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Empowered lives.
Resilient nations.

UNITED NATIONS DEVELOPMENT PROGRAMME
Country/Region/Global: MALAYSIA
Initiation Plan

Project Title: Engagement Facility (EF) – Rapid and flexible technical assistance to support engagement with Sarawak

Project Number: TBC

Start Date: Jan 2026 **End Date: Dec 2030**

Expected CPD Outcome (s):

Outcome #1: By 2030, Malaysia's economy is resilient, environmentally sustainable and delivers growth and opportunities for all, leveraging the contributions of women, youth and people in lagging regions.

Outcome #2: By 2030, natural resources are managed sustainably, biodiversity is preserved, pollution is reduced, and climate action is enhanced towards delivering greater resilience and national climate change commitments

Outcome #3: By 2030, all people in Malaysia enjoy human rights and live in a safe, inclusive, and cohesive society, supported by accountable and transparent public institutions which ensure coordinated, evidence-based and participatory policymaking.

Expected CPD Output(s):
All outputs under the CPD 2026-2030, in alignment with the prevailing national and UNDP priorities.

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Brief Description

The EF- Sarawak is established as a rapid and flexible response mechanism to support the Government of Sarawak on upstream policy results, test innovation with scale-up potentials, policy impact and evaluation, and support results identified in the CPD and in the 13th Malaysia Plan.

Specifically, EF-Sarawak will be used to support the implementation of activities in Sarawak in support of the implementation of, but not limited to, the Sarawak Post Covid Development Strategy 2030 (PCDS) and the Sarawak's 13th Malaysia Plan (S-13MP) Strategic Framework. The focus of the efforts is to support inclusive economic growth, mainstream climate and nature positive development approach and strengthen governance institutions through various tools, instruments and mechanisms including but not limited to digitalization, strategic innovation, capacity building, policy and financing development.

Activities proposed under this project will assist UNDP in supporting the government of Sarawak in meeting their aspiration while aligning to national priorities and international commitments of achieving a thriving society by data and innovation where everyone enjoys economic prosperity, social inclusivity, and sustainable development.

Contributing Outcome (CPD) Indicative Output(s) with gender marker[1]: **GEN 2**

Total resources required:		USD
Total resources allocated:		
	UNDP TRAC:	USD
	Donor:	
	Government of Sarawak: (GCS)	USD 605,033.88
	In-Kind:	
Unfunded:		

Agreed by (signatures)[2]:

UNDP
Signed by: D2AA1A67F948445... Edward Vrkic Resident Representative UNDP Malaysia, Singapore & Brunei Darussalam
Date: 30-Jan-2026

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[2] Note: Adjust signatures as needed

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I. PURPOSE AND EXPECTED OUTPUT

Introduction

1. The EF-Sarawak is established as a rapid and flexible response mechanism to support and provide technical assistance to the Government of Sarawak on upstream policy results, evaluation and assessments, crisis responses (& recovery), testing of innovation with scale-up potential, piloting policy transformation, inclusive stakeholders' engagement/platforms and including document evidence. Specifically, EF-Sarawak will be used to support the implementation of the PCDS, the S-13MP framework and any other relevant policies, blueprints or plans locally, nationally and globally to advance Sarawak towards achieving the sustainable, inclusive and prosperous high-income status goal.

2. Sarawak has accomplished remarkable socioeconomic progress despite weathering global and domestic challenges. Sarawak's economic growth averaged 3.8% between 2021 and 2023 driven by both external trade and local demand. However, Sarawak's GDP is projected to expand between 5% to 6% in 2025 and bring the average growth to 4.3% which is way off the target of 8% growth per annum.

3. The Midterm Review of PCDS and 12th Malaysia Plan reinforced the need to accelerating structural transition and narrowing socioeconomic development gaps to face global uncertainties. In this backdrop, the EF-Sarawak is designed to enable UNDP support to the government in reviewing existing policies and strategies under the PCDS, as well as collating lessons and evidentiary basis for the upcoming S-13MP, ensuring Sarawak remains on the growth trajectory while ensuring sustainable and inclusive development.

4. The Government of Sarawak has pledged to continue this progress in line with the 2030 Agenda for Sustainable Development. Globally and nationally, UNDP works to expand people's choices for a fairer, sustainable future, to build the world envisioned by the 2030 Agenda for Sustainable Development with planet and people in balance. These are aligned to Sarawak's needs and the expanded 15 Key Socio-Economic Sectors & Enablers under the S-13MP and where UNDP will prioritize and support through the Country Programme Document (2026-2030) and the Country Programme Action Plan (2025-2026).

5. UNDP will work through its strategic framework, employing the three accelerators of gender equality, AI and digitalization as well as sustainable financing to deliver results. To achieve this in Sarawak, UNDP will utilize the system and portfolio approaches that includes but not limited to biodiversity, nature and climate; youth development, entrepreneurship; blue, circular and green economy; care economy and social protection as well as good governance. These portfolios are aligned to the 7 strategies thrusts that will contribute to the 15 Key Socio-Economic Sectors & Enablers in the S-13MP.

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Engagement Facility Strategy

The Engagement Facility serves as a catalytic platform to provide timely, flexible, and targeted support for upstream policy engagement, strategic evaluations, and the testing of high-impact innovations with potential for scale. It is designed to strengthen Sarawak's development outcomes by unlocking new ideas, partnerships, and pathways aligned with long-term Sarawak's priorities.

Outputs to be delivered directly by UNDP will be jointly identified with the Government of Sarawak, which will provide funding support. Through this facility, UNDP will mobilize technical expertise and strategic partnerships to support the Government of Sarawak in advancing its priorities under the Sarawak Post-COVID-19 Development Strategy 2030 and Sarawak 13th Malaysia Plan. The Engagement Facility will contribute to this ambition by enabling UNDP to:

1. **Bring global insights to local solutions**: Connect Sarawak with UNDP's global policy network and international best practices to inform forward-looking, evidence-based policy design and adaptive planning.
2. **Generate evidence to inform decisions:** Support evaluations, assessments, and data-driven approaches that enhance policy relevance, guide implementation, and promote adaptive learning across sectors.
3. **Foster inclusive and participatory development:** Facilitate broad-based stakeholder engagement, including civil society, private sector, academia, and local communities, to ensure policies and programmes reflect diverse perspectives and local realities.
4. **Accelerate innovation with pathways to scale:** Pilot high-potential policy and programme innovations that address complex development challenges and identify conditions for effective scaling and institutional adoption.
5. **Mobilize and align resources for greater impact:** Leverage UNDP's convening power and platforms to attract and coordinate complementary technical and financial resources in support of Sarawak's development ambitions.

II. MANAGEMENT ARRANGEMENTS

The EF will be implemented by UNDP where UNDP is responsible in delivering the outputs The Monitoring and Evaluation Analyst will be assigned to perform oversight and assurance to ensure effective delivery of the project. UNDP Malaysia will also provide in-house expertise on technical and policy advisory needed, communication and advocacy, support knowledge management and will draw on necessary expertise from UNDP HQ, regional and country office network or UN agencies, where applicable.

Aside from the planned research, the EF may accept request for support that may come from different Sarawak Ministries. In such instance, a concept note is required from the respective ministry/agency which is aligned with the strategy of the Engagement Facility and funding is identified and committed by the Government of Sarawak or other stakeholders. New respective outputs will be created under the Engagement Facility once the concept note is agreed and funding is confirmed.

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UNDP Enterprise Resource Planning (ERP) system (Quantum) will provide the management information system to ensure accuracy and transparency of the Engagement Facility progress and financial information. The Country Office will use Quantum to keep track of the financial status of the outputs at all times, to control expenses, handle outstanding commitments, make payments whilst respective Head of Sarawak Programme will be the focal points monitor the oversee and supervise progress and quality of each outputs.

III. MONITORING

The Outputs included will be monitored by UNDP where the following will be conducted:

Project Monitoring and Review Meetings

Within UNDP, activities implemented in the EF-Sarawak will be discussed and monitored during the bi-lateral consultation with the Programme Team (headed by Deputy Resident Representative) and Management Team (headed by Resident Representative) as and when required.

With the Government of Sarawak, the progress of each output under the EF, will be presented to relevant Sarawak Ministries which UNDP is providing direct support. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects.

Progress Reporting Documents

The below project reports will be prepared:

1. **Annual Progress Report**
   Annual Progress Report will be prepared by UNDP Head of Sarawak Programme which will highlight the progress of the EF, its achievement and lesson learns. Issues, risks or challenges will be highlighted together with EF achievements.

2. **Final Review Report**
   A final assessment of progress based on the chain of results initially defined in the EF document and Annual Work plans will be prepared and will include information on financial allocations of expenditure.
   - Main results and progress on each output
   - Lessons learnt log summarizing the information captured throughout the implementation of the EF
   - Annual signed CDRs

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IV. MULTI-YEAR WORK PLAN [3]

Project Title : Engagement Facility – Support to Sarawak
Project ID : TBC

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year	RESPONSIBLE PARTY	PLANNED BUDGET		
		2026		Funding Source (Code)	Budget Description	Amount
Output 1: *Blue Economy* *Gender marker:2*	1.1. Policy and institutional review: Assessment and review existing studies, plans, policies, institutional frameworks and governance	80,000.00	UNDP	71300	UNDP Technical Services (Local)	80,000.00
		90,000.00	UNDP	71200	UNDP Technical Services (International)	90,000.00
	1.2. Research and data gathering: Economic, social and environmental status of coastal and marine ecosystems	90,000.00	UNDP	72100	UNDP Research and Event Team	90,000.00
	1.3. Policy development: Consultation, engagement and strategies formulation	68,000.00	UNDP	75700	Training, workshop and conference	68,000.00
	1.4. Sectoral and benchmarking analysis: SWOT analysis determining the natural capital value for various sectors and identify best practices and lessons learned	70,710.00	UNDP	71600	Travel domestic; and within Sarawak	70,710.00
	1.5. Monitoring and evaluation: Development of a Blue Economy index for monitoring and reporting with associated training	85,000.00	UNDP	71400	UNDP Policy, Technical Advisory & Support Services	85,000.00
	1.6. Communications	24,185.50	UNDP	64300	UNDP Communication Support Services	24,185.50
	1.7. Operation Cost	33,859.70	UNDP	74500	Transaction-based support service	33,859.70
	1.8. UNDP Technical Policy Advisory	14,520.00	UNDP	64300	UNDP Policy, Technical Advisory & Support Services	14,520.00
	1.9. Monitoring and Evaluation Cost	14,511.30	UNDP	74596	UNDP Oversight, Monitoring and Evaluation	14,511.30

[3] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[4] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year	RESPONSIBLE PARTY	PLANNED BUDGET		
		2026		Funding Source (Code)	Budget Description	Amount
	Sub-Total for Output 1					570,786.50
	General Management Support (6%)	16,726.86		75100	Facilities & administration	34,247.19
TOTAL		605,033.69				605,033.69

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ANNUAL WORK PLAN (AWP) 2026

Project Title:	Formulation of the Sarawak Blue Economy Policy
Project ID:	01005595
Funding Sources	MYS-Sarawak State Government
Duration of this plan (Dec 2025 - Dec 2026)	
Implementing Partner	001981 - UNDP

EXPECTED OUTPUTS	PLANNED ACTIVITIES (List key activities to be undertaken during the year which will contribute to the respective outputs)	Targets for Planned Activities	TIMEFRAME				Responsible Party	PLANNED BUDGET					
			Q1	Q2	Q3	Q4		Funding Source (code)	Donor	Budget Codes and Description	Unit Cost USD	No. of Units	Amount USD
Outcome 1: Scoping of Sarawak Blue Economy Baseline, Sector and Jurisdiction													
OUTPUT 1: Scoping and Alignment	Stakeholder Inception & Mapping: Identify and engage key state ministries and federal agencies to define the Sarawak Blue Economy scope	Agreed project sectors' scope, work plan, and deliverables		60,000			001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	72100 - Contractual services - Companies	60,000	1	60,000.00
	Technical jurisdictional scoping for riverine-maritime and land-based issues	Policy note and assesment report		30,000			001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	71300 - Local Consultants	30,000	1	30,000.00
	Policy, legal and governance review: Assessment and review existing studies, plans, policies, legal, institutional frameworks and governance			25,000			001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	75700 - Training, workshop, conference	25,000	1	25,000.00
	Scoping of Marine Spatial Planning integration into Blue Economy	Position paper	21,250	21,250	21,250	21250	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	71400 - Contractual Services Individuals	85,000	1	85,000.00
	Inception Workshop and Steering Committee kick-off		7,334	7,334	7,334	7,334	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	71600 - Travel	29,336	1	29,336.00
Sub Total 1.1			**28,584**	**143,584**	**28,584**	**28,584**							**229,336.00**
Sub Total Outcome 1			**28,584**	**143,584**	**28,584**	**28,584**							**229,336.00**
Outcome 2: Formulation of the Sarawak Blue Economy Policy													
Output 2.1: Technical & Economic Assessment	Policy benchmarking: comparative analysis against global/national frameworks on blue economy	Baseline report		40,000			001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	72100 - Contractual services - Companies	40,000	1	40,000.00
	Assess the current landscape of the contribution of Sarawak's marine sectors to the state's economy and ecosystem services, and identify growth opportunities/sectors for Sarawak blue economy												
	SWOT Analysis: Assessment of state-specific strengths (e.g., biodiversity, fisheries, marine shipping industry) and threats (e.g., climate risks)).												
	Socio-economic impact study												
	Conduct readiness assessment on environmental, economic, workforce, policy, social, and gender aspects	Readiness assessment report		10,000	5,000	5,000	001981 UNDP	30075 (Sarawak)	013625 (Sarawak)	61100 - Salary Costs - NP Staff	20,000	1	20,000.00
	Development of the Blue Economy policy framework	Policy framework											
Sub Total 2.1			**-**	**50,000**	**5,000**	**5,000**							**60,000.00**
Output 2.2: Recommendations & high-level roadmap	Policy Recommendations: Develop policy recommendations covering possible incentives to attract 'blue investment' and financing into Sarawak	Blue Economy Policy Roadmap											
	High-level Roadmap: Developing a high-level roadmap with short, medium, and long-term actions plans			50,000			001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	72100 - Contractual services - Companies	50,000	1	50,000.00
	Monitoring and evaluation	M&E Plan											
	Mitigation and transition framework												
Sub Total 2.2			**-**	**50,000**	**-**	**-**							**50,000.00**
Sub Total Outcome 2			**-**	**100,000**	**5,000**	**5,000**							**110,000.00**
Outcome 3: Scoping assessment for a Blue Finance Plan													
Output 3.1: Finance & Investment needs assessment	Conducting a finance needs assessment to attract investment and finance into Sarawak				50,000		001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	72100 - Contractual services - Companies	50,000	1	50,000.00
	Natural Capital & Blue Carbon Inventory and Valuation				10,000	10,000	001981 UNDP	30075 (Sarawak)	013625 (Sarawak)	61100 - Salary Costs - NP Staff	20,000	1	20,000.00
Sub Total 3.1			**-**	**-**	**60,000**	**10,000**							**70,000.00**
Sub Total Outcome 3			**-**	**-**	**60,000**	**10,000**							**70,000.00**
Outcome 4: Communications, Awareness, Advocacy & Capacity Building													
Output 4.1: Capacity building, Communication, Awareness, and Public Advocacy Plan	Undertake capacity building activities on blue economy to policymakers			30,000			001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	72100 - Contractual services - Companies	30,000	1	30,000.00
	Undertake capacity building activities with coastal communities on a sustainable transition												
	Policy dialogue			7,000		15,000	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	75700 - Training, workshop, conference	22,000	1	22,000.00
	Stakeholder consultations			10,000	10,000		001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	71600 - Travel	20,000	1	20,000.00
	UNDP Technical Policy Advisory					15,000	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	61100 - Salary Costs - NP Staff	15000	1	15,000.00
Sub Total 4.1			**-**	**47,000**	**10,000**	**30,000**							**87,000.00**
Sub Total Outcome 4			**-**	**47,000**	**10,000**	**30,000**							**87,000.00**
Outcome 4: Project Management and M & E													
Communications			6,204	6,204	6,204	6,204	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	64300 - Direct Project Cost-Staff	24,817	1	24,816.80
Operation Cost (formerly Transaction cost)			8,686	8,686	8,686	8,686	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	74500 - Miscellaneous Expenses	34,744	1	34,743.52
Monitoring and Evaluation Cost			3,723	3,723	3,723	3,723	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	64300 - Direct Project Cost-Staff	14,890	1	14,890.08
General Management Services (6%)			2,831.80	18,551.80	7,331.80	5,531.80	001981 UNDP	30074 (Sarawak)	013625 (Sarawak)	75100 - GMS	34,247	1	34,247.18
Sub Total Project Management			**21,444.40**	**37,164.40**	**25,944.40**	**24,144.40**							**108,697.58**
Grand TOTAL													**605,033.58**
Indicative Budget for Quarter 1													50,028.40
Indicative Budget for Quarter 2													327,748.40
Indicative Budget for Quarter 3													129,528.40
Indicative Budget for Quarter 4													97,728.40

DocuSigned by:

Name:
Head of Sarawak Programme
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Date: 20-Feb-2026

Signed by:

Name:
Resident Representative
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Date: 20-Feb-2026