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# From Support to Success: Refocusing Bumiputera Trade Policies on Enterprise Outcomes



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## Executive Summary

Debate surrounding policies exclusive to particular groups in Malaysia — most prominently support for Bumiputera advancement — has been dominated by highly-charged arguments around discrimination, fairness and merit. Arguments rarely offer an evidentiary basis as impartial analysis of policy performance has long been eschewed for sensitivity reasons.

This policy paper contributes to efforts by IDEAS and other independent stakeholders to elevate facts and analysis of group-based policies in Malaysia. It does not prosecute the rationale for policies but assesses opportunities to improve programme design, integration, and execution. As with any other policy area, increasing programme effectiveness would deliver greater benefits to the target group while minimising potential detriment to other stakeholders.

The paper specifically examines contemporary policy support to encourage international trade by Bumiputera small and medium enterprises (SMEs). Trade is one of many policy levers intended to support economic advancement of Bumiputera through enterprise participation and success. Leveraging trade is consistent with national economic development policy frameworks that emphasise competitiveness and participation in higher-value and export-oriented activities.

From mapping active programmes that explicitly target Bumiputera SMEs and include trade participation as a stated objective, it is less clear how existing programmes are structured, coordinated, and sequenced to support the goal of leveraging trade for group uplift. There are opportunities to enhance programme design, delivery mechanisms, targeting criteria, and monitoring practices to improve the functioning of these instruments collectively.

The **key findings** of the paper are:

- The programmes have different stated objectives related to trade and enterprise development, covering financing, capacity building, market exposure, vendor development, and export readiness. While non-financial support such as training, mentorship, certification assistance, and trade promotion is present, most programmes rely on loans, grants, or hybrid financing instruments as the primary delivery mechanism for supporting trade participation.
- Trade-related support for Bumiputera SMEs is scattered across a range of programmes with differing objectives, instead of offering dedicated and sustained assistance to achieve export competitiveness.
- Different loans, grants, and hybrid financing instruments address financial barriers at disconnected stages of export readiness and are often supplementary components of wider initiatives.
- Wide variance in programme selection criteria make finding and affording support difficult for small enterprises.

- Different definitions of success across programmes, with greater emphasis on participation and disbursement metrics than on measures of export success or sustained enterprise development, make it difficult to observe enterprise progression across the export journey.
- Delivery is distributed across multiple ministries and agencies, increasing coordination demands on enterprises and limiting visibility of cumulative enterprise development trajectories.
- Policy continuity considerations arise where structured, multi-year exporter development initiatives are paused or reshaped, affecting longer-term enterprise development planning.

These findings give rise to the following **policy implications** and **recommendations**:

- Reorient the system from a government to enterprise outcomes focus by complementing programme delivery metrics with clearer measures of export success and sustained enterprise development.
- Clarify the mission of trade support within Bumiputera advancement, whether as a means of scaling already competitive enterprises into international champions that create jobs for Malaysians (including Bumiputeras), or as part of an integrated enterprise development pathway from start-up to exporter.
- Strengthen coherence across programmes by clarifying how different instruments are expected to support enterprises at different stages of growth and trade readiness.
- Move beyond stand-alone support by improving continuity, signalling, and handover between start-up, enterprise development, and trade-focused programmes.
- Improve coordination and information-sharing across ministries and agencies, including through more systematic use of shared databases and monitoring platforms.
- Clarify success and progression benchmarks so that programmes track not only participation and disbursement, but also movement toward higher capability, scale, and market engagement.
- Preserve policy continuity by reducing ad-hoc pauses or discontinuation of programmes that play a critical role in exporter development pathways.
- Strengthen transparency and accessibility of programme information, including clearer public reporting on programme status, eligibility criteria, duration, and outcomes, and more consistent centralised information to support enterprise navigation and policy learning.
- Focus on targeted depth rather than programme expansion, prioritising better sequencing, clearer expectations, and stronger learning across the existing policy mix.

## 1.0 Introduction and Context

### 1.1 From redistribution to enterprise development: the evolution of Bumiputera policy levers

Malaysia's Bumiputera economic agenda has historically relied on a wide variety of policy levers to address structural imbalances in wealth, ownership, and participation. Under the New Economic Policy (NEP) introduced in 1971, early interventions emphasised redistribution and participation, particularly through rural development, increased access to education, public sector employment, and ownership and equity arrangements (Toh, 2024). These interventions formed part of a broader development strategy that delivered productivity gains at the macro and sectoral levels. Throughout this period and beyond, Bumiputera participation in commerce and industry was advanced largely through preferential access to opportunities, such as procurement, licensing, and equity ownership, with enterprise development anchored in state support and government-linked entities (Lee, 2021).

Over time, policy emphasis broadened from ownership and participation toward entrepreneurship and enterprise development. A much clearer shift toward building a Bumiputera Commercial and Industrial Community (BCIC) through enterprise formation and upgrading emerged during the first Mahathir prime ministership, including in the Second Outline Perspective Plan (OPP2, 1991–2000) and subsequent Malaysia Plans. This shift was reinforced after the mid-1980s economic crisis, when limited success in promoting Bumiputera entry into business, despite substantial public borrowing, led to corporatisation and privatisation strategies that expanded direct participation in commercial operations through the state, instead of reliance on private-sector equity reservations alone (Thillainathan & Cheong, 2024).

More recently, policy rhetoric and reform initiatives have placed more emphasis on Bumiputera small and medium enterprises (SMEs) capability development, competitiveness, and the reduction of rent-seeking, although translating this intent into consistent mechanisms and outcomes has proven challenging (Lee, 2021). Ongoing public debate around trade agreements and domestic policy space further reflect the continued sensitivity of aligning trade liberalisation with inclusion objectives (Free Malaysia Today, 2025). As Malaysia's economy has become more open and integrated, questions have shifted from whether existing policy instruments support enterprise competitiveness and scaling up, or if they continue to prioritise participation without clear progression pathways – especially in relation to trade participation.

## 1.2 Bumiputera SMEs, trade participation, and emerging tensions at the enterprise level

Bumiputera SMEs<sup>1</sup> form a significant share of Malaysia's business population, but most remain concentrated at the micro level and contribute a proportionately small share of economic activity. Bumiputera-owned enterprises comprised 29.8% of registered SMEs in 2024, with 88% of these in the micro category (Malaysia Tribune, 2025). Their smaller size and concentration in lower output and value-added activities means they accounted for only 8.1% of GDP in 2022 (SME Corporation Malaysia, 2025; KEB, 2024). SMEs more broadly represent 96.1% of all business establishments and contributed RM652.4 billion in value added in 2024, equivalent to 39.5% of GDP — highlighting the greater contribution of non-Bumiputera SMEs (DOSM, 2025; Bernama, 2026). The government's latest Bumiputera policy blueprint PuTERA35 aspires to raise the Bumiputera enterprise share of GDP to 15% by 2035; a downwards recalibration from earlier frameworks that had set a higher target of 20% by 2030 (Institut Masa Depan, 2025).

Export participation among Bumiputera SMEs is difficult to assess directly due to the absence of consistent and up-to-date publicly available ethnicity-disaggregated export data. In the absence of such data, broader SME export patterns provide a cautious proxy for understanding the structural challenges likely faced by Bumiputera enterprises in international trade. In 2024, SME exports reached RM196.8 billion but only accounted for 14.3% of total exports (DOSM, 2025). With SMEs representing the vast majority of business establishments in Malaysia, their participation in export markets remains disproportionately low. While data specific to Bumiputera SMEs is not available, the constraints on trade facing all SMEs are likely to affect Bumiputera enterprises more acutely. This includes because Bumiputera SMEs are more heavily concentrated in the micro and small scale segments, where limitations in scale and capital are typically more binding.

Evidence consistently shows that SMEs face structural barriers when attempting to internationalise. Their smaller size, limited internal resources, and lean managerial structures make it harder to access finance, invest in technology, comply with quality and regulatory standards, build connectivity, and develop suitable human capital (ERIA/OECD, 2024). Financial constraints are frequently cited as among the most binding barriers, limiting enterprises' ability to invest in equipment, infrastructure, and workforce development, while also reducing their capacity to meet export procedures and compliance requirements. Many SMEs also lack specialised knowledge in export processes, market research, international marketing, and digital systems, which restricts their ability to identify buyers, adapt to foreign market conditions, and navigate differing

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<sup>1</sup> 'SMEs' in this paper is flexibly deployed to refer to micro, small and medium enterprises (MSMEs) based on the classification by SME Corporation Malaysia. See <https://smecorp.gov.my/index.php/en/policies/2020-02-11-08-01-24/sme-definition>.

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regulatory environments (Suntherasegarun et al., 2024). External pressures such as competition, supply chain disruptions, fluctuating demand, and rising sustainability requirements further increase the cost and complexity of entering and sustaining a presence in international markets.

These structural barriers are reflected in the experiences of individual enterprises. Stakeholder engagement<sup>2</sup> insights highlight that Bumiputera SMEs often struggle to move beyond survival mode. Common challenges include limited working capital, weak financial records, difficulty meeting export-related standards and certifications, and uneven access to information about market opportunities and available support programmes. Even when enterprises secure initial contracts or benefit from specific interventions, many face difficulties scaling up production, complying consistently with international requirements, or diversifying beyond a narrow group of buyers.

Reforms under the SME Masterplan 2012–2020 and the Business Strategic Plan (2022–2030) have moved Malaysia towards a more coordinated and lifecycle-based approach to SME development, which on paper provides sturdier foundations for export activity. With SME Corp Malaysia designated as the central coordinating agency (CCA), reforms sought to streamline support, reduce duplication, and improve monitoring across ministries under mechanisms such as the SME Integrated Plan of Action (SMEIPA) (Kuriakose et al., 2022). In principle, this provides a stronger institutional foundation for aligning enterprise support with enterprise growth stages, including progression into export markets.

However, it remains unclear how consistently Bumiputera-specific trade and enterprise programmes are embedded within this broader coordination framework, particularly in terms of export readiness screening, progression benchmarks, and outcome tracking. As trade participation increasingly becomes part of the Bumiputera upgrading agenda, the question is not only whether support exists, but whether it is sequenced and integrated in a way that helps enterprises move from micro-scale participation toward sustained competitiveness in international markets.

### **1.3 Trade participation as a Bumiputera policy lever**

The competitive discipline of international trade is increasingly seen as important to building Bumiputera enterprises for sustained success. Selling into external markets forces enterprises to operate under more demanding conditions. Enterprises must deliver higher quality, meet technical and regulatory standards, manage production at scale, and innovate enough to compete with a wider market. Trade participation can indicate that an enterprise has built the capabilities needed to remain competitive and profitable when no longer receiving government support or protection.

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<sup>2</sup> See Appendix A

Trade has long been central to Malaysia's broader development, gaining increasing importance as a vehicle for enterprise growth. From the Eighth Malaysia Plan (8MP) (2001-2005) through the Twelfth Malaysia Plan (12MP) (2021-2025), Malaysia's economy moved away from labour-intensive and resource-based activities toward more complex production structures and deeper participation in regional and global value chains. Growth increasingly came from manufacturing, services, logistics, and knowledge-intensive sectors, where competitiveness depends on enterprises' ability to scale, adopt technology, and continuously improve. The Thirteenth Malaysia Plan (13MP) (2026-2030) reflects this reality by recognising that sustaining inclusive growth in a more open economy requires enterprises, especially SMEs, to become more innovative and capable of competing at higher levels. The National Trade Blueprint (2021–2025) similarly highlights the need to increase SME contributions to national exports as a strategic priority.

The focus on trade success is also consistent with broader shifts in Bumiputera economic policy towards competitiveness outcomes. Recent analysis notes that while Bumiputera-related programmes in Malaysia remain extensive, policy discussion and reporting have tended to focus on inputs and activities, such as funding allocated, programmes launched, or numbers of beneficiaries more than on measurable outcomes related to enterprise upgrading or market integration (ISEAS, 2025). Although policy intent has shifted toward competitiveness and sustainability, the lack of consistent outcome-based evaluation and clear progression benchmarks has made it difficult to assess whether enterprise support is actually helping enterprises develop and sustain competitiveness rather than remain dependent on government. This concern has also been echoed in recent federal-level statements calling for more integrated and impact-focused assessment of Bumiputera initiatives (Malay Mail, 2026).

As trade is increasingly positioned as a measure of enterprise success signalling and contributing to Bumiputera uplift, one challenge is that the capability required to participate in international markets has risen steeply. Globally, with increased needs for digitalisation, environmental and social governance (ESG) standards, and reconfigured supply chains, enterprises now require stronger technical, managerial, and compliance capabilities simply to enter and remain in export markets. Exporting today often requires digital documentation systems, product traceability, sustainability reporting, and the ability to meet strict delivery timelines and quality specifications. Participating in international markets is not a realistic entry-level or even early stage goal for SMEs, rather it represents firm maturity and competitiveness — or in the empowerment context the culmination of sustained enterprise development.

Recent national policy frameworks reaffirm aspirations to increase Bumiputera exports while recognising trade comes at a late stage of the enterprise uplift journey. The Twelfth Malaysia Plan (12MP), Thirteenth Malaysia Plan (13MP), and PuTERA35 all link Bumiputera enterprise development to participation in higher-value and export-oriented sectors, including electrical and electronics, digital services, agrifood, halal industries, logistics, and value-added manufacturing. The Thirteenth Malaysia Plan

(13MP) introduces a “relay race” approach to entrepreneurship support to encourage continuity across stages of enterprise development, while PuTERA35 places stronger emphasis on sectoral upgrading and governance efficiency.

Within this evolving context, trade participation offers a useful way to examine whether current enterprise and trade support programmes are aligned with upgrading objectives. Domestic market access remains important for early-stage survival and inclusion, and in Malaysia much of this space is already shaped by established preferential mechanisms. Participation in international trade, by contrast, exposes enterprises to clearer performance expectations and competitive pressures. For this reason, this paper treats international trade participation as a practical lens for assessing whether existing support mechanisms are helping Bumiputera SMEs build the capabilities needed to innovate, scale, and compete internationally.

Export participation among SMEs is widely recognised as difficult because it typically requires enterprises to be relatively mature and financially stable. Trade tends to reward businesses that already have viable business models, adequate production capacity, and the ability to comply with differing regulatory and quality standards. Trade supports more advanced enterprises that have reached a level of operational stability from which international expansion becomes feasible.

This recognition does not diminish trade as a policy lever for Bumiputera advancement, rather it requires policymakers to adopt objectives, eligibility criteria, and support mechanisms commensurate with trade’s positioning in enterprise development. Enabling greater participation in higher-value and export-oriented activities is central to long-term economic mobility and wealth creation. However, trade operates differently from and should be complemented by earlier-stage instruments not represent one itself. Support aimed at start-ups, micro-enterprise survival, or household income appropriately address foundational constraints. Trade-oriented support, by contrast, builds on those foundations and seeks to move capable enterprises into more competitive and higher-return markets. Recognising this sequencing clarifies how trade fits alongside other policy levers rather than replacing them.

For trade to contribute effectively to the Bumiputera upgrading agenda, the key question is not simply whether export support exists, but whether it is appropriately targeted to mature enterprises and whether it is complemented by enterprise development policies. Trade participation therefore serves both as a development objective in its own right and as an indicator of whether earlier enterprise support has translated into scalable competitiveness.

## 1.4 Research objectives and questions

This paper examines the extent to which contemporary Malaysian government policies support Bumiputera SMEs to participate in international trade. It focuses on the design and configuration of existing trade and enterprise-related programmes and whether these are appropriately positioned to support enterprises that have reached the capability thresholds required for sustained participation in international markets.

It maps programmes that explicitly target Bumiputera SMEs and include trade participation or export readiness as a stated objective. By looking across these programmes, it aims to make the support landscape more visible and easier to understand, including what types of support are offered, who delivers them, how enterprises are selected, and how success is defined. The analysis considers whether the overall configuration of support is aligned with policy goals that emphasise upgrading, innovation, and competitiveness.

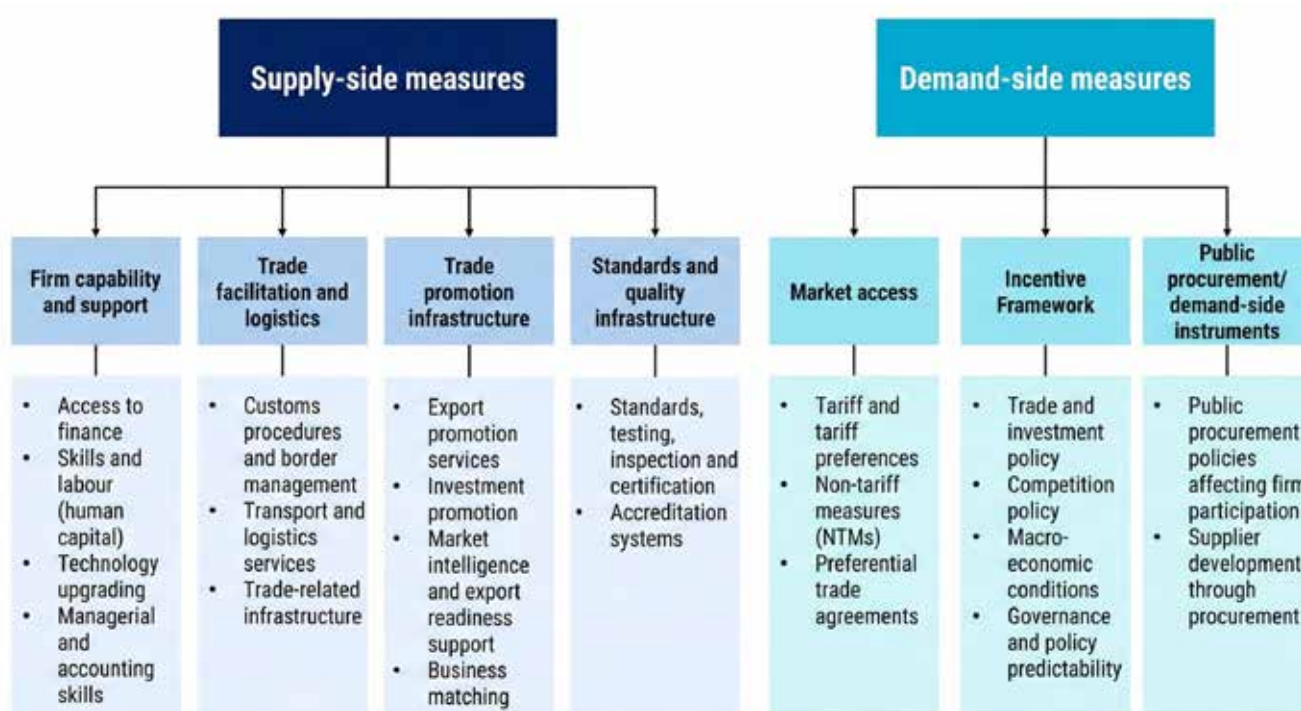
The paper is guided by three questions:

- **Programme mapping:** What objectives and policy rationales support existing Bumiputera SME programmes that aim to increase trade participation?
- **Programme design:** How do programme features (such as eligibility rules, types of support, and monitoring practices) shape enterprises' ability to engage in trade?
- **Policy implications:** What aspects of the current programme mix appear to work well together and where could adjustments improve alignment with Bumiputera advancement and competitiveness objectives?

## 2.0 Scope and Approach

This paper analyses Bumiputera-focused trade and enterprise programmes using a policy instrument taxonomy that distinguishes between supply-side and demand-side measures affecting enterprise competitiveness and trade participation (see Figure 1). The taxonomy is adapted from the World Bank’s trade competitiveness diagnostics and related innovation policy frameworks, which categorise policy instruments according to the mechanisms through which they address enterprise-level constraints. In this paper, trade support is understood as a set of policy instruments explicitly intended to enable enterprises to participate in international markets, including through export readiness, compliance with international standards, and engagement with foreign buyers.

**Figure 1: Taxonomy of Trade and Enterprise Policy Instruments**



Source: IDEAS compilation adapted from World Bank (2013a) and Fagerberg et al. (2010) and World Bank (2012).

Given the structure of Bumiputera enterprise support in Malaysia and the profile of available programmes, the analysis focuses exclusively on supply-side instruments. That is, it focuses on policies that seek to boost Malaysian exports, such as preferential policies addressing enterprise-level capabilities or readiness for sustained participation in international markets. This also reflects the competitiveness approach increasingly used in trade diagnostics, which recognises that improved market access alone is insufficient if enterprises face “behind-the-border” constraints related to skills, finance,

standards compliance, infrastructure, or managerial capacity (World Bank, 2012). Demand-side instruments, such as procurement preferences, discriminatory foreign import tariffs, reserved market access, or contract allocations, are not examined as they are more hypothetical than real. While Malaysia's international treaty negotiations typically reserve preferential domestic treatment for Bumiputera enterprises, they do not seek discriminatory treatment for exports under the foreign counterparty's policies (that is, all Malaysian exporters are treated the same under importing country policies).

Supply-side instruments also provide a clearer basis for assessing whether Bumiputera SMEs are being prepared to meet the capability thresholds required for sustained international competitiveness. They impact how enterprises are selected, assisted and evaluated, and therefore allow for closer examination of whether the support design aligns with the stated objective of building internationally competitive enterprises.

Programme selection is guided by three criteria. First, only programmes that explicitly target Bumiputera SMEs are included. Second, programmes must state international trade participation, export readiness, or market expansion beyond the domestic market as a core objective. Third, only programmes that were active as of January 2026 are analysed. As a result, the brief excludes broader enterprise or financing programmes that are open to all enterprises and do not have a specific trade-related objective, even where Bumiputera SMEs may be eligible to participate. This restriction is deliberate, reflecting the aim to assess whether trade-oriented support is sufficiently targeted to address upgrading and competitiveness constraints.

The primary source for identifying programmes is the SMEIPA 2025, which consolidates enterprise support initiatives implemented by ministries and government agencies. While SMEIPA provides comprehensive coverage of government-led SME programmes, it does not include initiatives funded entirely by the private sector or those provided through government-linked companies (GLC) and government-linked investment companies (GLICs), for which public information is limited. The analysis is therefore limited to programmes implemented by ministries and public agencies and does not capture the full universe of support available to enterprises.

The programme analysis is also supported by stakeholder consultation with policymakers and implementing agencies involved in enterprise and trade support (see Appendix A). Stakeholder insights help identify recurring implementation and coordination issues and inform interpretation of programme level patterns.

## 3.0 Landscape of Bumiputera Trade Programmes

This section analyses 15 active Bumiputera SME trade programmes identified from a total of 126 Bumiputera SME programmes listed under the SMEIPA. It examines the type of support offered, the implementing agencies, the selection criteria applied and the measures used to assess programme outcomes (see Appendix B for the list of the programmes).

The analysis uses programme features as practical examples (or stylised facts) to show how Bumiputera-specific trade support is currently organised and implemented in practice.

### 3.1 Programmes provide diverse support

The programmes reflect a broad spectrum of intervention types. Of the 15 programmes mapped, eight are anchored in skills development, export readiness, market promotion, or general capacity building, six primarily structured around access to finance, such as grants, matching grants, or financing facilities and one operates mainly as a digital platform and enabling infrastructure mechanism. The programmes cover a wide range of upgrading needs — from certification and standards compliance, to digitalisation, market exposure, vendor development, and regional expansion. The diversity of instruments suggests an attempt to address multiple dimensions of enterprise competitiveness.

Beyond the primary focus, financial instruments are frequently embedded within capability-focused programmes. For example:

- The **Business Exports Programme (BEP 3.0)** is positioned as an export readiness and internationalisation initiative, but includes financing and grants tied to standards and certification, alongside facilitation measures.
- The **Program Pembangunan Kapasiti Vendor (PPKV 2.0)** supports standards, accreditation, digital adoption, and capacity development for vendors, but relies on grant financing as a key instrument.
- **Galakan Eksport Bumiputera (GEB)** combines export objectives with financing schemes covering working capital, machinery, equipment, and pre-export training.
- The **Bumiputera Enterprise Enhancement Programme (BEEP)** provides grants for digital platforms, certification, and international promotion.
- **Program Jaguh Serantau** integrates grants and financing facilities within a regional market expansion framework.

Even where the stated objective is capability building, for instance, it is frequently mediated through financing, with grants and loans funding access to training and other support for enterprises to upgrade or enter export markets. Recent public reporting

reinforces this emphasis. Parliamentary disclosures indicate that RM34.4 million was awarded to 222 enterprises under the Bumiputera Enterprise Enhancement Programme (BEEP) in 2024, with further allocations announced for 2025 (Business Today, 2025). Ministerial statements also continue to frame these financial instruments as part of a broader push toward export facilitation, ESG adoption, and market linkages, suggesting an intent to broaden programme impact beyond funding alone (Bernama, 2025).

### 3.2 Programmes span different enterprise stages, but progression and coordination across stages is not clearly articulated

A second pattern is that government support spans multiple points along the enterprise life cycle but without a clearly articulated progression logic linking early-stage support to export readiness and scaling. Design features appear targeted by enterprise maturity but programmes do not appear formally sequenced.

At the early end:

- The **Bumiputera Enterprise Enhancement Programme (BEEP) PLUS** is micro-focused, targeting enterprises with relatively short operating histories and emphasising basic upgrading activities such as packaging, branding, premises improvement, and introductory export exposure.
- The **Business Financing Scheme (SPiM)** similarly supports early-stage enterprises through working capital and asset financing, with trade intentions supplementary.
- **Programmes under the SDSI (Program Pembangunan Kapasiti SDSI Fasa 4: Kediaan Pasaran 2025, Showcase SDSI Peringkat Borneo, and Showcase SDSI Peringkat Kebangsaan)** require only six months of operation and focus on training, business matching, promotion, and market readiness.

At the more advanced end:

- The **Business Exports Program (BEP 3.0)** requires a minimum of three years of operation supported by audited financial statements and at least 60% Bumiputera ownership with effective control. This signals an expectation of formalisation and basic managerial capacity.
- **Galakan Eksport Bumiputera (GEB)** imposes additional filters, including SCORE requirements, certifications, and operating history.
- **Program Jaguh Serantau** is explicitly positioned for scaling, with profitability and revenue growth expectations and a much larger financing envelope, placing it closer to the export-ready or regional champion segment.

The relationship between programmes across different stages of enterprise development is not clearly articulated. This does not necessarily imply that enterprises should progress sequentially from one instrument to another. From a public policy perspective, support is most effective when it addresses specific constraints at defined stages of development, and an enterprise requiring continuous support across every stage may not be commercially viable or sustainable. The question, therefore, is not whether enterprises should move automatically from programme to programme, but whether the overall architecture provides clarity on how support aligns with differing levels of readiness.

While instruments exist for micro enterprises and export-oriented SMEs, there is limited visibility on how enterprises are expected to navigate between them. Entry into one programme does not automatically signal what the next step should be, nor is it evident how coordination mechanisms ensure alignment between instruments across agencies. As a result, many programmes function as discrete interventions rather than as part of an intentionally sequenced – or at least intentionally differentiated – exporter development architecture.

In addition, some degree of overlap in eligibility criteria and support components can be observed across stages. This may serve to widen access and accommodate enterprises with heterogeneous needs, instead of strictly segmenting enterprises into rigid tiers. Nevertheless, in the absence of clearly defined progression benchmarks or coordination mechanisms, such overlap may make the overall developmental landscape less transparent to participating enterprises.

In a well-coordinated system, an enterprise that approaches a later-stage export programme but lacks the necessary capability would be systematically redirected to a more suitable enterprise development scheme. Similarly, an enterprise that has outgrown entry-level support would be clearly identified as ready for more advanced activities and considered under corresponding support instruments. The concern is therefore less about ensuring universal progression, and more about ensuring appropriate matching of enterprises to instruments based on objective readiness criteria.

Life-cycle oriented programmes can be supplemented by discrete support to generate market engagement. For instance, *Program GTG* operates primarily as a market exposure and trade promotion mechanism rather than a multi-stage exporter programme. Reporting from MIHAS Shanghai 2025 indicates that participating enterprises were required to meet export readiness conditions (such as halal certification, GMP compliance, and production capacity) and that MoUs and sales agreements amounting to RM55.5 million were concluded with overseas buyers (Astro Awani, 2025). While such initiatives can support networking and market familiarisation, their outcomes appear largely linked to event-based trade facilitation rather than sustained capability development pathways. This raises the question of whether some initiatives framed as enterprise development support function in practice more as demand-side trade promotion instruments.

Stakeholder feedback suggests that enterprises often face challenges in translating programme inputs into sustained trade outcomes. Constraints related to compliance, production scale, working capital cycles, and repeat buyer relationships may require follow-through across stages of development or business cycle. When support is delivered primarily as stand-alone interventions, enterprises may receive assistance without clear signalling regarding what capability thresholds are required for sustained international participation. The implication is that clarity, coordination, and appropriate matching matter as much as the existence of multiple instruments.

### 3.3 Varying selection and targeting approaches create complexity

Programmes apply a range of eligibility and selection criteria. These vary in terms of operating history requirements, financial documentation, ownership conditions, certification standards, and readiness indicators. Based on publicly available documentation, some programmes apply more detailed screening criteria, while others rely on broader eligibility conditions.

At the more selective end, programmes such as BEP 3.0 require a minimum of three years of operation supported by three years of audited financial statements, as well as at least 60% Bumiputera ownership with effective control. GTG requires enterprises to demonstrate annual sales of at least RM1 million and to hold baseline certifications such as MeSTI and halal certification. *Program Jaguh Serantau* targets SMEs with at least 51% Bumiputera equity and Shariah-compliant operations. Similarly, PPKV 2.0 requires enterprises to be registered under vendor development programmes and to meet financial soundness criteria. These types of requirements select enterprises that are already relatively formalised or have achieved operational scale.

Other programmes apply simpler eligibility conditions. BEEP is open to all registered Malaysian businesses, while SPiM requires Bumiputera status, Malaysian citizenship, SSM registration, and Shariah compliance. The SDSI programmes require SSM registration and at least six months of operation. In these cases, export-specific readiness conditions are not always specified at the point of entry, at least not in publicly available documents.

Some degree of differentiation in selection criteria is expected. Programmes designed for early-stage or micro enterprises would reasonably apply lighter entry requirements than those intended for enterprises already engaging in, or preparing for, export markets. Broader access schemes may support enterprises in addressing foundational constraints such as financing, digital adoption, or certification before they are in a position to meet stricter export-facing criteria.

However, variation in criteria across programmes can add complexity from the perspective of enterprises. Several schemes provide similar forms of support — such as certification assistance, digital upgrading, market access activities, or international promotion — but apply different entry conditions. Without a clearly communicated readiness baseline

across programmes, it may not always be apparent to enterprises how eligibility thresholds differ or how one programme relates to another in terms of capability expectations.

Significant inconsistencies likewise risk trade-aspiring enterprises only accessing piecemeal support when they would benefit from multiple forms of assistance. Some firms are formally excluded from some programmes under differentiated criteria, while others would balk at the burden of applying for multiple programmes with individual requirements.

There are also instances where trade-related programmes apply relatively open eligibility criteria, while others within the same ecosystem apply more detailed screening. This may widen participation and promote inclusion, but it may also influence how enterprises choose between programmes. For example, enterprises that are able to meet more demanding export-facing requirements may still opt for programmes with simpler entry processes if the support offered appears comparable. Similarly, stricter criteria may function as appropriate due diligence in some contexts, but may also increase the documentation burden for enterprises.

It is also possible that additional assessment takes place during application review, internal screening, or post-approval monitoring that is not fully reflected in publicly available programme descriptions. Readiness may be evaluated through interviews, internal scoring systems, or agency-level judgement that is not documented in summary eligibility lists. As such, differences observed in formal criteria may not capture the full extent of due diligence applied in practice.

Some programmes attempt to introduce more structured capability assessment tools. SME SCORE, for instance, is used in certain schemes either as an eligibility condition or as a requirement after approval. However, because it is not applied consistently across all programmes, it does not yet operate as a common reference point. Likewise, useful tools such as Malaysia External Trade Development Corporation (MATRADE)'s Export Readiness Assessment Tool (ERAT) and Exporters' Readiness and Capability Assessment (ERCA) are not systematically integrated across the programmes reviewed.

Implementing agencies also appear to play a facilitative role. Stakeholder inputs indicate that officers from implementing agencies may guide enterprises toward programmes that align more closely with their stage and capacity. While this can help address mismatches, such guidance is not always visible in formal documentation and it relies heavily on institutional knowledge and individual (and potentially arbitrary) discretion. For enterprises unfamiliar with the system, differences in eligibility rules and documentation requirements may still appear complex and opaque, particularly for those without strong networks or prior exposure to government support.

Therefore, the issue is not the absence of assessment, but the lack of a shared and transparent readiness baseline across Bumiputera trade programmes. Greater alignment in how readiness is defined and communicated could help enterprises navigate the system more effectively, reduce reliance on informal gatekeeping, and strengthen coherence across programmes without undermining inclusion objectives.

### 3.4 Differing success measures obscure the picture on enterprise outcomes

Monitoring and evaluation practices vary across programmes, and the types of indicators used to report performance are not uniform. Based on publicly available documentation, most programmes report a combination of participation figures, funding disbursement amounts, and the completion of planned activities such as training sessions, trade missions, or upgrading projects. Less frequently, programmes report outcome indicators such as sales growth, export revenue, or job creation.

There is an important distinction between measuring programme performance from the perspective of bureaucrats and enterprises, with reporting currently focused on the former when it should be on the latter. Indicators such as the number of beneficiaries supported, the value of grants approved, or the number of activities implemented primarily describe programme delivery from a government perspective. They indicate that resources were allocated and that interventions took place. Such measures are relevant from an administrative and accountability perspective but are not indicators of enterprise (or programme) outcomes. Outcome-oriented indicators, such as export sales or revenue growth, relate more directly to enterprise-level performance. They offer some indication of whether participation in government programmes results in enterprises experiencing commercial success.

For example, PPV-related programmes commonly report how many vendors were supported and how much funding was disbursed, while programmes such as GTG highlight cumulative sales figures linked to specific trade events. These metrics are useful in showing activity and uptake, but they are not comparable across programmes and rarely track enterprise outcomes beyond the immediate intervention period.

Outcome measures are not reported consistently across programmes, and where they are reported often relate to specific events or defined reporting periods rather than consistent, longer-term tracking. The emphasis in public reporting often falls on headline participation figures or funding amounts. These figures demonstrate implementation progress and outreach. Information on longer-term enterprise performance, such as sustained export participation is less consistently available in public summaries.

This does not necessarily indicate that such outcomes are not monitored internally. Additional follow-up or performance assessment may occur within implementing agencies but may not be reflected in publicly accessible documentation. Nevertheless, successful programmes that track such information would want to publicise it, with a lack of transparency reflecting either limited tracking or limited success – both of which would benefit from greater scrutiny.

As a result, it remains difficult to observe whether or not Bumiputera enterprises that receive government support are becoming successful and sustained exporters. There is very little information on whether enterprise capabilities improve over time

or how enterprises progress within and across different programmes and agencies. This reinforces the perception, also reflected in stakeholder discussion, that no single institution has visibility over the full enterprise journey. Without more consistent outcome-oriented measures, learning across programmes is limited, and policy refinement becomes harder, even where substantial resources are being deployed.

### **3.5 The implementation landscape remains fragmented**

Delivery and implementation of Bumiputera SME trade and enterprise programmes is spread across multiple institutions, including SME Corp, SME Bank, Majlis Amanah Rakyat (MARA), Ministry of Entrepreneur Development and Cooperatives (KUSKOP), Ministry of Rural and Regional Development (KKDW). This institutional diversity reflects the breadth of the Bumiputera enterprise agenda and allows different agencies to address specific constraints.

The involvement of multiple agencies means that trade-related support is delivered through separate programmes, each with its own entry rules, timelines, and reporting requirements. From an enterprise's perspective, support appears as a set of parallel options administered by different institutions. There are obvious downsides from an accessibility standpoint, with fragmentation increasing the likelihood that enterprises are unaware of available support or are unwilling to take on the added burden of engaging with multiple agencies.

Coordination among agencies may partially alleviate information availability concerns, but agency coordination is not publicly visible. Enterprises are unlikely to have full visibility over the range of instruments available or be able to navigate differences in eligibility thresholds and expectations. While agencies may coordinate internally or guide enterprises informally, such coordination has not been declared as explicitly available and does not appear to be common knowledge. As a result, navigating the system requires prior knowledge, networks, or repeated engagement with implementing bodies.

### **3.6 Policy continuity considerations in exporter development**

The Bumiputera Exporters Development Programme (BEDP) illustrates an absence of policy continuity in exporter development (see Box Article 1). Although the programme has been paused due to budget reallocation rather than formally discontinued, its suspension is significant because BEDP was one of the few initiatives designed as a structured, multi-year exporter development pathway. The programme ran over three years and combined export readiness assessment, staged capability building, mentoring, market immersion, and coordinated support across multiple agencies. Progression was built into the programme design, with enterprises expected to move through defined stages rather than receive one-off assistance.

The pause of BEDP highlights how programmes designed to provide sustained support can be affected by funding shifts. In practical terms, the suspension interrupts a pathway programme that links assessment, support, and evaluation over time. While many of BEDP's components — such as training, grants, and international exposure — continue to exist elsewhere in the ecosystem, they are no longer presented as a single, continuous track with defined expectations for progression.

Policy discontinuity can significantly harm the prospects for enterprises caught mid-programme. When programmes with built-in duration and evaluation milestones are paused or reshaped mid-stream, enterprises face uncertainty regarding the continuity of structured support. Changes in programme format can influence how enterprises plan longer-term investments in export capability, or whether they can continue them at all.

### **Box Article 1: Expanding Market Access: The Bumiputera Exporters Development Programme (BEDP)**

#### **Programme Overview**

The BEDP was a targeted export capacity-building initiative administered by the Malaysia External Trade Development Corporation (MATRADE) under the Ministry of Investment, Trade and Industry (MITI). Established in 2004, the programme was designed to develop competitive and sustainable Bumiputera exporters through a structured three-year intervention model (MATRADE, 2026).

BEDP formed part of MATRADE's exporters development framework and focused specifically on Bumiputera-owned SMEs with established domestic operations and export potential. The programme emphasised not only market access but also entrepreneurial development at the leadership level (MITI, 2015). However, the programme was paused in November 2024 due to budget constraints.

#### **Programme Objectives and Design**

The primary objective of BEDP was to internationalise Bumiputera companies into new export markets. The programme adopted a "hand-held" development approach over a three-year period. This structured model reflected MATRADE's assessment that many Bumiputera SMEs required sustained guidance rather than one-off exposure to export opportunities. Participating enterprises were given RM100,000 in financial assistance, an opportunity to participate in tradeshow, and capacity-building training. The intervention combined technical export readiness support with leadership and capacity development.<sup>3</sup>

<sup>3</sup> This is information provided during the FGD held on the 7th August 2025.

## Eligibility and Selection Framework

Participation was restricted to companies meeting defined ownership and operational criteria (MATRADE, 2026):

- At least 51 per cent Bumiputera equity ownership;
- Chief Executive Officer and/or Managing Director must be Bumiputera;
- Registered as a private limited company (Sendirian Berhad);
- Classified as an SME;
- Minimum three years of operation;
- Established domestic market presence; and
- Having a fixed business premise or manufacturing facility.

The leadership requirement was central to the programme's philosophy, as entrepreneurial traits and strategic decision-making were viewed as critical determinants of export success. Selection involved submission of company profiles, site audits, management interviews and assessment using MATRADE's Exporters' Readiness and Capability Assessment (ERCA) model. Multiple agencies, including PUNB, MARA and TERAJU, were involved in the evaluation process (MITI, 2015).

## Programme Components

BEDP provided structured support including:

- Customised business coaching;
- Skills enhancement training and seminars;
- Leadership and entrepreneurial development sessions;
- Participation in international trade fairs and trade missions;
- Financial assistance of up to RM100,000 per company;
- Access to product showcase opportunities at the Malaysia Export Exhibition Centre (MEEC); and
- Networking and mentoring platforms.

The programme sought to combine financial assistance with sustained advisory support rather than functioning as a grant-only scheme (MITI, 2015).

## Programme Reach and Outcomes

Approximately 261 Bumiputera companies were supported throughout the history of the initiative. MATRADE characterised the programme as developmental in nature, addressing structural gaps in export readiness. This perspective informed the programme's design, particularly its emphasis on sustained mentoring and structured guidance.

While detailed updated export performance data was not publicly available, through stakeholder engagements, MATRADE indicated that it continues to conduct impact-tracking on former participants to assess whether enterprises sustain export growth, generate export sales, and continue participating in trade promotion activities.

As of November 2024, the programme has been paused due to budget constraints. MATRADE currently does not operate a specific Bumiputera-focused export development programme.

Efforts are reportedly ongoing to secure renewed funding for Bumiputera-specific initiatives. Further evaluation would require updated export performance data and longitudinal assessment of participating enterprises to determine the durability of programme outcomes.

## 4.0 Policy Implications

### Strengthening coherence across programmes along the trade journey

Greater clarity and coherence in the delivery of Bumiputera SME trade support across the stages of enterprise development is needed. Clearly communicated and more harmonised expectations of how programmes match each stage of enterprise readiness would improve both programme targeting and accessibility for aspiring participants.

This does not require rigid sequencing or mandatory progression. Rather, programmes could indicate more clearly whether they are designed for early-stage upgrading, export preparation, or scaling. Providing such signalling — including standardised enterprise characteristics associated with each programme — would help enterprises better understand how different forms of support relate to their current level of readiness. Over time, clearer differentiation could reduce functional overlap while preserving flexibility and inclusion.

### Moving from stand-alone to integrated support

Moving away from having a large number of single-purpose programmes to more consolidated offerings matched to each stage of the enterprise readiness life-cycle would also improve accessibility and coherence. Separate programmes addressing specific, point-in-time needs such as short training courses, upgrading grants, financing facilities, and participation in trade missions would be better combined so enterprises only have to engage with a single application process and agency to access the specific supports that they need. Such a model also supports sustained and multidimensional investment in export capability development.

If consolidation is not feasible, consideration could be given to how stand-alone interventions are linked more clearly to broader enterprise development trajectories. This may involve clearer referral mechanisms, follow-up assessment points, or structured progression options for enterprises that demonstrate readiness to advance.

### Preserving policy continuity in exporter development

As exporter development typically unfolds over several years, sustaining programmes that incorporate staged capability building and longer-term mentoring are likely to deliver the best outcomes. They can be oriented around clearer expectations for upgrading including specific performance benchmarks.

Structured, multi-year initiatives should not be paused or reshaped mid-stream for existing cohorts. Annual budgeting for such programmes needs to be replaced with

provisioning across the full programme life-cycle. Failing that, ensuring that equivalent forms of staged support remain accessible may help reduce uncertainty for enterprises planning longer-term investments. Programme formats can and should evolve over time for new entrants while maintaining continuity in structured exporter development pathways for existing participants.

## **Improving coordination and information-sharing across agencies**

Strengthening coordination in the delivery of Bumiputera SME trade support across multiple institutions is important to reduce informational complexity for enterprises.

Efforts such as the Entrepreneurship Programme Monitoring System (EPMS) under the Ministry of Entrepreneur Development and Cooperatives and managed by SME Corp Malaysia, signal growing recognition of this issue and movement towards improved data-sharing (Bernama, 2026). Continued development of shared information platforms – including visibility over which enterprises have accessed which forms of support – would facilitate better matching of enterprises to instruments and reduce duplication. Greater transparency regarding programme criteria and beneficiary profiles may also support more informed self-selection by enterprises.

## **Clarifying success and progression benchmarks**

Trade can provide both a measure of and a means for supporting Bumiputera enterprise advancement, but to achieve this requires greater clarity around programme benchmarks. Programmes define and report success in too many disparate ways and many indicators are skewed towards programme participation not outcomes achievement. Participation metrics should be continued for accountability and transparency reasons, but they need to be complemented by indicators tracking enterprise progression and export performance. Such indicators should be standardised across export development programmes.

## **Strengthening data transparency**

Greater transparency in publicly available programme information could support more informed policy assessment and enterprise decision-making. The SMEIPA serves as a useful starting point, as it consolidates a base list of available programmes. But the more detailed information dispersed across individual ministry or agency websites could be consolidated and standardised at a greater level of detail than available on some pages. At a minimum, it needs to be much clearer whether programmes remain active, have been paused, or have been discontinued.

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There are indications that TERAJU has begun compiling information across ministries and agencies that implement Bumiputera programmes, with the intention of strengthening data consolidation. Such efforts may provide a useful foundation for improving programme design and coherence across implementers. The extent to which this information will be publicly accessible remains to be seen, but greater transparency in aggregated programme data and enterprise outcomes could support stronger policy learning and further alignment.

While internal monitoring and documentation may be more comprehensive than what is publicly visible, improving consistency in publicly accessible information — including programme status, eligibility criteria, outcome reporting, and duration — would make the support landscape easier to navigate. Clearer and more centralised publication of such information may benefit enterprises, researchers, and policymakers alike. Clarification sometimes requires reference to press statements, news reporting, or parliamentary disclosures.

## Summary

Overall, these recommendations do not suggest a need for a complete overhaul or restructuring of Bumiputera SME trade support. The ecosystem already contains a wide range of instruments addressing financing, capability building, export readiness, and market exposure. Instead, the emphasis is on reorienting the system from a government to enterprise outcomes focus. A clearer mission statement on the role of trade support in Bumiputera advancement could also be useful — either framed as trade being a means to turn already successful Bumiputera enterprises into international champions that create jobs for Malaysians (including Bumiputeras), or as an end goal of an integrated support pathway from start-up to exporter. Clarifying this intent may help improve coherence, transparency, and continuity across existing mechanisms, and over time strengthen the contribution of trade-related support to sustained enterprise competitiveness and international participation.

## Appendix

### Appendix A: Profile of Stakeholders Consulted

| Engagement Type | Sector/Organisation Type                           | Role Position                |
|-----------------|--|------------------------------|
| Focus Group     | Malaysia External Trade Development (MATRADE)      | Assistant Manager            |
| Focus Group     | Malaysia External Trade Development (MATRADE)      | Deputy Director              |
| Focus Group     | Ministry of Investment, Trade, and Industry (MITI) | Assistant Director           |
| Focus Group     | Ministry of Investment, Trade, and Industry (MITI) | Principal Assistant Director |
| Focus Group     | Bumiputera Agenda Steering Unit (TERAJU)           | Senior Executive             |
| Focus Group     | Bumiputera Agenda Steering Unit (TERAJU)           | Manager                      |

*Note: Some stakeholder categories include multiple representatives from the same organisation. For such cases, all insights are consolidated under a single anonymised stakeholder profile.*

## Appendix B: List of Bumiputera SME Trade Programmes

| No. | Programme name                                     | Implementing agency  | Policy intent             | Primary measure   | Secondary objectives  | Eligibility   | Support provided  | M&E / success criteria  |
|-----|--|--|---------------------------|-------------------|---|---|---|---|
| 1   | Program Pembangunan Kapasiti Vendor 2.0 (PPKV 2.0) | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support | Access to finance | Skills & capability building  | Registered with anchor companies under VDP, MEDAC (Fulfill the criteria set out under the National VDP Guidelines; Sound financial position)  | Grants for: (a) Capacity development b; Standard & Accreditation; Training/capability; Standards/certification; Digital/ICT adoption; | 64 Bumiputera vendor companies PPV benefited from the RM5 million; In ensuring the success of this programme, KUSKOP has established strategic collaborations with 38 anchor companies comprising major industry players in the country |
| 2   | Business Exports Program BEP 3.0                   | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support | Access to finance | Export readiness & internationalisation; Trade facilitation & logistics | Bumiputera; Audited accounts; Operating duration; At least 60% Bumiputera ownership, with effective control over the company (A minimum of three years in operation, supported by three years of audited (financial statements); Not a subsidiary of a Public Listed Company, Multinational Corporation, Government | Financing; Grant; Standards/certification;  | RM6 million total incremental export revenue; A total of 1,667 participants joined the programme in 2024 (includes other programs)  |
| 3   | Program Jaguh Serantau                             | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support | Access to finance | Trade facilitation & logistics  | Bumiputera; SMEs; Shariah-compliant; Operating duration; Small and Medium Enterprises (SMEs) as defined by SME Corporation Malaysia (SME Corp) with 51% or more of the equity held by Bumiputera; Shariah compliant business.   | Grants; Financing Facilities  | RM (5 million approved; 19 customers involved)  |

|   |  |  |                                       |                                    |   |  |  |  |
|---|--|--|---------------------------------------|------------------------------------|---|--|--|--|
| 4 | Bumiputera Enterprise Enhancement Programme (BEEP) (including BEEP Plus) | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support             | Access to finance                  | Technology & productivity; Business development & competitiveness | Registered Malaysian Business  | Grant for Digital platform; Standards/certification; Digital/ICT adoption; International promotion.  | 222 entrepreneurs under BEEP secured grants worth RM (4 million; RM30 million has been allocated for 2025, provided in the form of matching grants and loans through appointed financing providers |
| 5 | Desa ke Global (DKG)   | Ministry of Rural and Regional Development (KKDW)              | Infrastructure / enabling environment | Export readiness & trade promotion | Standards, quality & certification                                | Export-ready; Rural entrepreneurs supported by KKDW/ BPUD  | Training/capability; Advisory/mentoring; Export readiness development (capacity building and market preparation)   | NA   |
| 6 | Program Sokongan Dan Pameriksaan Usahawan PERDA (SPEAR)                  | Ministry of Rural and Regional Development (KKDW)              | Firm capability & support             | Skills & capability building       | Access to finance   | Bumiputera; Rural entrepreneurs in Pulau Pinang (PERDA) (Target groups noted publicly: Bumiputera and B40)   | Training/capability; Market access; Standards/certification; International promotion; Capacity building (entrepreneurship & business management) (Market access and promotion (domestic & international); Guidance on standards/quality alignment) | NA   |
| 7 | Program Gate to Global (GTG)   | Ministry of Rural and Regional Development (KKDW)              | Infrastructure / enabling environment | Export readiness & trade promotion | Access to finance; Skills & capability building                   | Operating duration; Existing entrepreneurs who have the capacity and are ready to penetrate the international market; have at least MeSTI and HALAL certification; Existing entrepreneurs who have annual sales of at least RM1 million per year | Export management courses; business forums and expos   | 30% increase in sales; RM60 million in deals signed during MIHAS@Shanghai 2025 and over 406 new jobs created   |

|    |                                      |  |                                       |                                    |   |   |  |  |
|----|--------------------------------------|--|---------------------------------------|------------------------------------|---|---|--|--|
| 8  | Latihan dan Pembangunan Kapasiti     | Unit Perancang Ekonomi Terengganu (UPEN TERENGGANU)            | Firm capability & support             | Skills & capability building       | Access to finance   | Bumiputera; Bumiputera; sector manufacturing & services (as per the approved programme list)                                      | Training/capability; training/human capital development and entrepreneurial development for competitiveness at a global level                                | NA   |
| 9  | Galakan Eksport Bumiputera (GEB)     | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support             | Access to financing                | Skills & capability building  | Bumiputera; SMEs; Credit assessment; Shariah-compliant; Operating duration; Bumiputera 100% equity; fulfill the definition of SME | Grants & financing; Digital/ICT adoption; International promotion; Financing scheme: working capital; purchase of machinery & equipment; pre-export training | NA   |
| 10 | Business Financing Scheme (SPIM)     | Ministry of Rural and Regional Development (KKDW)              | Firm capability & support             | Access to finance                  | NA  | Bumiputera; Malaysian; SSM-registered; Shariah-compliant; Malaysian citizen & Bumiputera; age 18 and above                        | Financing; loan; working capital; purchase of machinery & equipment  | NA   |
| 11 | BizNetwork                           | Ministry of Rural and Regional Development (KKDW)              | Infrastructure / enabling environment | Export readiness & trade promotion | Trade facilitation & logistics  | Entrepreneurs who have been in business and carrying product and services for more than a year                                    | Digital platform; Platform for online product sales and network building   | >10% increase in sales Total sales (RM444,000) |
| 12 | Pameran Eksport/ Pameran Luar Negara | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support             | Export readiness & trade promotion | Business development & competitiveness; Export readiness & internationalisation | Bumiputera; Bumiputera; participation subject to selection and booth allocation by the organiser international trade exhibition   | Trade fair/showcase; Business matching; Market access; International promotion; participation international trade exhibition; international promotion        | NA   |

|    |   |  |                           |                              |   |   |   |  |
|----|---|--|---------------------------|------------------------------|---|---|---|--|
| 13 | Program Pembangunan Kapasiti SDSI Fasa 4: Kesediaan Pasaran (Pengembangan) Tahun 2025 | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support | Skills & capability building | Access to finance; Skills & capability building | Registered with the Companies Commission of Malaysia; Have been operating for at least six months   | Training/capability; Business matching; International promotion; capacity development & market readiness; promotion/marketing | Key Performance Indicators (KPIs) at each level to measure the achievement of the SDSI Program are: an increase of 20% in sales of SDSI entrepreneurs within six months after the products enter the market (Monitoring and evaluation conducted periodically to ensure that the implementation of the SDSI Program meets the set KPIs). However, details on results are not available publicly. |
| 14 | Showcase SDSI Peringkat Borneo  | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support | Skills & capability building | Access to finance; Skills & capability building | Registered with the Companies Commission of Malaysia; Have been operating for at least six ( months | Training/capability; Business matching; International promotion; capacity development & market readiness; promotion/marketing | Key Performance Indicators (KPIs) at each level to measure the achievement of the SDSI Program are: an increase of 20% in sales of SDSI entrepreneurs within six months after the products enter the market (Monitoring and evaluation conducted periodically to ensure that the implementation of the SDSI Program meets the set KPIs). However, details on results are not available publicly. |
| 15 | Showcase SDSI Peringkat Kebangsaan  | Ministry of Entrepreneur and Cooperatives Development (KUSKOP) | Firm capability & support | Skills & capability building | Access to finance; Skills & capability building | Registered with the Companies Commission of Malaysia; Have been operating for at least six ( months | Training/capability; Business matching; International promotion; capacity development & market readiness; promotion/marketing | Key Performance Indicators (KPIs) at each level to measure the achievement of the SDSI Program are: an increase of 20% in sales of SDSI entrepreneurs within six months after the products enter the market (Monitoring and evaluation conducted periodically to ensure that the implementation of the SDSI Program meets the set KPIs). However, details on results are not available publicly. |

Source: Information compiled from various publicly available sources, including official ministry and agency websites, the SMEInfo website, news articles, and government social media pages. Note: NA – Information was not publicly available at the time of compilation.

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