/Divisions/Agencies under each core area
JPP Secretariat: Policy Division/Section under each Core Lead

Main Functions:

a. Coordinating the implementation of PTWDS programmes and initiatives;
b. Monitoring implementation progress against the work plan and timeline;
c. Collecting and analysing implementation performance data;
d. Identifying implementation issues and proposing improvement measures; and
e. Preparing periodic progress reports for the consideration of the JWDS.

Meeting Frequency:

The Programme Coordination Committee (PCC) shall meet four (4) times annually to ensure consistent and systematic monitoring of implementation.

a. A Mid-Term Review will be conducted in 2028 to assess implementation effectiveness and identify any necessary adjustments.

b. A Final Plan Evaluation will be conducted in 2030 to assess the overall achievements and impact of the PTWDS.

Conclusion

The Women in Sports Action Plan 2026-2030 marks a firm commitment by the Ministry of Youth and Sports to transform the national sports landscape into a more inclusive and equitable environment. It is not merely a strategic document, but a transformational framework to create broader opportunities for women to compete, lead and excel across all dimensions of sport.

Successful implementation requires coordinated commitment from all stakeholders - government agencies, sports bodies, educational institutions, private sector and society. Continuous monitoring, consistent execution and adaptive strategies will determine its success.

Through this plan, Malaysia is positioned to nurture more high-performing female athletes, capable coaches, influential leaders and competent sports professionals. It affirms the principle that every woman, regardless of background, deserves equal opportunity to succeed and be recognised.



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