



Sarawak
Government

SARAWAK

13TH MALAYSIA PLAN

2026 - 2030



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SARAWAK 13TH MALAYSIA PLAN 2026-2030

FOREWORD BY

PREMIER OF SARAWAK



"...our vision is larger than numbers. It is about shaping a Sarawak where prosperity is shared fairly, where communities – urban and rural alike – move forward together, and where development respects the natural environment that has and continues to sustain us."

Sarawak's economy continues to chart steady progress despite the uncertainties of the global landscape. Around us, geopolitical tensions, supply chain disruptions, and trade frictions have reshaped international trade and investment. Yet, Sarawak has shown resilience. Through prudent policies and strong economic fundamentals, we have not only sustained growth but also strengthened our position as a competitive and stable economy.

The COVID-19 pandemic was an unprecedented challenge that disrupted lives and livelihoods across the globe. Sarawak, like many others, faced sharp economic contraction and social disruption. Yet through unity and sound policies, we emerged stronger. Growth has returned, confidence has been restored, and Sarawak is once again charting a steady course forward.

As we look to the future, recovery must give way to transformation. Over the past few years, we have laid strong foundations for long-term growth. Strategic decisions such as the establishment of AirBorneo, Sarawak's majority stake in Affin Bank, and the takeover of Bintulu Port Authority are more than milestones. These initiatives strengthen our connectivity, deepen our financial ecosystem, and enhance our trade and logistics infrastructure, positioning Sarawak to unlock greater opportunities.

As we enter the second half of the Post COVID-19 Development Strategy (PCDS) 2030, the focus must now turn to realising investment opportunities. This calls for greater private sector participation, accelerating investment flows, and continued development of new industries and new sources of growth that will sustain Sarawak beyond this decade.

To realise these opportunities, we are reinforcing the ecosystem that enables businesses to thrive—infrastructure, talent and access to financing alongside policies that encourage innovation and partnerships. With these enablers in place, Sarawak can unlock new waves of investment for long-term growth, in sectors such as renewable energy, high-value manufacturing, and digital economy and infrastructure.

At the same time, we are positioning ourselves for the industries of the future. The Sarawak Energy Transition Policy (SET-P), Sarawak Sustainability Blueprint 2030, and the Sarawak Hydrogen Economy Roadmap are set to position us at the forefront of clean energy and sustainable growth. Complementing these are the Sarawak Digital Economy Blueprint 2030, the Sarawak Gas Roadmap, and the Mining and Quarrying Economic Development Masterplan 2035, which provide strategic direction towards clean energy, for sustainable resource management, industrial diversification, and technological advancement. Collectively, these policies mark Sarawak's transition into new frontiers.

Growth, however, must be inclusive. Our development strategy extends beyond urban centres, ensuring rural communities share in the benefits. Investments in roads, utilities and digital connectivity are set to bridge the urban-rural gap, while human capital strategies will continue to equip Sarawakians with the necessary skills. In this way, every community - Bumiputera, youth and women alike, will have a role in driving and benefiting from Sarawak's progress.

Sustainability remains a cornerstone of our vision. Guided by our commitment to clean and responsible development, Sarawak aims to lead the region in clean energy adoption and natural resource management. By expanding renewable energy and reducing emissions, we ensure that development today does not compromise the well-being of generations to come.

Looking ahead, our aim remains to grow the economy to RM282 billion by 2030. Yet our vision is larger than numbers. It is about shaping a Sarawak where prosperity is shared fairly, where communities—urban and rural alike—move forward together, and where development respects the natural environment that has and continues to sustain us. Together, let us build a Sarawak that not only keeps pace with the world, but contributes to what lies ahead.



**THE RIGHT HONOURABLE DATUK PATINGGI TAN SRI (DR)
ABANG HAJI ABDUL RAHMAN ZOHARI BIN
TUN DATUK ABANG HAJI OPENG**

FOREWORD BY

SARAWAK STATE SECRETARY



"... Civil Service must embrace a culture of continuous improvement, seeking to identify issues with old processes, rethinking new approaches to meet present realities, and improving capacity and capability to delivery with speed, efficiency and excellence."

The 13th Malaysia Plan provides Sarawak with a platform to align national priorities with our long-term aspirations under PCDS 2030. It sets clear strategies to accelerate our progress towards a developed and high-income region by 2030, while ensuring prosperity is shared inclusively and sustainably.

The formulation of this Plan is a result of extensive collaboration between the public and private sectors, with over 250 industry players engaged through a series of engagements. Their contributions, together with those of ministries and agencies, have ensured that the Plan is both visionary and grounded in operational realities. This Plan is more than a document – it is a roadmap of shared responsibility and collective ambition, one that requires effective implementation and unity of purpose.

Implementation will now be the deciding factor. The Sarawak Civil Service (SCS) plays a central role in facilitating trade and investment, ensuring ease of doing business, implementing government policies and driving socioeconomic development programmes and projects across Sarawak. By serving as the bridge between policy formulation and on the ground delivery, SCS is accountable in ensuring that strategies translate to measurable outcomes that benefit the rakyat and industry. Initiatives such as the Development Programme Series for SCS Leaders are designed to strengthen leadership and governance, positioning leaders as the catalyst for change and positive reforms, enabling us to better translate strategies into meaningful outcomes.

At the same time, the Civil Service must embrace a culture of continuous improvement, seeking to identify issues with old processes, rethinking new approaches to meet present realities, and improving capacity and capability to delivery with speed, efficiency and excellence.

Under the leadership of The Right Honourable Premier of Sarawak, and with the dedication of ministries, agencies and the private sector, I am confident that Sarawak will achieve its aspirations under the 13th Malaysia Plan.

A handwritten signature in black ink, appearing to read 'Amar', with a horizontal line underneath it.

**THE HONOURABLE DATUK AMAR HAJI MOHAMAD ABU BAKAR
BIN MARZUKI**

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1 Sarawak Aspiration

By 2030, Sarawak will be a thriving society driven by **data and innovation** where everyone enjoys **economic prosperity, social inclusivity and environmental sustainability**

→ Sarawak's 13th Malaysia Plan

The Post COVID-19 Development Strategy (PCDS) 2030 is Sarawak's long-term roadmap to becoming a high-income and developed region by 2030. Anchored within the Twelfth Malaysia Plan (12MP, 2021-2025) and the Thirteenth Malaysia Plan (13MP, 2026-2030), PCDS 2030 targets a Gross Domestic Product (GDP) of RM282 billion and a median household income of RM15,000 per month. It outlines strategic priorities to drive inclusive, sustainable, and innovation-led growth across Sarawak.

As part of this effort, the Sarawak Government has undertaken a two-phase review of PCDS 2030 implementation. The first phase focuses on assessing performance under the 12MP, while the second phase identifies key issues and challenges for the development of strategies and initiatives under the 13MP, which represents the next stage of implementation of PCDS 2030.

While the 1st phase of PCDS 2030, implemented under 12MP, emphasised building strong foundations, strengthening infrastructure, institutions, and human capital to support long-term transformation. The Sarawak 13MP as the second phase, builds upon these foundations to accelerate growth, deepen industrial development, and broaden social progress in line with Sarawak's long-term aspirations.

In response to evolving economic, social, and governance dynamics, the strategic thrusts, economic sectors, and enablers within PCDS 2030 have been restructured and refined to reflect current priorities, address existing gaps, and strengthen the foundation for a more resilient and future-ready Sarawak.



PCDS 2030 Targets:

- **RM282** Billion GDP
- **RM15,000** Median Monthly Household Income
- Contribute to Malaysia's GHG Emissions reduction to **45%**

→ Sarawak Aspiration

Sarawak aspires to attain developed region status by 2030. Sarawak's 13th Malaysia Plan reaffirms the aspirations outlined under PCDS 2030, focusing on transforming the socio-economic well-being of the people through equitable access to economic opportunities and quality social services in a sustainable manner.



Grow Sarawak's economy to achieve GDP of RM282 billion in 2030



Raise monthly median household income to RM15,047



Reduce urban and rural developmental gaps



Enhance productivity via Digital Innovation

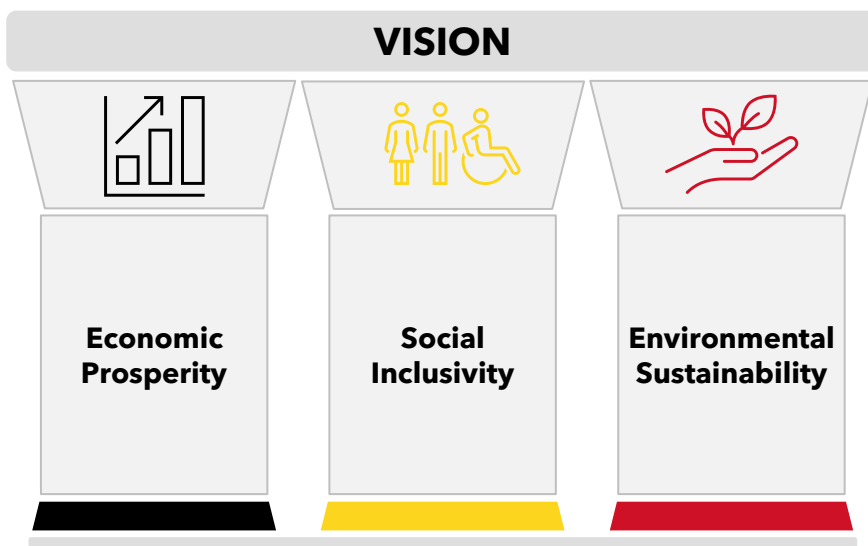
Our aspiration

By 2030, Sarawak will be a thriving society driven by **data and innovation** where everyone enjoys **economic prosperity, social inclusivity and environmental sustainability**

→ Sarawak Vision

The vision for Sarawak's 13th Malaysia Plan is anchored on three key pillars, namely Economic Prosperity, Social Inclusivity and Environmental Sustainability, in alignment with PCDS 2030.

Under these three key pillars, the corresponding strategies, initiatives, policies and projects will continue to drive Sarawak towards 2030 goals.





2 Economic Landscape

Realising private sector investments

is critical for Sarawak to achieve its growth targets and economic transformation under PCDS 2030

Sarawak's economy has recovered post-COVID, but faster growth is needed to meet PCDS 2030 targets. While public investments have been strong, private sector interest has not translated into sufficient realised investments. Therefore, to unlock growth and transform the economy, Sarawak must focus on realising private sector investment and enabling key private sector projects.

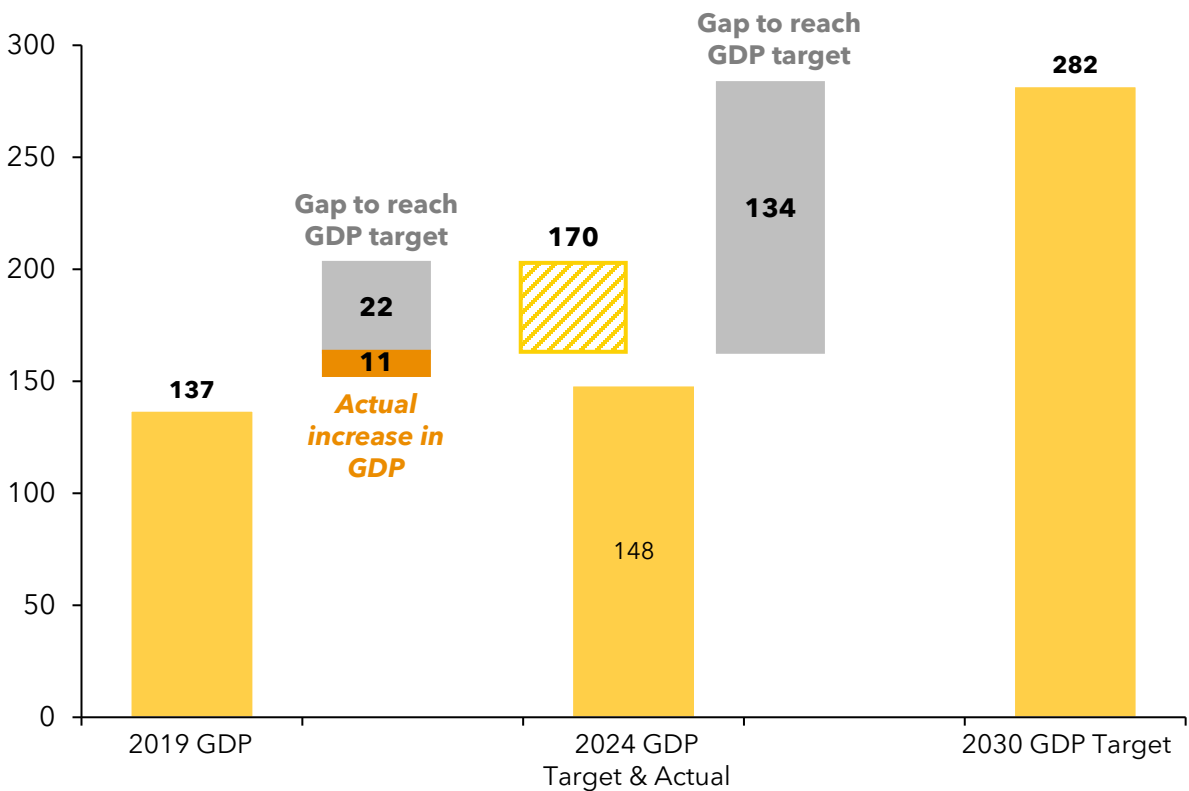
→ Sarawak Economy

Sarawak's economy has recovered from COVID-19, but Sarawak needs to grow at a faster pace to achieve PCDS 2030 targets for GDP. In 2019, Sarawak's GDP stood at RM136 billion. This figure serves as a baseline from which Sarawak has been building. For 2024, Sarawak set an ambitious GDP target of RM170 billion. However, the actual growth reached was RM148 billion. This shortfall of RM22 billion is a gap that needs to be addressed to remain on track towards achieving the PCDS 2030 target.

To achieve the targeted growth under Sarawak's PCDS 2030, economic activity must accelerate more rapidly, as current progress is hindered by lower-than-required private sector investment.

Additionally, although to a lesser extent, the slower-than-expected rebound in private consumption following COVID-19 has contributed to the gap in meeting GDP targets. This is likely due to ongoing economic uncertainties and reduced disposable incomes among certain segments of the population.

GDP targets against actual GDP, Sarawak (RM Billion)



Source: PCDS 2030 (2024 interpolations)

→ Investment

Accelerating and realising private sector investments is vital for boosting Sarawak's productive capacity and fostering socioeconomic growth. This involves integrating the expertise, innovation, and technological advancements that private investors bring, thus enhancing competitiveness on a national and international level.

While public investments in strategic initiatives and projects have been substantial over the past few years, Sarawak's economic growth continues to be constrained by the limited realisation of private sector investment.

Feedback from investors has highlighted several persistent challenges. These include a lack of clarity and certainty around policies and regulations, with unclear investment criteria, timelines, and lengthy processing periods. Infrastructure gaps, particularly in energy supply, and high logistics costs have made exporting prohibitively expensive for many Sarawakian companies.



Launch of Sarawak's first mega methanol plant

Additionally, strict land policies have made it difficult for investors to access suitable land, especially in terms of land preparation and identification of available sites. There is also concern over the lack of enforcement to ensure land within industrial parks is properly developed. Compounding these issues is the critical need to expand the skilled workforce and address the outward migration of talent, which is essential to meet the demands of growing industries.



DUN passes the Sarawak Sovereign Wealth Future Fund (SSWFF) Bill

Despite these challenges, there is strong interest from the private sector to invest in Sarawak. This is evident from the wide range of projects being announced across sectors such as energy, materials, and services.

Furthermore, Invest Sarawak has actively engaged with over 200 companies exploring various opportunities in the region. However, this interest has yet to fully translate into actual investments on the ground, indicating a gap between investor intent and investment realisation.

In recent years, the private sector has announced a number of new investment commitments, and Sarawak must focus on realising these key investments to drive sustainable economic growth.

While momentum is building, there must be a sharper focus on translating these commitments into tangible outcomes that can help transform Sarawak's economic structure as envisioned.



Sarawak AI Centre approved by Sarawak cabinet

Sarawak has made commendable progress in shifting its economic base by increasing the contribution from the services sector and prioritising higher value-added activities. This strategic pivot reflects a broader effort to modernise Sarawak's economy and reduce its historical dependence on primary sectors such as agriculture and resource extraction.

To accelerate this transformation, boosting private investment is vital. Beyond capital, private sector participation brings in expertise, innovation, and global networks that are essential for developing a robust services sector. Realising these investments will be key to unlocking Sarawak's full economic potential and achieving long-term resilience.

→ Labour and Employment

Sarawak's labour and employment landscape has shown encouraging progress in recent years, yet significant efforts are still required to meet the ambitious targets set under the PCDS 2030. As of 2024, Sarawak recorded approximately 1.2 million employed persons, with a target of 1.5 million by 2030. This necessitates the creation of over 300,000 new jobs within the next six years, underscoring the importance of sustained economic expansion and workforce development.

Employment growth has been most notable in the services and agriculture sectors, reflecting a gradual shift in Sarawak's economic structure. Labour productivity has also improved, with a 17% increase since 2019, surpassing the national average in sectors such as mining, manufacturing, and construction.

Despite these gains, challenges persist. Youth unemployment has risen from 9.9% in 2019 to 12.6% in 2024, exceeding the national average and highlighting the need for targeted interventions to improve employability, career guidance, and skills development.

To address these gaps, the Sarawak Employment Package (SPACK) will be introduced as a comprehensive initiative to attract and retain talent, including Sarawakians, Malaysians from other states, and foreign expatriates in critical sectors such as healthcare, energy, and digital industries.

SPACK offers attractive benefits including housing, relocation allowances, and fast-track work permits, alongside entrepreneurial support and family-friendly policies.

Complementing these efforts are expanded vocational and technical education programmes, such as the Graduate Enhancement Training Scheme (GETS-WRP), which aim to better align training with industry needs.

Sarawak is also investing in inclusive education and lifelong learning to ensure equitable access to opportunities across urban and rural communities. These initiatives are vital to building a skilled, agile workforce capable of driving Sarawak's transformation into a high-income, competitive economy by 2030.

→ Inflation

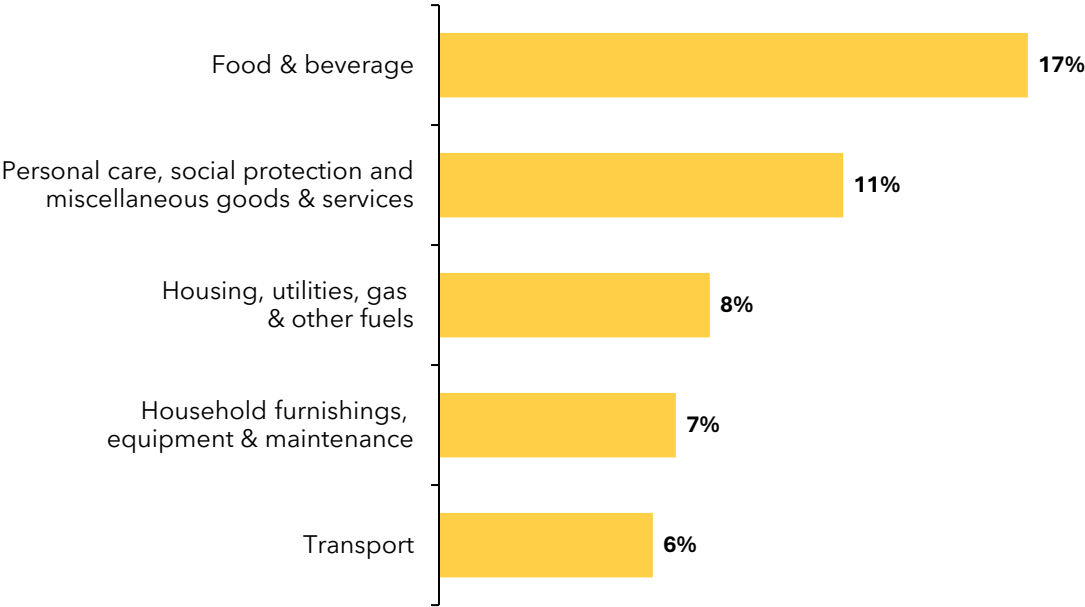
Over the past 15 years, inflation in Sarawak has generally mirrored national trends, albeit with some notable distinctions. While Malaysia as a whole experienced sharp inflation spikes during global disruptions, such as the COVID-19 pandemic and the subsequent recovery, Sarawak's inflation rates tended to be slightly more moderate.

For instance, during the 2022 inflation surge, Sarawak's year-on-year inflation rose significantly but remained below the national average, suggesting a degree of insulation from broader economic shocks.

Sarawak saw deflation during the pandemic in 2020, followed by a gradual recovery. However, the pace of recovery was slower compared to Peninsular Malaysia, likely due to logistical challenges and regional economic dynamics.

Between January 2020 and August 2025, inflation in Sarawak had varying impact across different expenditure categories, with food and beverage emerging as the most affected. This category saw a substantial 17% increase in the Consumer Price Index (CPI), reflecting the rising cost of essential goods.

Personal care, social protection, and miscellaneous goods and services followed with an 11% rise, indicating inflationary pressures on daily living and wellness-related expenses. Housing, utilities, gas, and other fuels recorded an 8% increase, while household furnishings, equipment, and maintenance rose by 7%. Transport was also impacted, with a 6% increase. These trends underscore the burden of inflation on Sarawak households in areas tied to basic needs and personal well-being.



Change in CPI for Sarawak between Jan 2020 and Aug 2025 by expenditure category

Source: PCDS 2030 (2024 interpolations)



3 12MP Performance

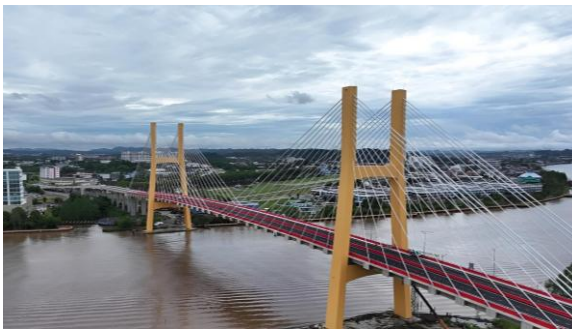
Sarawak has laid a **strong foundation** for **inclusive** and **sustainable growth** through transformative achievements under the Twelfth Malaysia Plan

With major progress in infrastructure, rural development, environmental sustainability, and digital transformation, Sarawak is well-positioned to realise its 2030 vision. Continued momentum in investment, talent development, and execution will be key to unlocking its full economic and social potential.

→ 12MP Progress and Achievements

Sarawak's Twelfth Malaysia Plan (12MP), spanning from 2021 to 2025, has been a transformative blueprint aimed at accelerating socio-economic development, bridging infrastructure gaps, and enhancing the well-being of its people. As the plan enters its final year in 2025, Sarawak has demonstrated commendable progress across multiple sectors, driven by strategic investments, inclusive policies, and strong leadership.

Infrastructure development has been a cornerstone of Sarawak's 12MP implementation. The Sarawak Public Works Department (JKR) has been entrusted with 500 infrastructure projects valued at RM42.2 billion. These include 301 road projects, 70 bridge projects, 104 building developments, 23 river infrastructure initiatives, and two airport upgrades. As of mid-2025, 218 projects have been completed, 122 are under construction, and 160 are in the pre-contract stage. Notable achievements include the completion of major bridges such as the Marudi, Muara Lassa, and Batang Rajang bridges, which have significantly improved connectivity in rural and remote areas.



Tun Abdul Taib Mahmud Bridge in Bintulu

Water infrastructure has also seen substantial investment. The federal Ministry of Energy Transition and Water Transformation approved 46 water-related projects worth RM6 billion, including flood mitigation, coastal erosion control, and sewage system upgrades. These initiatives aim to enhance water security and environmental sustainability across Sarawak.

Sarawak's commitment to rural transformation is evident through the Rural Transformation Programme (RTP), which has seen the completion of 4,778 out of 5,499 approved projects since 2015. These initiatives, funded with over RM912 million, have enhanced public amenities, upgraded markets, and improved drainage and lighting systems across rural districts.

Under the Projek Rakyat initiative, 712 projects worth RM9.5 billion have been approved, with 234 completed and the rest underway. These include critical infrastructure such as flood mitigation systems, school upgrades, and water pipelines.



Autonomous Rapid Transit (ART)

To accelerate development, Sarawak has adopted alternative financing mechanisms. A total of RM14.4 billion has been spent on 1,476 projects. Implementation of high-impact projects such as the Coastal Road, Second Trunk Road, Sarawak Water Supply Grid, Kuching Urban Transportation System (KUTS), and the Sarawak Rural Broadband Network (MySRBN) reflects a forward-looking approach vital for modernising transport, improving digital connectivity, and enhancing public services.

In terms of digital and energy infrastructure, Sarawak has expanded broadband coverage under the JENDELA initiative, with 636 sites equipped to improve connectivity.

The Baleh hydroelectric project and the 500kV transmission line are set to strengthen Sarawak's electricity backbone, supporting long-term energy security and industrial growth.

Sarawak's gas master plan also plays a pivotal role in attracting investments and ensuring sustainable energy development.

Looking ahead, the Sarawak government is preparing to implement free tertiary education at Sarawak-owned institutions by 2026, a move that underscores its commitment to human capital development. The Premier has also announced plans for a deep-sea port and a new international airport in Kuching, which are expected to boost trade and tourism.

In conclusion, Sarawak's journey under the 12MP reflects a dynamic, inclusive and balanced approach to development—one that integrates infrastructure, economic growth, social welfare, and sustainability.

While implementation challenges persist, Sarawak's proactive governance, strategic planning, and community-driven initiatives have laid a strong foundation for continued progress. With unity and innovation as guiding principles, Sarawak is well-positioned to achieve its vision of becoming a high-income, inclusive, and resilient by 2030.



4 13MP Strategic Framework

Sarawak's 13MP strategies will build on Sarawak's foundation for growth to unlock **economic potential, overcome key challenges and seize growth opportunities**

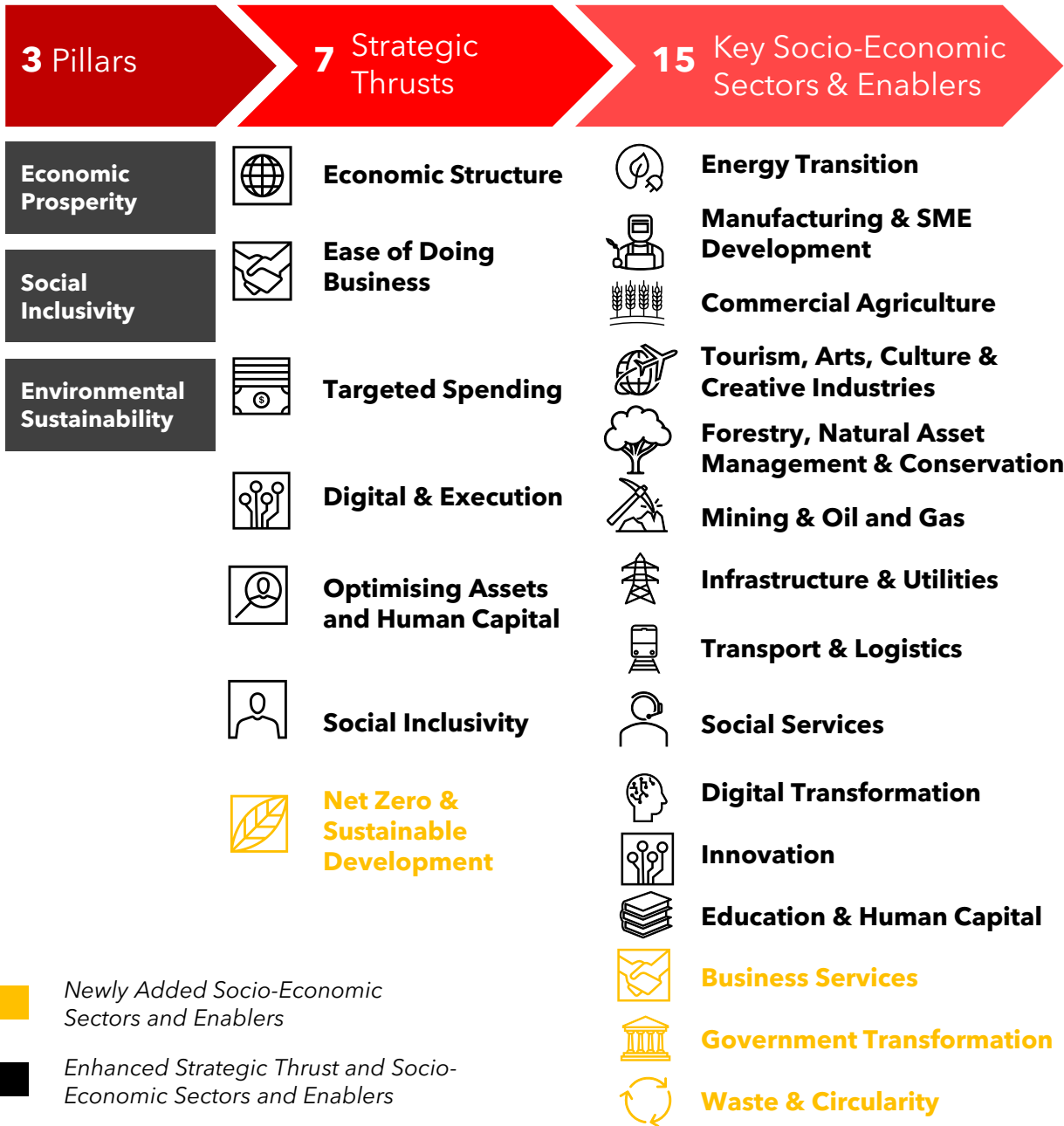
The strategies will emphasise addressing implementation issues and challenges that persist, realising and executing on the foundation laid by Sarawak 12MP and PCDS 2030, and capitalising on new global, regional, and local developments to propel growth.

→ 13MP Strategic Framework

During the review of 12MP performances, required enhancement were identified. This evaluation revealed opportunities for growth and improvement, leading to the establishment of additional sectors, enablers, and strategic thrusts. These new focus areas are reflected in the updated PCDS 2030 strategic framework for Phase 2.

Vision

By 2030, Sarawak will be a thriving society driven by data and innovation where everyone enjoys economic prosperity, social inclusivity and sustainable development



7 Strategic Thrusts

The seven strategic thrusts identified in Phase 1 of PCDS 2030 remain relevant to the strategic framework, but have been updated to include net zero commitments:



Diagram 1: 7 Strategic Thrusts



Economic Structure

The transformed economic structure will shift towards a more diversified and export-oriented economy, with more focus on secondary and tertiary sectors as compared to primary sectors. This will require accelerating downstream activities and services for broader wealth distribution and economic resilience. To this end, the plan envisages significant improvement in productivity (efficiency and scale). New domestic and foreign investors will play important roles to build up scale and facilitate technology and skills transfer.



Ease of Doing Business

Suitable ecosystems with conducive policies and efficient public administration is vital to ensure that interest by private sector is translated into realised investments. This can be achieved by improving ease of doing business, ensuring sufficient energy and infrastructure, as well as addressing land issues and shortage of talent. Greater practice of inter-agency alignment through clear data-sharing and streamlined processes will also help support this.

7 Strategic Thrusts

The seven strategic thrusts identified in Phase 1 of PCDS 2030 remain relevant to the strategic framework, but have been updated to include net zero commitments:



Targeted Spending

The plan will implement prioritised spending with clearly indicated targeted spending measures on areas with higher impact and emphasis on economic diversification, digitalisation, and transition towards a low carbon economy. For example, any new infrastructure spending will be balanced with spending required to enhance existing infrastructure service levels and connectivity to maximise impact and benefits to the people.



Digital & Execution

Digitalisation has been accelerated through strategic initiatives for rural connectivity, innovation hubs and smart city projects, as well as digital delivery of Government services. Digitalisation will drive execution of initiatives in the most effective way.



Optimising Assets and Human Capital

Assets including physical structures and human capital should be fully utilised to maximise operational efficiency. Existing and under-utilised infrastructure should be examined and redeployed for specific functions if relevant. Human capital will be developed in a more strategic manner, alongside attracting and retaining skilled talent to address skill shortages and develop the economy.



Social Inclusivity

Progress has been made but improvements are required for Sarawak's long-term development. Sarawak will continue implementing social initiatives to ensure the well-being of Sarawakians, including efforts to raise household incomes for vulnerable segments of society. This will allow Sarawak's citizens to have a tangible stake in the economic growth of Sarawak.



Net Zero and Sustainable Development

With its commitment to achieving net zero emissions by 2050, Sarawak will enhance and embed environmental sustainability into development. This will be done by mainstreaming environmental sustainability across priority policy areas and sectors and executing Sarawak-led climate strategies and policies that are supported by localised climate actions to steer net-zero transition and future-proof growth.

15 Key Socio-Economic Sectors & Enablers

The 13MP strategic framework has been updated to include 15 socio-economic sectors and enablers to support economic prosperity, social inclusivity and sustainability:

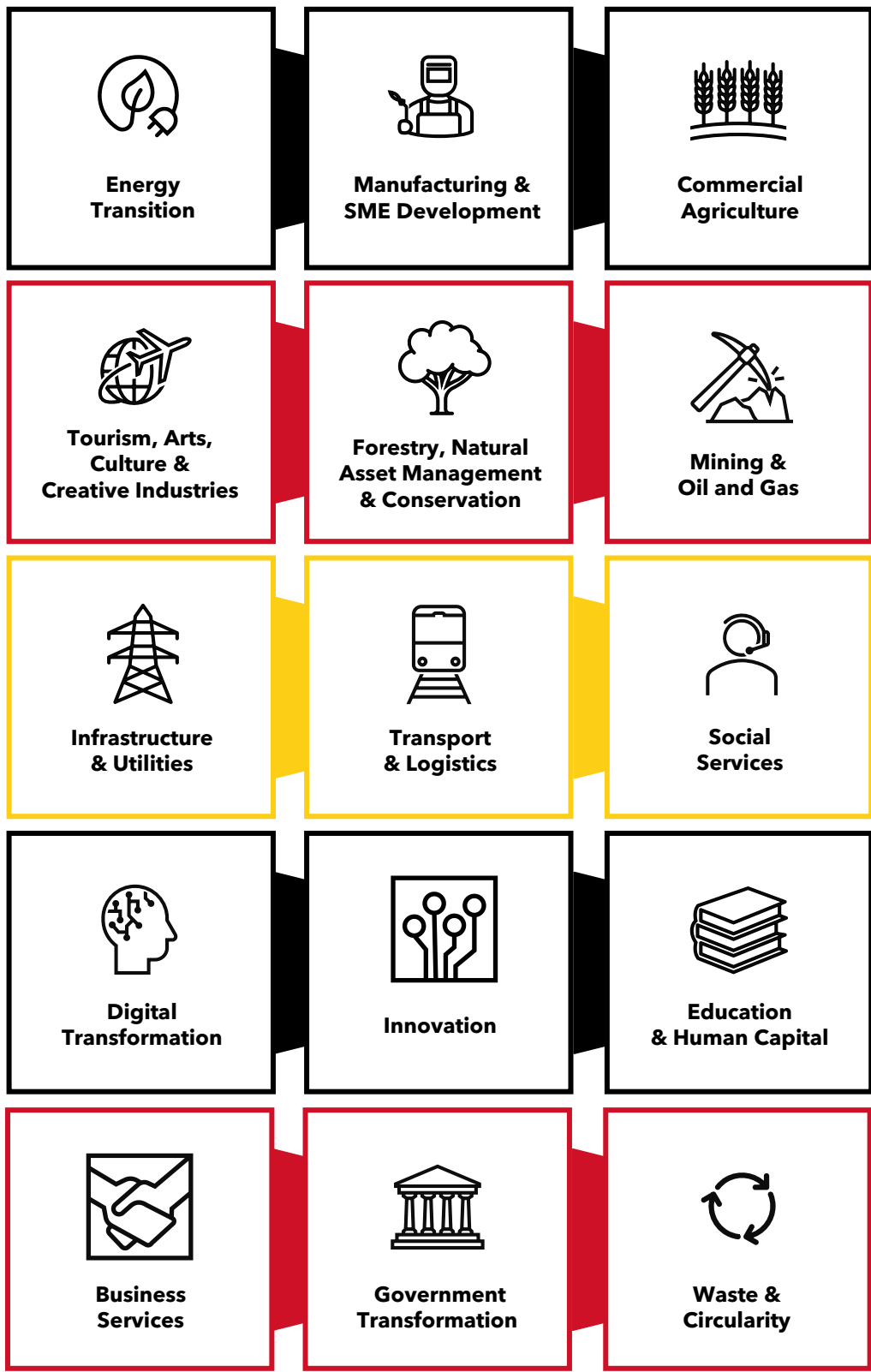


Diagram 2: 15 Key Socio-Economic Sectors & Enablers

15 Key Socio-Economic Sectors & Enablers

The 13MP strategic framework has been updated to include 15 socio-economic sectors and enablers to support economic prosperity, social inclusivity and sustainability:

Energy Transition

Sarawak will invest in advanced technologies and public-private partnerships to transform its energy landscape into a sustainable, inclusive and secure regional powerhouse. Central to this vision is a target of 10 GW of renewable energy capacity by 2030, to be delivered through Cascading Power Sources (CPS), large-scale and floating solar projects, and biomass. At the same time, natural gas will be developed as a transitional source via Combined Cycle Gas Turbine plants in Miri, Samalaju and Kuching to ensure reliability as renewables are integrated. Together, these measures will diversify the energy mix and align Sarawak with global climate and sustainability commitments.

Manufacturing & SME Development

To position Sarawak as a premier hub for high-value investment, the Government will strengthen economic resilience through value-added downstream manufacturing, establishment of Special Economic and Free Industrial Zones, and enhanced industrial park management to reinforce supply chains and competitiveness. Sarawak will also advance the aerospace, semiconductor, and specialised manufacturing ecosystems, while empowering small and medium enterprises (SMEs) through digitalisation, entrepreneurship, and global market access – driving sustainable growth and cementing Sarawak's leadership in innovative, high-value manufacturing.

Commercial Agriculture

Sarawak aims to build a technology-driven, high-yield, and sustainable agro-industry to enhance food security, create jobs, and become a net food exporter by 2030. The transformation focuses on large-scale commercial farming, particularly the expansion of paddy cultivation, adoption of modern agro-technologies, and integration of agro-industrial value chains. Sarawak will attract global partnerships and access international markets, with greater emphasis on high-value crops and climate-resilient farming to develop a sustainable and competitive agricultural ecosystem.

Tourism, Arts, Culture & Creative Industries

Sarawak aims to boost quality leisure and business visitor arrivals by building industry capacity and leveraging its culture, heritage, and biodiversity to position itself as a leading sustainable tourism destination. Priorities include eco-tourism and creative-tourism branding, integrating informal providers to raise service standards and visitor experience, promoting micro-tourism, and increasing private-sector participation in luxury and responsible tourism to spur infrastructure development, cultural preservation, and global recognition.

Forestry, Natural Asset Management & Conservation

The Sarawak Government will integrate conservation into land-use planning to safeguard biodiversity while enabling timber industry growth, strengthening enforcement and community-private partnerships. This is to restore and protect ecosystems and accelerate forest carbon management to gain international recognition for sustainable resource stewardship. Meanwhile, this will also promote value-added timber products to boost revenue and exports with local community engagement to empower stakeholders and align economic development with ecological sustainability.

Mining, Oil & Gas

Sarawak will develop a sustainable and technologically advanced extractive industry to drive growth, create high-value jobs, and strengthen local capabilities. Efforts will focus on expanding mining activities across the value chain, particularly in downstream processing, to attract investors and promote local vendor participation and technology transfer. Capacity building, innovation, and the adoption of advanced technologies such as carbon capture, utilisation, and storage (CCUS) will underpin this strategy. Key initiatives include geological mapping, development of the Kuching Low Carbon Hub, and greater domestic utilisation of gas, positioning Sarawak as a leader in the mineral extraction sector.

Infrastructure & Utilities

The infrastructure and utilities sector is central to driving sustainable growth and strengthening economic resilience through advanced technologies and efficient resource management. The Sarawak Government will integrate Building Information Modelling and modernise utility systems to streamline governance and improve project delivery, ensuring universal access to reliable utilities that support economic activity and quality of life. Renewing ageing pipelines, centralising procurement and strengthening public and private partnerships will enhance resource efficiency and regional connectivity. Major projects such as the Sarawak Coastal Road and the Second Trunk Road will improve transport links between urban and rural areas, while the Sarawak Water Supply Grid will secure sustainable access to treated water to support industry and public health.

Transport & Logistics

The Transport and Logistics sector is central to improving connectivity, safety and cost efficiency through data-driven solutions and integrated systems, supporting Sarawak's goal of becoming the logistics hub of Borneo. The government will pursue public-private partnerships and infrastructure upgrades while modernising freight and port operations to strengthen regional trade. Key initiatives include introducing hydrogen-powered buses in Kuching, launching AirBorneo to boost regional travel, upgrading airports in Kuching and Sibu, enhancing river transport, and streamlining processes to ease the movement of goods. Expanding integrated and intermodal transport options will improve mobility for residents and increase Sarawak's attractiveness to investors.

Social Services

Sarawak's Social Services sector is committed to promoting a high standard of living and fostering a healthy, inclusive society by delivering innovative, affordable services to all citizens. Key initiatives include poverty alleviation, enhanced social welfare support, and youth and sports programs designed to enrich community well-being and build social resilience.

Efforts will ensure access to services across all social strata by addressing affordability barriers and making essential support available regardless of economic status. Direct interventions will target vulnerable groups, including the elderly and low-income families, with tailored assistance to meet their specific needs. Through this approach, Sarawak aims to empower communities and create an environment where every individual can thrive and contribute to a more resilient society.

Digital Transformation

Digital transformation in Sarawak will build the infrastructure and connectivity needed to establish a digitally driven economy grounded in innovation, data and inclusive access. Guided by the Sarawak Digital Economy (SDE) Blueprint 2030, the government will accelerate digitalisation across public services, businesses and communities to improve service delivery, boost productivity and create new opportunities for SMEs and rural populations. Targeted training will strengthen digital skills and literacy in rural areas, while strategic investments will ensure comprehensive wide connectivity. Together, these measures aim to foster a more equitable, innovative and inclusive society in which all citizens can participate in and benefit from the digital economy.

Innovation

Sarawak aims to become a leading hub for research, creativity and technology-driven solutions by strengthening its innovation ecosystem through targeted investments in research and development (R&D), biotechnology and the commercialisation of new ideas. A flagship initiative, the Sarawak Bio-Industrial Park in Samarahan, will attract global investment in bio-based industries and leverage Sarawak's biological resources for pioneering projects such as microalgae cultivation for sustainable applications. Sarawak will also empower SMEs and start-ups with venture funding, digital platforms and collaborative networks to promote knowledge exchange and strategic partnerships. Together, these measures will accelerate the development of new products, services and processes across sectors and cultivate a culture of innovation among Sarawakians.

Education & Human Capital

The Education and Human Capital sector is central to developing a highly skilled, digitally proficient workforce to support Sarawak's goal of becoming a high-income, competitive economy by 2030. Sarawak is committed to inclusive education, ensuring quality learning and training for all residents regardless of socioeconomic background or location. Priorities include upskilling current workers, promoting lifelong learning, strengthening foundational education, expanding technical and vocational education and increasing participation in Science, Technology, Engineering, and Mathematics (STEM). Enhanced collaboration between industry and academia will bridge skills gaps and align training with market demand.

Efforts will focus on underserved urban and rural communities and will be reinforced by the introduction of free higher education by 2026 to widen access and remove financial barriers.

Business Services

The Business Services sector will strengthen Sarawak's economy by improving the business environment through better policy compliance, more efficient infrastructure, strategic land use, and targeted talent development. These measures will create a supportive ecosystem that attracts investment, fosters innovation and drives growth. Priority strategies include expanding high-value services such as finance, manufacturing support and engineering to diversify the economic base and leverage local strengths. Upgrading infrastructure and improving workforce readiness through skills programmes will ensure companies can operate smoothly and access a skilled labour pool that meets industry needs.

Government Transformation

The Government Transformation sector is committed to improving public sector efficiency and responsiveness through digitalisation, streamlined processes and stronger inter-agency collaboration. By aligning federal and Sarawak initiatives and reinforcing governance frameworks, the government aims to enhance service delivery and create new economic opportunities. Key tools include Integrated Results-Based Management to align planning and evaluation with policy objectives, Results-Based Budgeting to prioritise funding for high-impact programmes, and an Employee Performance Management System to support staff development, well-being and accountability. Together, these measures will foster a more adaptive, effective and performance-driven public service.

Waste & Circularity

Sarawak is advancing the circular economy to address environmental challenges while supporting sustainable economic growth by turning waste into resources, cutting pollution and conserving natural assets. Central measures include waste-to-energy projects and upgraded waste management infrastructure to reduce landfill reliance, alongside industrial waste exchanges, and community recycling to boost resource efficiency. Sarawak is increasing private-sector participation and establishing household e-waste collection centres to streamline recycling, while educational outreach in schools and communities will raise environmental awareness and participation. Improvements to greywater treatment and the roll-out of centralised sewerage systems will strengthen wastewater management, enhancing long-term environmental and economic resilience.

10 High-Level Strategies

In response to changes over the past few years within Sarawak’s economic, social, and governmental landscape, the strategic thrusts, socio-economic sectors and enablers within the PCDS 2030 framework have been integrated and restructured to better reflect key priority areas from the Sarawak 13MP. This aims to bridge existing gaps and ensure a more comprehensive and robust framework for future development.



Diagram 3: 10 High-Level Strategies

10 High-Level Strategies

In response to changes over the past few years within Sarawak’s economic, social, and governmental landscape, the strategic thrusts, socio-economic sectors and enablers within the PCDS 2030 framework have been integrated and restructured to better reflect key priority areas from the Sarawak 13MP. This aims to bridge existing gaps and ensure a more comprehensive and robust framework for future development.

HLS 1: Accelerate the Clean Energy Transition

Accelerating the clean energy transition by expanding renewable energy and modernising infrastructure involves setting up an energy regulator to enhance the regulatory environment and attract investment, ensuring a sustainable long-term energy strategy. The development of the Sarawak Hydrogen Hub will be a key initiative, alongside building

infrastructure such as power generation, transmission and distribution lines, energy storage systems, and flexible grid lines to support increased energy capacity. Additionally, an ecosystem will be built to support human capital development, meeting the current and future needs of the energy industry.

Sectoral Strategies:

Energy Transition

ET-S1: Create hydrogen value chain through facilitating strong supply and demand

ET-S2: Expand grid and energy storage infrastructure to accommodate higher renewable energy capacity

ET-S3: Ensure electricity access and energy security with clean energy in rural areas

ET-S4: Increase fuel efficiency of the transportation sector, including expanding electric vehicle (EV) charging infrastructure at key urban areas

ET-S5: Catalyse R&D of new technologies through piloting large-scale commercialisation

ET-S6: Drive energy efficiency by changing behaviour

ET-S7: Introduce sustainable financing and funding strategy to drive innovation and implementation

Infrastructure & Utilities

IU-S1: Legislative and regulatory enhancements for the energy sector with enhancement and reinforcement of rural electricity grid supply for supply reliability and sustainability

IU-S2: Accelerate gas production efforts and prioritise key sectors with high economic impact through policy intervention



HLS 2: Develop and Attract Strategic Industries

Developing and attract strategic industries through key partnerships, strengthened local supply chains, and SME capacity building, while driving tech adoption via financial institution collaborations. Strategic private sector partnerships will optimise Sarawak’s natural resources, including geological assets, tourist sites, and energy, while attracting high-tech investments in aerospace and digital business development.

The establishment of Free Zones, Free Industrial Zones, and Economic Zones, including the proposed Kuching Low-Carbon Hub Economic Zone, Baram Renewable Energy Economic Zone, and Kota Petra Green Technology Park, will further drive innovation, sustainability, and economic growth. Kuching will be positioned as Borneo’s global gateway with a new international airport, deep seaport, and enhanced air connectivity through AirBorneo, Sarawak-owned airline.

In addition, the Oil & Gas Services and Equipment (OGSE) sector will be strengthened through collaboration, innovation, and skills development to enhance competitiveness and sustainability.

Sectoral Strategies:

Manufacturing & SME Development
M-S1: Strengthen local supply chains by fostering partnerships, and building capacity to meet investor needs
M-S2: Advance into higher-value downstream activities for long-term resilience
Commercial Agriculture
CA-S1: Provide and strengthen essential supporting services to support agriculture ecosystems
CA-S2: Increase yields by increasing adoption of modern farming practices and technology
CA-S3: Improve farmers' access to financial services to adopt agricultural machinery and expand production

Tourism, Arts, Culture & Creative Industries
T-S1: Enhance tourism offerings and promotion efforts through strategic partnerships, capacity building and technological adoption
T-S2: Expand and deepen creative industries by empowered communities and responsible action
T-S3: Elevate both eco-tourism and luxury tourism offerings tapping into natural reserves and high-end market
Mining and Oil & Gas
MOG-S1: To progress the OGSE sector up the value chain by enhancing collaboration, innovation and skills
MOG-S2: Explore partnerships with established downstream players to identify and develop opportunities for value-added activities
MOG-S3: Explore and assist in the development of CCUS sector
Digital Transformation
DT-S1: Drive digital business development and high-tech high-value investment in strategic industries
DT-S2: Accelerate digitalisation in priority economic sectors
DT-S3: Catalyse Artificial Intelligence (AI) opportunities leveraging the Sarawak AI Centre (SAIC)
Innovation
IN-S1: Strengthen local and global linkages and partnerships, particularly between research institutions, innovation hubs and industries to maximise the value of R&D and commercialisation
IN-S2: Enhance facilitation services to support innovation and scaling up across borders

HLS 3: Increase Investor Confidence and Attract Greater Private Sector Participation

Increasing investor confidence and attracting greater private sector participation by strengthening governance and improving regulatory processes through the Public-Private Partnership (PPP) framework. Collaboration within relevant agencies will improve infrastructure and utility policies, with a focus on water and power supply while considering the energy transition. Additionally, a comprehensive and collaborative approach will be adopted to integrate informal tourism service providers into the formal economy, enhancing safety, quality, and confidence among registered businesses.

Sectoral Strategies:

Digital Transformation
DT-S4: Enhance the data governance landscape in Sarawak
DT-S5: Enhance baseline cybersecurity and resilience of Sarawak's critical infrastructure
DT-S6: Enhance public awareness on cybersecurity threats via CyberSarawak
DT-S7: Strengthen capabilities and digital infrastructure in data centre operations and high-performance computing
Transport & Logistics
TL-S1: Develop, upgrade and expand freight and logistical infrastructure with dedicated driver facilities
TL-S2: Collaborate with private sector players for data sharing on demand
TL-S3: Expedite initiatives on improving maritime traffic management
TL-S4: Review maritime cabotage policy
TL-S5: Improve air connectivity and aviation facilities to establish an aviation hub in Sarawak
TL-S6: Enhance efficiencies of port equipment through targeted upgrades and replacement
TL-S7: Review policies and ordinances governing the port sector

Tourism, Arts, Culture & Creative Industries

T-S4: Adopt a comprehensive and collaborative approach to effectively integrate illegal tourism service providers into the formal economy

T-S5: Strengthen regulations and guidelines in the tourism industry

Government Transformation

GT-S1: Empowering people-centric and integrated digital service delivery driven by the Whole of Government digital service approach

GT-S2: Strengthen the digital capabilities of the SCS

GT-S3: Establishing a conducive digital ecosystem for the digital work environment of civil servants

GT-S4: Enhance data governance within the civil service

GT-S5: Streamline policy/regulation and process/procedures to improve citizen-centric service delivery and ease of doing business

GT-S6: Develop frameworks for effective collaboration between agencies to break down silos and enhance governance

GT-S7: Improve integration between federal and initiatives

GT-S8: Improve career and well-being programmes to increase job satisfaction within the SCS

GT-S9: Develop new revenue streams to reduce dependence on tax revenues from oil and gas related activities

GT-S10: Sustainably preserve and grow the wealth of Sarawak

GT-S11: Reform Sarawak's public finance management

GT-S12: Strengthen digitalisation in budgeting, e-procurement and financial management activities

GT-S13: Accelerate technology adoption within the public sector to improve efficiency

Energy Transition
ET-S8: Enhance transparency and simplify processes to attract and support energy-related investors
Infrastructure & Utilities
IU-S3: Enhance asset management strategies for government buildings
Innovation
IN-S3: Facilitate private investment into the startup ecosystem, targeting strategic economic sectors of Sarawak
IN-S4: Create and implement mechanisms to assess the innovation ecosystem in Sarawak
Mining and Oil & Gas
MOG-S4: Foster development of the local downstream mining industry
MOG-S5: Facilitate digitalisation of key public services for investors in the mining industry
MOG-S6: Streamline approval processes while enforcing robust post-approval standards

HLS 4: Optimising Land Use to Drive Growth

Optimising land use to drive growth through land optimisation in new agriculture, industry, and urban development projects while ensuring environmental sustainability involves developing underutilised or abandoned land into industrial plots with good transport linkages to attract investors. Collaborative models like Joint Ventures or Leasing agreements between the government and communities will optimise native customary rights (NCR) land for agriculture. Governance of land matters will be enhanced through improved feedback loops, streamlined approval processes, and expedited land conversion times. Additionally, a paddy irrigation scheme will be developed to increase rice self-sufficiency in Sarawak by rehabilitating and expanding paddy land areas. Lastly, the adoption of technologies and ecosystem development will be promoted in key areas such as livestock rearing, animal feed, fertiliser, and seedling production.

Sectoral Strategies:

Forestry, Natural Asset Management & Conservation
FNAM-S1: Enhance yield and sustainability of planted forests through targeted efforts, research initiatives and community participation
Infrastructure & Utilities
IU-S4: Provide incentives and support for building information modelling (BIM) upskilling initiatives
IU-S5: Mandate BIM application in building lifecycle
IU-S6: Strengthen project management capabilities of Public Works Department (JKR)
IU-S7: Collaborate with private sector through PPP for improved project management
IU-S8: Centralise procurement, bulk purchase, and long-term supply contracts
IU-S9: Local material sourcing and development
IU-S10: Development of utility infrastructure database and integrate utility planning into all development approval process
IU-S11: Renewal of ageing pipes and digitalisation efforts to tackle non-revenue water (NRW)
IU-S12: Enhance and establish additional water treatment facilities
IU-S13: Review existing water tariffs for sustainable water sector development
IU-S14: Streamline water sector governance by empowering Sarawak Water Authority (SWA) to be the single authority for water supply and resources
IU-S15: SWA to be supported by an organisational setup with an executive team to help execute the regulatory functions of SWA
Commercial Agriculture
CA-S4: Optimise agricultural areas and enhance infrastructure development to increase agriculture and aquaculture production

Transport & Logistics

TL-S8: Develop Sarawak's Aerospace Ecosystem

TL-S9: Implementation of aids to navigation (AtoN) for major maritime and riverine routes

TL-S10: Review existing policies and regulations governing maritime and riverine transport

TL-S11: Maritime study for potential development of the riverine economy

TL-S12: Enhance training and competency for maritime and riverine personnel

HLS 5: High-quality Living Environment and Inclusive Society for all Communities

Building a high-quality living environment and inclusive society for all communities by fostering equal opportunities in economic advancement, access to education, and social well-being involves developing regional medical hubs in Kuching, Kota Samarahan, Sibul, and Miri, with hospitals, research centres, wellness facilities, and science universities to elevate Sarawak's medical capabilities and attract medical tourism. The Sarawak Family

First Initiative will offer parental education, child protection, and mental health support to families while ensuring access to conducive living environments. Support services for the elderly and vulnerable communities will be expanded, including the Geriatrik Komuniti (GeKo) service and Pusat Aktiviti Warga Emas (PAWE).

The Sarawak Women@Work Initiative will promote affordable childcare, flexible work arrangements, return-to-work programmes, gender equality policies, and financial compensation for women in informal care services, alongside the establishment of the Sarawak Women Leadership Institute.

Sectoral Strategies:

Social Services

SS-S1: Increasing supply of affordable housing, particularly in urban areas

SS-S2: Strengthening planning, coordination and monitoring of housing development



SS-S3: Introduce a comprehensive and integrated approach to urban renewal planning and policymaking that prioritises suitability, inclusivity and resilience for all Sarawakians

SS-S4: Facilitating home ownership or rental, particularly for households in need

SS-S5: Improving accessibility to healthcare facilities and services

SS-S6: Raising awareness and education on health and lifestyles

SS-S7: Formalising strategic partnerships and alliances in the healthcare sector

SS-S8: Advancing infrastructure and innovation related to health

SS-S9: Enhancing income generation opportunities through targeted support

SS-S10: Strengthening implementation of social welfare programmes

SS-S11: Improving access to essential services

SS-S12: Creating a conducive environment for family establishments

SS-S13: Enabling workforce participation and equal access to economic and leadership opportunities for women

SS-S14: Enhancing access, equity and quality early childhood care, education and special needs early intervention

SS-S15: Enhancing social protection and support systems for the elderly community

SS-S16: Creating economic opportunities that harness the potential of healthy and productive PWDs

SS-S17: Leveraging partnerships to drive community development, outreach and support

SS-S18: Strengthening healthcare and social services infrastructure

Education & Human Capital

EHC-S1: Introducing a dedicated and holistic youth policy in Sarawak

EHC-S2: Promoting accessibility to sports offerings and infrastructure for the general public

Transport & Logistics

TL-S13: Establish a centralised transport data management system to improve public transport planning

TL-S14: Enhance public transport infrastructure and services; implement improved traffic management and road safety initiatives with integrated infrastructure and connectivity advancement

Digital Transformation

DT-S8: Provide high-speed, reliable and affordable internet connectivity to improve regional and global connectivity

DT-S9: Facilitate adoption of digital technologies among Sarawakian communities

Additionally, high-speed, reliable, and affordable internet connectivity will be provided through digital infrastructure projects like SMART600 and JENDELA Phase 1, while public transportation will be improved with key developments such as the Kuching Urban Transportation System (KUTS), ensuring accessible, affordable, and efficient travel.

HLS 6: Attract and Retain Talent and Foster a Skilled and Agile Workforce

Attracting and retaining talent and fostering a skilled and agile workforce through targeted support and development programmes - the Sarawak Employment Package (SPACK), which includes attractive allowances, entrepreneurial support, fast-track work permit applications, immigration fast lanes, family support initiatives, and a review of the legal framework. A compliance unit could be established for SPACK to oversee enforcement and prevent incentive misuse. The "Elevating the Educators" programme will attract and retain quality educators, with a focus on rural teachers, to ensure effective curriculum delivery and student attention.

Sarawak Regional Youth Centres will be established to provide services, support, and opportunities for youth, offering courses to develop intellectual, physical, and soft skills, as well as job placement centres for rural youth. Additionally, the Sarawak High Performance Sports Centre will provide professional sports development for future athletes, including those with disabilities, offering structured training, sports science support, and career development for coaches.

Sectoral Strategies:

Education & Human Capital

EHC-S3: Building capacity and professional expertise/specialisation of teachers

EHC-S4: Enhancing education accessibility, standards and mindsets in Sarawak

EHC-S5: Nurturing young leaders that can drive the future socioeconomic development of Sarawak

EHC-S6: Enhancing development and performance of homegrown athletes (including PWDs) in a targeted and structured manner

EHC-S7: Attracting and retaining new or Sarawakian talent

Social Services

SS-S19: Nurturing a pipeline of healthcare workforce

Energy Transition
ET-S9: Consider just energy transition perspective as natural gas is still considered a transitional fuel and human capital development for the new industries
Digital Transformation
DT-S10: Build digitally skilled workforce and match talent needs with the future needs of the digital economy
Mining and Oil & Gas
MOG-S7: Improve access to manpower and build capacity of local human capital

HLS 7: Enhance Safety, Security, and Disaster Preparedness

Enhancing safety, security, and disaster preparedness by strengthening disaster resilience, public safety, and emergency response capabilities involves leveraging technology to install closed-circuit television (CCTV) and electronic monitoring sensors at all entry points and strategic locations, while empowering UKPS to act swiftly against offenders through a secure Ultra High Frequency (UHF) trunk radio communication network.

Additionally, disaster prevention and response units will be implemented and strengthened among local authorities (PBTs) and integrated with a community warning system for more effective local preparedness.

Sectoral Strategies:

Social Services
SS-S20: Enhancing security in coastal areas
SS-S21: Strengthening border security
Forestry, Natural Asset Management & Conservation
FNAM-S2: Enhance response to regular flooding in Sarawak and disaster risk reduction strategy

HLS 8: Engage in Climate Action, Integrate Environmental, Social, and Governance (ESG), and Advance the Circular Economy

Engaging in climate action, ESG integration, and advancing the circular economy through climate policies, carbon trading, and sustainability-focused investments involves establishing the Sarawak Climate Change Centre to guide climate mitigation, adaptation, and carbon trading activities.



A Climate Finance Facility will be introduced to support high-tech, innovative business models with climate and environmental impacts. Additionally, Sarawak’s waste and circularity policy will be developed, and green procurement policies will be introduced to create demand for locally recycled materials and green products, supporting long-term resource efficiency and sustainability.

Sectoral Strategies:

Waste & Circularity

WC-S1: Adopt targeted waste management strategy and technology

WC-S2: Increase private sector interest and participation in circularity, targeting high-value and high-volume wastes

WC-S3: Implementation of centralised sewerage system for major urban centres in Sarawak

WC-S4: Improve treatment and collection of greywater

WC-S5: Strengthen local governments' capacity and community participation in waste management and circular development

Forestry, Natural Asset Management & Conservation

FNAM-S3: Mainstream environmental sustainability across the various economic sectors

FNAM-S4: Facilitate private sector participation through ESG adoption and financing

FNAM-S5: Better pollution control at source and enforcement

FNAM-S6: Facilitate carbon trading and ecosystem

FNAM-S7: Price carbon through compliance or voluntary market

FNAM-S8: Formulate a sound policy and plan that incorporates conservation of environment related to climate related hazards due to climate change

FNAM-S9: Enhance measurement, reporting and verification (MRV) of greenhouse gas (GHG) emissions throughout Sarawak

FNAM-S10: Mainstream climate adaptation in planning

HLS 9: Protect and Sustainably Manage Natural Resources

Protecting and sustainably managing natural resources by ensuring responsible resource extraction, conservation efforts, and biodiversity protection involves developing nature-based projects for carbon credits.

A community-based forest resource management programme will be promoted through participatory models, strengthening community capacity, and integrating traditional knowledge with modern practices. Additionally, geological mapping and mineral prospecting activities will be expedited by establishing phased plans for surveying and mapping target areas, alongside facilitating land designation and integrating mining areas into land-use policies.

Sectoral Strategies:

Forestry, Natural Asset Management & Conservation

FNAM-S11: Ensure economic benefits from forestry activities are realised by rural communities

FNAM-S12: Intensify cooperation between tourism and forestry, particularly in the eco-tourism sector to enhance sustainable development and forest conservation efforts

FNAM-S13: Facilitate the availability of raw materials for high value-added industry

FNAM-S14: Bolster enforcement and forest landscape restoration efforts

FNAM-S15: Strengthen participation and capability of private sector and non-governmental organisation (NGOs) to develop high-quality conservation projects

FNAM-S16: Ensure water availability, quality and sustainable water consumption and management

FNAM-S17: Conduct biodiversity assessments to ensure better management of natural assets

FNAM-S18: Enhance sustainable marine fisheries and leverage blue economy potential

FNAM-S19: Integrate land use management decisions with natural resource management and conservation goals

Mining and Oil & Gas

MOG-S8: Expedite geological mapping and mineral prospecting activities

HLS 10: Create a Strong and Resilient Bumiputera Business Community

Creating a strong and resilient Bumiputera business community through capacity building and enhanced market access for greater economic participation involves harnessing the potential of young people with urban exposure to contribute to the rural economy by creating value in sectors like agriculture and tourism. The "Career Pathway Programme: Apprenticeship" platform will provide graduates and the workforce with tools, networks, and opportunities to explore business and career avenues, including non-traditional jobs. Additionally, targeted programmes will support the economic development and livelihoods of indigenous communities by offering upskilling initiatives tailored to key economic activities in specific areas.

Sectoral Strategies:

Education & Human Capital

EHC-S8: Fostering a skilled and agile workforce that meets industry needs and enhances productivity

EHC-S9: Strengthening youth employability and economic participation

Social Services

SS-S22: Accelerating socioeconomic development of indigenous communities with continuous engagements and in a phased manner (Penan)

SS-S23: Supporting existing communities and growing populations with basic infrastructure (Penan)



SS-S24: Establishing long-term monitoring and support systems to address emerging issues and ensure the sustainability of indigenous and resettled communities (Resettlement)

SS-S25: Supporting resettlement communities through economic diversification and growth (Resettlement)

SS-S26: Improving connectivity and access to essential services and facilities (Resettlement)



5 Way Forward

Sarawak can achieve its goals by implementing strategies that **FIX** key challenges, **BUILD** on its economic foundations, and seize **NEW** emerging opportunities

The strategic framework is structured around the three key pillars: Economic Prosperity focused on increasing private sector investment, Social Inclusivity to increase economic participation by Bumiputera and rural communities, youth and women, and enhancing Environmental Sustainability in development.

→ Priority Areas for 13MP

Sarawak 13MP strategies will build upon Sarawak's foundations in the first phase of PCDS 2030 under 12MP for growth to unlock further economic potential, overcome key challenges, and seize growth opportunities. The strategic approach is structured around three key principles: Fix, Build, and New:

- **Fix strategies** focus on resolving persistent implementation challenges that have hindered progress. This includes accelerating the execution of committed projects and addressing pain points that delay realisation and obstruct effective delivery. By streamlining processes and removing bottlenecks, Sarawak aims to ensure existing initiatives can move forward efficiently.
- **Build strategies** centre on leveraging the foundation laid by the 12MP and PCDS 2030. It involves assessing the current status of ongoing initiatives and projects to transition into the next phase, where tangible benefits can be realised.
- **New strategies** are forward-looking, aiming to harness emerging global, regional, and local developments to propel Sarawak's growth. This includes designing high-impact initiatives that position Sarawak to thrive in a rapidly evolving economic landscape.

→ Sarawak Vision

The overarching strategy under the three key pillars, namely Economic Prosperity, Social Inclusivity and Environmental Sustainability, is to increase private sector investment alongside economic participation by Bumiputera and underserved groups through sustainable development:



Economic Prosperity

Increase private sector investment to unlock Sarawak's full potential and seize future opportunities



Social Inclusivity

Increase economic participation by Bumiputera and rural communities, youth and women



Environment Sustainability

Enhance and embed environmental sustainability into development

→ **Economic Prosperity:** Accelerating economic transformation through strategic private sector investment

As Sarawak embarks on the implementation phase of PCDS 2030 under 13MP, a renewed emphasis is placed on transforming Sarawak's economic structure through realisation of strategic private sector investment. This transformation is central to Sarawak's vision, which aims to build a high-income, innovation-driven, and environmentally sustainable economy.

From Primary to High-Value Sectors

Sarawak has made significant strides in shifting its economic base from traditional primary sectors—such as agriculture and resource extraction—towards higher value-added activities, particularly in the services sector. This strategic pivot reflects a broader effort to modernise the economy, enhance productivity, and position Sarawak competitively within the regional and global landscape.

Private Investment as a Catalyst for Growth

To accelerate this transformation, private investment must be scaled up as a key driver of capital infusion, innovation, and expertise. The 13MP outlines several enablers to attract and sustain private sector participation:

- Improving ease of doing business through streamlined regulations, digitalisation of government services, and reducing uncertainties in policies, processes, making it more transparent.
- Ensuring sufficient energy and infrastructure, leveraging Sarawak's renewable energy capacity and well-connected industrial parks to support high-growth sectors. This includes providing access to clean energy at competitive tariffs.
- Unlocking land for development through reforms in land administration and addressing shortage of talent with talent development strategies
- Leveraging R&D, innovation, and technology, with initiatives such as the Sarawak Innovation Ecosystem, Bio-industrial Parks, and Venture Capital (VC) Funds to attract high-tech startups and commercialise research outputs.

1 Driving economic transformation from primary to high-value sectors



Sarawak has increased contribution from the services sector and focusing on higher value-added activities

2 Accelerating private investment as a catalyst for growth



Scaling up private sector investment to accelerate economic transformation

3 Strengthen enablers to attract private sector participation



Improving ease of doing business



Addressing land and talent challenges



Ensuring sufficient energy and infrastructure



Leveraging R&D, innovation and technology

Unlocking the Potential of the Services Sector

The services sector—ranging from digital economy, logistics, tourism, to financial services—is poised to become a major contributor to Sarawak's GDP. By fostering innovation, enhancing human capital, and improving infrastructure, Sarawak aims to unlock new growth frontiers and create high-quality jobs for its people.

→ **Social Inclusivity:** Advancing social well-being and inclusivity for holistic development

Beyond economic growth, Sarawak's 13MP places strong emphasis on enhancing social well-being to ensure that development is inclusive, equitable, and sustainable. This pillar supports the broader goal of reshaping development under the Malaysia MADANI framework, by empowering communities, building human capital, and improving access to opportunities and services.

Upskilling for productivity and high-value jobs

To propel Sarawak's socioeconomic growth, the 13MP prioritises upskilling and talent development to meet the demands of a modern economy. A key strategy is to expand the skilled workforce and stem brain drain, ensuring Sarawak remains competitive in high-growth sectors such as healthcare, energy, and digital technology.

The SPACK is a flagship initiative designed to attract and retain talent, targeting Sarawakians, West Malaysians, Sabahans, and foreign expatriates in critical sectors.

Ensuring greater sharing of economic gains

To promote inclusive growth, the 13MP outlines targeted social interventions for three key community segments:

Rural & Bumiputera Communities

- Harness youth potential for rural revitalisation by encouraging urban-exposed youth to contribute to their hometowns
- Create value in rural economic sectors through new business models and hybrid contribution modes (physical, remote, or both) to enhance agriculture, tourism and renewable energy, thereby alleviating poverty.

Youth

- Career Pathway Programme offering apprenticeship

1 Upskilling for productivity and high-value jobs



Expanding skilled workforce and stemming brain drain to propel Sarawak's socio-economic growth

2 Attracting and retaining talent - Sarawak Employment Package (SPACK)



Targeting Sarawakians, West Malaysians, Sabahans and foreign expatriates in critical job sectors



Attractive allowances and benefits



Fast-track work permit applications and immigration fast lanes



Entrepreneurial support and conducive living environment

3 Building a resilient and inclusive society



Building a robust talent pipeline



Enabling greater economic participation by upskilling to raise productivity



Targeted social interventions for key communities for greater sharing of economic gains with rural and Bumiputera communities, youth and women

- Leverage National Structured Internship Programme (MySIP) for industry exposure
- Provide mentorship, training, and career advisory support
- Promote digital platforms for job matching and skill-building

Women

- Women@Work initiative to support work-family balance
- Monetary and non-monetary support (e.g. childcare, skills development, return-to-work training)
- Policies and guidelines to enhance women's economic participation and leadership
- Target to raise female labour force participation to 60%

Building a Resilient and Inclusive Society

Sarawak's 13th Malaysia Plan envisions a society where inclusive growth and equitable development go hand in hand. Central to this vision is the integration of infrastructure development with social strategies to uplift rural communities and ensure that no one is left behind.

Inclusive rural development will be driven by efforts to raise rural incomes, expand economic participation, and improve access to essential services. Nine Regional Development Agencies (RDAs) will serve as local delivery partners, coordinating land-use optimisation and targeted infrastructure investments such as paddy irrigation rehabilitation, aquaculture zoning, and the mobilisation of Native Customary Rights land. These initiatives are designed to unlock productivity, reduce logistics costs, and enable local-scale processing and value creation.

To build on this foundation, strategic rural industries will be developed to diversify livelihoods and generate sustainable income. RDAs will work with farmer organisations and

entrepreneurs to grow commercial agriculture, downstream processing, and non-timber forest product ventures. Community-based ecotourism, creative industries, and benefit-sharing models will also be promoted to create year-round employment and retain local talent.

At the same time, Sarawak will strengthen liveability and social inclusion through initiatives such as Family First, Women@Work, and conditional income support. These will be complemented by expanded regional health outreach, telehealth services, and community health workers, alongside affordable housing and transit-oriented township planning.

Reliable infrastructure—particularly energy and digital connectivity—will be reinforced through grid upgrades, decentralised renewable solutions, and microgrids. RDAs will support mini-grid deployment, cold-chain logistics, and energy-efficient technologies to lower operational costs and enable higher-value processing.

To ensure that rural communities can fully benefit from these opportunities, complementary measures will be introduced to attract and retain talent. These include targeted employment and family-support packages, incentives for professionals to work in regional hubs, enhanced vocational training, and rural education centres that link learning to local employment pathways.

Together, these integrated strategies aim to create resilient, self-sustaining rural communities—diversifying livelihoods, reducing vulnerability, and ensuring that the benefits of development are widely and fairly shared across Sarawak.

→ **Environmental Sustainability:** Future-proofing Sarawak's growth through green transformation

Under the third pillar of the 13th Malaysia Plan (13MP), Environmental Sustainability is positioned as a cornerstone of Sarawak's development strategy for 2026-2030. This pillar reflects Sarawak's commitment to embedding sustainability into its socio-economic transformation, aligning with the Malaysia Madani framework and the global Sustainable Development Goals (SDGs).

Mainstreaming environmental sustainability to drive resource efficiency and decarbonisation

Sarawak is charting a bold course toward a green economy, with strategies aimed at monetising carbon storage, reducing climate risk, and mainstreaming environmental sustainability across all sectors. The Sarawak Energy Transition Policy (SET-P) and Sarawak Net Zero Strategy & Carbon Plan provide a clear roadmap for decarbonisation, resource efficiency, and climate resilience. Key initiatives include:




- Alignment of policies with green economy principles, ensuring that development is both economically viable and environmentally sound.
- Sustainable financing mechanisms and innovative business models to attract green investments and support clean technology adoption.
- Behavioural nudges and public awareness campaigns to foster a culture of sustainability among citizens and businesses.

Decoupling Growth from Environmental Externalities





Sarawak's strategy to decouple economic growth from environmental degradation involves:

- Climate change mitigation and adaptation, including forest conservation, carbon sequestration, and emissions reduction through electrification and scaling renewables.




1 Mainstreaming environmental sustainability to drive resource-efficiency and sustainability

-  Ensure policies are aligned with green economy principles
-  Sustainable financing mechanisms and new business models
-  Nudge behavioural change and public awareness campaigns

2 Decoupling growth from externalities at the regional- and local-levels

-  Climate change mitigation
-  Clean innovation, transforming industrial clusters and drawing green investment
-  Preparing the workforce and SMEs for the future
-  Energy transition and scale renewables

3 Enhancing response to regular flooding in Sarawak is crucial for climate resilience

-  Disaster risk reduction and enhance local disaster response
-  Develop a region-specific early warning system
-  Provide green and blue infrastructure as part of climate adaptation planning

- Clean innovation and climate finance, with Sarawak actively developing a carbon market and finalising a carbon levy framework to monetise its vast forest carbon assets.
- Workforce and SME readiness, ensuring that Sarawak's human capital is equipped for green jobs and sustainable entrepreneurship.

Enhancing Climate Resilience Through Flood Management and Disaster Risk Reduction

Flooding remains a significant climate risk in Sarawak, exacerbated by changing land use and extreme weather events.

To address these issues and challenges, Sarawak is implementing the following initiatives:

- Enhancing local disaster response capabilities, including community preparedness and emergency planning.
- Developing region-specific early warning systems, leveraging technology to provide timely alerts and enable proactive evacuation and flood defence deployment.
- Reducing disaster risk, particularly in flood-prone areas, through integrated river basin management and resilient planning.
- Providing green and blue infrastructure, such as nature-based solutions, to support resilient urban and rural development and long-term climate adaptation planning.

Conclusion

The Sarawak 13th Malaysia Plan (2026-2030) marks a pivotal chapter in Sarawak's journey toward becoming a high-income, inclusive, and sustainable society by 2030. Anchored on the three foundational pillars of Economic Prosperity, Social Inclusivity, and Environmental Sustainability, the Plan builds upon the momentum of the 12MP and the strategic vision of PCDS 2030 to deliver transformative outcomes for all Sarawakians.

Economic Prosperity will be driven by a bold shift from primary sectors to high-value industries, catalysed by strategic private sector investments. Through improved ease of doing business, infrastructure readiness, and innovation ecosystems, Sarawak is positioning itself as a competitive hub for renewable energy, advanced manufacturing, and digital services. These efforts are not only expected to boost GDP and productivity but also create quality jobs and unlock new growth frontiers.

Social Inclusivity remains central to Sarawak's development ethos. The Plan outlines targeted interventions to uplift rural communities, empower youth and women, and ensure equitable access to opportunities. Initiatives such as SPACK, Women@Work, and regional development agencies (RDAs) are designed to bridge urban-rural divides, enhance human capital, and foster resilient communities. By integrating infrastructure with social strategies, Sarawak aims to ensure that prosperity is shared, and no one is left behind.

Environmental Sustainability is embedded across all sectors, reflecting Sarawak's commitment to future-proofing its growth. Through the Sarawak Energy Transition Policy, Net Zero Strategy, and circular economy initiatives, Sarawak is advancing clean innovation, climate resilience, and responsible resource management. These efforts will decouple economic growth from environmental degradation, positioning Sarawak as a regional leader in sustainable development.

Together, these pillars form a cohesive and forward-looking framework that not only addresses current challenges but also seizes emerging opportunities. With unity of purpose, strategic execution, and inclusive governance, Sarawak is poised to shape a future where development is resilient, equitable, and enduring, for this generation and the next.

List of Abbreviations

Abbreviation	Definition
12MP	Twelfth Malaysia Plan
13MP	Thirteenth Malaysia Plan
AI	Artificial Intelligence
BIM	Building Information Modelling
CCTV	Closed-Circuit Television
CCUS	Carbon Capture, Utilisation and Storage
CPI	Consumer Price Index
CPS	Cascading Power Sources
ESG	Environmental, Social, and Governance
EV	Electric Vehicle
GDP	Gross Domestic Product
GeKo	Geriatric Komuniti
GETS-WRP	Graduate Enhancement Training Scheme
GHG	Greenhouse Gas
HLS	High Level Strategies
JKR	Public Works Department
KUTS	Kuching Urban Transportation System
MRV	Measurement, Reporting and Verification
MySIP	National Structured Internship Programme
MySRBN	Sarawak Rural Broadband Network
NCR	Native Customary Rights
NGO	Non-governmental organisation
NRW	Non-revenue Water
OGSE	Oil & Gas Services and Equipment
PAWE	Pusat Aktiviti Warga Emas
PBT	Local Authorities
PCDS	Post COVID-19 Development Strategy
PPP	Public-Private Partnership
R&D	Research & Development
RDA	Regional Development Agency
RTP	Rural Transformation Programme
SAIC	Sarawak AI Centre
SCS	Sarawak Civil Service
SDE	Sarawak Digital Economy
SDG	Sustainable Development Goals
SET-P	Sarawak Energy Transition Policy
SME	Small and medium enterprises
SPACK	Sarawak Employment Package
SSWFF	Sarawak Sovereign Wealth Future Fund
STEM	Science, Technology, Engineering, and Mathematics
SWA	Sarawak Water Authority
UHF	Ultra High Frequency
VC	Venture Capital

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