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Country programme document for Malaysia (2026-2030)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Malaysia has progressed remarkably since its independence in 1957, transforming from a commodity-dependent economy to an industrialized powerhouse on a trajectory towards becoming a high-income, inclusive, and future-ready economy. Classified as an upper-middle income country (UMIC),¹ with a multi-ethnic and multi-religious population of 34.2 million,² economic growth of 5 per cent,³ gross national income per capita of \$11,997 (2023)⁴ and a Human Development Index of 0.807, Malaysia is placed in the very high human development category.⁵

2. A convergence of emerging megatrends will influence Malaysia's transition to a high-income country⁶. The digital economy is projected to grow by 14 per cent annually to reach \$35 billion by 2025,⁷ creating 500,000 jobs.⁸ Significant economic transformation will accompany the transition to net-zero emissions, requiring further public and private investments. The Department of Statistics Malaysia (DOSM) projects a significant increase in the percentage of citizens aged 65 and above—from 8.1 per cent in 2024⁹ to 14.5 per cent by 2040¹⁰—with consequences for labour-force participation and economic growth. Changing patterns of globalization will create a more competitive external environment, testing Malaysia's capacity to sustain growth through trade, investment, and finance. These trends necessitate proactive policy development and legislative reform to ensure resilient, sustainable, and equitable development that generates employment, aligns economic aspirations with environmental stewardship, and fosters vibrant entrepreneurship.

3. Progress has been recorded in the pursuit of the Sustainable Development Goals (SDGs), with hard-core poverty at 0.2 per cent (2022),¹¹ absolute poverty at 6.2 per cent (2022),¹¹ and life expectancy at birth at 75.2 years (2024).¹² Investments in green technologies, digitalization, industrial hubs, and smart cities place Malaysia at the forefront of regional innovation.¹³ Challenges remain in addressing inequalities across states and socio-economic groups, improving environmental health and governance, and advancing the transition to a low-carbon economy.

4. Malaysia has made significant strides in reducing poverty and income inequality. The Gini coefficient declined from 0.431 (2012) to 0.404 (2022).¹⁴ However, inequality has remained static in recent years, and multidimensional poverty persists. Between 2019 and 2022, absolute poverty increased from 3.8 per cent to 4.5 per cent in urban areas and decreased from 12.4 per cent to 12.1 per cent in rural areas.¹⁵ High incidence of absolute poverty prevails in less-developed states (Sabah 19.7 per cent, Kelantan 13.2 per cent, Sarawak 9.0 per cent).¹⁶ Vulnerable groups lag in socio-economic development and face impediments in benefiting from economic growth. These include indigenous peoples, such as Orang Asli—with a poverty

¹ <https://blogs.worldbank.org/en/opendata/new-world-bank-country-classifications-income-level-2022-2023>

² Department of Statistics Malaysia (DOSM), <https://open.dosm.gov.my/>.

³ Ibid

⁴ Ministry of Economy: The Malaysian Economy in Figures (2023); GNI Per Capita (USD)

⁵ <https://hdr.undp.org/system/files/documents/global-report-document/hdr2023-24reporten.pdf>

⁶ As per World Bank classification criteria.

⁷ 9th edition of the e-Economy SEA Report by Google, Temasek, and Bain & Company, 2024

⁸ Malaysia Digital Economy Blueprint; <https://ekonomi.gov.my/sites/default/files/2021-02/Malaysia-digital-economy-blueprint.pdf>

⁹ <https://www.population-trends-asiapacific.org/data/MYS>

¹⁰ <https://www.dosm.gov.my/portal-main/release-content/population-projection-revised-malaysia-2010-2040>

¹¹ DOSM online https://open.dosm.gov.my/data-catalogue/hh_poverty; accessed March 2025

¹² DOSM online, <https://open.dosm.gov.my/dashboard/life-expectancy>; accessed March 2025

¹³ Investment Development Authority (MIDA). (2024). Malaysia's Progress in SDGs. <https://www.mida.gov.my>

¹⁴ https://rmke12.ekonomi.gov.my/ksp/storage/fileUpload/2023/09/2023091145_main_document_ksp_rmke_12.pdf; 12th Malaysia Plan

¹⁵ https://rmke12.ekonomi.gov.my/ksp/storage/fileUpload/2023/09/2023091143_7_chapter_6.pdf

¹⁶ *ibid*.

incidence of 33.6 per cent¹⁷— as well as women and girls, local and migrant workers in rural areas, and persons with disabilities.

5. While parity between men and women has been achieved in education and health, traditional roles persist. Although women constitute 58.9 per cent of the civil service, approximately only 38.7 per cent occupy top management positions.¹⁸ The female labour-force participation rate (56.5 per cent compared with 83.1 per cent for men)¹⁹ remains among the lowest in the Association of Southeast Asian Nations (ASEAN) region.²⁰ Research indicates that removing employment barriers faced by women could increase income per capita by 26.2 per cent in the long term.²¹ Women remain largely underrepresented in decision-making processes, facing persistent challenges in legal and social frameworks.

6. Malaysia is one of the world's 17 megadiverse nations and home to extraordinary biodiversity. However, significant environmental challenges—including land-use change, habitat loss, pollution, and increasing vulnerability to extreme weather events—threaten its ecosystems. Severe weather and erratic rainfall patterns exacerbate demographic shifts by impacting resource availability, and impose economic and social stress on vulnerable populations,²² underscoring the urgent need for robust policies to address these challenges. The Government aspires to achieve carbon neutrality by 2050 through reduced deforestation, sustainable forest management and related initiatives.

7. Malaysia has the potential to become a global leader in sustainable financing for nature-positive initiatives, leveraging opportunities for driving sustainable finance from the private-sector resources, particularly through its robust Islamic finance and bond markets and openness to external investment. The Government is actively promoting foreign direct investment in the digital economy, healthcare, biotechnology, and renewable-energy sectors, supporting the green transition of micro-, small, and medium-sized enterprises (MSMEs).

8. The Global Corruption Perceptions Index²³ indicates that further efforts are needed to enhance Malaysia's performance in combating corruption. The 2023 Universal Periodic Review²⁴ highlighted challenges in ensuring the protection of human rights, including equality and non-discrimination, access to justice and socio-economic equity. The Government has taken positive measures on legal reform—particularly on accountability and transparency—to foster trust and strengthen nation-building. Nonetheless, gaps remain in public-sector capacities to fully adopt anticipatory governance practices, particularly foresight and cross-sectoral coordination.

9. The Government, through the Thirteenth Malaysia Plan (13MP), has defined the priorities for the next five years by recognizing emerging megatrends shaping Malaysia's development trajectory, including changes in the global economy and an evolving geopolitical landscape, rapid technological advancements and digitalization, demographic changes and quality of life, and global earth health crises. The Malaysia MADANI policy framework complements the aspirations set out in the 13MP.²⁵

10. In realizing national aspirations, the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2026-2030) identifies four mutually reinforcing strategic priorities: Inclusive Social Development and Well-being; Economic Transformation for Inclusive and Sustainable Prosperity; Environment, Climate and Biodiversity; and Governance, Participation,

¹⁷ <https://rmke12.ekonomi.gov.my/en>

¹⁸ DOSM, Statistics of Women's Empowerment in Selected Domains, 2022.

¹⁹ DOSM, Labour Force Statistics https://storage.dosm.gov.my/labour/lfs_month_2024-02_en.pdf

²⁰ Global Gender Gap Insight Report 2024, World Economic Forum.

²¹ World Bank. 2019. Breaking Barriers Toward Better Economic Opportunities for Women in Malaysia.

<https://documents1.worlbank.org/curated/en/734461569247873555/pdf/Breaking-Barriers-Toward-Better-Economic-Opportunities-for-Women-in-Malaysia.pdf>

²² Envisioning Malaysia 2050: A Foresight narrative

²³ <https://www.transparency.org/en/countries/malaysia>; Malaysia's 2024 score is 50 on a CPI scale of 0 to 100

²⁴ Report of the Working Group on UPR – Malaysia; June 2024; <https://docs.un.org/en/A/HRC/56/11>

²⁵ Kick-off Conference of the 13MP, September 2024

Rights and Social Cohesion. In supporting system-wide efforts led by the United Nations Resident Coordinator, UNDP will focus on responding to evolving demographic, economic and sustainability risks, while fostering a “whole-of-nation” approach to collectively deliver on UNSDCF outcomes in collaboration with partner United Nations entities. Building on past contributions, UNDP will continue to lead UN support efforts for the implementation of Malaysia’s environmental agenda, chairing the associated Cooperation Framework Results Group, and leading the United Nations Climate Promise offer. UNDP serves as the lead agency on business and human rights—partnering with the International Labour Organization (ILO), the International Organization for Migration (IOM), the United Nations Children’s Fund (UNICEF), and the Office of the United Nations High Commissioner for Human Rights (OHCHR)—and will continue its collaboration with ILO and UNICEF on the national social protection policy, as well as with UNICEF on advancing youth-led action and strengthening community resilience to environmental risks.

11. The UNDP value proposition reflects deep and broad expertise and experience in Malaysia and across the region, highlighting its ability to deliver effectively in a UMIC context while leveraging comparative advantages to remain a partner of choice in addressing socio-economic challenges and advancing Malaysia’s high-income aspirations. UNDP is recognized as a thought leader and highly valued by the Government, the private sector and civil society. Its entrepreneurial spirit continues to drive innovative solutions that expand socio-economic opportunities for many, including women, rural communities, and vulnerable populations. UNDP is a convener whose impartiality and effectiveness is highly valued; a leading provider of integrated solutions responsive to Malaysia’s political economy, and a catalyst for the Government’s ability to adapt to uncertainty—leveraging its long-standing multidimensional development approach, foresight capacity and analytical insights.

12. Under the previous country programme, UNDP supported Malaysia’s growth strategy aimed at transitioning towards a more sustainable and inclusive economy, positioning the country for a low-carbon, resource-efficient future. UNDP strengthened its subnational presence and applied the principle of leaving no one behind, ensuring that vulnerable populations were included in national development strategies. Lessons learned highlight the long-standing positioning of UNDP in Malaysia, and the need to maintain its entrepreneurial engagement, as innovations in programme design have delivered tangible results across environmental, economic, and social sectors. The independent country programme evaluation confirmed that, while leveraging its programming footprint and subnational presence, UNDP should maintain engagement across a broad range of areas—including governance, social protection, the green economy, renewable energy, biodiversity conservation, climate-risk reduction, and innovative financing. UNDP will continue to challenge conventional approaches to improve national policy settings, deepen engagement between national and subnational actors, and identify impediments that limit well-being and access to opportunities.

II. Programme priorities and partnerships

13. The country programme for 2026-2030, designed collaboratively with government entities and other national stakeholders, is derived from the UNSDCF 2026-2030 and aligned with the 2030 Agenda for Sustainable Development. UNDP will leverage its comparative advantages to support the national development objectives enshrined in the Malaysia MADANI policy framework and envisioned under the 13MP. The programme will be driven by three transformational shifts:

- (i) A structural shift – to enable a fair, inclusive and sustainable economic transition to high-income status and beyond, contributing to Cooperation Framework outcome 2 (and partially to outcome 1);
- (ii) A value and economic shift – to position Malaysia as a leading nature-positive and climate-resilient nation, contributing to Cooperation Framework outcome 3; and

(iii) A governance shift – to enhance Malaysia’s capacity to anticipate and adapt with agility to future challenges and opportunities, contributing to Cooperation Framework outcome 4.

14. Key assumptions for achieving the programme objectives include: national development priorities and policies remain focused on addressing demographic and energy transition as key megatrends for Malaysia; economic performance remains stable; development objectives align with the 13MP priorities; aspirations for high-income status are realised; international commitments and multilateral environmental agreements continue to be upheld; green financing is scaled up; and political stability is maintained.

15. The country programme’s theory of change is grounded in Malaysia’s growth ambitions and outlines pathways for all people in Malaysia to thrive in a prosperous, developed country, built on inclusivity, sustainability and resilience, where the rule of law is upheld and progress is achieved through a ‘whole-of-nation’ approach. The pathway to inclusive economic transformation comprises enhanced social protection systems, expanded digital inclusion, adoption of green-economy frameworks and mechanisms for resilient and sustainable local economic growth, and a strengthened care-economy ecosystem. Achieving a just transition to a nature-positive nation resilient to climate and environmental risks will require policy shifts, innovative financing solutions, and changes in consumption and production patterns. A system of anticipatory governance—underpinned by responsive, accountable, and capable institutions able to manage risks and adapt effectively to uncertainty—will be key to a peaceful, resilient, and sustainable development. These solution pathways form the centrepiece of a coherent programme strategy, to be tested and refined throughout programme implementation.

16. UNDP will leverage its strategic foresight capabilities to deepen its thought leadership, advising on the best options to accelerate socio-economic development and address systemic challenges. It will continue delivering innovation to identify cutting-edge solutions and expand partnerships with the private sector, United Nations entities, Government, and civil society. Principles of national ownership and stakeholder engagement will be embedded in programme design, ensuring that the needs of all individuals—including women, youth, vulnerable groups, and persons with disabilities—are addressed, thereby ensuring that no one is left behind. A portfolio approach to youth engagement will advance policy initiatives and expand civic space for young people to play a transformative role in shaping Malaysia’s future, including integrating youth voices in sustainability strategies, fostering volunteering and whole-of-nation-led solutions for a sustainable economy, society and environment, and fostering wider youth representation in Parliament and democratic processes.

Three programme priorities support the transformational shifts:

Priority 1: Inclusive Economic Transformation and Development (*contributing to Cooperation Framework outcome 2 and partially to outcome 1*)

17. UNDP will facilitate efforts to safeguard individuals and families from life-cycle vulnerabilities through inclusive social protection that facilitates productivity, improves well-being, and reduces inequality, contributing to Malaysia’s high-income aspirations. In partnership with the Ministry of Economy and other development partners, integrated strategies will be adopted to address multidimensional poverty, while ensuring that no communities are left behind. UNDP will partner with the Implementation Coordination Unit in the Prime Minister’s Department to operationalize the framework of the National Social Protection Policy, addressing multidimensional risks and vulnerabilities faced by individuals and communities. In line with the Global Digital Compact, UNDP will support the Ministry of Digital in advancing the national digital agenda and promoting the adoption of digital tools to enhance decision-making processes at the local government level. UNDP will also support the development of a Digital Inclusivity Index through MyDIGITAL Corporation. Interventions will inform policy design and enable digital technologies to be leveraged in ways that narrow the digital divide, particularly for vulnerable populations.

18. Interventions will also be implemented to reduce regional economic disparities and stimulate the growth of local economies, while building capacity at both community and enterprise levels. The current initiative on sustainable tourism will be expanded to include opportunities for greater participation of persons with disabilities. Eco-tourism initiatives will help develop the local tourism industry by embedding sustainable practices, promoting community-based tourism, enhancing local livelihoods, and contributing to a locally inclusive green economy through strengthened public-private partnerships. Partnerships with the Ministry of Finance (MoF), the Ministry of Tourism, Arts and Culture, the state governments of Johor, Terengganu, Kelantan, Sabah, Sarawak, Perak and Pahang, and the United Nations Human Settlements Programme (UN-Habitat), will focus on expanding social entrepreneurship opportunities for vulnerable groups to stimulate local economies. In collaboration with civil society, the resilience of rural communities will be strengthened by leveraging green-energy access, developing downstream value chains, and expanding market access through digital platforms. Key partners include the Ministry of Agriculture and Food Security, the Ministry of Entrepreneur and Cooperatives Development, the MoF, the Ministry of Rural and Regional Development and relevant state governments. The capacity of rural enterprises will be expanded through sustainable practices and broader access to markets and green energy, thereby benefiting rural communities through job creation and improved social outcomes.

19. UNDP will help shape an enabling ecosystem to develop and strengthen the care economy, addressing the needs of Malaysia's changing demographics. In partnership with the Ministry of Women, Family and Community Development, the Ministry of Economy, financial institutions, and the private sector UNDP will promote investment in the care economy, support industry-responsive policy formulation and build an inclusive care sector. These efforts will help improve the quality of care; support both caregivers and care recipients, including children and older persons; and reduce the burden of care on women—enabling their fuller participation in the labour force by removing employment barriers and creating income-generation opportunities, which will yield long-term benefits for Malaysia's economic growth.

Priority 2: Just Transition to a Nature-Positive Nation, resilient to changing weather patterns and associated risks (*contributing to Cooperation Framework outcome 3*)

20. UNDP will work with the Ministry of Natural Resources and Environmental Sustainability (NRES) and other partners to strengthen biodiversity conservation, address risks associated with changing weather patterns, and devise environmentally sustainable and climate-resilient policies and instruments. These integrated solutions will be aligned with national aspirations and international commitments and responsive to the needs of different population groups, particularly women, youth, and vulnerable communities. Continued facilitation will support Malaysia's pursuit of its net-zero target through the integration of risk-mitigation approaches and nature-positive actions into policies, plans, and programmes, contributing to the implementation of the updated Nationally Determined Contributions (NDCs) and the National Policy on Biological Diversity. Weather-related data and information systems will be strengthened to inform decision-making and facilitate a just transition. UNDP will lead joint United Nations efforts under the Climate Promise, embedding multi-stakeholder approaches into policies and programming, in partnership with United Nations entities. Support from vertical funds, such as the Global Environment Facility (GEF), will assist national and subnational governments in developing mechanisms to translate biodiversity policy objectives into measurable results. Malaysia's success in connecting to regional and global value chains for renewable energy and energy-efficient technologies will be leveraged, ensuring that benefits reach all communities and enhance women's economic participation.

21. UNDP will facilitate a paradigm shift in which the value of biodiversity and nature is recognized as an asset for unlocking finance for environment-related investments, thereby advancing Malaysia's sustainability agenda and high-income aspirations. Collaboration with NRES, its agencies and subnational authorities will help develop policies and fiscal instruments to attract financing for terrestrial and marine ecosystems, including the blue economy. UNDP will support transition finance by facilitating public-private partnerships and multi-stakeholder

agreements that creatively leverage financing to advance sustainable practices and drive the transition towards a low-carbon economy, while ensuring the integrity of social and environmental performance measurement and reporting. With support from bilateral partners, international financial institutions, and mechanisms such as the GEF, UNDP will help adopt data and transparency initiatives—such as the Taskforce on Nature-related Financial Disclosures—to support businesses to better understand nature-related dependencies, impacts, risks, and opportunities. Partnerships with Germany and development finance institutions will advance nature-positive green investments, including the establishment of a Tiger Fund, and initiatives such as the Climate Finance Innovation Lab under Malaysia’s Joint Committee on Climate Change.

22. Innovative solutions and practices to reduce pollution will be piloted in partnership with NRES, local governments, and the private sector to promote circular-economy and sustainable consumption and production practices, complementing the efforts of the United Nations Environment Programme (UNEP). These solutions will help inform the design of instruments needed to regulate waste management along the supply chain. Through the Multilateral Fund for the Implementation of the Montreal Protocol, UNDP will support the Department of Environment in phasing out hydrochlorofluorocarbons, positioning Malaysia to be free of new sources of ozone-depleting substances by 2030.

Priority 3: Strengthened Institutions for Good Governance and Social Cohesion
(contributing to Cooperation Framework outcome 4)

23. UNDP will continue supporting Malaysia in advancing the implementation of good-governance principles of efficiency, effectiveness, transparency, and accountability, and in combating corruption. In collaboration with the Malaysian Anti-Corruption Commission, targeted measures will be implemented to enhance integrity and public trust. Building on ongoing parliamentary reform efforts, UNDP will continue to enhance the capacity of Parliament’s committee system and strengthen legislative processes that reinforce Parliament’s role as an independent and inclusive platform for debating matters of national interest and delivering robust legislation.

24. The dynamic capabilities of national and subnational institutions will be enhanced to anticipate, adapt, and build agility through foresight, data, and digitalization, thereby delivering future-fit policies and programmes. In alignment with existing digital-governance frameworks to ensure policy coherence, digital-readiness initiatives will promote the ethical use of artificial intelligence in government decision-making and bolster the efficiency and responsiveness of real-time intelligence to inform policymaking. This will include targeted capacity-building interventions for public-service officials and efforts to ensure the digital inclusivity of underserved groups. UNDP will partner with the Legal Affairs Division of the Prime Minister’s Department and, in engagement with the private sector, support approaches to identify, prevent, mitigate, and remedy human-rights abuses through improved business and human-rights standards and practices, building on Malaysia’s first National Action Plan on Business and Human Rights.

25. The capacity of public institutions will be strengthened to safeguard and promote social cohesion through advocacy and community-driven approaches that enhance resilience and support conflict resolution through peaceful means. Recognizing Malaysia’s multi-ethnic and multi-religious context, UNDP will provide targeted support—upon request and in partnership with national stakeholders—to strengthen community resilience to threats such as hate speech, violent extremism, disinformation and misinformation, and other forms of harm, particularly in the digital space. Community and civic awareness will be promoted in partnership with civil-society organizations, and assistance will be provided to amplify the voices of all stakeholders in policymaking and in implementing existing national conflict-prevention policies.

III. Programme and Risk Management

26. UNDP strategy and priorities in Malaysia will align with the country's trajectory towards high-income country (HIC) status and eventual graduation to net contributing country (NCC) status. This includes alignment with the relevant application of Executive Board decision 2012/28 concerning host country government contributions in support of local country office costs and DP/2013/45 on funding of differentiated physical presence.

27. This country programme document outlines UNDP contributions to national results. It serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are defined in UNDP Programme and Operations Policies and Procedures and its Internal Control Framework.

28. The programme will be nationally executed in coordination with the Ministry of Economy, with support from relevant ministries and agencies. Where necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. The Harmonized Approach to Cash Transfers (HACT) will be applied in coordination with other United Nations entities to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the relevant projects.

29. Risks to successful programme delivery may include: negative economic impacts from external shocks that reverse policy direction and impede progress towards an inclusive and sustainable high-income transition; political changes that affect policy continuity and reduce the prioritization of good governance and reform, thereby constraining progress towards more agile and adaptive governance; limited translation of national policies into state-level implementation, undermining local development initiatives; and weakened global environmental ambition, reducing access to climate finance and jeopardizing related targets. UNDP risk-mitigation measures will prioritize enhanced economic and environmental resilience, advocacy for greater civic engagement, and support for anticipatory and adaptive governance. The evolving political landscape may also influence the eligibility and availability of funding. A proactive approach to resource diversification, including stronger private-sector engagement to mobilize sustainable finance, will serve as a key mitigation measure to ensure continued programme viability.

30. Operational risks will be identified and mitigation tools developed in line with UNDP Enterprise Risk Management Policy, Social and Environmental Standards, and corresponding accountability and grievance mechanisms. Key risks related to monitoring and evaluation (M&E) will be captured in the programme risk log. Assurance activities, including micro-assessments, spot checks and audits, will be conducted in accordance with HACT, and digital tools will be leveraged to enhance accountability. Business-continuity planning will ensure uninterrupted programme delivery and maintain programme criticality in the event of major disruptions or disasters. Periodic analysis of the operating context, in coordination with the United Nations country team, will help assess and address emerging challenges.

31. The country programme will be governed by a board co-chaired by the Ministry of Economy, as the government coordinating entity, to review risks, programme results, and progress towards the Cooperation Framework and country programme outcomes. This arrangement will ensure that UNDP support is implemented in line with national priorities and that programme partners participate jointly to uphold mutual accountability.

32. Systems thinking will be applied to promote programmatic coherence and leverage collective investments for transformational change. Foresight and horizon scanning will help identify emerging trends and inform resource allocation. Cooperation with the United Nations Volunteers (UNV) programme to promote inclusive development for persons with disabilities and youth, as well as the pursuit of South-South cooperation, will facilitate the exchange of

knowledge, best practices, and technology among ASEAN countries. The programme's theory of change will be monitored throughout implementation to test key hypotheses and track variations in underlying assumptions, enabling adaptation as needed—including scaling down in cases of limited funding or scaling up where opportunities arise—while ensuring that contributions to Cooperation Framework outcomes and UNDP programme commitments are achieved.

IV. Monitoring and Evaluation

33. The country programme results and resources framework will serve as the key accountability framework, with systemic mechanisms established to monitor outcomes and outputs under the office Monitoring, Evaluation and Learning (MEL) plan, ensuring consistency of reporting across projects. M&E activities will be aligned with the guiding principles of equality, human rights, and leaving no one behind, with demographic-responsive indicators monitoring related investments and results. Digital tools and mobile applications will allow evidence-based, real-time decision-making, and foresight-driven anticipatory action. M&E systems and communications will be strengthened to effectively convey the UNDP mandate and positioning in Malaysia, demonstrate its effective contribution to policy discussions and national priorities, and highlight how its interventions generate meaningful change, as recommended by the independent evaluation.

34. In alignment with the Cooperation Framework, UNDP will use national data generated by DOSM, United Nations sources and other reliable data providers, including big data and innovative system-level indicators, to report on results. Emphasis will be placed on data analytics and disaggregation by district and demographic groups, particularly to address gaps in SDG-related data. UNDP will assist DOSM in implementing the revised National Multidimensional Poverty Index to identify vulnerable groups, improve data availability on deprivation, and inform evidence-based decision-making. Projects will engage beneficiaries and vulnerable groups to ensure adaptive programming, supporting the design of responsive policies for communities in need. Reporting will align with the Cooperation Framework cycle.

35. Evaluations will be commissioned in accordance with an evaluation plan developed under the guidance of the UNDP Independent Evaluation Office to assess the relevance, effectiveness, and responsiveness of UNDP interventions to broader system dynamics, including their differentiated impacts on women and other population groups. Recommendations and lessons learned from evaluations and reviews will inform adaptive programming, strengthen dialogue with partners, and support timely course corrections. At least 3 per cent of the programme budget will be allocated to M&E and communication of results.

ANNEX: Results and Resources Framework for Malaysia (2026-2030)

NATIONAL PRIORITY: Thirteenth Malaysia Plan Planning Framework targeting 2040: Inclusive and Sustainable Development; Leading Regional Economy		SDGs 1,5,8,9,10,17		
UNDP OUTCOME #1 (UNSDCF OUTCOME #2): 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.				
RELATED STRATEGIC PLAN OUTCOME ²⁶ : Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions.				
UNSDCF OUTCOME INDICATORS, BASELINES, TARGETS	DATA SOURCE AND FREQUENCY ²⁷ OF DATA COLLECTION AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS	ESTIMATED COST BY OUTCOME (USD)
<p>Indicator: Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions (SDG-1.2.2) <i>Baseline: 0.0079% (2022)</i> <i>Target: Lower than 0.0025 (2030)</i></p> <p>Indicator: Annual growth rate of real GDP per employed person (SDG-8.2.1) <i>Baseline: 0.7% (2023)</i> <i>Target: 4.4% (2030)</i></p> <p>Indicator: Growth rates of household expenditure or income per capita among the bottom 40% of the population and the total population (SDG-10.1.1) <i>Baseline: 3.2% (2022)</i></p>	<p>Voluntary National Review, DOSM, SDG-Roadmap</p> <p>DOSM, SDG-Dashboard, UN-SDG-Assessment</p> <p>DOSM, Household Income Expenditure Survey (HIES), UN-SDG-Assessment</p>	<p>Output 1.1: Future ready social protection systems and integrated multi-dimensional poverty approaches in place for an inclusive transition towards high-income status and well-being of all</p> <p>Indicator 1.1.1: Institutional capacities and policy measures in place which aim to increase access to social protection schemes targeting women, youth, persons with disabilities, informal sector workers²⁸ (SP-IRRF-1.2.1) Rating scale: 0 – Not in place, 1 – Work started, 2 – Work in progress, 3 – Work almost complete, 4 – In place. <i>Baseline (2025): 0</i> <i>Target (2030): 4</i> <i>Source/Frequency: 13MP, DOSM reports/Annually.</i></p> <p>Indicator 1.1.2: Number of digital inclusion instruments/measures developed to inform policy and strengthen institutional capacity, enabling digital technologies to be leveraged by institutions in ways that improves people's lives (SP-IRRF-E.1.2): <i>Baseline (2025): 0</i> <i>Target (2030): 2</i> <i>Source/Frequency: DOSM, Ministry of Digital reports/Annually.</i></p>	<ul style="list-style-type: none"> ▪ Ministries of Finance ▪ Ministry of Economy ▪ Ministry of Tourism, Arts and Culture ▪ Ministry of Digital ▪ Ministry of Rural and Regional Development ▪ Ministry of Women, Family and Community Development (MWFCD) ▪ Implementation Coordination Unit in the Prime Minister's Department ▪ State Governments of Johor, Terengganu, Kelantan, Sabah, Sarawak, Perak, Pahang ▪ Financial institutions ▪ Government of Australia ▪ UN-Habitat ▪ UNFPA ▪ Private sector 	<p>Regular: \$405,000</p> <p>Other: \$11,720,000</p>

²⁶ The country programme document development predates the endorsement of the Strategic plan, 2026-2029. The results and resources framework will be aligned subsequently.

²⁷ For all outcome indicators, the frequency of data collection will be annual as per the UNSDCF reporting cycle.

²⁸ As programme interventions are designed, data will be disaggregated by specific target groups as relevant.

<p><i>Target: 4.4% (2030)</i></p> <p>Indicator: Female labour force participation rate (national indicator)</p> <p><i>Baseline: 56.7% (2024)</i> <i>Target: 60% (2030)</i></p>	<p>DOSM, Labour Force Survey, Ekonomi Madani</p>			
		<p>Output 1.2: Green and blue economy frameworks developed and mechanisms for resilient and sustainable growth of local economies enabled.</p> <p>Indicator 1.2.1: Number of local communities (village level) benefitting from improved income levels and jobs from integrated sustainable development interventions.</p> <p><i>Baseline (2025): 17 communities</i> <i>Target (2030): 42 communities</i> <i>Source/Frequency: Pre-post surveys of beneficiaries and project reports/ Annually</i></p> <p>Indicator 1.2.2: Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources, which promote green livelihoods and green jobs creation in the sustainable value chain, disaggregated by women, men and youth (SP-IRRF-4.1.1).</p> <p><i>Baseline (2024): 25,578 (men); 1,236 (male youths); 26,791 (women); 2,025 (female youths)</i> <i>Target (2030): 36,373 (men); 7,256 (male youths); 35,926 (women); 8,045 (female youths)</i> <i>Source/Frequency: Grantee reports and project reports/Annually.</i></p> <p>Indicator 1.2.3: Number of strategic policy solutions and initiatives targeting vulnerable groups in green and blue economy developed and adopted, through participation of MSMEs (micro, small and medium enterprises) in sustainable value chains.</p> <p><i>Baseline (2025): 0 policies; 0 initiatives</i> <i>Target (2030): 3 policies; 7 initiatives</i> <i>Source/Frequency: Project reports/Annually</i></p>		

		<p>Output 1.3: The care economy ecosystem is strengthened and expanded, addressing the burden of care on women, and the associated needs of a demographic transition, while delivering economic gains.</p> <p>Indicator 1.3.1: Number of new or strengthened legislations, regulations, measures, policies or investments/financing in national care systems in place responding to women’s needs (<i>SP-IRRF-6.1.2</i>)</p> <p><i>Baseline (2025): 0</i> <i>Target (2030): 2</i> <i>Source/Frequency: Government data and report/Annually.</i></p> <p>Indicator 1.3.2: Number of new models of care available that integrate demographic-responsive approaches supported by innovative financing.</p> <p><i>Baseline (2025): 0</i> <i>Target (2030): 1</i> <i>Source/Frequency: Reports from Ministry of Economy, MWFC/Annually.</i></p>		
NATIONAL PRIORITY: Thirteenth Malaysia Plan Planning Framework targeting 2040: Low Carbon Footprint		SDGs 3,5,6,7,9,11,12,13,14,15,17		
UNDP OUTCOME #2 (UNSDCF OUTCOME #3): 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.				
RELATED STRATEGIC PLAN OUTCOME: Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.				
UNSDCF OUTCOME INDICATORS, BASELINES, TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS	ESTIMATED COST BY OUTCOME (USD)
<p>Indicator: CO₂ emissions per unit of value added. (<i>SDG-9.4.1</i>)</p> <p><i>Baseline: 0.2 kg per RM (2019)</i> <i>Target: 45% of the 2005 value (2030)</i></p> <p>Indicator: National recycling rate, tonnes of material recycled (<i>SDG-12.5.1</i>)</p>	<p>DOSM</p> <p>DOSM, SDG-Dashboard</p>	<p>Output 2.1: National and sub-national policies and instruments enhanced to improve capabilities in addressing biodiversity challenges, weather-related risks, and other environment-related actions, in alignment with national aspirations and international commitments.</p> <p>Indicator 2.1.1: Number of measures in place to enable the enhancement and implementation of Nationally Determined Contributions under the Paris Agreement and Kunming-Montreal Global Biodiversity Framework (<i>SP-IRRF-1.1.2</i>)</p> <p><i>Baseline (2025): 0</i> <i>Target (2030): 3</i> <i>Source/Frequency: NRES/Annually</i></p>	<ul style="list-style-type: none"> ▪ Ministry of Natural Resources and Environmental Sustainability (NRES) ▪ Ministry of Finance ▪ Ministry of Housing and Local Government (KPKT) ▪ Department of Environment ▪ Central Bank ▪ Securities Commission ▪ Global Environment Facility ▪ Financial institutions ▪ Private sector ▪ Government of Germany 	<p>Regular: \$350,000</p> <p>Other: \$44,850,000</p>

<p>Baseline: 4.9m tonnes, 35.4% (2023) Target: 56.2% (2030)</p> <p>Indicator: Total greenhouse gas emissions per year (SDG-13.2.2)</p> <p>Baseline: 330.4 metric tons (million) (2019) Target: 245.8 metric tons (million) (2030)</p> <p>Indicator: Coverage of protected areas in relation to marine areas (SDG-14.5.1)</p> <p>Baseline: 5.4% (2023) Target: 10% (2030)</p> <p>Indicator: Forest area as a proportion of total land area (SDG-15.1.1)</p> <p>Baseline: 54.6% (2020) Target: 55.8% (2030)</p> <p>Indicator: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type. (SDG-15.1.2)</p> <p>Baseline: 10% (2020) Target: 20.0% of terrestrial areas and inland waters; 10.0% of coastal and marine areas</p>	<p>National Greenhouse Gas (GHG) Inventory, NRES, UN-SDG-Assessment</p> <p>DOSM, SDG-Dashboard, SDG-Roadmap</p> <p>DOSM, SDG-Dashboard</p> <p>DOSM, SDG-Dashboard, SDG-Roadmap</p>	<p>Indicator 2.1.2: Natural resources that are managed under a sustainable use, conservation, access and benefit sharing regime: (a) area of terrestrial and marine protected areas and other effective area-based conservation measures (OECMs) created (hectares); (b) areas of landscapes and/or seascapes under improved practices, including habitat restoration (hectares) (SP-IRRF-4.1.2)</p> <p>Baseline (2025): (a) Terrestrial: 0; Marine: 0 (b) Landscapes under improved practices: 24,950 ha; seascapes under improved practices: 0 ha Target (2030): (a) Terrestrial: 535,000 ha; Marine: 100,000 ha (b) Landscapes under improved practices: 902,484 ha; seascapes under improved practices: 250,000 ha Source/Frequency: National Policy on Biological Diversity 2026-2030, 7th National Report to the Convention on Biological Diversity, project reports/Annually.</p> <p>Indicator 2.1.3: Number of innovative solutions for resilience to weather-induced risks to biodiversity, water, and oceans shared as best practice through South-South cooperation mechanism (leveraging ASEAN and other platforms)</p> <p>Baseline (2025): 0 Target (2030): 3 Source/Frequency: Project reports/Annually.</p> <p>Output 2.2: Innovative financing solutions strengthened to position Malaysia as a regional leader for nature-positive financing and addressing risks from changing weather patterns.</p> <p>Indicator 2.2.1: Number of financing instruments/mechanisms developed for leveraging alternative sources of finance to support innovative nature-positive and circular economy solutions, and address risks from changing weather patterns.</p> <p>Baseline (2025): 0 Target (2030): 2 Source/Frequency: Finance placement document/Biennially.</p> <p>Indicator 2.2.2: Amount (in US\$) of public and private finance leveraged for SDGs (nature-positive finance and financing to address risks from changing weather patterns) at national level – public and private (SP-IRRF-E.3.1).</p> <p>Baseline (2025): Public: US\$ 0; Private: US\$ 0 Target (2030): Public: US\$ 15 million; Private: US\$ 85 million Source/Frequency: Finance placement closing document/Biennially.</p>	<ul style="list-style-type: none"> ▪ Other bilateral development partners ▪ Multilateral Fund for the Montreal Protocol ▪ UNICEF 	
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NATIONAL PRIORITY: Thirteenth Malaysia Plan Planning Framework targeting 2040: Good and Efficient Governance			SDGs 5,10,16,17	
UNDP OUTCOME #3 (CF OUTCOME #4): 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.				
RELATED STRATEGIC PLAN OUTCOME: Outcome 2: No-one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development				
UNSDCF OUTCOME INDICATORS, BASELINES, TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS	ESTIMATED COST BY OUTCOME (USD)
<p>Indicator: Corruption Perception Index (national indicator)</p> <p><i>Baseline: a) Rank: 57/180 (2023)</i> <i>b) Score: 50/100 (2023)</i> <i>Target: Rank within top 25 (2030)</i></p>	<p>Transparency International, Ekonomi Madani</p>	<p>Output 3.1: Good governance, peace-building and human rights frameworks and institutions strengthened through the promotion of transparency, accountability, enforcement and anti-corruption best practices.</p> <p>Indicator 3.1.1: Number of measures to strengthen accountability, prevent and mitigate corruption risks, and integrate principles of good governance in the management of public funds, service delivery and other sectors at the national/sub-national levels (SP-IRRF-2.1.1).</p> <p><i>Baseline (2025): 1</i></p>	<ul style="list-style-type: none"> ▪ Malaysian Anti-Corruption Commission ▪ Legal Affairs Division of the Prime Minister's Department ▪ The Parliament ▪ Royal Malaysia Police ▪ Ministry of Education ▪ Southeast Asia Regional Centre for Counter-Terrorism 	<p>Regular: \$505,000</p> <p>Other: \$3,500,000</p>

		<p>Target (2030): 3 Source/Frequency: Government data and report/Annually.</p> <p>Indicator 3.1.2: Number of parliamentary committees strengthened to facilitate inquiries on issues of national interest including public finance, development and sustainability, while undertaking effective, accountable and inclusive law-making, oversight and representation (SP-IRRF-2.4.1).</p> <p>Baseline (2025): 1 Target (2030): 8 Source/Frequency: Project reports/Annually.</p> <p>Indicator 3.1.3: Number of measures that facilitate ethical use of digital and artificial intelligence in Government decision-making, enhancing national policy and regulatory frameworks.</p> <p>Baseline (2025): 0 Target (2030): 3 Source/Frequency: Project reports/Annually.</p> <p>Indicator 3.1.4: Number of public institutions and organisations whose capacity is strengthened to safeguard and promote social cohesion.</p> <p>Baseline (2025): 1 Target (2030): 3 Source/Frequency: Project reports/Annually.</p> <p>Indicator 3.1.5: Number of multi-stakeholder mechanisms/platforms strengthening awareness and engagement of CSOs, leveraging volunteerism, and promoting participation of women, youth and persons with disabilities in citizen-engagement activities and decision-making.</p> <p>Baseline (2025): 0 Target (2030): 3 Source/Frequency: Project reports/Annually</p>	<ul style="list-style-type: none"> ▪ Civil society organizations 	
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