

IMPACT



20
ANNUAL²⁴
REPORT

— Book

Impact
Integrated



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2024'



Message From

Chairman

Syeikh Farouk

(Chairman, Board of Trustees)

2024 marked a defining chapter in our journey as a catalyst for Malaysia's youth, esports, and media ecosystems. It was a year that tested resilience, demanded focus, and celebrated the strength of collaboration across sectors.

As Chairman, I am proud to witness Impact Integrated mature into a trusted strategic partner of the Ministry of Youth and Sports (KBS) — one that not only implements programmes, but also upholds accountability, transparency, and measurable impact.

Coming from a background rooted in corporate governance and financial stewardship, I have always believed that progress must be both visionary and

disciplined. This year, our teams demonstrated exactly that — combining strategic planning with the agility to respond to evolving national priorities in youth development, esports governance, and creative media.

Initiatives such as Akademi Rakan Muda, Sinar Solar, Bisnes Orang Muda, Rakan Muda Presents, ESI Masterclass, and Dana Esukan KBS reflect the diversity of our mandate and the unity of our purpose: to uplift Malaysians through opportunity, inclusion, and innovation.

Behind every milestone lies the commitment of our people — leaders, partners, and youth who give life to our vision. I thank the Board

of Trustees, our management team, and our ministry partners for their trust and collaboration in making every initiative count.

Impact Integrated's strength lies in its ability to unite multiple ecosystems under one purpose: building a future where talent, technology, and integrity move forward together.

As we look ahead, I am confident that the foundations laid this year will continue to inspire lasting impact across the nation.



Message From CEO

Ahmed Faris Amir
(Chief Executive Officer)

At Impact Integrated, our story has always been about people — young dreamers, changemakers, creators, and communities who dare to imagine better.

In 2024, that spirit of imagination took tangible form. Together with the Ministry of Youth and Sports (KBS), we transformed vision into movement — delivering programmes that empowered over 30,000 Malaysians, connected ecosystems, and sparked national conversations on innovation, inclusion, and integrity.

From the social empowerment of Impact Malaysia to the creative pulse of Rakita, the competitive growth of Esports Integrated, and the community heartbeat of

Spacerubix, every brand within our ecosystem carried the same DNA — to create meaningful, measurable, and human-centred impact.

We saw youth leading change through Akademi Rakan Muda. We saw rural communities light up through Sinar Solar and Connectivity for Communities. We saw ideas become enterprises through Bisnes Orang Muda.

We saw culture, sports, and storytelling converge through Rakan Muda Presents and mySukan Bytes.

And we saw Malaysia take centre stage in digital sports through MEL 2024, ESUKAN.FM, and the KBS Master Game.

Each initiative reminded us that impact is not built overnight — it is built through consistency, collaboration, and courage.

As a catalyst agency, our role is not merely to execute but to connect dots across policy, industry, and people. We exist to translate big ideas into accessible realities — so that youth in every corner of Malaysia can see, feel, and contribute to progress.

To the passionate team behind Impact Integrated, our partners, and the Ministry that continues to trust our vision — thank you.

The future we are shaping is one where Malaysia's youth are not just participants in change, but the drivers of it.

Impact Integrated

2024

Who We Are

We are a strategic catalyst agency under the Ministry of Youth and Sports (KBS), dedicated to driving forward innovative initiatives that empower youth, elevate esports, and enrich Malaysia's media landscape.



Our Role as a Strategic Catalyst

To catalyse means more than to start something — it means to spark momentum that lasts.

As a Strategic Catalyst, Impact brings together experience, expertise, and empathy to consult, create, and collaborate on initiatives that shape the future of youth and sports in Malaysia.

Every program under our umbrella aligns strategically with the Ministry's mission, vision, and national goals — ensuring that every action we take contributes meaningfully to a shared impact.

Our approach is multi-dimensional yet unified, rooted in three key focus areas: Youth. Esports. Media.

Together, these pillars represent the vibrant energy of a generation and the platforms that amplify their voice.

This philosophy has given rise to five distinctive brands, each serving a unique purpose — from social empowerment to creative media storytelling — yet all working in concert as one integrated ecosystem under the Impact Integrated family.

Our Mission

To empower and uplift Malaysia's youth through the convergence of social impact, esports, and media.

By offering learning platforms, inclusive opportunities, engaging storytelling, and community-driven experiences, we strive to ignite confidence, creativity, and civic consciousness among young Malaysians.

Our Vision

To be Malaysia's leading catalyst in driving sustainable development and youth empowerment, nurturing a thriving ecosystem where youth, esports, and media come together to inspire progress.

We envision a future where young Malaysians rise as agents of change — bold, creative, and compassionate — shaping a world defined not just by innovation, but by integrity and heart.

Our Core Values



Integrity

We believe in being transparent and ethical in every aspect of our business.



Growth-focused

We believe that a company's growth and the personal and professional growth of its employees are one and the same.



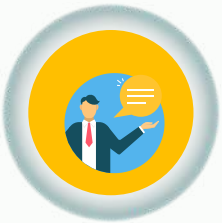
Socially-conscious

We take active efforts to incorporate social impact in all aspects of our business.



Entrepreneurial

We believe in embracing the entrepreneurial spirit of being critical, proactive and adaptable.



Consultative

Being consultative is a two-way street. We aim to create a culture of willingness to accept and seek out advice and feedback from others as well as a willingness to provide the same.



Innovative

We seek out and actively prioritise innovative solutions to stay ahead of the curve.

“At Impact, we don't just build programs — we build possibilities. We see young people not as beneficiaries, but as collaborators in shaping Malaysia's tomorrow.”



Board of Trustees



SHEIKH FAROUK SHEIKH
MOHAMAD
Chairman

Sheikh Farouk was the Managing Director of AEON Big, is a seasoned finance professional with extensive corporate experience. With 18 years at Nestlé, he held various strategic roles, including Finance Project Manager for Zone Asia, Oceania, and Africa, and Global Finance Lead for Innovation and Renovation. His leadership brings a wealth of expertise and strategic insight to Impact Integrated.



TS. DR. NAGULENDRAN
KANGAYATKARASU
Trustee (Ordinary Member)

Dr. Nagulendran, known as Dr. Nagu, serves as the Secretary General of the Ministry of Youth and Sports. With a career focused on biodiversity, biosafety, and environmental governance, Dr. Nagu has been instrumental in policy formulation and international negotiations. His expertise in sustainable development is critical to Impact Integrated's mission.



NORHIDAYATI ZAKARIA
Trustee (Ordinary Member)

Norhidayati Zakaria is a Principal Assistant Secretary at the Corporate Administration & Coordination Unit, GIC. Her career spans multiple key roles in the Malaysian government, including positions in the Prime Minister's Department and the Ministry of Health. Her strong background in administrative and financial management makes her a valuable asset to the board.



ATHARI BAHARDIN
Trustee

Athari Bahardin is a Senior Associate at J. Kuldeep Kumar & Co., bringing a strong legal background to the board. His journey through Universiti Teknologi MARA, where he earned his Bachelor of Legal Studies and LL.B, has equipped him with the expertise needed to contribute effectively to Impact Integrated's governance.



DEBORAH
CHAN
Trustee

Deborah Chan, CEO of Wiki Impact, co-founded a media network dedicated to the impact industry in Malaysia. Her work, particularly through the 'Poverty Project,' highlights crucial societal issues and inspires change. With over 18 years of experience in community development, Deborah's contributions are vital to the board's social impact focus.



IZZAT AFIFI
ABDUL HAMID
Trustee

Izzat Afifi, President of Majlis Belia Malaysia, is also a Partner at Messrs. Izzat & Co. With degrees in Law and International Law from the International Islamic University Malaysia, he brings a strong legal background and a passion for youth empowerment to the board, influencing both the legal and youth sectors in Malaysia.



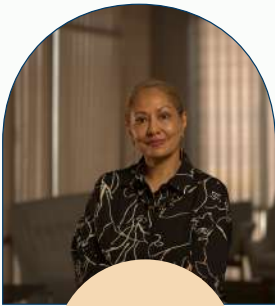
JOHAN
ROZALI-WATHOOTH
Trustee

Johan Rozali-Wathooth is the Founder & CEO of Bintang Capital Partners and Deputy CEO of AHAM Asset Management. With extensive experience in impact investing and corporate management, Johan plays a pivotal role in guiding Impact Integrated's strategic direction, leveraging his expertise in both corporate and impact sectors.



JOHN-SON
OEI
Trustee

John-Son Oei is the Founder & Group CEO of EPIC Collective, a social enterprise focused on empowering individuals to impact communities positively. His leadership in creating innovative platforms and initiatives has been instrumental in driving social change, aligning closely with the mission of Impact Integrated.



KUDSIA KAHAR
Trustee

Kudsia Kahar, Co-Founder of Metamorfosa, is a broadcasting pioneer with 30 years of experience in traditional and digital media. She played a key role in the success of major radio stations like Hitz, ERA, and Sinar FM. Her visionary leadership and deep understanding of media dynamics contribute significantly to Impact Integrated.



LEON KOAY
Trustee

Leon Koay is the Head of Strategy and Transformation for Maybank Investment Banking Group. With a diverse background in corporate strategy and finance, Leon has served on various boards, bringing valuable insights from his experience in both private and public sectors to Impact Integrated.



SASIBAI
KIMIS
Trustee

Sasibai Kimis is the Founder of Earth Heir, a social enterprise dedicated to supporting traditional artisans and marginalized communities. With experience at the UN and in investment banking, Sasibai's work has positively impacted over 500 artisans in Malaysia. Her dedication to ethical entrepreneurship aligns with Impact Integrated's core values.



SAMUEL
SIEW
Trustee

Samuel Siew, CEO of Courtsite, is a respected coach and educator in Malaysia's sports industry. With a background in grassroots football development and sports tech, Samuel's leadership at Courtsite, a sports aggregator platform, showcases his commitment to enhancing sports accessibility and development in Malaysia.



SAMUEL ISAIAH
Trustee

Samuel Isaiiah is dedicated to improving education quality and teacher excellence in Malaysia. As Programme Director of PEMIMPIN Global School Leaders, he has led initiatives benefiting thousands of teachers. In 2020, he became the first Malaysian Top 10 finalist for the Global Teacher Prize for empowering Orang Asli students. Recognized as one of Asia's Most Influential in Education (2021, 2022), Samuel also co-founded the Malaysia Teacher Prize and LADAP+, Malaysia's first teacher development app.

Senior Management Team



AHMED FARIS AMIR
Chief Executive Officer

A Physics graduate from UiTM, he has built a diverse career across education, F&B, events, fashion, tech, management consulting, and social activism. Since stepping in as Acting CEO in 2019, Med has led major audits, restructuring, and organisational remodelling. Under his leadership, flagship initiatives including Impact Malaysia and Esports Integrated were launched, establishing a strong foundation for the agency's continued growth and impact in youth development and strategic innovation.



NURUL AZWA RODZI
Deputy,
Chief Executive Officer

Azwa has nearly a decade of experience in community development. She earned her LLB from the University of Adelaide on a GPA scholarship and led MASCA as National Chairperson, founding the Malaysian Students Global Alliance. In Malaysia, she advanced from intern to Manager at Selangor Youth Community, contributing to youth programs through the Perdana Fellowship.



SHAMILA SHEREEN
ANANTHANANA
VP Corporate Services

Shamila leads Finance, HR, Asset Management, and Governance at Impact Integrated. With a strong auditing background in global firms, she brings deep operational expertise. She previously secured ISO 9001 certification for the Malaysian Football League and developed the Football-Economic Control Regulations, making Malaysia the second country after Spain's La Liga to adopt them. She also led financial planning and analysis for the Shell Real Estate Account, consistently delivering cost-efficient performance. Outside of work, she enjoys futsal, badminton, and hiking.



MASTURA
M. RASHID
VP Strategy & Operations

Mastura leads Impact Integrated's strategy, systems design, and strategic communications. With a background in human rights and women's political participation, she has co-founded social enterprises focused on poverty alleviation. She was the first Asian to receive the Muhammad Ali Humanitarian Award (2014) and was named Her World's Young Achiever of the Year (2017). In her free time, she enjoys budget travel, making music, and power breakfasts.



IMPACT

Our Brand

A group of people are sitting at a long table, playing a game on a large screen. The screen displays a game interface with the text 'GAME TO ES/118'.

Our Brands

In carrying out core business activities, we established a number of brands that are dedicated to fulfilling their role under all three of our key focus areas, Youth, Esports and Media.

Multi-pronged approach to youth and esports initiatives.



Impact Malaysia is a social impact initiative of Impact Integrated, an agency under the purview of the Ministry of Youth and Sports. Impact Malaysia empowers youth to become changemakers through various capacity-building activities, funds, social impact projects, collaborations and strategic communications



Picksum is an ecosystem for youth entrepreneurship development, consisting of capacity development, business networking and funds



Esports Integrated (ESI) - an initiative under Impact to catalyse a vibrant, sustainable and inclusive esports ecosystem in Malaysia through the creation and implementation of structures stated inside KBS's Strategic Plan for Esports Development 2020-2025.



More than just a radio station, Rakita is a multiplatform infotainment media brand tailored specifically to become the voice of underserved Malaysian youth by sharing their talents, thoughts and opinions.

Rakita started broadcasting on the 8th of January 2019. Since then Rakita has developed and grown its 360 media platform in hopes of becoming the voice of underserved Malaysian youths by sharing their talents, thoughts, opinions, raising public awareness and enhancing their interests towards a progressive and positive lifestyle with a youth-centric delivery. Rakita broadcasts in Bahasa Malaysia and English.



Spacerubix is Klang Valley's most vibrant community space located in Puchong, with amenities for meetings, sports, fitness, events and cost-effective lodging. Situated in Puchong, Spacerubix caters for all venue needs under the sky.

Youth



Akademi Rakan Muda

EMPOWERING
CHANGEMAKERS,
ONE COMMUNITY
AT A TIME



In 2024, Akademi Rakan Muda (ARM) stood as one of Impact Integrated's most transformative initiatives under the Ministry of Youth and Sports (Kementerian Belia dan Sukan), a national platform designed to cultivate youth leadership, social innovation, and civic engagement. Through ARM, young Malaysians are not just encouraged to act, they are empowered with the knowledge, tools, and confidence to make real change in their communities.

This year, ARM directly impacted over 8,000 beneficiaries nationwide, driven by a cohort of passionate changemakers who designed and implemented ten youth-led social projects across diverse themes, from environmental sustainability to cultural preservation, from mental health to digital storytelling. The journey began with the Outreach Series, identifying and engaging 317 aspiring changemakers across Malaysia.

From this pool, 50 participants were selected for the Bengkel Akademi Rakan Muda, a rigorous five-day boot camp that immersed participants in project design, leadership development, and community strategy. Guided by mentors and industry experts, these participants then progressed to the Project Execution phase, turning bold ideas into sustainable, on-ground impact.

Each project under ARM reflected Malaysia's diversity and the creativity of its youth:

01

**KAYA RAYA
(JOHOR)**

Empowered youth with essential financial literacy skills for better independence.

02

**SUARA KAMI,
NARATIF
KAMI
(PERAK &
SELANGOR)**

Preserved indigenous culture through storytelling and digital documentation.

03

**BETTER
LIVING WITH
MYSKILLS,
(PERAK)**

Used TVET training to uplift underserved communities.

04

**AKADEMI
SUARA BAYU
(PERAK)**

Provided a creative platform for young musicians to develop and perform.

05

**CONNECT &
CONSERVE
LIMESTONE
(PERAK)**

Promoted environmental awareness and ecosystem protection.

06

**CLEAN OUR
PLATE
(JOHOR)**

Tackled food waste through community-driven sustainability campaigns.

07

GoodKids Academy x PPR Documentary (SELANGOR)

Addressed mental health challenges through creative expression.

08

Your 3B Formula: Bake, Brand, and Biz (KUALA LUMPUR)

Nurtured entrepreneurship among youth through hands-on learning.

09

THE DREAM TEAM (SARAWAK)

Leveraged football to instill teamwork, volunteerism, and leadership.

10

Demokrat Youth Development Academy (KUALA LUMPUR)

Deepened civic understanding and policy awareness among young Malaysians.



Overview Highlights

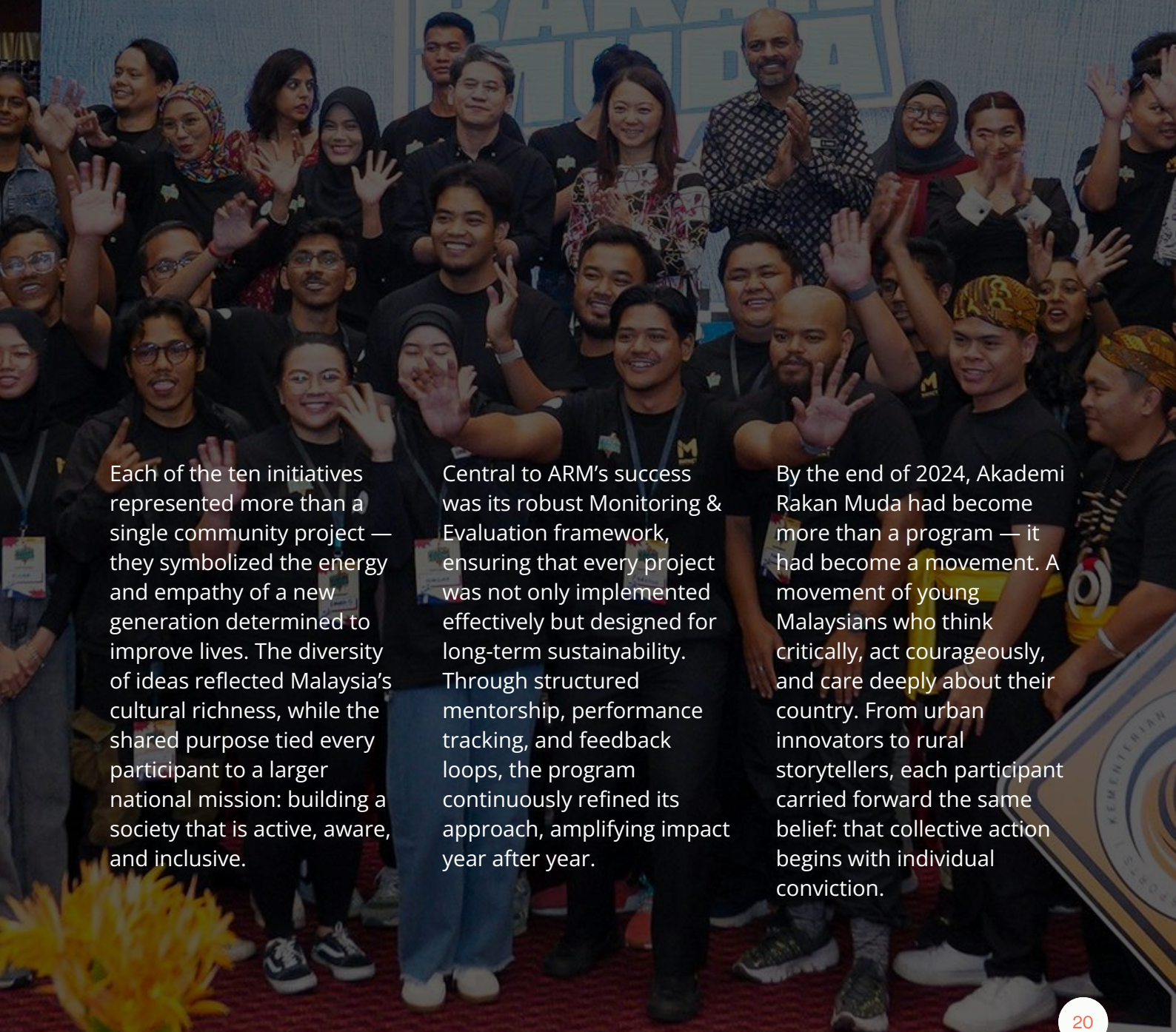
Outreach Participants	317 individuals reached nationwide
Workshop Participants	50 change makers trained during Bengkel Akademi Rakan Muda
Total Beneficiaries	Over 8,000 direct and indirect beneficiaries
Total Project Executed	10 youth-led social impact initiatives





What makes ARM special isn't just the projects, it's the people. It's the spark you see when a young person realises their idea can actually change someone's life.

Faiz Azizi, Akademi Rakan Muda Mentor



Each of the ten initiatives represented more than a single community project — they symbolized the energy and empathy of a new generation determined to improve lives. The diversity of ideas reflected Malaysia's cultural richness, while the shared purpose tied every participant to a larger national mission: building a society that is active, aware, and inclusive.

Central to ARM's success was its robust Monitoring & Evaluation framework, ensuring that every project was not only implemented effectively but designed for long-term sustainability. Through structured mentorship, performance tracking, and feedback loops, the program continuously refined its approach, amplifying impact year after year.

By the end of 2024, Akademi Rakan Muda had become more than a program — it had become a movement. A movement of young Malaysians who think critically, act courageously, and care deeply about their country. From urban innovators to rural storytellers, each participant carried forward the same belief: that collective action begins with individual conviction.

Sinar Solar

Bridging Gaps,
Building Brighter
Tomorrows



In 2024, the Sinar Solar program shone bright as a symbol of progress, illuminating not just villages but entire communities through sustainable innovation.

Designed to bridge the energy gap for Malaysia's rural and indigenous populations, Sinar Solar powered up **111 homes across five villages**, bringing clean, renewable energy to **596 individuals** who had long lived without reliable access to electricity.

Supported by Yayasan Bursa Malaysia, this initiative went beyond installation—it built empowerment. Through Solar Panel Training, local youth and villagers learned to install, operate, and

maintain their solar systems independently.

What began as an energy project evolved into a movement of self-reliance, where technical knowledge became a tool for dignity and progress.

Each installation began with thoughtful Community Mapping, ensuring that those most in need were prioritized. Guided by collaboration with **JAKOA, KPLB Sabah, KV Slim River, and Universiti Malaysia Sabah**, the project maintained a strong foundation of community trust and inclusivity.

The program's success was further sustained through a structured Monitoring and

Evaluation process, which provided ongoing technical support and assessed the long-term viability of each solar site.

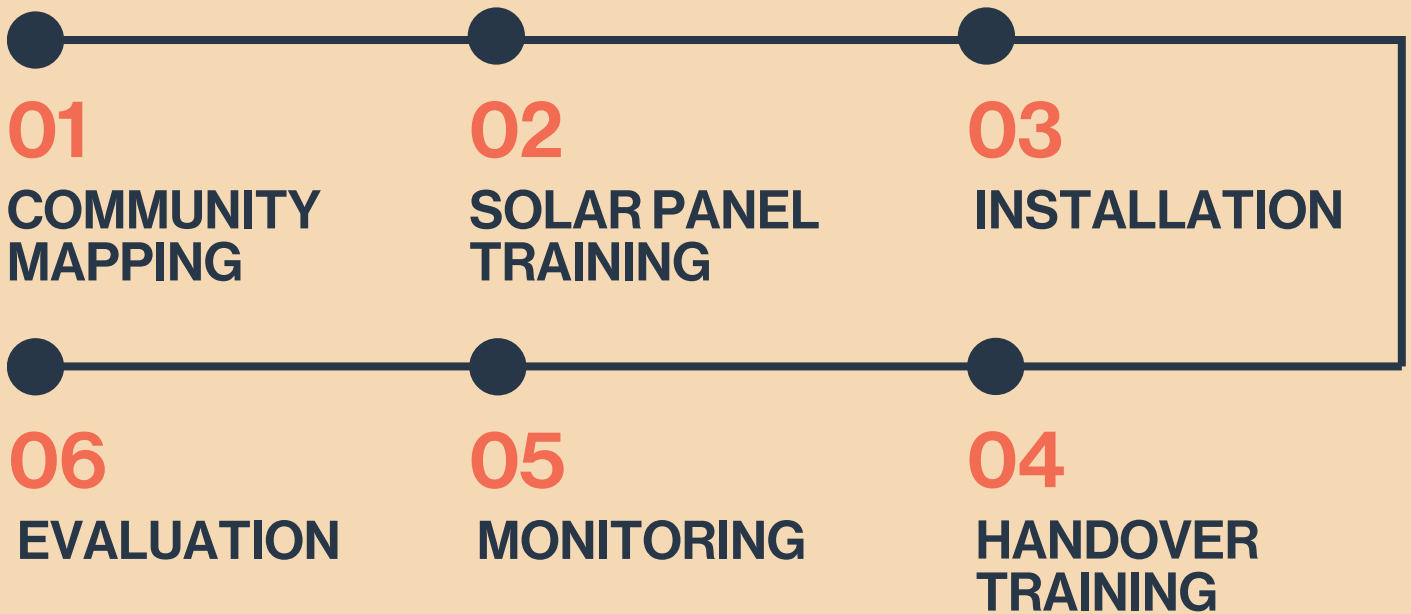
The program's success was further sustained through a structured Monitoring & Evaluation process, which provided ongoing technical support and assessed the long-term viability of each solar site.

For many, Sinar Solar became more than a renewable energy program—it became a story of hope, ownership, and sustainable progress powered by the people themselves.

PROGRAM IMPACT FOCUS

By delivering **renewable energy access** to underserved areas, the initiative **empowers communities** and strengthens **local technical skills** for self-sustained growth.

PROGRAM PHASES



PROGRAM PARTNERS

Department of Orang Asli Development

Yayasan Bursa Malaysia

Ministry of Rural Development

Ranau District Officer

University Malaysia Sabah

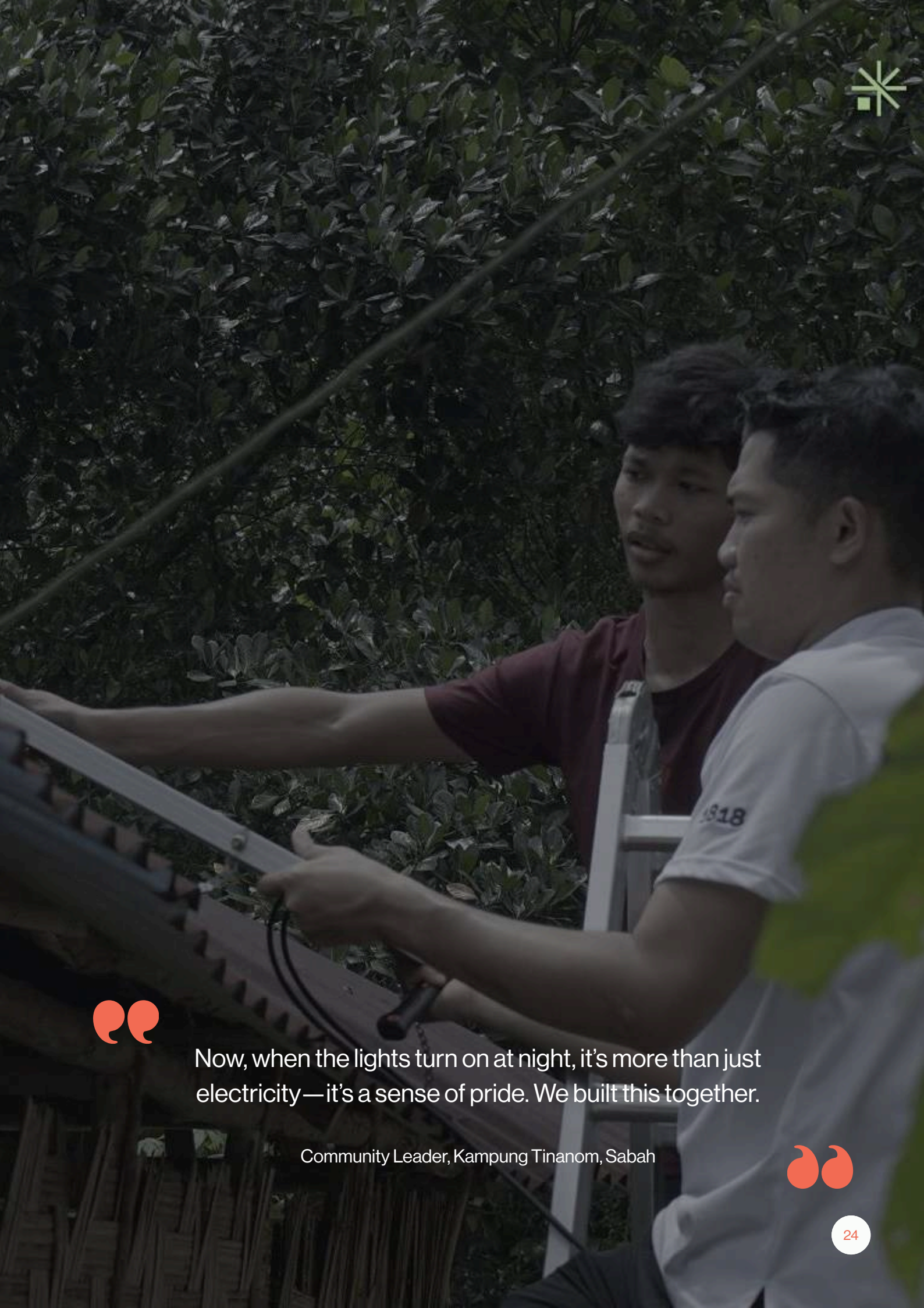
Slim River Vocational College



Overview Highlights

Implementation Sites	5 villages (3 in Perak, 2 in Sabah)
Beneficiaries	596 individuals; 11 homes
Youth Volunteers	84 youth participants





Now, when the lights turn on at night, it's more than just electricity—it's a sense of pride. We built this together.

Community Leader, Kampung Tinanom, Sabah



Connectivity for Communities

Unlocking Potential with High-Speed Connectivity



In 2024, Connectivity for Communities became a turning point for digital equity in Malaysia's rural education landscape — a bold stride toward ensuring that no student is left behind in the digital era.

The program, implemented in partnership with EdgePoint, brought high-speed internet and digital literacy to three underserved schools:

SMK Simunjan (Sarawak), SJK(T) Ladang Katoyang (Perak), and SK Tanah Merah (Terengganu), collectively benefiting 1,138 students.

For these schools, where reliable broadband infrastructure like Unifi was previously unavailable, Starlink satellite technology became a beacon of opportunity.

Through meticulous Internet Infrastructure Installation, teams conducted site assessments, mounted satellite dishes, configured routers, and activated stable, high-speed connectivity, transforming classrooms into connected learning spaces overnight.

Yet, the program's ambition extended far beyond connectivity.

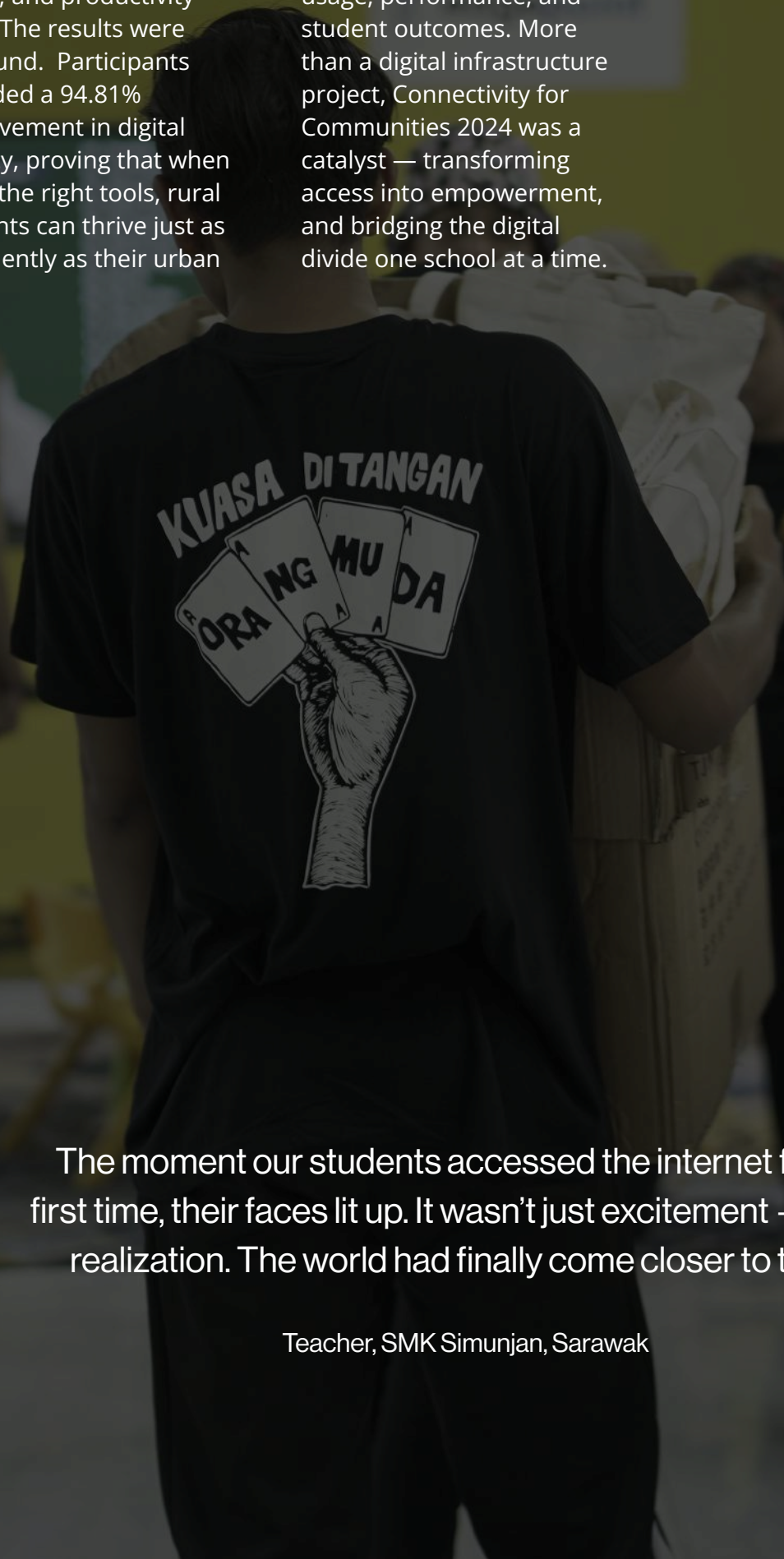
With the introduction of Tech-Based Teaching Aids such as smart TVs, projectors, and digital learning tools where teachers could now integrate multimedia lessons, real-time online materials, and interactive platforms into their curriculum.

This integration not only modernized the learning experience but also redefined how rural students engage with knowledge.

To complement infrastructure with capability, Digital Literacy

Workshops were rolled out, covering essentials like computer fundamentals, online research, internet safety, and productivity tools. The results were profound. Participants recorded a 94.81% improvement in digital literacy, proving that when given the right tools, rural students can thrive just as confidently as their urban peers.

Through continuous Monitoring & Evaluation, the program ensured sustainability by tracking usage, performance, and student outcomes. More than a digital infrastructure project, Connectivity for Communities 2024 was a catalyst — transforming access into empowerment, and bridging the digital divide one school at a time.



The moment our students accessed the internet for the first time, their faces lit up. It wasn't just excitement — it was realization. The world had finally come closer to them.

Teacher, SMK Simunjan, Sarawak



PROGRAM IMPACT FOCUS

Through enhanced **rural connectivity** and **digital inclusion** efforts, we are opening the doors to **education access** and **empowering youth** with the tools they need to lead and thrive in an increasingly digital world.

KEY COMPONENTS

Internet Infrastructure Installation

Tech-Based Teaching Aids

Digital Literacy Workshops

PROGRAM PARTNER

EdgePoint's unwavering commitment to digital equity was key to the success of Connectivity for Communities 2024, enabling meaningful access to education and connectivity for underserved rural students.

IMPLEMENTATION SITES

SMK Simunjan (Sarawak)

SJK(T) Ladang Katoyang (Perak)

SK Tanah Merah (Terengganu)

Overview Highlights

Program Beneficiaries	1,138 students
Technology Used	Starlink Satellite Internet Systems
Measured Impact	94.81% improvement in digital literacy levels



Bisnes Orang Muda

Fueling the Next Generation of Young Entrepreneurs



The Bisnes Orang Muda (BOM) program in 2024 stood as a transformative force in Malaysia's youth entrepreneurship landscape — igniting ambition, creativity, and business resilience among young founders.

Supported by Yayasan PETRONAS and implemented by Impact Integrated, BOM provided young entrepreneurs with the knowledge, tools, and mentorship needed to scale their businesses sustainably and confidently.

At the heart of the program was Picksum Labs, an intensive training module that guided participants through the core pillars of entrepreneurship, including marketing strategies, financial management, business modelling, and customer engagement.

These structured workshops were complemented by personalized one-on-one coaching sessions, where participants worked closely with industry experts to refine business strategies,

strengthen financial literacy, and overcome operational challenges.

The program also extended beyond the classroom. Through the BOM Bazaar, participants gained real-world market exposure, showcasing their products, engaging directly with customers, and applying their newly acquired skills in a dynamic business environment. This hands-on experience became a defining feature of the program — translating theory into tangible outcomes.



By fostering a community of emerging young entrepreneurs, the program contributed to Malaysia's broader mission of economic resilience and youth empowerment. Through continuous support and ecosystem partnerships with RIUH and UrbanTamu, BOM became a launchpad for youth-led enterprises — inspiring a generation of business owners ready to shape the nation's entrepreneurial future.

PROGRAM FOCUS

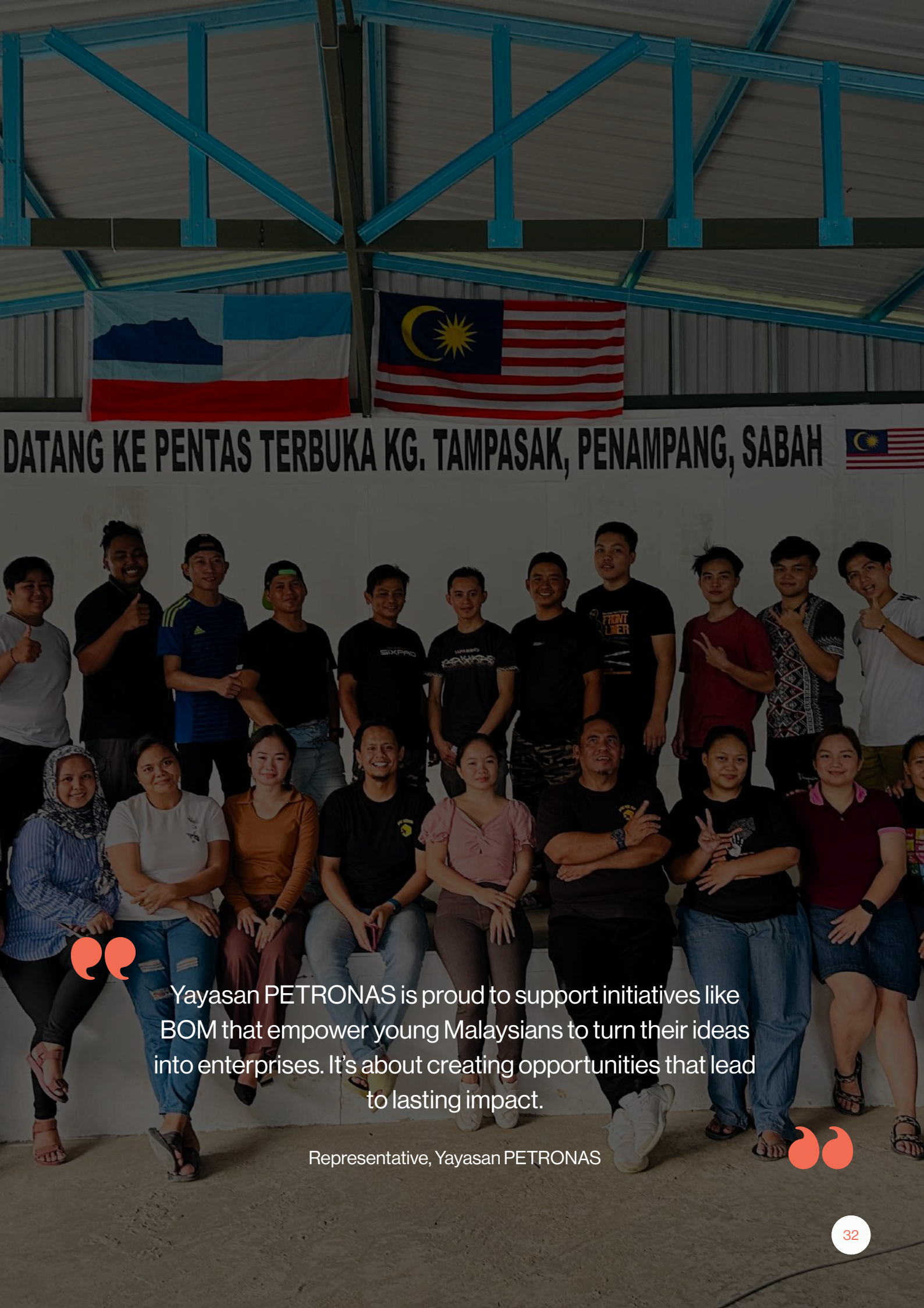
By focusing on **marketing**, **financial literacy**, **business modeling**, and **customer engagement**, the initiative strengthens entrepreneurial capacity.

PROGRAM PARTNER

Yayasan PETRONAS
RIUH
UrbanTamu

Overview Highlights ---

Key Components	Picksum Labs
Program Duration	April - September 2024
Total Participants	50 young entrepreneurs
Business Exposure	BOM Bazaar
Outcome	<ul style="list-style-type: none">• Strengthened business skills,• Improved financial management• Increased entrepreneurial confidence



DATANG KE PENTAS TERBUKA KG. TAMPASAK, PENAMPANG, SABAH

“ Yayasan PETRONAS is proud to support initiatives like BOM that empower young Malaysians to turn their ideas into enterprises. It's about creating opportunities that lead to lasting impact.

Representative, Yayasan PETRONAS

Media



Anugerah Lagu Indie

Amplifying Voices,
Celebrating
Creativity



In 2024, Anugerah Lagu Indie (ALI) continued its rise as one of Malaysia's most vibrant music movements — a celebration not just of sound, but of spirit, creativity, and community. As a flagship initiative under Impact Integrated's youth and creative ecosystem, and powered by the support of key partners including Kementerian Belia & Sukan, Rakan Muda, Yoodoo, Malaysia Tribune, Medialah, Writer's Daily, Selebriti Online, LUAS, Music Addicts Malaysia, and Honda, ALI stood tall as a platform that amplifies independent voices, shining the spotlight on Malaysia's indie musicians and the diverse stories they tell through their art.



ALI2023 reached over 1 million people, garnered 2.15 million total views, and recorded 68,307 engagements —

solidifying its position as the premier indie music platform in Malaysia.

With 626 song submissions from across the nation, ALI2023 reflected an ever-growing creative ecosystem, one that continues to redefine the sound and identity of Malaysia's modern music landscape.

Beyond the numbers, ALI represents an emotional homecoming and a place where stories are sung, friendships are formed, and artists find the courage to dream bigger.

The showcase of genres, from hip-hop to pop, rock to folk, mirrors the vastness of Malaysia's cultural rhythm. Each performance is a testament to authenticity, reminding us that great music doesn't need permission. It just needs to be heard.

With partners such as KBS, Rakan Muda, Yoodo, Honda, and Malaysia Tribune, ALI2023 continued to strengthen the ecosystem surrounding Malaysia's indie artists — one built on collaboration, opportunity, and shared belief in the transformative power of creative expression.

PROGRAM FOCUS

It champions **music empowerment** while uplifting **youth creativity** and **cultural innovation**, creating a dynamic space where young artists can express themselves and shape Malaysia's evolving creative landscape.

PROGRAM PARTNER

Kementerian Belia & Sukan	Rakan Muda
Yoodoo	Malaysia Tribune
Medialah	Writer's Daily
Selebriti Online	LUAS
Music Addicts Malaysia	Honda

PROGRAM CATEGORY

Hip Hop
Pop
Rock

TOTAL SONG SUBMISSION

626 Songs

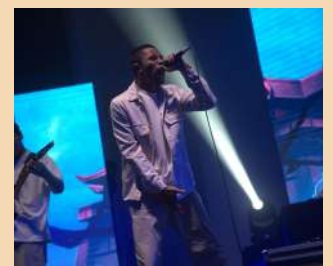
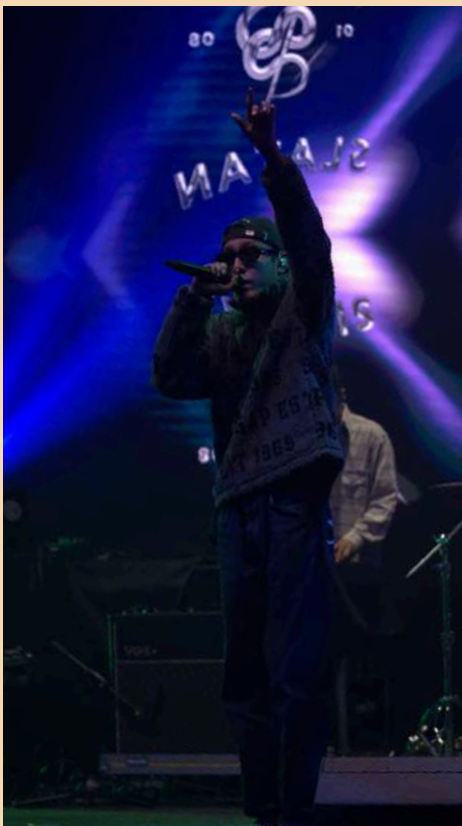
COMMUNITY OUTREACH

ALI Street Team

1,010 estimated eyeballs from 23 locations nationwide

Overview Highlights

Reach	1,016,464 individuals
Views	2,150,807 total views
	21,000 livestream views
Engagement	68,307 engagement





ALI isn't just a music show. It's a stage where independent voices echo louder each year — a movement that reminds us how powerful music can be when it comes from the heart.



Bob, Host of ALI2023

Rakan Muda Presents

Shaping Culture,
One Conversation at
a Time



In 2024, Anugerah Lagu Indie (ALI) continued its rise as one of Malaysia's most vibrant music movements — a celebration not just of sound, but of spirit, creativity, and community. As a flagship initiative under Impact Integrated's youth and creative ecosystem, and powered by the support of key partners including Kementerian Belia & Sukan, Rakan Muda, Yoodoo, Malaysia Tribune, Medialah, Writer's Daily, Selebriti Online, LUAS, Music Addicts Malaysia, and Honda, ALI stood tall as a platform that amplifies independent voices, shining the spotlight on Malaysia's indie musicians and the diverse stories they tell through their art.

Shaping Culture, One Conversation at a Time



With a campaign budget of RM300,000 and a target of 300,000 views per segment, the initiative far exceeded expectations — achieving an extraordinary 10.8 million total views and gaining over 20,000 new followers across Rakita’s social platforms.

From music to mental health, from sports to civic consciousness, the series championed the many dimensions of being young in Malaysia today. Nine distinct podcast segments were introduced, each aligned with a Rakan Muda lifestyle pillar: Rakan Muzik, Rakan Ekspresi, and Rakan Aktif. All totalling 170 episodes of content created between June and December 2024.

PROGRAM SEGMENTS

Each segment brought something unique to the table:

Bobcultcha	Explored Malaysia's subcultures — from streetwear to anime — and celebrated the creativity of local communities.
Next Up!	Revealed lifestyle trends and passions shaping how youth express themselves today.
Buka Cerita	Offered thoughtful reflections on relationships, psychology, and social awareness.
MySukan Corner	Showcased Malaysia's vibrant sports scene through candid athlete stories and performance insights.
Akar Muda	Unpacked government programs and policies designed to empower young Malaysians.
Kuasa Orang Muda	Encouraged civic literacy and meaningful youth participation in social and political issues.
Uni-Tea	Brought relatable, heartfelt discussions about university life, mental health, and resilience.
Carta Indie Kita	Celebrated the local indie scene — ranking the top 12 Malay indie songs weekly.
Lokalah Chart Show	Spotlighted English-language indie music and emerging local talents.

PROGRAM ANALYTICS

Series	Analytics
BobCultcha (2 seasons) 20 episodes	1,278,858 views
Next Up! (2 seasons) 20 episodes	2,106,866 views
Buka Cerita (2 seasons) 20 episodes	3,041,835 views
MySukan Corner (2 seasons) 20 episodes	3,414,880 views
Akar Muda (2 seasons) 20 episodes	386,145 views
Kuasa Orang Muda (1 season) 10 episodes	355,672 views
Uni-Tea (1 season) 10 episodes	326,420 views
Carta Indie Kita (CIK) (Weekly)	169,717 views
Lokalah Chart Show (Weekly)	322,095 views
	11,402,488 total overall views

CAMPAIGN PERIOD

June – December 2024

PROGRAM PARTNER

Kementerian Belia & Sukan

Rakan Muda

Converse

PROGRAM PLATFORM

Rakita Youtube

Spotify

TikTok

Instagram

Overview Highlights

Views	10,849,361 total views
Top Segment	MySukan Corner (3.4M views)
Episode	170 total episodes produced
Guest	134 total guest featured
Followers gained	20,000+
Budget	RM 300,000



More than just a content campaign, Rakan Muda Presents became a movement of stories — connecting listeners with real voices, real perspectives, and real emotions. Feedback from YouTube comments and social media interactions revealed a community that felt inspired and seen. This initiative reaffirmed Rakita’s position as a youth-led media brand that bridges mainstream and independent cultures, advocating for self-expression, inclusivity, and belonging — all while reflecting the pulse of young Malaysia.



We didn't just want to tell stories — we wanted to share spaces for young people to feel seen, heard, and understood.

Danie, Photographer, ALI2023



Rakita 107.9 Programming

Where Every Voice
Finds Its Rhythm



By focusing on the interests and passions of young Malaysians and the indie community, Rakita's thoughtful approach to content curation allows it to remain closely attuned to the evolving needs, preferences, and aspirations of its audience.

Whether through lighthearted banter, emotional storytelling, or hard-hitting conversations, Rakita creates a space that feels like home, where every voice matters, and every story has a place.

Each program serves as a touchpoint of connection, designed to entertain, inform, and inspire while staying grounded in the language and rhythm of youth culture.

Rakita's 2024 lineup continued to champion youth expression and indie artistry through diverse and engaging shows.

01

Rakan Muda Presents

A podcast-style segment amplifying youth voices and stories.



02

Zon Lit 107.9

Radio segment dedicated to celebrating creativity, literature, and imagination.



03

Petang Rakita

An energetic mix of music, lifestyle content, and daily updates to brighten your afternoon drive.



04

Malam Rakita

Reflective, soulful evening sessions offering calm vibes, curated music, and intimate listener moments.



05

Kita Stalk

Entertainment and pop culture with a uniquely Malaysian twist, covering trends, icons, and viral moments.



06

Carta Indie Kita (CIK)

A weekly chart featuring the top 12 Malay indie songs alongside rising talent and fresh releases.



07

Lokalah Chart Show

Showcasing the top 20 English indie tracks and emerging artists shaping today's alternative sound.

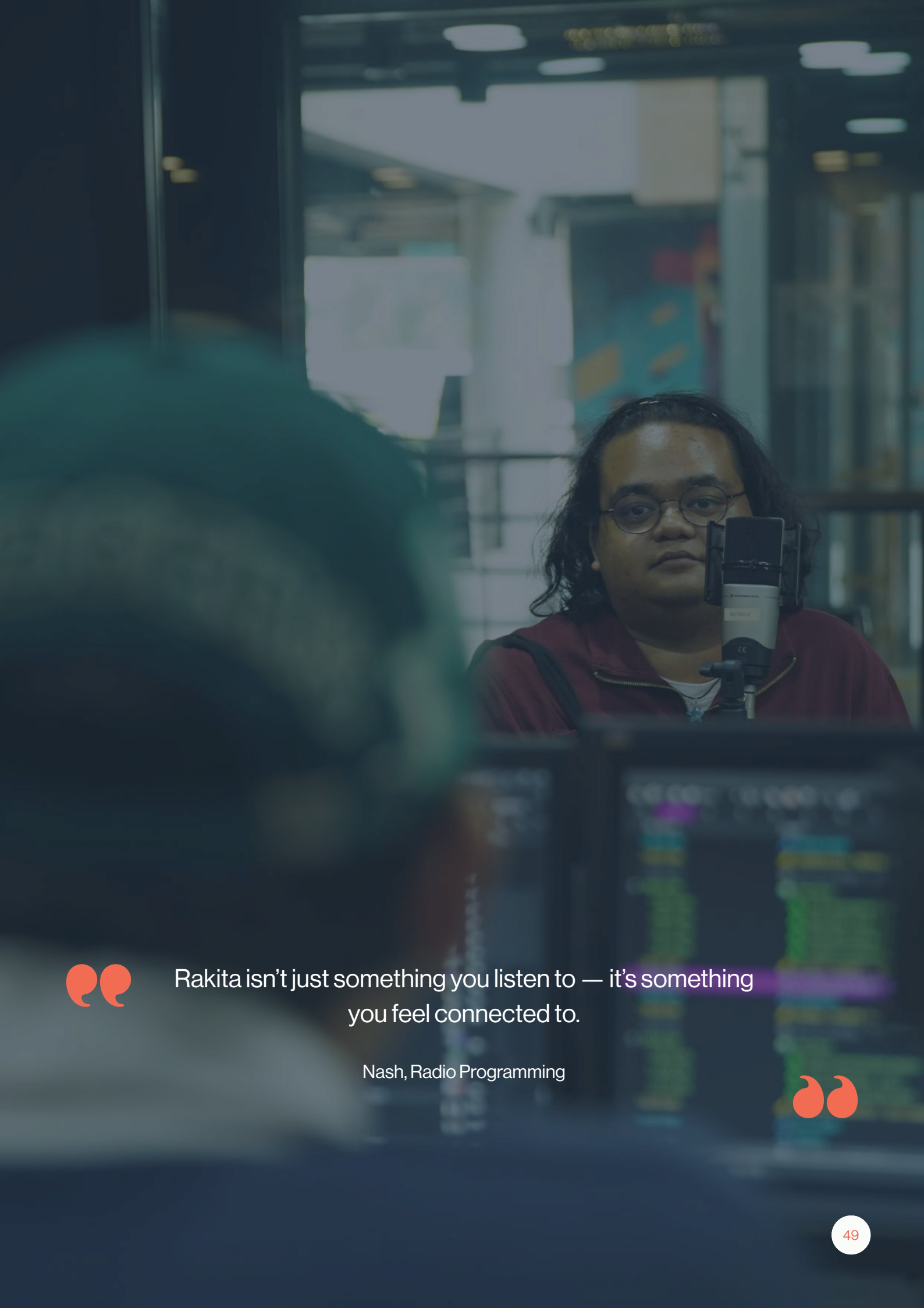


Overview Highlights

Average Total Listeners	480,000 (Jan–Dec 2024)
Average Weekly Listenership	4,800
Major Collaborations	KBS, Rakan Muda, Converse
Audience Demographic	15 - 35

The increase in listeners highlights how effectively we've been able to foster a community-oriented space. By consistently providing content that resonates with our audience, we've attracted a loyal listener base that feels personally connected to the station. This level of engagement sets Rakita 107.9 apart as more than just a radio station, it has become an essential part of the cultural fabric, particularly among the youth and indie communities.





Rakita isn't just something you listen to — it's something you feel connected to.

Nash, Radio Programming



Sekolah Radio

Igniting Passion,
Inspiring Careers



Sekolah Radio 2.0 continued to serve as a cornerstone program in nurturing Malaysia's next generation of radio professionals and content creators. Designed as an immersive learning experience, the program exposes students to the full spectrum of radio broadcasting — from technical operations and sound engineering to creative storytelling and live production. By bringing participants behind the microphone and into the heart of the radio ecosystem, Sekolah Radio bridges the gap between classroom learning and real-world application.



In 2024, the program was conducted in collaboration with four universities — Management & Science University (MSU), City University Malaysia, Universiti Teknologi MARA (UiTM) Shah Alam, and Universiti Islam Selangor (UIS) — engaging 100 student participants across four editions. This initiative gave students the rare opportunity to work directly with the Rakita 107.9 FM team, observing live broadcasts, shadowing producers, and learning about on-air presentation, audio mixing, and content planning.

Demographically, the program recorded a diverse and inclusive cohort, with 78% Malay participants (78 students), 15% Indian (15 students), and 7% Chinese (7 students). Notably, female participation stood at 67%, underscoring the growing interest of women in the fields of media, radio, and creative production. This trend highlights an encouraging shift toward gender inclusivity in Malaysia's broadcasting industry, paving the way for future mentorship opportunities for aspiring young women in media.

A Hands-On Experience in Broadcasting

Each edition of Sekolah Radio was designed as a hands-on, experiential learning journey. Students were given guided tours of Rakita's studio facilities, attended live Q&A sessions with radio hosts, and observed how technical, editorial, and creative teams collaborate to bring radio shows to life.

Through interactive workshops and mentorship, participants gained not only technical insights but also an appreciation for the artistry behind audio storytelling and audience engagement. The program emphasized teamwork, communication, and adaptability — skills essential for thriving in the modern creative and media industries.

Inspiring the Next Generation

Sekolah Radio 2.0 aims to inspire curiosity and encourage young people to explore potential careers in broadcasting, journalism, sound design, and content creation. By providing an immersive and supportive environment, the program helps participants discover their strengths and passions while connecting them to real-world industry practices.

Beyond skills training, the initiative builds confidence — showing students that their voices, ideas, and stories have value. This empowerment aligns with Rakita's broader mission of championing youth creativity and ensuring that the future of media is shaped by diverse, informed, and passionate storytellers.



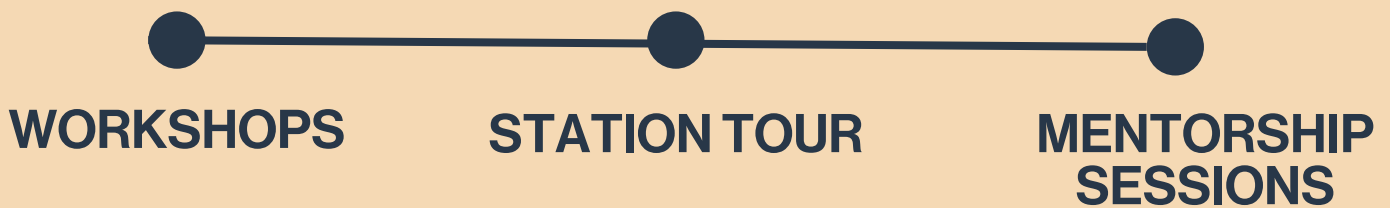
PROGRAM FOCUS

This program focuses on strengthening **radio production, broadcasting,** and **content creation** to support high-quality, youth-driven media output.

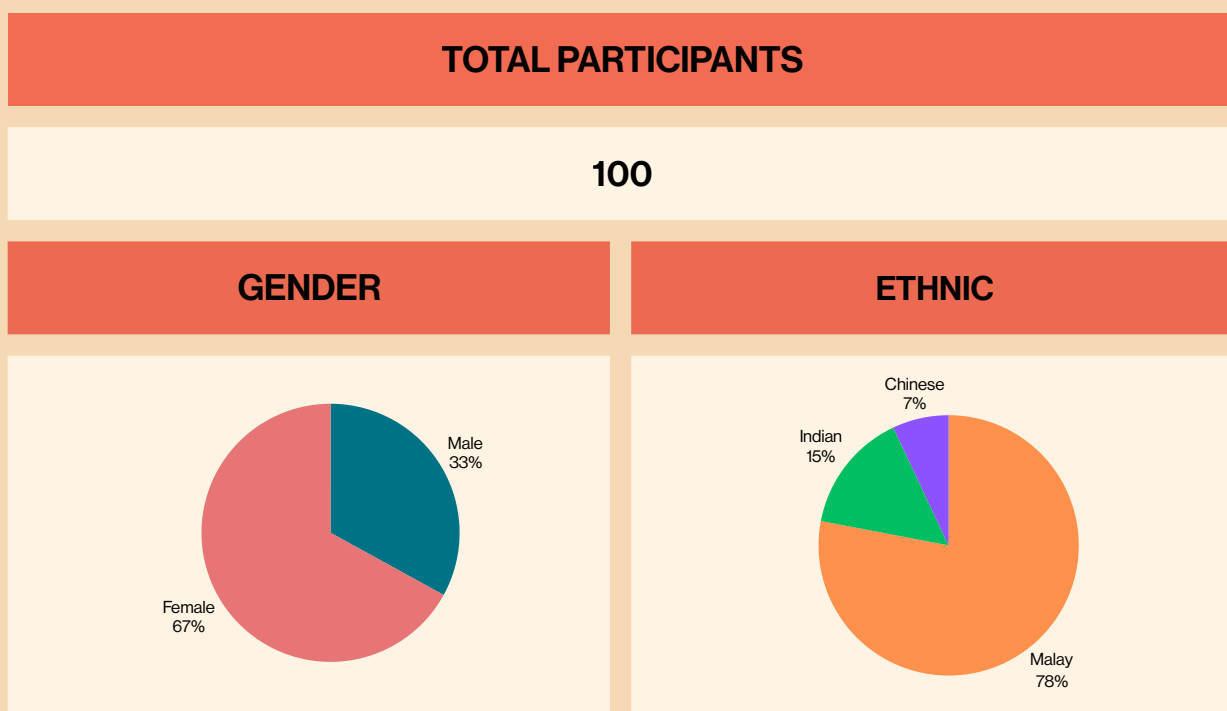
PROGRAM PARTNER

MSU	City University Malaysia
UiTM Shah Alam	Universiti Islam Selangor

PROGRAM FORMAT



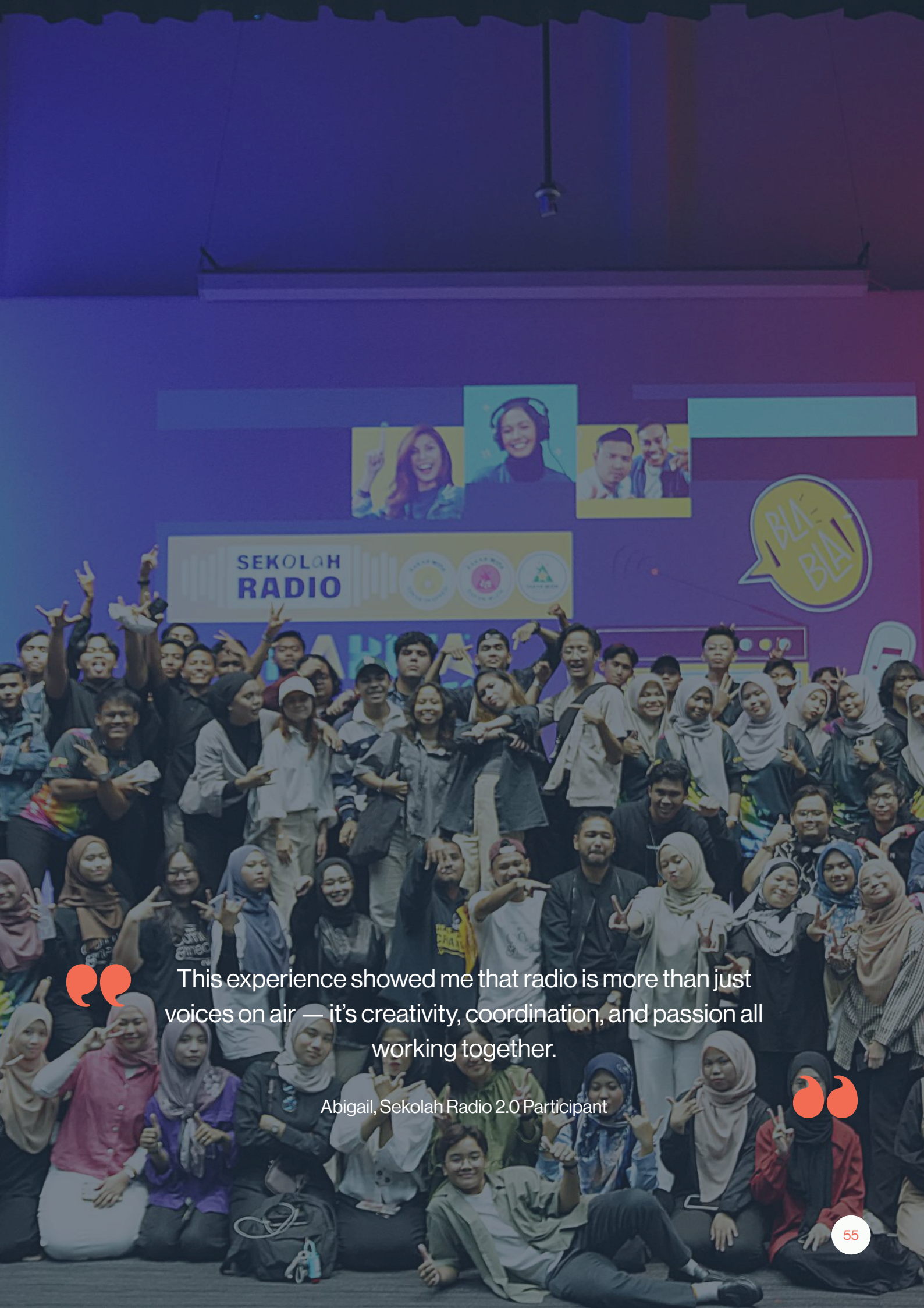
Overview Highlights



PROGRAM OUTCOME

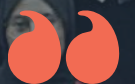
The program sparked a growing interest among students in exploring future pathways in radio, broadcasting, and content creation. By introducing them to industry-relevant skills and real-world production environments, the initiative helped students discover new passions and possibilities within the media landscape. This exposure not only broadened their career aspirations but also inspired greater confidence in pursuing creative and communication-driven fields.





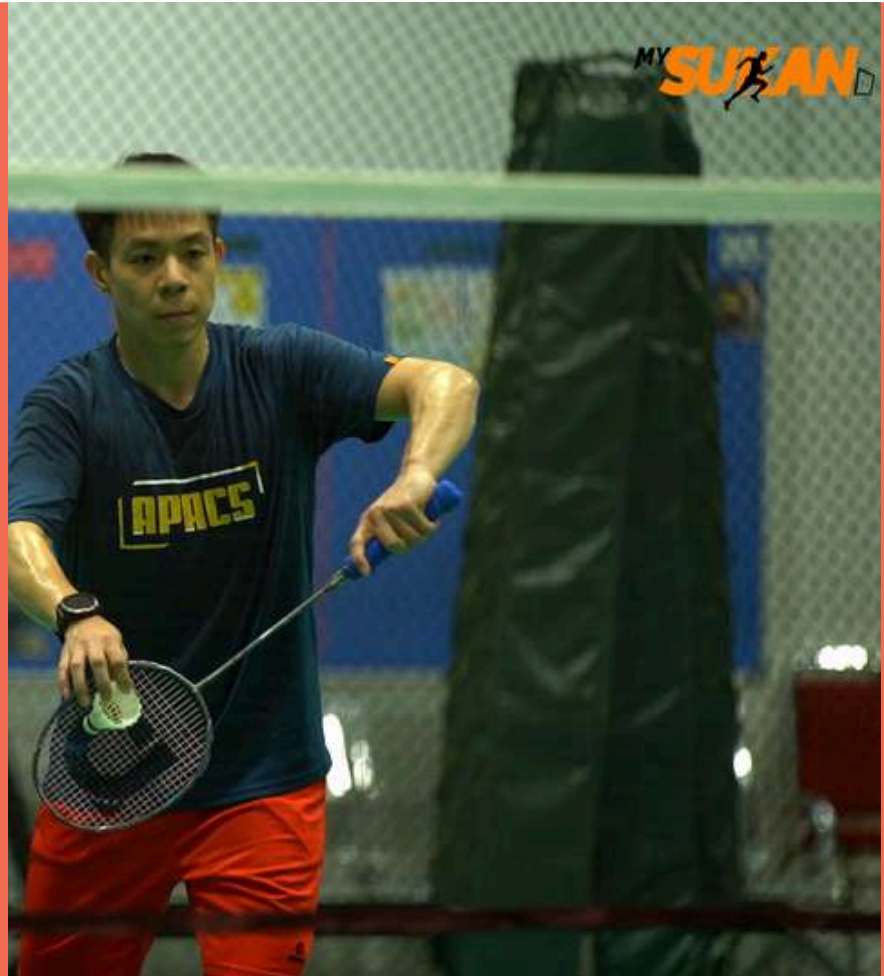
This experience showed me that radio is more than just voices on air — it's creativity, coordination, and passion all working together.

Abigail, Sekolah Radio 2.0 Participant



mySukan Bytes

Uncovering the
Heroes in Our Own
Backyard



mySukan Bytes stood as one of the key highlights under the Rakan Muda Presents banner — a dynamic initiative dedicated to amplifying Malaysia’s grassroots sports scene through authentic storytelling and creative media production. Across two seasons, the series showcased ten episodes that shone a spotlight on local athletes, many of whom compete at national and international levels, yet often remain unseen by mainstream coverage.

Each episode delved into a different sporting discipline — from teqball and fencing to wushu, inline skating, and jiu-jitsu — highlighting not just the sport itself, but the human stories behind it. By documenting their journeys, struggles, and aspirations, mySukan Bytes bridged the visibility gap for underrepresented sports, helping Malaysians discover new heroes in their own communities.



Shaping Culture, One Conversation at a Time



Despite facing logistical and production challenges, particularly in coordinating athlete schedules and managing limited coverage infrastructure, the team remained steadfast in its mission: to give these athletes and sports the recognition they deserve. Through meticulous planning, adaptable production workflows, and heartfelt storytelling, mySukan Bytes successfully built an emotional connection between viewers and Malaysia's diverse sporting talent.

Empowering Grassroots Through Storytelling

The essence of mySukan Bytes lies in its ability to humanize sports — transforming lesser-known disciplines into stories of determination and pride. Viewers were drawn not only to the athletic skill displayed but also to the personal narratives of resilience that each athlete embodied. This approach proved to be highly effective. With a total of 400,063 cumulative views, the program demonstrated strong audience engagement and genuine public interest in grassroots-level sports. The visibility gained from the series offered athletes and federations newfound recognition, strengthening the ecosystem of community-driven sports across Malaysia.

Spotlight on Malaysia's Hidden Champions

Each episode of mySukan Bytes presented a new perspective on the meaning of perseverance and community spirit in sports. From inline skating athlete Nasrul Afiq to national taekwondo star Nur Syahirah, every feature became a celebration of how Malaysian athletes continue to break barriers with passion and humility. These narratives remind us that the beauty of sports lies not only in medals or records — but in the grit, sacrifice, and heart that drive every individual behind the scenes.



PROGRAM FOCUS

Through **grassroots sports storytelling**, the program strengthens **youth engagement** while celebrating and **recognizing young athletes**.

PROGRAM PARTNER

Kementerian Belia & Sukan

Rakan Muda

Overview Highlights

Seasons	2
Total Guests Featured	10
Total Views	400,063 cumulative views

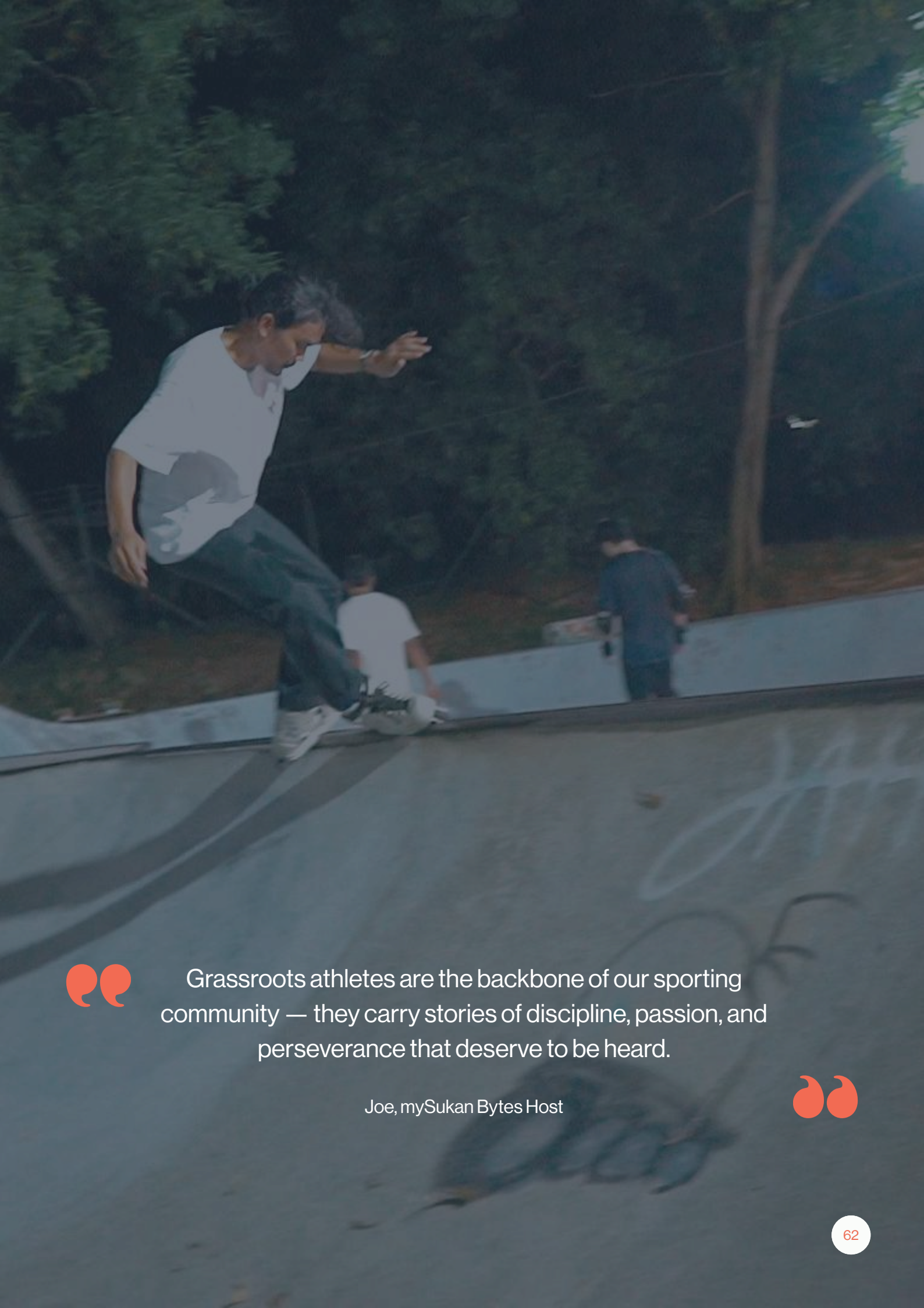
EPISODE SUMMARY

Season/Episode	Content	Views
S1 / Ep 1	National Teqball Team	10,920
S1 / Ep 2	Nasrul Afiq (Inline Skating)	51,726
S1 / Ep 3	Cheah Liek Hou (Badminton Para Athlete)	54,866
S1 / Ep 4	Malaysia Lacrosse Association	111,791
S1 / Ep 5	Saif Nordin (Fencing)	35,891
S2 / Ep 1	Lee Chee Yang (Wushu – Taiji)	3,568
S2 / Ep 2	Nur Syahirah (Taekwondo)	14,923
S2 / Ep 3	Adam Akasyah (Jiu-Jitsu)	18,389
S2 / Ep 4	Nurul Izzah Izzati (Track Cycling)	95,855
S2 / Ep 5	Syafiq Zuber (Taekwondo)	2,134

PROGRAM HIGHLIGHT

The initiative strengthened the visibility of grassroots sports by harnessing the power of digital storytelling to spotlight local athletes, community teams, and inspiring sporting journeys. Through engaging videos, social content, and narrative-driven features, the program brought greater attention to emerging talents who often go unseen. This approach not only celebrated their dedication and achievements but also helped deepen public appreciation and youth interest in community-level sports.





Grassroots athletes are the backbone of our sporting community — they carry stories of discipline, passion, and perseverance that deserve to be heard.

Joe, mySukan Bytes Host



Esports



ESI Masterclass 2024

Unlocking Potential,
One Player at a
Time



ESI Masterclass 2024 was a transformative initiative designed to empower Malaysia's next generation of esports talent.

Delivered in collaboration with key partners like Todak Academy, Esports Medica, and the Ministry of Youth and Sports, the program offered curated training sessions, expert-led discussions, and immersive engagement opportunities that exposed youth, student communities, and institutions of higher learning to the dynamic and rapidly evolving world of esports.

The initiative aimed to bridge the gap between education and the esports

industry, offering structured educational modules aligned with the National Esports Development Guidelines (NESDEG).

Participants gained insights into esports careers, entrepreneurship, and health and wellness within the industry — core elements critical for building a sustainable and responsible esports ecosystem.

More than just a learning platform, ESI Masterclass 2024 served as a catalyst for growth, innovation, and cross-sector collaboration.

By creating a space for mentorship between industry professionals,

educators, and aspiring youth, the program encouraged participants to explore real-world opportunities within the esports landscape — from event management and game design to content production and health management.

The Masterclass also culminated in the development of a comprehensive post-programme report, capturing key takeaways, success stories, and actionable recommendations.

This document ensures that the knowledge gained through the Masterclass can be shared widely, contributing to Malaysia's growing body of esports education resources.

PROGRAM FOCUS

Strengthening esports **education & literacy** by equipping participants with foundational knowledge, industry context, and a clear understanding of Malaysia's esports landscape.

MODULES IMPLEMENTED

2 core modules based on NESDEG guidelines

Career Pathways in Esports

Health & Wellness in Esports

PROGRAM DURATION

2 Days

PROGRAM PARTNER

Todak Academy

Esports Medica

Ministry of Youth and Sports (KBS)

TOTAL PARTICIPANTS

147 participants



PARTICIPANT ENGAGEMENT

200 Total Engagements Through Interactive and Mentorship-Based Activities

BUDGET

RM100,000 (Esports Budget 2024)

PROGRAM ANALITICS

Reach

2,579 Users Reached

Average Post Impression

2,697 Impressions

ECOSYSTEM IMPACT

Strengthened partnerships between esports institutions, academia, and youth communities



This Masterclass opened my eyes to the many career paths in esports — not just playing, but producing, managing, and innovating within the space.

Participant, ESI Masterclass 2024



Mini EsportsCon @Parliament

Unlocking Potential,
One Player at a
Time



In collaboration with the Malaysia Esports Federation (MESF) and the Ministry of Youth and Sports (KBS), Mini EsportsCon @ Parliament was a landmark engagement aimed at bridging the gap between Malaysia's esports ecosystem and national policymakers. This initiative created a dedicated platform to present the achievements, potential, and future direction of the local esports industry directly to Members of Parliament, senators, and government officers — fostering greater understanding, recognition, and policy-level support.

The event offered firsthand insight into the structure and dynamics of the esports landscape, highlighting its economic impact, talent pipeline, and growing role in youth empowerment. Through interactive showcases and presentations led by key industry players, attendees were able to observe how esports aligns with Malaysia's broader digital economy aspirations.

By bringing policymakers and industry stakeholders together under one roof, Mini EsportsCon @ Parliament ignited meaningful conversations

around regulation, funding, and national strategy. This strengthened the foundation for a more informed, supportive policy making and underscored the importance of cross-sector collaboration.

Ultimately, this initiative represented more than just a showcase — it was a milestone in institutional recognition of esports as a legitimate, impactful industry. The engagement successfully deepened policymakers' appreciation for the ecosystem's complexity and promise, paving the way for more structured support and inclusion in national youth and digital agendas.

PROGRAM FOCUS

Industry overview, policy engagement, youth development, and esports achievements

TARGET AUDIENCE

Parliamentarians

Senators

Special Officers

Speakers

Related staff

TOTAL REGISTRATIONS

69 Participants

PROGRAM PARTNER

Malaysia Esports Federation (MESF)

Ministry of Youth and Sports (KBS)

ENGAGEMENT TYPE

Interactive presentation and dialogue session

PROGRAM OUTCOME

Strengthened policy-level understanding of esports and youth digital participation





Bringing esports into Parliament symbolizes how far the industry has come — from grassroots competitions to policy-level recognition.

Krystal, Exhibitor, Moonton Games

Jelajah NESDEG

Awareness,
Inclusivity, and
Growth for All
Gamers



Jelajah NESDEG 2024 was an outreach initiative designed to bring the National Esports Development Guideline (NESDEG) closer to the people — from policymakers and industry players to grassroots communities and the general public. The NESDEG itself serves as a national framework detailing the actions, strategies, and standards required to strengthen Malaysia’s esports ecosystem through structured development, education, and inclusivity.

Through Jelajah NESDEG, the Ministry sought to ensure that the guidelines outlined in NESDEG were not only understood but also embraced by stakeholders at every level. The program took shape as a nationwide roadshow, featuring a dedicated Street Team that visited 12 strategic locations across Malaysia, activating booths and engaging audiences through exhibitions, games, and interactive sessions.

At each stop, the Street Team acted as the face of NESDEG — facilitating live discussions, answering questions, and encouraging two-way communication with participants. Their goal was to raise awareness about the objectives of NESDEG, promote responsible participation in esports, and strengthen collaboration among players, educators, parents, and enthusiasts. Visitors were also invited to share their thoughts and feedback via www.nesdeg.my, contributing directly to the improvement and development of NESDEG 2.0.



To make the experience engaging and memorable, visitors were invited to participate in fun, educational activities such as quizzes and interactive experiences featuring PlayStation 5 consoles and racing simulators. Those who engaged with the booth received a NESDEG woven gift bag, complete with brochures, a lanyard, and collectible button badges. A range of exclusive merchandise — including T-shirts, portable fans, and umbrellas — was also distributed to participants who completed feedback forms, further increasing engagement and participation.

Despite challenges such as travel logistics and cross-state coordination, Jelajah NESDEG 2024 was successfully executed with over 3,200 participants engaging directly through booth visits and QR scans.

The initiative demonstrated strong collaboration with state esports associations, game publishers, and community partners, reinforcing NESDEG's position as a national movement aimed at creating a structured, inclusive, and sustainable esports ecosystem.

Budget-wise, the initiative was managed effectively, with total expenses amounting to RM160,796.52 — only slightly above the allocated RM160,000 budget due to additional baggage costs incurred during the Sarawak leg of the roadshow. The program's successful completion underscored the team's efficiency and commitment in achieving broad, nationwide impact within minimal deviation from planned expenditure.

PROGRAM IMPACT

Strengthened community awareness, increased stakeholder engagement, and gathered feedback for NESDEG 2.0

PROGRAM PARTNERS

State Esports Associations

Game Publishers

NESDEG Street Team

PROGRAM DURATION

12 Activations Across Malaysia

VENUES

12 venues across Malaysia

Putrajaya

Melaka

Kuala Lumpur

Serdang

Kelantan

Labuan

Lumut

Sabah

Selangor

Sarawak

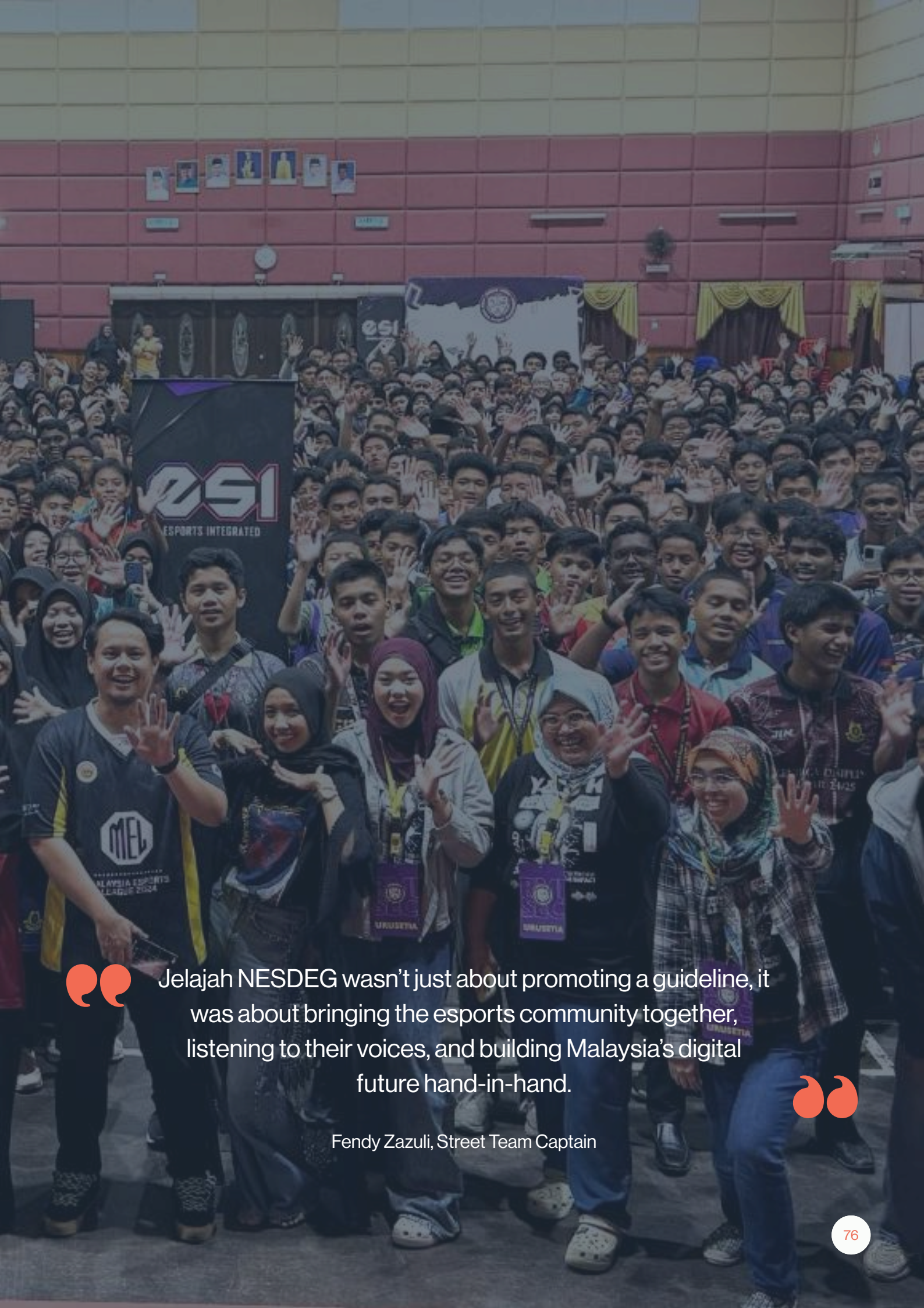
TOTAL PARTICIPANTS

3,289 (via QR code scans)

TOTAL BUDGET

RM160,000.00





Jelajah NESDEG wasn't just about promoting a guideline, it was about bringing the esports community together, listening to their voices, and building Malaysia's digital future hand-in-hand.



Fendy Zazuli, Street Team Captain

Malaysia Esports League 2024

Championing
Malaysia's Next-Gen
Gamers



The Malaysia Esports League (MEL) 2024 is Malaysia's largest grassroots esports initiative, organized under the Esports Integrated (ESI) programme. Spanning 10 weeks, the league was supported by 13 state esports associations and 3 federal territory associations, serving as a competitive platform for amateur and semi-professional players to showcase their talent.

The league comprised of two major stages which are the State League and National League, both offering structured opportunities for skill development and recognition within the esports ecosystem. A total of RM264,700 was awarded, distributed across both the Main League and Open League.

MEL24 GOALS

- To identify and nurture grassroots-level esports talents.
- To provide a competitive platform for amateur and semi-professional players to showcase their skills.
- To create pathways for Malaysian players to qualify for international tournaments such as **PUBG Mobile National Championship (PMNC)** and **Free Fire World Series Malaysia (FFWS MY) 2025 Spring Qualifiers**.
- To strengthen state-level esports associations and foster collaboration across the esports community.

TARGET AUDIENCE

- Amateur and semi-professional players — given structured opportunities to compete and grow.
- Youth passionate about esports — inspired to pursue growth within the industry.
- Broader esports community — including fans, stakeholders, and sponsors to elevate Malaysia's esports ecosystem.

LEAGUE STRUCTURE

STATE LEAGUE	NATIONAL LEAGUE	GAME TITLES
Competitions were held across all states to identify top teams that would represent their regions. Teams progressed through several rounds to qualify for the National League.	Following the state eliminations, qualified teams competed at the national level, culminating in the Grand Finals.	Mobile Legends: Bang Bang (MLBB), PUBG Mobile, Free Fire, Valorant, and Tekken 8.

WINNERS' HIGHLIGHTS

LIGA UTAMA

Game Title	Champion	Runner-Up	3rd Place	MVP
PUBG Mobile	Perak	Kedah	Sabah	Muhammad Syamil Najmi Bin Mohd Ghazali (Kedah)
MLBB	Kedah	Pulau Pinang	Kuala Lumpur	Putera Daniel Bin Abu Sufian (Kedah)
Free Fire	Melaka	Terengganu	Negeri Sembilan	Ahmad Luqmanurhakim Bin Ahmad Azman (Melaka)
eFootball24 Mobile	Johor	Melaka	Terengganu	Muhammad Faizal Bin Mohd Asmawi (Selangor)

LIGA TERBUKA

Game Title	Champion	Runner-Up	3rd Place
Valorant	TODAK Esports	PlayMasterZ	Pixel
Tekken 8	MYFGC	MYFGC	MYFGC

SUCCESS STORIES



From State to World Stage

- Selangor Red Giants, a team that initially gained recognition during MEL22, went on to win the MLBB Mid-Season Cup at the World Esports Championship in Riyadh.
- Impact: Demonstrates how MEL serves as a stepping stone for players and teams to achieve international success.

Championing Diversity

- TODAK Esports' victory in the Valorant Open Series highlighted the potential of Malaysia's diverse youth talent, uniting players from different backgrounds.
- Impact: Their win inspired other amateur teams to strive for excellence and reinforced the inclusivity of Malaysia's esports ecosystem.

PROGRAM SUMMARY

Total Participants	9,205
League Duration	10 weeks
Prize Pool	RM264,700 (Main + Open League)
Associations Involved	13 State + 3 Federal Territory
Total Views	1,064,668

MEL24 successfully positioned Malaysia as a regional model for structured grassroots esports development, bridging state-level participation with international achievement pathways.



Dana Esukan KBS

Funding Dreams,
Growing Champions



Dana Esukan KBS 2024 is a funding initiative by the Ministry of Youth and Sports (Kementerian Belia dan Sukan) aimed at empowering the growth and sustainability of Malaysia's esports ecosystem. The programme provides financial assistance and resources to individuals, organizations, and institutions engaged in esports-related activities, enabling them to implement impactful, community-driven projects.

In 2024, 66 applicants successfully advanced to the final phase, receiving support for initiatives that spanned grassroots development, talent identification, esports events, coaching, officiating, and research-based programmes. Through these funded efforts, Dana Esukan KBS has strengthened the competitiveness, inclusivity, and sustainability of Malaysia's esports landscape.

Beyond direct funding, the programme also fostered strategic partnerships between government agencies, esports organizations, academia, and the private sector — facilitating resource sharing, knowledge exchange, and broader network expansion to drive long-term impact.

FUNDING STRUCTURE

General / Public Category (RM900,000)

Tier	Allocation	Recipients	Grant Amount	Estimated Participants	Beneficiaries
Small Scale	RM 240,000	24	RM 10,000	200	650
Medium Scale	RM 300,000	15	RM 20,000	500	2,500
High Scale	RM 360,000	12	RM 30,000	800	4,500

University / College Category (RM100,000)

Tier	Allocation	Recipients	Grant Amount	Estimated Participants	Beneficiaries
Small Scale	RM 40,000	8	RM 5,000	50	250
Medium Scale	RM 30,000	3	RM 20,000	500	2,500
High Scale	RM 360,000	12	RM 30,000	800	4,500

PROGRAM IMPACT

Empowering Growth and Sustainability

DEK24 has significantly strengthened Malaysia's esports ecosystem by enabling grassroots organizations, startups, and student-led initiatives to access funding and resources. Many grantees successfully executed events, training programmes, and tournaments that nurtured local talent and expanded community participation.

Fostering Inclusivity and Opportunities

The initiative opened doors for underrepresented communities, particularly youth from university and rural backgrounds, to engage in esports. By supporting both general and university categories, DEK24 bridged institutional gaps and promoted inclusivity in esports education and participation.

Catalysing Collaboration

The programme encouraged collaboration among key stakeholders — including KBS, Esports Integrated, esports associations, and private sector partners — fostering a unified approach to ecosystem building and policy alignment.

Dana Esukan KBS 2024 has proven to be a cornerstone initiative in advancing Malaysia's esports ecosystem. Through equitable funding, strategic collaboration, and capacity building, DEK24 nurtured local talent, supported innovation, and expanded access to opportunities across regions — positioning Malaysia as a proactive leader in structured esports development.

KEY CHALLENGES

Application Quality & Alignment	Some applicants struggled to meet documentation standards or align proposals with DEK objectives, leading to delays and lower approval rates.
Project Execution Constraints	Several grantees encountered logistical, technical, or budgetary challenges that delayed or limited project delivery.
Capacity Gaps in Project Management	Grassroots groups and smaller organizations often lacked the skills needed for structured reporting, budgeting, and monitoring.
Governance & Public Trust	Ensuring transparency and accountability was vital to maintain confidence in fund distribution and management.
Awareness Gaps	Limited outreach in rural or underserved regions led to uneven participation and missed opportunities.
Procedural Delays	Administrative bottlenecks in fund disbursement impacted project timelines and implementation.

Overview Highlights

Total Applicants	174
Approved Grants	66
Total Budget	RM1,000,000
Actual Spending	RM969,000
Withdrawn Applicants	4
Programme Participation	21,222
Total Views	2,660,375

Annual Esports Townhall KBS

Awareness,
Inclusivity, and
Growth for All
Gamers



On 29 December 2024, the ESI Grand Hall at Spacerubix, Puchong buzzed with energy, anticipation, and purpose. The Annual Esports Townhall KBS 2024 brought together more than 100 stakeholders — from government agencies to event organisers, esports teams, educators, and developers — all united by a common mission: to build a thriving, responsible, and sustainable esports ecosystem for Malaysia.

Hosted under the Ministry of Youth and Sports (Kementerian Belia dan Sukan), the Townhall served as an open platform for dialogue and collaboration. Participants received updates on the KBS Esports Strategic Plan 2020–2025, insights into the latest enhancements to the National Esports Development Guidelines (NESDEG), and opportunities to contribute directly to the nation’s esports strategy moving forward.

Driving Progress Through Dialogue

The Townhall reaffirmed KBS’s commitment to shaping a transparent and future-ready esports landscape. Central discussions revolved around achievements in 2024, budget allocations, and strategic improvements aimed at sustaining industry growth.

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Key discussions and updates included:

- TVET Integration: Expanding technical and vocational pathways for esports-related careers and post-athlete transitions.
- NESDEG Enhancement: Refining Malaysia's esports governance framework for greater inclusivity, professionalism, and safety.
- Dana Esukan KBS Expansion: Increasing funding allocation from RM1 million in 2024 to RM1.5 million in 2025, reflecting government confidence in the sector's growth potential.
- Blueprint Extension: Extending the KBS Esports Strategic Plan 2020–2025 to ensure continuity in ecosystem building and alignment with emerging industry needs.



Understanding the Landscape: Challenges and Priorities

Despite steady progress, the Townhall surfaced key challenges facing the esports industry — each one paired with emerging solutions and collaborative responses:

1. Infrastructure Gaps

Facilities in underserved regions such as Sarawak remain limited, calling for accelerated efforts to establish esports hubs and dedicated arenas nationwide.

2. Career Transition Pathways

Athletes nearing retirement still face uncertain futures. Expanded TVET and entrepreneurship programs are being explored to enable smoother career transitions.

3. Event Sanctioning & Visa Issues

Stakeholders highlighted the need for clearer processes for event approvals and specialized visas for international players — critical for Malaysia's competitiveness as a global esports destination.

4. Educational Integration

Progress in school-based esports initiatives led by the Ministry of Education (KPM) continues to shift perceptions, positioning esports as a legitimate and skill-building pursuit. Yet, the need for approved game lists and sustained public education remains key to reducing stigma.

5. Health & Legal Safeguards

Stakeholders also called for the introduction of health and welfare modules, particularly at grassroots and university levels, alongside legal protection frameworks for freelancers — ensuring fair compensation and work security across the industry.

Collaboration at the Core

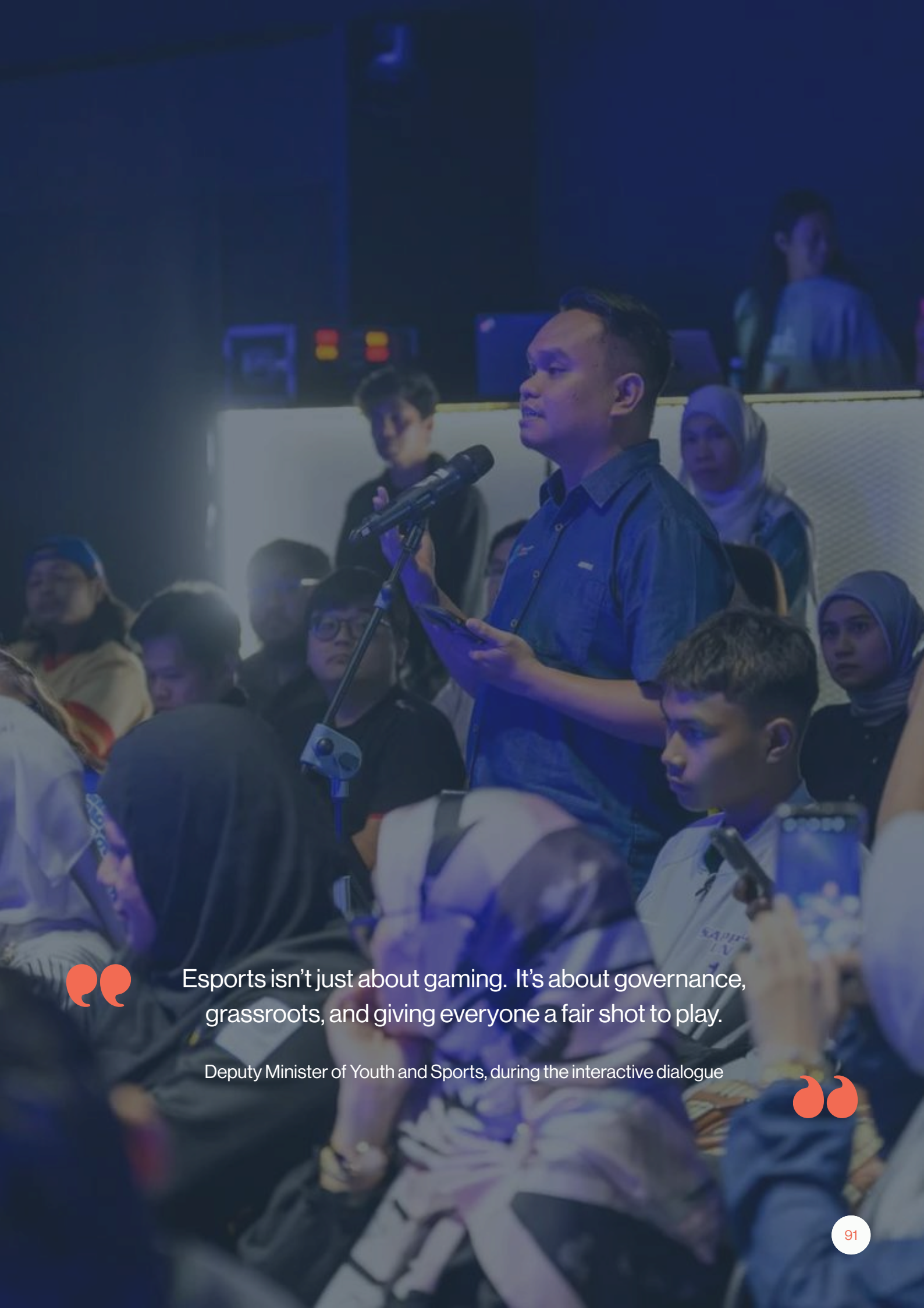
The Townhall underscored a collective understanding: no single entity can build an ecosystem alone.

Partnerships between ESI, MESF, government bodies, private sector leaders, and educational institutions form the backbone of Malaysia's esports movement. Together, these alliances foster accountability, inclusivity, and shared ownership of the industry's growth.

From policy to practice, 2024 reaffirmed that Malaysia's esports journey isn't just about playing the game; it's about evolving it responsibly. Together, we're not only levelling up the industry — we're redefining what it means to play for the nation.

Overview Highlights

Participants	100 -150 stakeholders from across the esports ecosystem
Breakdown of Participants	Government Agencies – 9 Associations/Communities – 13 Academia – 4 Event Organisers – 15 Publishers/Developers – 6 Pro Teams/Clubs – 8 Talents (Host, Caster, etc.) – 1 Media (Journalist) – 1
Focus Area	NESDEG improvements, strategic plan review, budget allocation, stakeholder feedback
Key Outcomes	Enhanced NESDEG framework, roadmap extension, increased funding commitment (RM1.5 million for 2025), strengthened stakeholder collaboration



Esports isn't just about gaming. It's about governance, grassroots, and giving everyone a fair shot to play.

Deputy Minister of Youth and Sports, during the interactive dialogue



Esukan FM

Where Gaming
Meets the Airwaves



ESUKAN.FM is Malaysia's first dedicated esports radio and digital talk show, powered by Impact Integrated and broadcast on Rakita 107.9 FM.

Running from May to December 2024, the 30-episode series aired every Thursday from 5:00 p.m. to 7:00 p.m., blending entertainment, education, and engagement into one dynamic weekly experience. With an estimated reach of 2.5 million listeners and viewers, ESUKAN.FM redefined how Malaysians consume esports content — not just watching it, but hearing it, feeling it, and talking about it.

Turning Radio into a Movement

Each week, hosts Sleepygodzillas and Daddyhood (Homebois) sat down with top personalities across Malaysia's esports scene — from pro players and casters to educators and developers — bringing authentic stories and sharp insights straight to the airwaves.

The show's two-hour format balanced structure and spontaneity:

- Segment 1 (30 min): Industry Deep Dive — discussions on trends, tournaments, and policy updates in esports.
- Segment 2 (90 min): "Ye Tak Ye" — unscripted, lively banter featuring guests from the esports, media, and entertainment world.

Each episode was pre-recorded and scheduled for weekly broadcast, allowing for post-production, multi-platform release, and digital amplification across TikTok, YouTube, and Rakita's website.

Engagement Beyond the Studio

The show's digital content strategy transformed each episode into a multi-platform experience. Clips and highlights from ESUKAN.FM sparked active discussion online, with TikTok snippets often going viral — achieving **views exceeding 90,000** on individual posts.

Listeners especially resonated with the candid chemistry between the hosts and the authenticity of their guests. The audience sentiment leaned heavily positive, citing ESUKAN.FM as a refreshing and credible voice in esports media.

Top Performing Digital Moments

- Homebois & RSG PH Taunting Clip — **94,800 views** on TikTok
- Daddyhood's Radio Debut — **10,900 views**
- Arab Organises World Esports Tournament — **61,200 views**
- MPLMY Team Line-Up Discussion — **8,200 views** on YouTube live stream

EPISODES LINE-UP

Episode	Guest(s)	Topic	Air Date (TX Date)	Highlight Summary
Ep 1	Abang Lord	MPLMY Season 14 Line-Up	19 Sept 2024	A lively start to the series, breaking down team dynamics and strategies ahead of MPLMY S14.
Ep 2	Eddy (ESI)	New Format of Malaysia Esports League (MEL)	26 Sept 2024	Behind-the-scenes insight into the updated MEL structure and how it opens doors for grassroots talents.
Ep 3	—	Community Highlights & Open Talk	3 Oct 2024	Hosts discuss recent esports headlines, fan culture, and upcoming events.
Ep 4	Tashbunny (Esports KOL) & Dr. Mir Hazil (Mental Health Consultant, Team TODAK)	Pressure & Performance: The Mental Side of Esports	10 Oct 2024	A heartfelt episode on managing expectations, burnout, and emotional wellbeing in esports.
Ep 5	Muhammad Naim Al Amin Bin Saharudin (President, MESF)	Innovation in the Esports Industry	17 Oct 2024	Discussing national strategies and innovation shaping Malaysia's esports governance and future plans.
Ep 6	ReezPiuPiu (Esports KOL) & Educator Guest	Nurturing Young Esports Talent	24 Oct 2024	How early exposure and education can groom Malaysia's next generation of pro players.
Ep 7	ChillReX	Discovering Self-Potential in Esports	31 Oct 2024	A personal take on building resilience, confidence, and identity through competitive gaming.

EPISODES LINE-UP

Episode	Guest(s)	Topic	Air Date (TX Date)	Highlight Summary
Ep 8	MEL24 Free Fire Winner	Champion's Journey: From Campus to Podium	7 Nov 2024	Celebrating Malaysia's MEL24 Free Fire champions and their rise through dedication and teamwork.
Ep 9	—	M6 World Championship: Malaysia on the Global Stage	14 Nov 2024	Hosts discuss Malaysia's representation at M6 and the country's growing international recognition.
Ep 10	—	PUBG Global Championship 2024 (MY)	21 Nov 2024	A recap of PUBG MY teams' journey, challenges, and future prospects in the competitive scene.
Ep 11	Sir Cloud (Lecturer, Shoutcaster) & Amin Xcyr (Professional Observer, Streamline Studios)	Careers in Esports: Beyond the Game	28 Nov 2024	Exploring education and employment opportunities in esports production, casting, and content creation.
Ep 12	Syafiq Yusof & Soloz (Gamers Mangkuk)	Film Meets Gaming: Storytelling in Esports Culture	5 Dec 2024	A cross-industry conversation on how film and esports can collaborate to inspire youth.
Ep 13	Hazril (MyGameOn) & Mokie (Gamers Gazette)	Media Matters: Shaping Esports Narratives	12 Dec 2024	Discussing responsible journalism and media's role in building credibility for esports in Malaysia.

EPIISODES LINE-UP

Episode	Guest(s)	Topic	Air Date (TX Date)	Highlight Summary
Ep 14	Amir (MDEC)	The Future of Game Development in Malaysia	19 Dec 2024	Exploring local game innovation, funding opportunities, and emerging tech in Malaysian gaming.
Ep 15	Ramona (GFi)	Women Mendunia: Empowering Female Gamers	26 Dec 2024	A powerful finale featuring women breaking barriers and leading change in esports.

By the end of 2024, ESUKAN.FM had become a trusted bridge between esports, education, and entertainment — nurturing dialogue around youth empowerment, mental health, diversity, and professional growth in the digital era.

Overview Highlights

Duration	May - December 2024
Total Episodes	30
Hosts	Sleepygodzillas (Contract), Daddyhood (Collaboration)
Average Views per episode	8,000–10,000 (across YouTube & TikTok)
Top Performing Clip	94,800 TikTok views (Homebois vs RSG PH Taunt)
Partners	Rakita, Esports Integrated (ESI), Impact Integrated





We wanted esports conversations to sound like everyday talk — insightful, funny, and real. That's how you build understanding, not just hype.

Sleepygodzillas, Host, ESUKAN.FM



M6 Championship Press Conference

Greater Than Ever



In November 2024, Malaysia proudly hosted a defining moment in its esports journey, the M6 Championship Press Conference, held at ESI Hub, Puchong. Organised by Moonton and endorsed by the Ministry of Youth and Sports (Kementerian Belia dan Sukan), this event was more than just a media showcase. It was a celebration of Malaysia's growing presence on the global esports map, where passion, policy, and partnership came together under one roof.

An Unveiling That United the Industry.

Themed "Greater Than Ever," the press conference brought together 48 key attendees, including 31 media representatives, 8 KOLs, and officials from KBS and Moonton.

Hosted at ESI's home ground, the ESI Hub Puchong, the event created an intimate yet vibrant atmosphere that mirrored the spirit of esports — dynamic, inclusive, and community-driven.

The programme featured remarks by YB Adam Adli, interactive interviews with Moonton's leadership team, and the highly anticipated group draw announcement for the M6 Championship. Between flashbulbs and fan cheers, the day marked Malaysia's readiness to step confidently onto the world stage as a global tournament host.

Media Momentum & Public Recognition

Coverage of the event spread quickly across Malaysia's media ecosystem, with positive stories published by Bernama, The Star, Media Prima, Astro, and Esports Insider.

A total of 20 online features highlighted the country's growing role in esports diplomacy and industry collaboration — giving audiences a glimpse of the nation's commitment to responsible, scalable growth.

The online buzz extended to social media, with strong engagement across Instagram, Facebook, and TikTok, reaching a combined audience of over 400,000 users.



Top Online Highlights:

- TikTok reels gained over **70,000 views**, capturing the excitement of the group draw and the electric crowd energy.
- Instagram stories and reels achieved over **333,000 reach**, with enthusiastic responses to behind-the-scenes clips.
- Facebook videos drew **2,600+ engagements**, particularly around YB Adam Adli's remarks on Malaysia's esports roadmap.

Overview Highlights

Total Attendance	48 guests (31 media, 8 KOLs, 5 government, 2 team managers, 2 general guests)
Media Coverage	20 online features (Bernama, The Star, Media Prima, Astro, Esports Insider)
Social Media Reach	Instagram – 333,262 reach / 925 engagement Facebook – 4,062 reach / 2,664 engagement TikTok – 70,122 reach / 4,834 engagement
Key Achievements	Full media attendance, strong coverage, enhanced visibility for KBS–Moonton collaboration

The M6 Championship marked an exemplary collaboration between KBS, Moonton, and Impact Integrated, demonstrating how cross-sector coordination can elevate Malaysia's international profile.



M6 UNVEILING: EATER THAN EVI



We could feel the pride in the room, from media crews to players, everyone knew this was a milestone for Malaysia.

Zulkarnain, Media Representative



KBS Master Games 2024

Esports for Every Generation



Held from 22 to 24 November 2024 at the ESI Hub, Spacerubix, Puchong, the initiative — endorsed by the Ministry of Youth and Sports (KBS) — invited Malaysians aged 40 and above to step into the digital arena. More than a tournament, it was a movement: one that encouraged intergenerational participation, strengthened family connections, and celebrated esports as a bridge between youth and experience.

Empowering Adults Through Play.

The KBS Master Game was conceptualised as part of Malaysia's broader ambition to become a sporting nation for all ages — aligning with the Malaysia MADANI framework and the National Sports Vision 2030 (VSN 2030). Over three energetic days, the carnival hosted more than 250 participants, including players, family members, and community supporters. The event featured three signature components designed to make esports accessible, educational, and enjoyable for older participants:

- Racing Simulator Tournament — fast-paced virtual driving challenges that tested reflexes, focus, and coordination.
- FC25 Tournament — bringing the spirit of football to screens, fostering camaraderie and friendly competition.
- NESDEG Awareness Sessions — introducing esports governance, safe gaming practices, and opportunities for parents to support youth careers in esports.



Building a Culture of Inclusion

The program's success demonstrated that esports can be more than competition — it can be connection. Many parents who attended were first-time players, discovering not only the joy of gaming but also a newfound understanding of their children's interests.

The event also featured educational booths and awareness sessions that deepened understanding of esports as a legitimate career path — from coaching and production to event management and broadcasting.

Strengthening Malaysia's Sporting Future

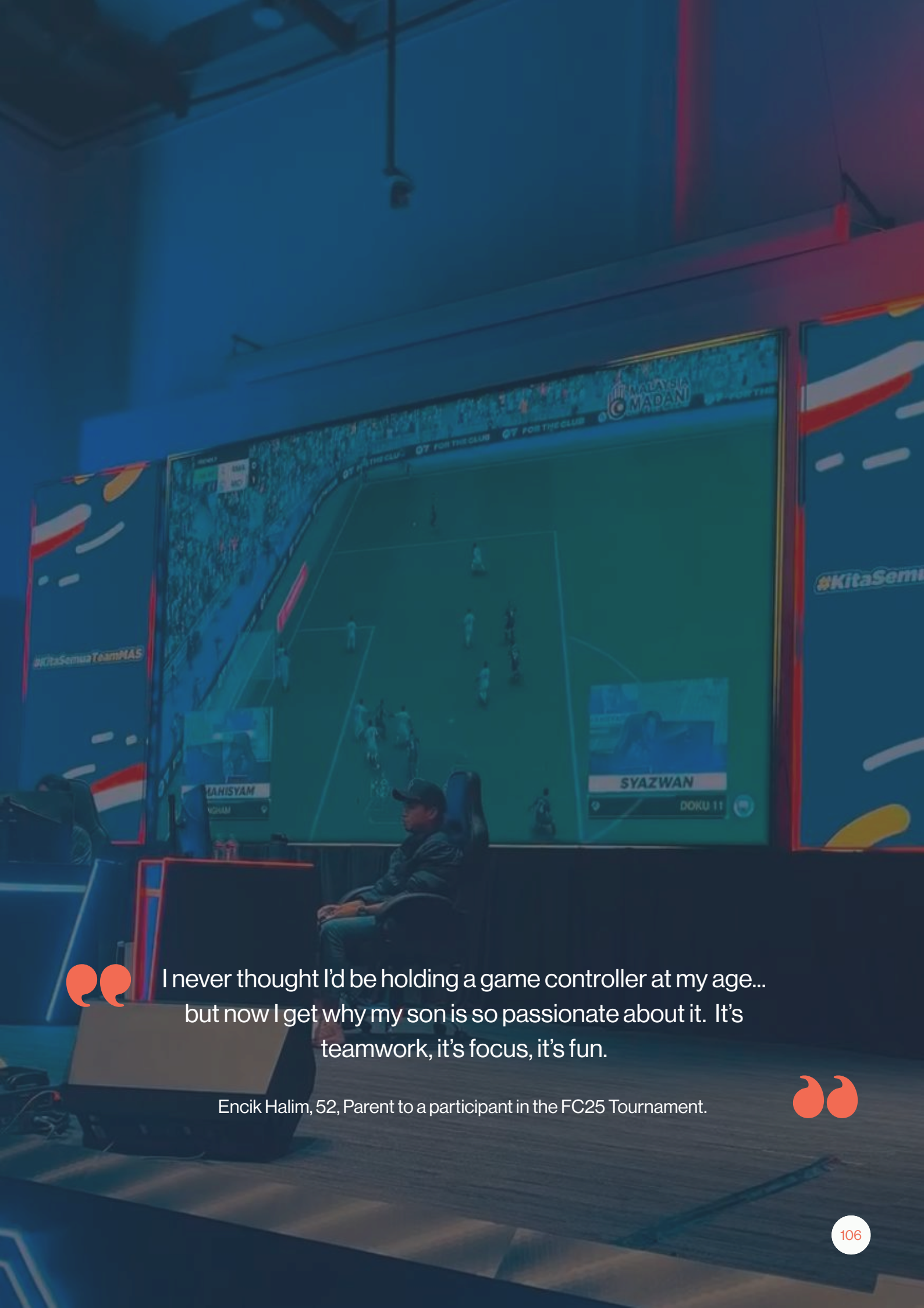
The KBS Master Game reflected the nation's ongoing commitment to sports inclusivity — empowering the elderly community and creating opportunities for parents to engage with modern, tech-driven forms of recreation.

A total budget of RM200,000 was allocated to cover logistics, player support, and educational components. Each tournament successfully engaged around 100 active players, while awareness sessions inspired more parents to view esports not as distraction, but as development.

Overview Highlights

Target Group	Adults aged 40 and above
Total Participants	250 (players, families, and stakeholders)
Key Activities	Racing Simulator Tournament, FC25 Tournament, NESDEG Awareness Sessions
Players Per Tournament	100 participants each
Outcomes	Promoted inclusive sports culture, strengthened family engagement, and enhanced esports literacy among adults





I never thought I'd be holding a game controller at my age... but now I get why my son is so passionate about it. It's teamwork, it's focus, it's fun.

Encik Halim, 52, Parent to a participant in the FC25 Tournament.



**Asset
Management**

**ASSET
MANAGEMENT**

SPACERUBIX: ASSET MANAGEMENT



In 2024, Spacerubix continued to evolve as one of Malaysia's most dynamic and inclusive event spaces — where creativity, community, and collaboration converge.

Located at the heart of ESI Hub, Puchong, Spacerubix is more than a venue — it's a canvas for imagination. From government forums and esports tournaments to private celebrations and media productions, Spacerubix has become a trusted name for seamless experiences and meaningful gatherings.

MEDIA & PRODUCTION: A SPACE FOR STORYTELLING

A SPACE WHERE STORIES COME ALIVE

In 2024, Spacerubix established itself as a preferred production space for Malaysia's growing creative community.

Our versatile studio zones and open layouts have welcomed filmmakers, content creators, and production teams who trust Spacerubix for its unique blend of flexibility, aesthetics, and professional support.

From small indie shoots to large commercial productions, Spacerubix offered a backdrop where vision meets execution — empowering creators to experiment, innovate, and bring their stories to life.



COMMUNITY & PRIVATE EVENTS: MOMENTS THAT MATTER

MADE FOR EVERY OCCASION

Spacerubix has become a go-to venue for meaningful gatherings, hosting an array of occasions — from family celebrations and social receptions to community-led initiatives.

Each event is managed with care, ensuring that every guest feels welcomed, supported, and inspired.

Our adaptable venue design and dedicated team enable clients to personalise their events — whether a boardroom-style conference or a lively cultural showcase — creating memorable experiences that keep communities coming back.

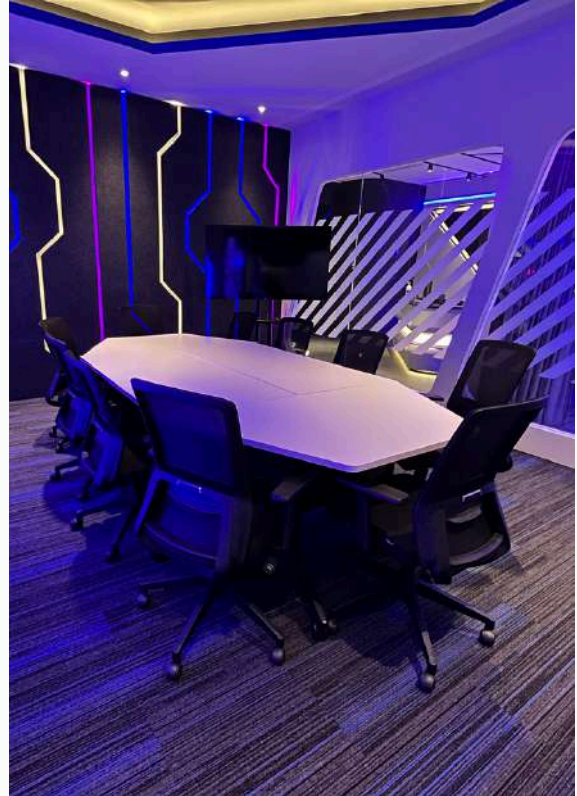


GOVERNMENT AFFAIRS: TRUSTED PARTNERSHIP WITH KBS

SEAMLESS OFFICIAL ENGAGEMENTS

As a long-standing partner of the Ministry of Youth and Sports (KBS), Spacerubix played host to numerous official and strategic events throughout 2024 — including townhalls, briefings, and esports press conferences.

Our team's precision, professionalism, and ability to manage high-profile events have made Spacerubix a reliable choice for the Ministry and its agencies. Every event is treated as a mission — executed seamlessly to reflect the excellence and values of KBS and its stakeholders.

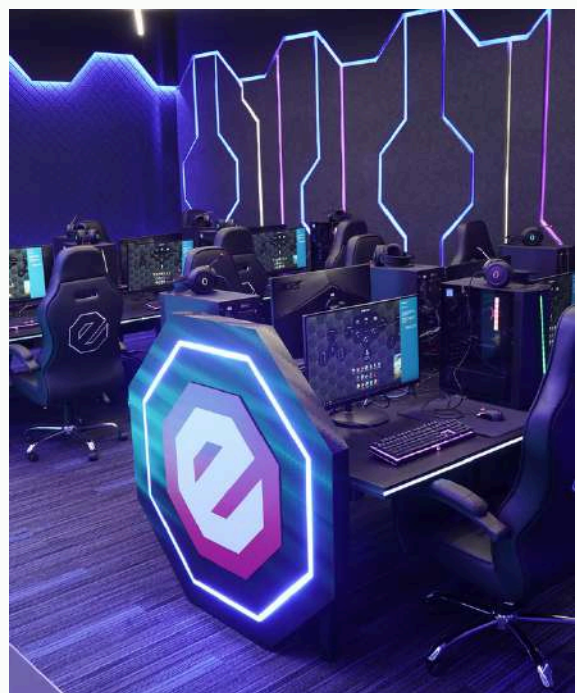


TOURNAMENTS & CHAMPIONSHIPS: THE HEARTBEAT OF ESPORTS

HOSTING GAMES, UNITING PLAYERS

With its state-of-the-art facilities and modular design, Spacerubix once again served as Malaysia's esports hub — hosting several high-profile tournaments and championships, including the M6 Championship Press Conference and KBS Master Game.

The venue's robust technical infrastructure and immersive setup brought energy to every match, drawing participants and fans from across the nation. Beyond gaming, these events celebrated the power of teamwork, innovation, and national pride — all within the walls of Spacerubix.



SPORTS AND COURT FACILITIES

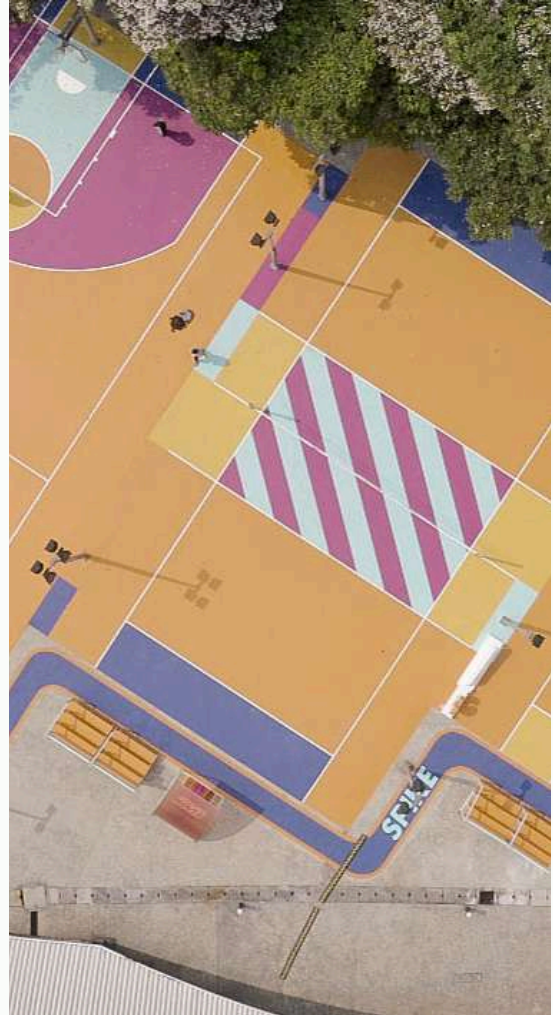
UNITING COMMUNITIES THROUGH SPORT

Beyond events and production, Spacerubix thrived as a community sports complex, with courts managed by a dedicated tenant that kept the venue alive well into the night.

Through strategic court rental partnerships with WNZ Enterprise, the space witnessed a surge in walk-in visitors, transforming the area into a vibrant, family-friendly hub for futsal and indoor sports.

Throughout 2024, the complex hosted school-level, community-level, and IPT (higher education) tournaments, lighting up the evenings with cheers, teamwork, and the shared spirit of play.

This growth in sports activity not only diversified Spacerubix's ecosystem but also strengthened its role in promoting active, healthy lifestyles among Malaysians of all ages.



Overview Highlights

Category	Focus Areas	Impact Highlights
Media & Production	Film, photography, live streaming, content creation	Became a preferred creative production space for independent and corporate clients.
Community & Private Events	Corporate meetings, social events, cultural celebrations	Hosted over 50 events; high client satisfaction for flexibility and service.
Government Affairs	KBS programmes, briefings, esports press events	Strengthened partnership with KBS; ensured smooth execution of major events.
Tournaments & Championships	Esports & national tournaments	Hosted M6 Press Conference, KBS Master Game, and other esports programmes.
Sports & Court Facilities	Futsal, indoor tournaments, community sports	Increased walk-ins and night-time activity; hosted school, community, and IPT-level competitions.

In 2024, Spacerubix didn't just host events — it hosted moments that mattered. Because at Spacerubix, every light, every voice, and every story adds to something bigger — a vibrant, living space that never stops inspiring.

Media Coverage

— 2024¹

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12. ONE Esports. (2024). M6 World Championship group draw announced. Link to view coverage: <https://www.oneesports.gg/mobile-legends/m6-world-championship-group-draw/>
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The background features a complex, abstract geometric pattern. It consists of various shapes, including triangles, rectangles, and irregular polygons, in two primary colors: a vibrant red and a bright yellow. The shapes are layered and overlapping, creating a sense of depth and movement. The overall composition is dynamic and modern.

Financial Report

Statements Of Financial Position

As at 31 December 2024

(Incorporated in Malaysia)

(Amounts in RM)

	Note	Group		Company	
		2024	2023	2024	2023
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	5	4,464,786	6,647,788	4,317,278	6,488,237
Right-of-use assets	6	96,967	102,071	96,967	102,071
Investment in subsidiaries	7	-	-	502,502	502,502
Finance lease receivables	8	-	-	12	12
TOTAL NON-CURRENT		4,561,753	6,749,859	4,916,759	7,092,822
CURRENT ASSETS					
Trade receivables	9	105,198	172,162	-	21,030
Other receivables	10	155,915	189,969	92,646	126,700

Amount due from subsidiaries	11	-	-	23,587,812	22,691,924
Current tax assets		611,378	469,015	186,373	100,066
Cash and bank balances	12	8,881,238	6,142,107	4,763,467	4,018,296
		9,753,729	6,973,253	28,630,298	26,958,016
TOTAL ASSETS		14,315,482	13,723,112	33,547,057	34,050,838
EQUITY AND LIABILITIES					
CAPITAL AND RESERVES					
Accumulated surplus	13	8,948,963	6,140,673	21,932,464	20,225,251
TOTAL EQUITY		8,948,963	6,140,673	21,932,464	20,225,251
NON-CURRENT LIABILITY					
Lease liabilities	8	112,704	116,122	112,704	116,122
TOTAL NON-CURRENT LIABILITY		112,704	116,122	112,704	116,122

***Note:** The accompanying notes form an integral part of the financial statements.

Statements Of Financial Position

As at 31 December 2024

(Incorporated in Malaysia)

(Amounts in RM)

	Note	Group		Company	
		2024	2023	2024	2023
CURRENT LIABILITIES					
Trade payables	14	652,032	1,195,655	652,032	1,195,655
Other payables	15	1,226,654	1,197,097	1,101,492	927,009
Government grant	16	3,371,890	3,210,326	3,371,889	5,210,325
Amount due to subsidiary companies	11	-	-	6,373,237	6,373,237
Lease liabilities	8	3,239	3,239	3,239	3,239
TOTAL LIABILITIES		5,366,519	7,582,439	11,614,593	13,825,587
TOTAL EQUITY AND LIABILITIES		14,315,482	13,723,112	33,547,057	34,050,838

***Note:** The accompanying notes form an integral part of the financial statements.

Statements Of Financial Position

As at 31 December 2024

(Incorporated in Malaysia)

(Amounts in RM)

	Note	Group		Company	
		2024	2023	2024	2023
Revenue	17	18,957,553	14,511,488	18,301,514	13,520,035
Other operating income		1,378,603	214,082	1,378,603	214,082
Administrative expenses		(5,343,175)	(5,106,642)	(3,488,092)	(3,534,037)
Overhead expenses		(7,242,608)	(5,819,710)	(9,538,593)	(5,819,710)
Personnel expenses		(5,009,823)	(4,166,288)	(5,009,823)	(4,166,288)
Surplus/(Deficit) from operations		2,740,550	(367,070)	1,643,609	214,082
Finance income		70,186	74,530	70,186	74,530
Finance cost		(6,582)	(6,761)	(6,582)	(6,761)
Surplus/(Deficit) before tax	18	2,804,154	(299,301)	1,707,213	281,851

Statements Of Financial Position

As at 31 December 2024

(Incorporated in Malaysia)

(Amounts in RM)

Tax expenses	19	4,136	149,292	-	179,388
Surplus/(Deficit) for the financial year		2,808,290	(150,009)	1,707,213	461,239
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income for the financial year		2,808,290	(150,009)	1,707,213	461,239

***Note:** The accompanying notes form an integral part of the financial statements.



Impact Report

EXECUTIVE SUMMARY

Impact Integrated aims to be a strategic catalyst for a vibrant and sustainable youth and sports ecosystem. With the Program Strategy initiated in 2024, three major brands were dedicated to deliver and support the work aligned to the strategic objectives outlined in the Theory of Change framework of the Program Strategy 2024.

This evaluation examines the extent to which the program activities have been successfully implemented to date, along with evidence that these have led to the intended outcomes of the overall program. Findings are intended to inform the future direction of the program and help ensure that Impact Integrated as a strategic catalyst remains aligned with the Ministry of Youth and Sports (KBS) mission, vision and goals.

SUMMARY OF KEY EVALUATION FINDINGS

Significant efforts have been invested to execute the recommendations of the Program Strategy, which has resulted in notable achievements reported at the end of 2024. The executing and management teams behind these brands have been pivotal to placing the strategy at the forefront of their teams priorities as well as keeping momentum and the required work progressing.

Overall, there are 3 strategic objectives, 9 indicators and 26 initiatives effectively managed and executed by Impact Integrated. Findings showed achieved (52%; n=11), ongoing (10%; n=2) and under-achieved (38%; n=8) targets set to be accomplished in a span of 2024.

There remain challenges in the other domains of the operating environment where they would have to be adjusted operationally or strategically, however each is continuing to meet an acceptable standard that still remains relevant to the strategic objectives of this organization. Challenges reported are mainly on data governance, capacity constraints, unforeseen requests by stakeholders which may lead to re-prioritisation of initiatives or adjustments of the initiatives itself. While there remains some work to do to enhance the implementation and documentation, the initiatives have brought forth beneficial impact to the target audience, meeting the intended outcomes of the program.

INTRODUCTION

Impact Integrated is a catalyst for a vibrant and sustainable youth and sports ecosystem.

At the end of each financial year, the departments (also known as brands) under Impact Integrated will develop an Impact Report, with an objective to compile key achievements, challenges and recommendations of initiatives implemented for the year. There are three representative brands where each brand plays very pivotal but distinct roles which are described in the table below.

Table 1 - Operational brands that develops and implements the initiatives

Impact Malaysia	Youth	An initiative that envisions a sustainable and measurable social impact ecosystem driven by youth to bring meaningful and lasting change in their communities. All programs are aimed towards capacity building and providing opportunities for youths to lead impact creation in Malaysia.
Esports Integrated	Sports	An initiative that aims to create a vibrant, sustainable esports ecosystem.
Rakita 107.9	Media	Rakita is a multi-platform infotainment media brand created specifically for listeners between the ages of 15 to 34 years. The focus is mainly on indie music, sports, interest and food.

The program strategy 2024 that was developed early in the year outlines 3 objectives with 26 initiatives that were developed and implemented by these brands over the year 2024. Across these 3 objectives, initiatives will be evaluated on whether it achieves the expected outputs and outcomes, and the resource allocation for the brands to attain these desired results.

IMPACT EVALUATION

This evaluation examines the extent to which the program strategy initiatives (a.k.a activities) have been successfully implemented to date, along with evidence that these have led to the intended outcomes of the Program Strategy 2024. These findings will help to inform the future direction of the program strategy, so that the organization can continue to be an effective and impactful catalyst that adds value to the development and sustainability of the youth and sports ecosystem in Malaysia.

This report comprises mixed methods where both qualitative and quantitative data are collected and analyzed. There are two methods that would be used as listed below:

1. Progress Report Reviews

This report review uses the secondary research (literature review) method where the researcher will review and collect data from reviewing the progress reports submitted by each department at the end of the financial year.

2. M&E Program Sheet

The program sheet aims to capture measurable outcomes and how these outcomes align with the key performance indicators of the program goals and its contribution to the program goals. The data keyed into the sheet is a mixture of quantitative results and qualitative findings to rationalize it. The researcher will use this sheet template to insert necessary information found from the Progress Reports which are then followed up with an interview with 1-2 representatives from each operational department to ensure data accuracy and reliability before report analysis and writing.

The evaluation scope is outlined in more detail in the key evaluation questions in Table 2. The Theory of Change that articulates the strategies and initiatives to facilitate change and achieve outcomes can be found in [Appendix A](#).

EVALUATION METHODOLOGY

Results from each data source against each Key Evaluation Question (KEQ) have been synthesised, considering what the results say when taken together, how they complement and extend each other, and whether there are areas where they contradict each other.

In order to conclude and evaluate the initiatives implemented by Impact Integrated, the Impact Report will evaluate based on 4 key criterion: Effectiveness & impact, Alignment to Program Strategy, Resource Utilization and Sustainability of Project Impact.

Table 2 - Evaluation Criterion for Projects in Impact Integrated

Evaluation	Criterion	KEQ
Process - focuses on how a program is executed & the quality of it	Effectiveness	1.Has the project achieved its intended objective (KPIs)? 2.How beneficial and relevant the project is to the selected target group? What value did the project add to the situation of the target group?
	Resource Utilization	1.Is the project worth funding for in the next cycle? 2.Were there any areas where resources could have been better allocated at project level?
Outcome - focuses on the extent to which the program has achieved its intended outcomes	Objective Alignment	1.How do the project outcomes align with the strategic indicators of the program? 2.How much does the project outcomes contribute or fulfill the program KPIs?
	Sustainability	1.How has the project created lasting change for its beneficiaries 2.What evidence suggests that the impact will continue after the project ends?

LIMITATIONS

Several limitations that make it difficult to write this evaluation report include the following:

- **Data limitations:** The accuracy of the evaluation depends on the availability and reliability of data collected throughout the year as well as during the evaluation period. Inconsistent or incomplete data may limit the depth of analysis. To address this, interviews with the operation team were conducted to ensure data triangulation with progress reports and budget analysis.
- **Subjectivity & bias:** This is inescapable as input from any source will introduce bias or differing interpretations of program success. Thus, using multiple data sources to cross-validate findings as well as implement third-party evaluations during report finalization will help to have a more objective and representative perspective.
- **Comparability:** Due to the absence of a usable baseline or past evaluations, very general indicators with a wide range of interpretation possibilities, lack of homogeneous frameworks for measuring in the countries or other programs, thus we will use the program strategy 2024 for a comparative analysis.
- **Defining measurable outcomes:** The Program Strategy does not have outcomes with measurable indicators and evaluation tools that would help to objectively evaluate whether it was achieved. To add, the outcomes with long-term measurements may be difficult to measure or achieve for initiatives that are implemented within a single year. Thus, short-term outcomes with measurable KPIs that are achievable and time-bound would be essential for realistic assessment. Currently for this evaluation, we will mainly focus on the assessment of the immediate outputs.

PROGRAM STRATEGY 2024

COMPANY INTRODUCTION

Impact Integrated (IMPACT) is a government-linked agency under the purview of the Ministry of Youth and Sports (KBS). IMPACT operates at the intersection of youth empowerment, media innovation and esports development. Its portfolio spans youth-led entrepreneurship, civic advocacy, grassroots tournaments, community development, engagement platforms, creative economy (indie music), public campaigns and beyond. This diversity is underpinned by a single unifying principle: we do not merely implement programs - we build systems that enable young Malaysians to discover, activate and scale their potential.

THEORY OF CHANGE AS A FRAMEWORK

A Theory of Change (TOC) is a conceptual roadmap showing how actions lead to long-term impact, detailing the progression from inputs to impact and offering an evaluation framework. For organizations like Impact Integrated, a TOC ensures coherence across diverse initiatives (like ALI24, Akademi Rakan Muda, and Kuasa Orang Muda) towards a shared vision of youth development. In impact measurement, TOC provides a structure for assessing effectiveness, tracking progress, and shifting focus from counting activities to measuring tangible change.

OUR STRATEGIC GOALS AND OUTCOMES

Impact Integrated strives to **cultivate a resilient and empowered Malaysian youth, enabling them to actively shape society through innovation, cultural expression, and civic leadership**. This objective envisions young people not merely as participants in national progress but as the creators of tomorrow's society. We are dedicated to fostering an environment where youth from diverse backgrounds, particularly those marginalized from mainstream opportunities, receive the necessary resources, recognition, and avenues for growth and leadership.

This vision aligns closely with national objectives detailed in RMK-12 and the National Youth Policy (Dasar Belia Malaysia), as well as Malaysia's commitments to the Sustainable Development Goals, specifically concerning education, economic inclusion, reduced inequality, institutional engagement, and youth empowerment.

The TOC outlines **3 objectives, 9 strategic indicators with 28 initiatives** that were developed and implemented over the year 2024 (see Table 3). The projects and its outcomes across departments in Impact Integrated have to effectively contribute and align to the broader Program Strategy.

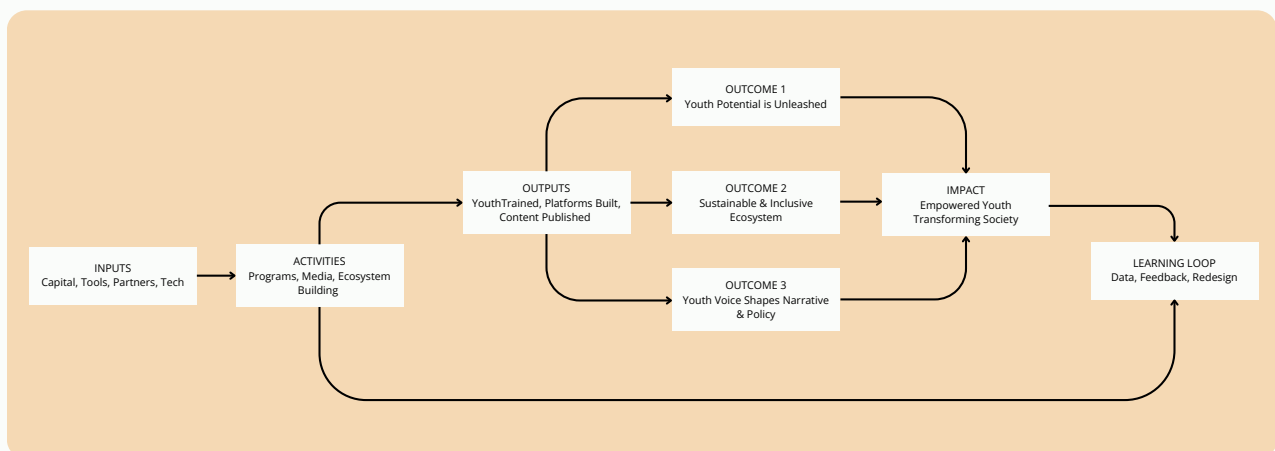
Table 3 - Strategic Goal and Outcomes of Impact Integrated for Year 2024

<p>Goal: Contribute to building a resilient and empowered Malaysian youth population, actively shaping society through innovation, cultural expression, and civic leadership</p>		
<p>Outcome 1: Youth Potential is Unleashed</p>	<p>Outcome 2: Sustainable and Inclusive Youth Ecosystems</p>	<p>Outcome 3: Youth Voice Shapes Narrative and Policy</p>
<p>Indicator 1.1: Increased youth resilience</p>	<p>Indicator 2.1: Springboards for the next generations</p>	<p>Indicator 3.1: Advocacy for active citizenship</p>
<p>Indicator 1.2: Developed talents for esports excellence</p>	<p>Indicator 2.2: Sustainable esports ecosystems</p>	<p>Indicator 3.2: Responsible gaming and esports governance</p>
<p>Indicator 1.3: Development of indie and artistic talents</p>	<p>Indicator 2.3: Focus to the underserved</p>	<p>Indicator 3.3: Advocacy for active citizenship</p>

CAUSAL LOGIC

Impact Integrated drives change through a logical flow: inputs enable activities, producing outputs. Our main focus is on outcomes – short-term improvements in skills, visibility, and resources leading to long-term impacts like profitable businesses, thriving ecosystems, and greater civic engagement. This contributes to our goal of an equipped, connected, and empowered youth population advancing Malaysia. The model is cyclical, with impact insights informing program improvements, reflecting our adaptive approach to ensure we are effectively solving the right problems.

Table 4 - Casual logic approach of the TOC



ASSUMPTIONS AND RISK MANAGEMENT

Every TOC is underpinned by explicit assumptions, and we proactively manage associated risks through defined mitigation strategies. Our key assumptions and risk mitigation approaches include:

- **Youth Engagement:** We assume youth will actively use our platforms if content is relatable, experiences are peer-driven, and trust is established. If platform traction is low, we will engage youth influencers, apply human-centered design principles, and adapt formats based on user feedback.
- **Platform Sustainability:** We assume our platforms and ecosystems will be maintained beyond initial funding. To address the risk of infrastructure decay, particularly for digital systems and rural hardware, we prioritize longevity through modular technology, community partnerships, and co-financing with private or CSR sponsors.
- **Youth Leadership in Social Impact:** We assume that with support and legitimacy, young people will lead social projects and advocate for their chosen causes. To mitigate potential burnout or drop-off without ongoing support, our programs embed long-term coaching, alumni networks, and multi-cohort designs.
- **Institutional Engagement:** We assume institutional actors will meaningfully engage with youth-led initiatives and platforms. To counter tokenism or policy inaction, we employ evidence-backed advocacy, structured stakeholder mapping, and seek early buy-in from relevant ministries and agencies.

LEARNING & FEEDBACK LOOP

Our strategy prioritizes continuous learning through iterative program redesign informed by built-in feedback. We employ various data collection methods: real-time outcome dashboards, participation and retention tracking (e.g., on esukan.gg), and structured surveys assessing changes in knowledge, behavior, and attitudes. For instance, Bisnes Orang Muda post-program reports monitor quarterly revenue growth of funded youth enterprises, while Anugerah Lagu Indie participant feedback evaluates exposure impact on bookings, recognition, or streaming monetization.

Additionally, we utilize qualitative methods such as townhalls, focus groups, and reflective debriefs, particularly for strategic programs like NESDEG and Akademi Rakan Muda. These sessions uncover insights beyond numerical data and help address inclusion, accessibility, and relevance challenges. All gathered information informs quarterly reviews with leadership and program units, enabling real-time adjustments to targets, resource allocation, or delivery methods.

EVALUATION FINDINGS

Outcome 1: Youth Potential is Unleashed

Outcome 1 is about empowering and providing unique opportunities to cultivate youth resilience, develop high-performance talent in the creative industry and equipping for esports excellence. Whether through entrepreneurship, digital media, esports, or civic education, we work to ensure that youths, especially the underserved, have tangible pathways to grow. The activities were created with this objective, ensuring that youth will feel seen, supported and equipped so that they will have opportunities to take the initiative, lead and innovate. Table 4 categorizes the initiatives according to measurable indicators as shown:

Table 4 - Desired Outputs and Outcomes categorized according to Initiatives under Outcome 1

Indicators	Initiatives	Desired KPIs	
		Outputs	Outcomes
Indicator 1.1: Increased youth resilience	<ul style="list-style-type: none"> Bisnes Orang Muda KuasaOrangMuda.com 	<ul style="list-style-type: none"> >5,000 participants 50 youth-led enterprises 	<ul style="list-style-type: none"> Participants spent a min of 30 mins on capacity-building resources targeted to increase their resilience Youth-led enterprises demonstrate 35% sales increase, Q-o-Q in 2024
Indicator 1.2: Developed talents for esports excellence	<ul style="list-style-type: none"> Malaysia Esports League 2024 	<ul style="list-style-type: none"> 12,000 grassroots players 2,000,000 views 	<ul style="list-style-type: none"> Unearthed grassroots players from state-level and open tournaments Formation of state teams Large and sustained audience for esports tournaments
Indicator 1.3: Development of indie and artistic talents	<ul style="list-style-type: none"> Anugerah Lagu Indie Lokalah & Carta Indie Kita 	<ul style="list-style-type: none"> >1,000 young and indie musical talents featured >500,000 views 	<ul style="list-style-type: none"> Increased attention to indie talents towards greater career heights Building capacities of budding musicians

PROCESS EVALUATION

Process evaluation focuses on how a program is implemented, considering the evidence of activity (what has taken place), and the quality of implementation (how well it was executed). The process evaluation is split into two evaluation criteria: Effectiveness and Resource Utilization.

There are a total of seven (7) intended initiatives listed under Outcome 1 to drive results; however, there were three (3) projects that faced significant adaptation or have yet to be completed such as the Malaysian Esports Championship (MEC) Project, Anugerah Lagu Indie (ALI) and the Carta Indie Kita & Lokalah Project.

Outcome 1 have 4 projects led by brands respectively:

1	Bisnes Orang Muda	Impact Malaysia
2	KuasaOrangMuda.com	Impact Malaysia
3	Malaysian Esports League (MEL) 2024	Esports Integrated
4	Lokalah & Carta Indie Kita (CIK)	Rakita 107.9

Table 5.1- Process Evaluation of Projects initiated under Outcome 1

1	Bisnes Orang Muda	
<p>Bisnes Orang Muda is a long-term program to increase the resilience of youth entrepreneurs through workshops, an incubator and market exposure, with customized content to fit the needs of early-stage youth entrepreneurs in the rural setting.</p> <p>The initiative is organized in a span of two (2) years – in 2023, it focuses on a state-wide outreach program to do capacity building and identify 50 prospective ideation-stage youth enterprises; and in 2024, the program focuses on incubating the said 50 enterprises to grow through periodical workshops, coaching, and participation in marketing platforms such as Bazar Bisnes Orang Muda.</p> <p>Bisnes Orang Muda was funded by Yayasan PETRONAS.</p>		
<p>Objective:</p> <p>This project supports youth entrepreneurs in the early ideation stage (>i.e., those with less than RM\$1000 in annual sales), a segment with limited existing support. This contrasts with the focus on later-stage SMEs (defined by SME Bank as those with over RM500,000 in gross annual revenue). Sabah is targeted as the pilot location, given that it is as it is the poorest state in Malaysia (DOSM 2022).</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Supported 50 youth-led enterprises. • These enterprises generated a total of RM700,000 in sales. • The program provides practical entrepreneurship experience, fostering independence and long-term resilience to prepare youth for economic challenges. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Due to low funds, we only got 2 coaches who cannot go too deep into a topic (general practitioners) to facilitate workshops with 5 different genres of business. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • This project can only be repeated with a larger funding capacity (twice the current amount of RM350,000.00). • But generally, it is still impactful because it is adaptable to different states in Malaysia. Nevertheless, further impact may never be reached without funding. 	

Table 5.2 - Process Evaluation of Projects initiated under Outcome 1

2	KuasaOrangMuda.com	
<p>The Kuasa Orang Muda initiative aims to politically educate Malaysian youth by creating seven educational modules in 2024. Its website is promoted nationwide via campaigns, street teams, and radio during relevant events and government partnerships.</p>		
<p>Objective:</p> <p>The Kuasa Orang Muda empowerment initiative aims to educate Malaysian youth in political literacy. A key project for 2024 is the creation of 7 educational modules. This project is promoted through advocacy campaigns, street teams, and radio segments, which are activated during relevant events and through collaborations with implementing partners across Malaysia.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Developed 7 educational modules • Mobilize 5,185 youth across 138 locations through Kuasa Orang muda street team 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • The Ministry of Youth and Sports (KBS) observed a trend of youth prioritizing content consumption over program participation. However, it is difficult to find influencers who are attuned to political matters • Even though it is measurable, we still don't know the extent of change of each individual in terms of behavior change • We need to be politically sensitive to political leaders and develop things to make youth more opinionated 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Rebalance content and physical programs by allocating 50% of the physical workshop budget to create more tangible results beyond output numbers. • To better reach young people, develop well-trained influencers to confidently discuss relevant current issues due to their significant impact on youth. • To enhance the effectiveness and authenticity of political exploration, KOM should operate independently from KBS branding and adopt a partisan stance. It needs to increase engagement with political leaders, focusing on informed individual choices. 	

Table 5.3 - Process Evaluation of Projects initiated under Outcome 1

3	Malaysia Esports League (MEL) 2024	
<p>This initiative is known as Malaysia’s largest grassroots esports tournament. This 10-week league, supported by 13 state esports associations and 3 federal territory associations, provided a competitive platform for amateur and semi-professional players to showcase their skills. The league comprised two main stages, State League and National League.</p>		
<p>Objective:</p> <p>There's a need for a local esports league covering various game titles, as existing tournaments like MPL and MEL are publisher-led and game-specific, creating an inadequacy.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Provided a structured competitive environment for 9 thousand verified players • Initial registration achieved 19,168 players across Malaysia, reflecting the growing esports talent pipeline. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • The Ministry of Youth and Sports (KBS) observed a trend of youth prioritizing content consumption over program participation. However, it is difficult to find influencers who are attuned to political matters. Verification issues were encountered on esukan.gg during the registration period but were subsequently resolved. • The MESF initiated the Esports State League (ESTL). Serving smaller esports titles like Eximius: Seize the Frontline and other fighting games presents a challenge for MEL due to their limited player base. • MEL's lack of sponsorship has resulted in financial unsustainability. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Schedule a meeting between ESI and MESDF to collaboratively develop a 5-year plan for 2026-2030, with handover to MESDF upon completion. • Dedicate esports funding to boost smaller game titles by creating community leagues alongside regional ones. • Develop a comprehensive commercial strategy to secure sponsorships for MEL, leveraging its significant potential. 	

Table 5.4 - Process Evaluation of Projects initiated under Outcome 1

4	Lokalah & Carta Indie Kita (CIK)	
<p>This initiative is adapted in a way where Lokalah and CIK are 2 separated segments.</p> <ul style="list-style-type: none"> • Lokalah: Showcase independent English-language artists. This channel has a mix of famous artists and independent artists in order to maintain the viewership momentum. • Carta Indie Kita: To highlight and promote top indie songs in the Malay language, providing a platform for local artists to gain recognition. 		
<p>Objective:</p> <p>Two charts, Lokalah and CIK, facilitate song debuts and popularity growth. While charts typically drive competition, independent artists often lack access. This initiative offers a platform for indie songs to gain recognition and showcase their music.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • There are indie bands who made it into the main chart such as Kayud by Mafidz, Big Fish by Zamaera, Rahsia Tuhan by Noh Saleh (main chart) and Ingin Pulang by Amir Jahari (winners of AJL). • CIK provides exposure for smaller bands and mainstream artists promoting niche songs. Indie charts sit between mainstream and CIK. As a less prestigious secondary chart, CIK's less affluent audience makes monetization challenging. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Lokalah began in 2022 when Yoodo's intended sponsorship occurred after CIK's launch, creating significant competition between them. • CIK radio lacks digital presence, relying solely on posters for viewership. As a small, unfunded station, CIK cannot afford radio surveys, leaving listenership numbers unknown. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • We will retain CIK where Lokalah will be incorporated in resulting in only one indie chart • CIK will be on TikTok Live, as we shifted to a more digital centric strategy so that it becomes more monetizable as we can now identify the number of listeners. 	

Note: The colors in the first column identifies the implementing brands where *Blue* represents Impact Malaysia; *Purple* represents Esports Integrated and; *Orange* represents Rakita 107.9

OUTCOME EVALUATION

Outcome evaluation focuses on the extent to which the program has achieved its intended deliverables. The achievements measured against the expected outputs outlined in the Program Strategy were arranged accordingly as shown in Table 6.

Table 6: Achievements of Output-level Indicators for Objective 1

Indicators	Initiatives	Expected Outputs	Actual	Achieved Rate	Status
Indicator 1.1: Increased youth resilience	Bisnes Orang Muda	50 youth-led enterprises	50	100%	Achieved
	KuasaOrang Muda.com	>5,000 participants	5,185	103.7%	Achieved
Indicator 1.2: Developed talents for esports excellence	Malaysia Esports League 2024	12,000 grassroots players	19,168	159.7%	Achieved
		2,000,000 views	1,064,668	53.2%	Under Achieved
Indicator 1.3: Development of indie and artistic talents	Lokalah	No project target TOC target: >1,000 young and indie musical talents featured)	5	0.5%	Ongoing as TOC target is set for Lokalah and Anugerah Lagu Indie (ALI)
		300,000 views	322,095	107.4%	Achieved
	Carta Indie Kita	300,000 views	169,717	56.6%	Under Achieved

TESTIMONIALS

Bisnes Orang Muda	
Success Story: Sebastian Ambaim	
Problem	Sebastian Ambaim, a young entrepreneur from Keningau, Sabah, started a small business selling Langkum , a traditional food believed to help combat smoking addiction. Despite his passion, his business faced challenges in expanding beyond local markets and reaching a wider customer base. Limited knowledge in digital marketing and online sales restricted his ability to scale his business effectively.
Impact from BOM	Sebastian's turning point came when he joined the Bisnes Orang Muda program, which equipped him with entrepreneurial skills, digital marketing strategies, and online sales techniques . Through the program, he learned how to leverage social media and e-commerce platforms to extend his reach beyond Sabah. He also discovered the power of live-selling on TikTok , allowing him to connect directly with customers and promote his product more effectively.
Outcomes	With new skills and confidence, Sebastian expanded his business from Sabah to Peninsular Malaysia, increasing sales and brand recognition. Embracing social media and digital platforms, he transformed his local business into a thriving national enterprise, proving that traditional products can succeed in modern markets with passion, perseverance, and knowledge.
Success Story: Mohd. Hashid bin Saharin	
Problem	As a young entrepreneur, I faced significant challenges , particularly a lack of knowledge in entrepreneurship . This limitation made it difficult for me to make informed business decisions, manage operations, and confidently engage with customers . I often struggled with decision-making, such as purchasing stock , and felt shy when interacting with customers , which hindered my business growth.
Impact from BOM	Determined to overcome these challenges, I took the initiative to join various entrepreneurship workshops and courses , including the Bisnes Orang Muda program . Through this program, I gained invaluable experience and practical knowledge that helped me build a strong business foundation . It also provided an inspiring environment , where I witnessed the positive transformations of other young entrepreneurs, motivating me to push forward.
Outcomes	The programs significantly improved my business. I gained confidence in decision-making, financial management, and customer communication. Participating in three bazaars further boosted my confidence.

Malaysian Esports League (MEL24)	
Success Story: TODAK Esports in Valorant Open Series	
Achievement	TODAK Esports' victory in the Valorant Open Series was more than just a championship win itself, it was also a testament to the potential of grassroots players in Malaysia. Composed of youth, diverse and passionate players, their journey began at the state-level and open tournaments, where they honed their skills and eventually secured a spot on the national stage in MEL.
Contribute to Desired Outcomes	Unearthed grassroots players from state-level and open tournaments

CONCLUSION FOR OUTCOME 1: YOUTH POTENTIAL IS UNLEASHED

Outcome 1 has made commendable progress in unlocking youth potential through diverse initiatives spanning entrepreneurship, civic engagement, esports and creative industries.

- Successful initiatives such as Bisnes Orang Muda (BOM), KuasaOrangMuda.com, and Malaysia Esports League (MEL) demonstrated strong performance, achieving or surpassing their intended targets in youth participation and enterprise development.
- Efforts to develop indie and artistic talent through Lokalah and Carta Indie Kita (CIK) showed promising audience engagement but fell short in featuring a large number of new talents due to structural (no target set for project but have target in the TOC) and funding limitations.

Reflecting on the results, the core strength lies in awareness creation and youth engagement. Whereas, the significant gap emerged in governance and strategic alignment. In particular, inconsistencies between initiatives and the overarching TOC highlight the need for better program management structures. The current governance mechanisms, such as tracking and the monitoring tools itself can limit real-time alignment and decision making across projects. Strengthening governance frameworks is essential to improve accountability, streamline data accessibility and ensure strategic coherence moving forward.

LESSON LEARNT & RECOMMENDATIONS

Based on the key findings, the following recommendations are proposed to enhance the effectiveness and long-term impact of Outcome 1 initiatives:

Table 7 - Recommendations summarized for Outcome 1

Recommendation	Descriptions	Those Involved
Strengthen program and alignment	<ul style="list-style-type: none"> • Establish and/or improve a centralized governance to ensure initiatives align with the Theory of Change. • Improve accountability, real-time information flow and decision-making 	<ul style="list-style-type: none"> • HODs for each Brands • Strategy Leaders • M&E Team
Enhance strategic planning & resource allocation	<ul style="list-style-type: none"> • Optimize budget allocation for high-impact initiatives and co-fund via strategic partnership • Prioritize projects with scalability and national relevance. 	<ul style="list-style-type: none"> • HODs for each Brands • Finance Team, • Strategy Leaders
Sustain and Scale high-impact projects	<ul style="list-style-type: none"> • Expand successful pilots to new locations • Develop income-generative or partnership models to ensure financial sustainability • Develop transition and handover plan for long-term projects 	<ul style="list-style-type: none"> • HODs for each Brands • Strategy Leaders

Outcome 2: Sustainable and Inclusive Youth Ecosystems

Outcome 2 is about building and maintaining an enabling environment such as accessible infrastructure, community support, funding mechanisms or digital platforms, where Malaysian youths can thrive. Sustainability means more than continuation. It also means self-sufficiency, community ownership, and resilience beyond any one grant cycle.

Table 8 - Desired Output and Outcome Indicators of Outcome 2 based on Program Strategy 2024

Indicators	Initiatives	Desired KPIs	
		Outputs	Outcomes
Indicator 2.1: Youth leadership in social development	<ul style="list-style-type: none"> Akademi Rakan Muda 	<ul style="list-style-type: none"> >150 youth changemakers >5,000 beneficiaries 	<ul style="list-style-type: none"> Youth changemakers empowered to lead social projects through Akademi Rakan Muda
Indicator 2.2: Focus to the underserved	<ul style="list-style-type: none"> Sinar Solar mySukan Corner mySukan Bytes Connectivity for Communities 	<ul style="list-style-type: none"> 600,000 viewers/ listeners >2,000 beneficiaries benefiting from quality internet access, digital literacy initiatives and solar electrification 	<ul style="list-style-type: none"> Underserved/ underrepresented sports genre are highlighted through media, resulting in a bigger following and growth platform for grassroots players Better quality of life for the underserved communities benefiting from strategic social projects
Indicator 2.3: Sustainable esports ecosystems	<ul style="list-style-type: none"> EsportsCon esukan.GG Townhall Esukan KBS Mid-Term Review for Esports Blueprint 2020-2025 Dana Esukan KBS International Esports Events Services 	<ul style="list-style-type: none"> Collective impact of >20K esports industry practitioner and esports enthusiasts Whitelisting of game titles and established strategic workplan and MOU with KPM & KPT Assist 2 international esports events and establish a pilot structure for international esports events services 	<ul style="list-style-type: none"> Measurable change in the development of the esports ecosystem, based on the KBS Strategic Plan for Esports Development.

	<ul style="list-style-type: none"> • Esports in Educational Institutions • Esports Research 2023/2024 	<ul style="list-style-type: none"> • Establish tournament calendar systems and perform other systems upgrades for esukan.GG • Publications of the MTR for Esports Blueprint 2020-2025 	
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PROCESS EVALUATION

There are a total of 13 initiatives intended under Outcome 2 with a summarized process evaluation as outlined in the table below:

1	Akademi Rakan Muda (ARM)	Impact Malaysia
2	Sinar Solar	
3	Connectivity for Communities	
4 & 5	mySukan Corner & Bytes	Rakita 107.9
6	Annual Esports Townhall KBS	Esports Integrated
7	Esports Conference	
8	Dana Esukan	
9	Master Games 2024	
10	Press Conference M6	
11	esukan.gg	
12	Mid-term review (MTR) esports blueprint 2020-2025	
13	Esports research 23/24	

Table 9.1 - Process Evaluation of Projects initiated under Outcome 2

1	Akademi Rakan Muda (ARM)	
<p>This initiative is designed to nurture and empower young changemakers across Malaysia. It equips participants with the essential skills, resources and guidance needed to design and implement impactful social projects.</p>		
<p>Objective:</p> <p>Launched in 2020 due to a lack of incubators and early-stage support for non-profit social projects and social entrepreneurs (with investors favoring later-stage ventures with RM50K capital). This initiative targets youth innovation to increase initial capital of below RM5K to RM30K. While Akademi Impact focuses on social and environmental/ sustainability, ARM now includes broader genres like digital and motorsports, focusing on socio-economic impact.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • This initiative comprises three core activities: Outreach, Workshop, and Project Implementation, supported by mentoring and M&E. The Outreach activity targeted 200 participants and successfully reached 235. The Workshop achieved its target of 50 participants. The Project Implementation involves 10 projects. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • The workshop was conducted on weekdays (5 consecutive days) so participants have to give high commitment. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • To split the workshop into 2 slots instead of 5 consecutive days. • Event management should be included in the workshop module 	

Table 9.2 - Process Evaluation of Projects initiated under Outcome 2

2	Sinar Solar	
<p>It was a one-year project designed to increase electrification among rural indigenous houses by using renewable solar energy and empowering youth changemakers. This project targeted 5 villages in Perak and Sabah.</p>		
<p>Objective:</p> <p>The Sinar Solar project aims to improve energy access in indigenous communities using clean energy, while also training indigenous youths in solar technology. This initiative enhances climate resilience by reducing fossil fuel dependence and promoting self-sufficiency in Orang Asli communities. Suncrox Solar, with its experience and cost-effective solutions, is the solar panel provider and trainer for this project.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • This initiative fostered collaboration between local communities, youth changemakers and technical experts. • While there were some deviations from the initial project plan, such as the communities involved and adjustments to the timeline, the project was able to adapt and achieve its intended outcomes within the given timeframe. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • There is a competition with NGO who do solar projects. Most of the Orang Asli are already well-served communities. Smaller clusters of kampungs with land issues 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Explore micro hydro or hybrid systems (sabahre2roadmay.org) with sponsorship • Prioritizing smaller groups in Sarawak and Sabah • Although AC minigrids and microhydros can provide electricity, they are expensive and require maintenance. Some NGOs propose direct current (DC) solutions, but we consider these less sustainable. 	

Table 9.3 - Process Evaluation of Projects initiated under Outcome 2

3	Connectivity for Communities	
<p>This is a one-year project aimed to bridge the digital gap in rural schools, targeting Sekolah Kebangsaan Sungai Dua, Karak, Pahang and Sekolah Kebangsaan Long Miri, Baram, Sarawak.</p>		
<p>Objective:</p> <p>Targeting underserved rural and smaller schools (150 or fewer students) that may be deprioritized in the education budget and lacking internet access, thus this project aims to provide immediate internet solutions while waiting for MOE to work on their long-term solution. While impactful, the project's value chain could be more efficient.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Benefit a total of 167 students and over 100 community members in two schools 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Budget (unipoint costs RM20 each). The responsibility should be on MOE or Digital Media Ministry should take charge. • A lack of a central database for schools needing internet and internal bureaucratic issues, including political management affecting payments are identified gaps. Bypassing the Ministry of Education, due to their large number of schools, suggests a capacity mismatch with current needs. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Suggest not to continue because the infrastructure is expensive (monthly subscription). • Handover to MOE/ ministry of digital (e.g. Edgepoint) to continue. • Funders would need to work directly with MOE 	

Table 9.4 - Process Evaluation of Projects initiated under Outcome 2

4 & 5	mySukan Corner & Bytes	
<p>Both mySukan Corner & Bytes were separate sports-focused radio segments produced by Rakita 107.9 FM:</p> <ul style="list-style-type: none"> • mySukan Corner: A talk show featuring in-depth interviews with local sports personalities. Listeners can tune in through platforms like Spotify, Apple Podcasts, and YouTube. • mySukan Bytes: A mini documentary about indie sports displayed through similar platforms 		
<p>Objective:</p> <p>Both programs were designed to resonate with Malaysian youths, strengthen the national sports narrative by bridging the gap between grassroots sports and the general public.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Benefit a total of 167 students and over 100 community members in two schools 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Content creation lacks gender-sensitive strategies and female inclusivity. • Emphasize indie sports too much, lacking a balance with conventional sports. • Topic selected need to be more evergreen (not time-bound, can maintain viewership and relevant) • A star influencer significantly increased viewership. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • To scale down mySukan Corner & Bytes due to the lack of interest (low viewership/ not on current trend) and it is not sustainable for 3 staff to run the whole channel and the channel is not profitable. 	

Table 9.5 - Process Evaluation of Projects initiated under Outcome 2

6	Esports Townhall KBS	
<p>The annual townhall unites stakeholders to shape Malaysia's esports future. It provides updates on the KBS Esports Strategic Plan 2020-2025, introduces NESDEG improvements, and gathers feedback.</p>		
<p>Objective:</p> <p>The Ministry of Youth and Sports owns the Townhall event, which is organized by an Esports Integrated. The Townhall addresses past concerns, with the Minister updating on the strategic plan and new developments. The session also includes thematically focused discussions, such as infrastructure and industry development.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • The townhall addressed concerns and outlined 2025 initiatives, such as TVET and NESDEG improvements, increased KBS esports funding, and an extended esports blueprint. Successfully integrating esports into schools hinges on finalizing game lists and enhancing public perception, requiring continued advocacy with the MOE and educators. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Lack of inclusivity/representation in stakeholders (primarily Klang Valley-based) due to insufficient early planning and reliance on MESF and MDEC stakeholder mapping. • Lack of strategic communication limited the spread of town hall results, which indicate the need for a better rapporteur to create public reports. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Work on more representative stakeholder mapping • Create more strategic questions for townhall thematic topics. 	

Table 9.6 - Process Evaluation of Projects initiated under Outcome 2

7	Esports Conference 2024	
<p>There were two esports conferences held in 2024:</p> <ul style="list-style-type: none"> • Esports Conference: Designed to cultivate the esports ecosystem by facilitating networking and the exchange of knowledge among local industry participants. • Esports Con @ Parliament: Designed to inspire and celebrate Malaysia's esports culture, this initiative aims to engage with policymakers. 		
<p>Objective:</p> <p>ESI aimed to foster esports through networking and knowledge sharing (2022-2023). Initial conferences prioritized business deals due to the nature of emerging stakeholders. The 2024 strategy involves parliamentary engagement thus there were two esports conferences: one for financial incubation and another within parliament.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • The townhall addressed concerns and outlined 2025 initiatives, such as TVET and NESDEG improvements, increased KBS esports funding, and an extended esports blueprint. Successfully integrating esports into schools hinges on finalizing game lists and enhancing public perception, requiring continued advocacy with the MOE and educators. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Low participant headcount and poor content quality due to last-minute planning. Content should include economic data. • Stakeholder mapping needs improvement (sponsors and event organizers). 	<p>Way Forward:</p> <ul style="list-style-type: none"> • In 2025, budget constraints will shift focus to parliament. • Benchmark against MDEC, taking into account the esports industry's maturity. 	

Table 9.7 - Process Evaluation of Projects initiated under Outcome 2

8	Dana Esukan	
<p>A dedicated fund for the community and esports industry, with an aim of encouraging local esports industry players to organize more esports programs, competitions and events.</p>		
<p>Objective:</p> <p>Following the demands from 2022 town hall in regards to JBSN and KBS budget surpluses, KBS used its funds based on identified needs, allocating it to ESI via MSN and JBSN's Grant Padanan Sukan. Due to ongoing demand and excess budget, KBS increased Dana Esukan funding for grassroots event management opportunities.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Achieved 66 successful applicants however technical capacity building of grantees to execute their projects is essential moving forward. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • The issue is the lack of capacity to monitor and evaluate 60 projects. It cannot be done in-house. • The impact model/ methodology (categorize the grants to tournament size, capacity building) 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Improve impact model. • Need better transparent reporting mechanism where they can inform problems, impact of the events held to specific demographics and incorporated success stories • There should be a rule that same applicants should not apply again. 	

Table 9.8 - Process Evaluation of Projects initiated under Outcome 2

9	Master Games	
<p>This initiative aim to empower the Malaysian elderly community through esports. The main target group is esports enthusiasts aged 40 years and above.</p>		
<p>Objective:</p> <p>A strategic request by the Minister Hannah Yeoh for esports to be inclusive (which was too youth-based).</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Reached 100 participants 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • It is hard to obtain players aged 40 years and above who have keen interest in esports. • Elderly individuals unfamiliar with modern formats find games like PUBG and Counter Strike challenging. Osolid was deemed too complex due to format and referee requirements. As a result, they opted for eFootball, which doesn't necessitate a competition format. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • The numbers were not reflective due to the lack of cash prize and age limit. It was suggested that this initiative can be more impactful if there is more substance and lower age restriction (for example, 35 years and above). This initiative is a one off program. • To make it more strategic, we require additional funding to embed this initiative culturally at the grassroots level. Increased demand for marshals will drive capacity building, learning, and an increase in their numbers. 	

Table 9.9 - Process Evaluation of Projects initiated under Outcome 2

10	Press Conference M6	
<p>Impact Integrated seeks to support international esports events and develop a pilot framework for related services. This is being achieved through the M6 press conference, intended to promote the M6 championship as a premier esports event in Malaysia.</p>		
<p>Objective:</p> <p>Establishment of a cross-agency unit to provide efficient services for international esports EOs, towards making Malaysia a favourable destination for international esports events.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Provided cross-agency support for Moonton's M6 pre-event activation in Malaysia and the PUBG Mobile Super League (PMSL). This assistance resulted in Moonton securing a MyCEB grant of RM300,000. • Co-led the press conference for M6 in ESI Hub on 8 November 2024. • Positive media coverage by about 48 notable outlets which includes Bernama, The Star, Media Prima, Astro and Esports Insider. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Moonton's last-minute change of event time to 10:30 AM caused confusion upon YBTM's earlier arrival. • Unexpected tripod use by the media overcrowded the media area, highlighting the need for designated equipment spaces in future events. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • JBSN and MSN aim to directly connect with publishers, eliminating the need for ESI as an intermediary, to obtain contact information. This initiative seeks to build relationships in anticipation of potential government changes. 	

Table 9.10 - Process Evaluation of Projects initiated under Outcome 2

11	esukan.gg	
Maintenance and upgrades for esukan.gg - a platform for esports tournament hosting with team and player ranking system and an online shop for gaming products.		
<p>Objective:</p> <p>In the Esports Blueprint 2020-2025 under Pillar 1, there is a need for a central database that incorporates locations, calendars and players. Solutions is to make a business development to develop a website</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Calendar and directory was upgraded around the time of MEL24. These upgrades help to ease the registration process for MEL24 and Dana Esukan. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • The development period faced community breakdown due to the COVID-19 pandemic and a new concept. The team requires a product manager, community manager, marketing manager, and a technical person to handle feedback and complaints. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Provide capacity building and rights handover to MESF in product management and update content. ESI to co-develop the website with MESF so that they can charge for membership and tournaments to monetize. • Challenge with Techninier (owner) who gives no cost to develop the website and e-shop. 	
12	Mid-Term Review (MTR) Esports Blueprint 2020-2025	
The Ministry of Youth and Sports (KBS) commissioned the Midterm Review for the Strategic Plan for Esports Development 2020-2025 to assess the strategy's effectiveness and relevance for Malaysia's esports ecosystem sustainability.		
<p>Objective:</p> <p>A strategic request by the Minister Hannah Yeoh for esports to be inclusive (which was too youth-based).</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Reached 100 participants 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • It is hard to obtain players aged 40 years and above who have keen interest in esports. • Elderly individuals unfamiliar with modern formats find games like PUBG and Counter Strike challenging. Osolid was deemed too complex due to format and referee requirements. As a result, they opted for eFootball, which doesn't necessitate a competition format. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • The numbers were not reflective due to the lack of cash prize and age limit. It was suggested that this initiative can be more impactful if there is more substance and lower age restriction (for example, 35 years and above). This initiative is a one off program. • To make it more strategic, we require additional funding to embed this initiative culturally at the grassroots level. Increased demand for marshals will drive capacity building, learning, and an increase in their numbers. 	

Table 9.11 - Process Evaluation of Projects initiated under Outcome 2

13	Malaysia Esports Research	
Annual research on the state of esports adoption and development in Malaysia.		
<p>Objective:</p> <p>In 2023, IYRES did not include ASEAN or regional countries in its analysis. During the COVID-19 pandemic, the industry was still developing and focused more on gamer behavior and consumerism rather than industry growth. To attract more capital and foster industry growth, further research is needed, particularly in economic analysis and industry mapping, as understanding gamer behavior alone is insufficient.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Project started on Dec 2024 and expected to complete and publish the research by June 2025 • The research paper consists of industry expert insights and document analysis that provides clear mapping of the esports ecosystem • This paper also incorporates two market reports from Niko Partners and Stellar Market Research which provides credible data and figures on market scale and consumer behavior 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • This analysis mainly relies on secondary research because primary data from industry expert interviews is limited (2 interviews only). • The paper should include more societal perspectives by using holistic frameworks like the digital economy framework, the sports development framework, and the lens of platform capitalism. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Suggest to conduct an industry expert mapping in order to interview a min of 3-4 experts from various backgrounds for this national representative paper. • Esports paper submissions must include a minimum of two researchers: one author and one reviewer or co-author. Ideally when both researchers have experience in writing esports papers and possess connections with industry experts. 	

Note: The colors in the first column identifies the implementing brands where *Blue* represents Impact Malaysia; *Purple* represents Esports Integrated and; *Orange* represents Rakita 107.9

OUTCOME EVALUATION

Outcome evaluation focuses on the extent to which the program has achieved its intended deliverables. The achievements measured against the expected outputs outlined in the Program Strategy were arranged accordingly as such in Table 10.

Table 10 - Achievements of Output-level Indicators for Outcome 2

Indicators	Initiatives	Expected Outputs	Actual	Achieved Rate	Status
Indicator 2.1: Youth leadership in social development	Akademi Rakan Muda	50 youth changemakers	50	100%	Achieved
		2,500 beneficiaries	7,824	313.0%	Achieved
Indicator 2.2: Focus to the underserved	Sinar Solar	99 volunteers	99	100%	Achieved
		512 beneficiaries	512	100%	Achieved
	Connectivity for Communities	5 Schools with high speed internet infra and hardware	3	60%	Under Achieved
	mySukan Corner	1,632 beneficiaries	1,112	68.1%	Under Achieved
	mySukan Bytes	600,000 listeners	3,814,943	635.8%	Achieved
Indicator 2.3: Sustainable esports ecosystems	Esports Con	300,000 listeners	400,063	133.4%	Achieved
		1,000 participants	69	6.9%	Under Achieved
	Dana Esukan	21,000 participants	21,222	101.1%	Achieved
	Master Games	No Target TOC: 20,000 participants	100	0.5%	Under Achieved

	Townhall	125 participants	57	45.6%	Under Achieved
		Whitelisting of game titles and established strategic workplan and MOU with KPM & KPT	Ongoing	NIL	Ongoing
	Press Conference M6	Assist 2 international esports event & establish a pilot structure for international esports events services	Assist 1 international event	NIL	Under Achieved
	esukan.GG	Establish tournament calendar system and perform other systems upgrades	Upgrades:1. Calendar2. Directory	NIL	Achieved
	Mid-Term Review Esports Blueprint 20-25	Publication of MTR	Achieved	NIL	Achieved
	Esports Research 23/24	Publication of Research	Postponed to 2025	NIL	Ongoing (refer to Process Evaluation)

TESTIMONIALS

Akademi Rakan Muda	
Success Story: Bumi Tuba Project	
Problem	In Pulau Tuba, used cooking oil is often discarded without proper management, leading to soil and water contamination, which impacts the local ecosystem. Although there are existing environmental initiatives, awareness and effective solutions remain limited among the local population.
Project Concept	2 workshops were conducted for students and community members separately to educate them regarding the improvement of recycling, method of creating candles from recycled oil and business opportunity in this area, on 13th December 2024. In order to create business opportunities, a contest was held for the community members to create their unique candles to be sent to potential distributors, on the 25th December 2024.
Achievement	<ul style="list-style-type: none"> • 96.77% participants agree that this project has increased their awareness and understanding on environmental problems and its eco-friendly solution proposed in this project. • Before the workshop, 67.74% students indicated they did not know how to create candles using used cooking oil. However, after participating in the workshop, 80.65% students expressed complete confidence in this skill. • Community interventions included empowering BEST TUBA, a local company, to adopt and continue the project's initiatives. Additionally, households were encouraged to sell their used cooking oil to BEST TUBA, providing an economic incentive for eco-friendly behavior.
Testimonial	<p>Participants: And for pulau tuba residents, namely, Best Tuba, they said this is a good business opportunity and that coming there has opened up doors for them by connecting them with the local company and oil supplier. They feel that this is a good thing to sustain.</p> <p>Project Owners: When we conduct the activities with students, the teacher expresses their gratitude telling how most students there had no dream neither were academic focused but this activities help them to not only gain knowledge of the environment but also support their dream to work once they graduate by offering potential occupation.</p>

Sinar Solar	
Achievement	<ul style="list-style-type: none"> • 84.7% community members are more productive compared to previously • 63.6% community members feel safer and are able to stay connected via phone with their family and friends who are away • 97.4% children are able to study at night • 96.8% youth changemakers are inspired to participate in similar programs in the future • 100% increase rate of electrification in the 5 villages targeted • 97.4% carbon emission reduced compared to before • 26.0% monthly saving from all 5 villages that would be used towards other crucial expenses like education, food and others.
Community Testimonial	<p>Batis Jeffrey Izmal, family of 2 from Kampung Paus, Ranau</p> <p>Puan Batis and her husband stay alone in their wooden house. Both of them are elderly and are no longer working. Recently her husband had a stroke and is now bedridden at home. Puan Batis has been caring for her husband while also doing house chores. Previously they would spend approximately RM 300 per month on buying fuel for their generator, which could only be used for 2 to 4 hours. This was difficult for them as they would need to use their savings and cut costs in other parts of their monthly expenses.</p> <p>With the solar panels installed, they are now able to save that money and Puan Batis is able to care for her husband better at night. With solar, they are able to use the lights all night and are able to charge their phones, to be able to call for help when needed.</p>

Connectivity for Communities	
Achievement	<ul style="list-style-type: none"> • Over 900 students and community members benefited from the teaching equipment provided. • An increase of 108% of students and community members used the internet as compared to Quarter 3. • 90% students that have undergone the digital literacy workshop are now confident to use the laptop and internet for their studies.
Testimonies on internet usage from SK Long Miri	<p>Teachers With the internet provided, teachers are able to conduct classes in fun and interactive ways, such as using kahoot for lessons. Previously, they had to use their personal mobile data. Administrative work has also become much easier with the stable internet connection.</p> <p>Community</p> <ul style="list-style-type: none"> • Parent teachers meetings can be conducted more smoothly with a stable internet connection. • Parents would come to the school to get the teachers help and use the internet connection to register their children for the next academic year. • Even external parties like governmental dental clinics find it easier to immediately upload the student's dental record with the existence of a good internet connection. • There have also been local youth from universities that came to the school to have access to the internet in order to register for their academic year.

CONCLUSION FOR OUTCOME 2: SUSTAINABLE AND INCLUSIVE YOUTH ECOSYSTEMS

Outcome 2 aimed to create an enabling environment for Malaysian youth. While several projects such as Akademi Rakan Muda, Sinar Solar, and Dana Esukan demonstrated tangible benefits for underserved communities, not all quantitative targets were met. This was largely due to project adaptations, reprioritization, or misalignment with initial goals. Nonetheless, the qualitative impact, particularly on marginalized groups, was evident and well-documented.

In esports, building a sustainable ecosystem under Indicator 2.3 remains a key challenge. Integration into the education system continues to face resistance and stagnation, highlighting a persistent gap. Despite policy efforts, slow or limited progress suggests that new advocacy strategies or alternate engagement pathways with the Ministry of Education and state-level actors are needed.

To strengthen long-term outcomes, programs must be supported with stronger governance, inter-agency alignment, and a shift towards community ownership and sustainability. Moving forward, embedding youth-focused initiatives across ministries and sectors, supported by improved monitoring frameworks and stakeholder coordination, will be critical to ensuring resilient and inclusive youth ecosystems across Malaysia.

LESSON LEARNT & RECOMMENDATIONS

Based on the key findings, the following recommendations are proposed to enhance the effectiveness and long-term impact of Outcome 2 initiatives:

Table 11 - Recommendations summarized for Outcome 2

Recommendation	Descriptions	Those Involved
<p>Strengthen Esports Advocacy</p>	<ul style="list-style-type: none"> • Encourage esports advocacy strategies. Since national-level education integration remains slow, intensify grassroots and state-level advocacy to mainstream esports through co-curricular channels. This can be done through NESDEG workshops on esports adoption in schools among strategic target groups (e.g. curriculum teachers, JPN, headmasters). • Investigate on the effects of esports adoption to educational system through academic research (to combat against perceptions such as gaming addictions, health, academic performance) 	<ul style="list-style-type: none"> • Esports Organizers/ Clubs • MOE • JPN/ JPD
<p>Strengthen Collaboration with Policymakers</p>	<ul style="list-style-type: none"> • Continue and formalize engagements through Esports Con @ Parliament, building evidence-based dialogue on esports governance (school adoption of esports) 	<ul style="list-style-type: none"> • Esports Con team • MOE • Other relevant parliament
<p>Strengthen Capacity for Social Impact Programs</p>	<ul style="list-style-type: none"> • Scale successful models (such as Sinar SOlar, ARM) with stronger local participation and additional funding for rural, indigenous and low-income groups 	<ul style="list-style-type: none"> • HODs • Youth changemakers • Community leaders
<p>Streamline Communications & Stakeholder Mapping</p>	<ul style="list-style-type: none"> • Ensure more inclusive representation beyond Klang Valley for annual Esports Townhall and Esports Conferences • To engage rural and smaller game communities 	<ul style="list-style-type: none"> • ESI • Esports Organizers/ State Associations

Scale Impactful Projects	<ul style="list-style-type: none">• Scale impactful programs such as ARM, Dana Esukan, in terms of outreach and budget allocations• Consider exiting or restructuring low-impact, resource-heavy ones such as mySukan Bytes and mySukan Corner	<ul style="list-style-type: none">• HODs of each Brands• Strategy Leaders
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Outcome 3: Youth Voice Shapes Narrative and Policy

Strategic advocacy refers to planned, sustained efforts to influence policies, behavior and societal norms through engagement, education and awareness campaigns. This outcome is about ensuring that youth narratives are represented in public discourse and reflected in policies. The advocacy efforts in this framework are guided by 3 key indicators:

1. **Active Citizenship:** Encouraging youth and communities to improve political literacy, engage in their local communities and nationally as active citizens.
2. **Responsible gaming and esports governance:** Advocate for ethical gaming practices, player welfare and structured governance frameworks
3. **Alternative Media for Content that matters:** Creating meaningful content that educates, informs and empowers youth and communities in Malaysia

Table 12 - Desired Output and Outcome Indicators of Outcome 3 based on Program Strategy 2024

Indicators	Initiatives	Desired KPIs	
		Outputs	Outcomes
Indicator 3.1: Advocacy for active citizenship	<ul style="list-style-type: none"> • Kuasa Orang Muda Advocacy Campaign • Kuasa Orang Muda Street Team • Rakan Muda Advocates • Media for active citizenship 	<ul style="list-style-type: none"> • 69,000 participants • 13,350,000 views/ listeners 	<ul style="list-style-type: none"> • Participants spent a min of 30 mins on capacity building resources on active citizenship • A min of 5,000 users funnelled to KuasaOrangMuda.com through the campaign
Indicator 3.2: Responsible gaming and esports governance	<ul style="list-style-type: none"> • NESDEG • Jelajah NESDEG 	<ul style="list-style-type: none"> • Publication of NESDEG 2.0 before the end of 2024 • 2,000 youths and esports industry practitioners 	<ul style="list-style-type: none"> • More relatable and relevant esports guidelines for the esports industry and fraternity • Participants understand and socialise NESDEG to their community
Indicator 3.3: Alternative media for content that matters	<ul style="list-style-type: none"> • Esukan.FM • Daily radio and social programming on Rakita 107.9 • Rakan Muda Presents 	<ul style="list-style-type: none"> • 5,480,000 views/ listeners 	<ul style="list-style-type: none"> • More platforms for youth voices and expression • Strategic and native platform for advocacy on social issues • Increased interest by media consumers on grassroots sports.

PROCESS EVALUATION

There are a total of 7 initiatives intended under Outcome 3 with a summarized process evaluation as outlined in the table below:

1	Kuasa Orang Muda Street Team	Rakita 107.9
2	Media for Active Citizenship	
3	NESDEG Revision	Esports Integrated
4	Jelajah NESDEG	
5	ESI Masterclass	
6	Esukan.fm	
7	Rakan Muda Presents	Rakita 107.9

Table 13.1 - Process Evaluation of Projects initiated under Outcome 3

1	Kuasa Orang Muda Street Team	
<p>Radio station representatives will promote Kuasa Orang Muda at public locations and events to inspire young people to see politics as a tool for change, aiming to increase their representation in State Associations, State Assemblies, and Parliament.</p>		
<p>Objective:</p> <p>Established in 2023, KOM initially focused on online content but adopted a budget-friendly street team model for physical outreach after a post-mortem meeting highlighted this need. This approach uses brief 15-20 minute interactions to cost-effectively raise awareness about KOM and its importance.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Successfully mobilizing young individuals nationwide for civic engagement, the initiative achieved 5,185 registrations across 138 locations, fostering political awareness, social responsibility, and active citizenship. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Rakita manages the street team structure, but the current model and questions are inadequate for social impact assessment. The questions asked resemble those from media rather than focusing on social impact. • There is no retention strategy, as they only track registration numbers. • The team lacks focus on a specific target group, prioritizing numerical targets over quality engagement. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Enhance content and engagement through better questioning and repurposing. Simultaneous content creation (e.g., a media segment like 'How Says' posing meaningful questions) maximizes efficiency. Rakita's capability to synthesize information allows for combined workflows, such as integrating interview questions with video shoots. 	

Table 13.2 - Process Evaluation of Projects initiated under Outcome 3

2	Media for Active Citizenship	
<p>Two weekly content segments under Rakan Muda Presents:</p> <ul style="list-style-type: none"> • Uni-Tea: Provide university students to openly discuss relevant social, academic and personal challenges they face. • Kuasa Orang Muda: Discuss relevant social issues, political literacy and potential for youth to drive change 		
<p>Objective:</p> <p>Uni-Tea provides university students a platform for open discussion of social, academic, and personal challenges, aiming to engage youth, raise awareness, and promote change by addressing campus life and fostering collaboration for societal impact.</p> <p>Kuasa Orang Muda empowers youth by discussing social issues, political literacy, and youth-driven change, aiming to inform, inspire, and activate them to be proactive and hold authorities accountable, fostering an informed and responsible generation.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • The two weekly content segments, “Kuasa Orang Muda” and “Uni-Tea”, with 355,672 and 326,420 views respectively, accumulated a total of 745,019 views/ listens demonstrating strong engagement with youth audiences. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Lack of expertise in several topics created challenges in selecting impactful speakers. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Recommended not to continue Uni-Tea segment due to struggles to gain traction and meet its objective. • Significant viewership is only seen on short-form platforms like Tik Tok and Youtube Shorts. • Create speaker mapping to select impactful speakers for specific topics 	

Table 13.3 - Process Evaluation of Projects initiated under Outcome 3

3	NESDEG Revision	
<p>The NESDEG revision project analyzed the current NESDEG guideline to assess its effectiveness and relevance in fostering a rapidly growing esports ecosystem in Malaysia.</p>		
<p>Objective:</p> <p>To remain relevant and the initial NESDEG is too generic, Blueprint stated things that NESDEG should incorporate but still have not (such as the prize pool, guidelines for event organizers, players development). Two new chapters were added (Financial guidelines and school adoption of esports) in 2024.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • The two weekly content segments, “Kuasa Orang Muda” and “Uni-Tea”, with 355,672 and 326,420 views respectively, accumulated a total of 745,019 views/ listens demonstrating strong engagement with youth audiences. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Difficulty in sourcing a financial expert to support in the revision • Unavailable data such as there is no benchmark for ranking and prize pools • The maturity of the industry where we still cannot pinpoint how much streamers should be paid. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • It is a living document. We will communicate every quarter or half year. For 2025, we will proactively reach out to grassroots to give feedback through NESDEG Public Review. • We will track by dates and version numbers for ease trackable. 	

Table 13.4 - Process Evaluation of Projects initiated under Outcome 3

4	Jelajah NESDEG	
<p>To boost NESDEG awareness, a Street Team will tour selected Malaysian states, engaging industry players, esports communities, parents, teachers, and the public at exhibitions and events. They will activate booths, share information, and encourage feedback via www.nesdeg.my for NESDEG improvement.</p>		
<p>Objective:</p> <p>To engage stakeholders, solicit their feedback, and encourage the adoption of NESDEG.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Visitor registrations reached 3,289. • Directly engaged various stakeholders, including students and officials, to promote responsible gaming awareness and ensure understanding and practice of its principles. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • For 2024, it was only to promote the same content from 2023. Should be promoted after NESDEG was revised. • It should be more strategically designed so that NESDEG can be a place to collect data. • Lacked efficiency due to its broad targeting. Future engagement should prioritize industry players capable of providing valuable feedback. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • It should focus more on feedback other than promotion • Future engagement should prioritize industry players capable of providing valuable feedback. A shift towards fewer participants with deeper involvement is recommended to maximize the use of time. 	

Table 13.5- Process Evaluation of Projects initiated under Outcome 3

5	ESI Masterclass	
<p>A series of esports masterclasses on various topics on esports event management, content creation and gaming mastery.</p>		
<p>Objective:</p> <p>The budget previously allocated for a Centre of Excellence (CoE) has been redirected to an ESI Masterclass. This shift acknowledges the Esports Strategic Plan MTR's assessment that the current ecosystem does not require a CoE. Instead, the industry needs a pilot program for TVET Esports in 2025. The ESI Masterclass will address this need by offering modular, esports-centric topics relevant to both esports and TVET. Potential topics include esports event management, content creation, and gaming mastery.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Trained 147 university students, focusing on two essential modules, Esports Career Development and Esports Health and Wellness, which are aligned with NESDEG. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • No clear definition for center of excellence. So it's executed as a normal less impactful masterclass where we actually suppose to gather academics and industry players to present their esports research. No clear program model. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Proper definition for center of excellence and program model. 	

Table 13.6- Process Evaluation of Projects initiated under Outcome 3

6	Esukan.fm	
<p>Publication of various digital content and community service messages on various issues in line with the National Sports Strategic Development Plan, with influencers such as Daddyhood (Homebois) and local sports personalities on Rakita 107.9 and mySUKAN TV channels.</p>		
<p>Objective:</p> <p>Esports is primarily content based and also has radio stations. It becomes a high impact collaboration. Esukan.fm ended on 28 November 2024, clocking in 124.24% from the intended KPI of 2,480,000 views. The first 10 episodes of the show were championed by Daddyhood, an influential figure in the esports industry. After Daddyhood's exit in Season 2, the later episodes were championed by renowned streamers, Sleepygodzillas and Ikuto.</p>	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Trained 147 university students, focusing on two essential modules, Esports Career Development and Esports Health and Wellness, which are aligned with NESDEG. 	
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Esports enthusiasts do not listen to radio and we do not have the data to know whether they are esports enthusiasts. • Daddyhood retired halfway through the radio and thus we did not reach the targeted numbers. Content through radio does not provide data about viewers. • No financial sustainability when no sponsorship. It can be revived if there is clear evidence that this can be monetized and there is data about esports enthusiasts liking radio. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • This initiative should not be renewed because of unclear interest stakeholders (no data about viewers' demographics) They watch because of Daddyhood, not for esports. 	

Table 13.7- Process Evaluation of Projects initiated under Outcome 3

7	Rakan Muda Presents
<p>Rakan Muda Presents is a series of digital content and media activation that parallels the lifestyles of Rakan Muda, especially Rakan Muzik and Rakan Ekspresi on the Rakita 107.9 platform, through the following outputs:</p> <ul style="list-style-type: none"> • Segments with weekly episodes • On-air audio through 107.9 FM frequency • Podcast media on Spotify and Syok • Live video on YouTube and short content ('reels') on all Rakita 107.9 social media accounts 	
<p>Objective:</p> <p>Rakan Muda Presents incorporate various radio segments that meet the objectives of these initiatives. Key initiatives that meets the objectives:</p> <ul style="list-style-type: none"> • Akar Muda: inform about government programs and policies • Buka Cerita: Foster open discussion on psychology, social issues and relationships • Next Up!: Explore the latest trends in lifestyles, hobbies, fashion, leisure activities and spending habits • Bobcultcha: Explore and showcase dynamic subcultures of street art, fashion, anime and culinary innovation in Malaysia 	<p>Key Achievements:</p> <ul style="list-style-type: none"> • Reached a total of 6,813,704 views achieved through these 4 segments between June- December 2024.
<p>Identified Gaps:</p> <ul style="list-style-type: none"> • Rakan Muda presents issue-based talks. For development grants, governments need clear, measurable indicators with targets for desired outcomes like attitude and behavior change. • The youth brand, a government affiliate, will face content limitations when we aim to be a reliable yet engaging source. • While Rakita has a larger reach, its numbers are declining. 	<p>Way Forward:</p> <ul style="list-style-type: none"> • Rakita needs bolder and more innovative content, while also navigating the political climate with tact. • A dedicated content planning department is a necessary investment.

Note: The colors in the first column identifies the implementing brands where *Blue* represents Impact Malaysia; *Purple* represents Esports Integrated and; *Orange* represents Rakita 107.9

OUTCOME EVALUATION

Outcome evaluation focuses on the extent to which the program has achieved its intended deliverables. The achievements measured against the expected outputs outlined in the Program Strategy were arranged accordingly as such in Table 14.

Table 14 - Achievements of Output-level Indicators for Outcome 3

Indicators	Initiatives	Expected Outputs	Actual	Achieved Rate	Status
Indicator 3.1: Advocacy for active citizenship	Kuasa Orang Muda Street Team	5000 registered participants	5185	103.7%	Achieved
		No project target TOC target: 13,350,000 views/ listeners	62,927	4.7%	NIL (no project target)
	Media for active citizenship - Kuasa Orang Muda	300,000 views/ listeners	355,672	118.6%	Achieved
	Media for active citizenship - Uni-Tea	300,000 views/ listeners	326,420	108.8%	Achieved
Indicator 3.2: Responsible gaming and esports governance	NESDEG Revision	Publication of NESDEG 2.0 before 2024 end	Achieved	NIL	Achieved
	Jelajah NESDEG	2,000 youths and esports industry practitioners	3,436	171.8%	Achieved
	ESI Masterclass	No project target TOC target: 2,000 youths and esports industry practitioners	147	7.4%	NIL (no project target)

Indicator 3.3: Alternative media for content that matters	Esukan.FM	250,000 views/ listeners	3,103,879	124.2%	Achieved
	Rakan Muda Presents - Akar Muda	300,000 views/ listeners	386,145	128.7%	Achieved
	Rakan Muda Presents - Buka Cerita	300,000 views/ listeners	3,041,835	1013.9%	Achieved
	Rakan Muda Presents - Next Up!	300,000 views/ listeners	2,106,866	702.3%	Achieved
	Rakan Muda Presents - Bobcultcha	300,000 views/ listeners	1,278,858		Achieved

TESTIMONIALS

Success Story: ESI Masterclass 2024	
Staff Observations	<p>Many participants joined the program for the first time and gained a lot of new knowledge. A standout moment was the Esports Career session, where Ikuto, an instructor with years of experience in the esports industry shared his valuable insights. He discussed salary expectations and career opportunities that sparked excitement among participants to explore esports as a potential career.</p> <p>Alongside career advice, many participants also found the Esports Health and Wellness session beneficial. They learned eye and hand exercises to reduce strain from long gaming sessions, along with tips on improving posture and adding stretches to their routines to maintain good health while gaming.</p>
Contributed to Desired Outcomes	<ul style="list-style-type: none"> • More relatable and relevant esports guidelines for the esports industry and fraternity • Participants understand and socialise NESDEG to their community
Rakan Muda Presents	
Success Story: mySukan Corner	
Testimonials	<p>Balau</p> <p>We featured the talent named Balau who is a para sukma athlete. His viewership is organically the highest views without boosting. (Episode 2 Season 1). Organic numbers: 1171423 (1.2 mil).</p> <p>Roslin Hashim</p> <p>We featured Roslin Hasim who is an ex badminton player who has high views without boosting. Numbers: 1.1 million. (1056574 views)</p>
Contributed to Desired Outcomes	<p>Underserved/ underrepresented sports genres are highlighted through media, resulting in a bigger following and growth platform for grassroots players/ athletes.</p>

CONCLUSION - OUTCOME 3: YOUTH VOICES SHAPE NARRATIVE & POLICY

Strategic Advocacy has successfully promoted active citizenship, responsible gaming, and impactful alternative media.

- Key initiatives like Kuasa Orang Muda Street Team, NESDEG Revision, and alternative media platforms have collectively fostered civic awareness, ethical digital engagement, and youth empowerment. Despite limited data, the initiatives exceeded many quantitative targets, reaching over 6 million views and mobilizing more than 5,000 participants across diverse communities.
- Digital and on-ground activities successfully engaged youth across geographic and social divides, encouraging them to become more socially responsible and civically informed. Initiatives such as ESI Masterclass and Esukan.fm revealed challenges in audience alignment and program sustainability, indicating the need for better content strategy, impact model and demographic mapping.

Moving forward, strategic focus should be placed on **expanding qualitative data collection, refining outreach strategies and ensuring alignment with attitude and behavior change outcomes** across projects. By leveraging youth-driven movements, policy collaboration and dynamic alternative media, Strategic Advocacy is well-positioned to cultivate a more engaged, informed and socially conscious generation of Malaysian youths.

LESSON LEARNT & RECOMMENDATIONS

Based on the key findings, the following recommendations are proposed to enhance the effectiveness and long-term impact of Outcome 3 initiatives.

Table 14 - Recommendations summarized for Outcome 3

Recommendation	Descriptions	Those Involved
Define Clear Program Models	<ul style="list-style-type: none"> Clarify program models such as the ESI Masterclass and CoE (Centre of Excellence) to align with esports strategic blueprint plans 	<ul style="list-style-type: none"> KBS Academies such as ISN
Improve Targeting for Engagement	<ul style="list-style-type: none"> Refine strategies to prioritize high-impact groups over mass outreach with low retention. Lesson learnt from Jelajah NESDEG and KOM Street Team. 	<ul style="list-style-type: none"> HOD of each brand Strategy leaders
Strengthen Alternative Media Strategy	<ul style="list-style-type: none"> Reassess content strategies to align with audience behavior (e.g. TikTok/ YouTube shorts instead of radio) Create speaker mapping to select impactful speakers and relevant messaging 	<ul style="list-style-type: none"> HOD of each brand, especially Rakita 107.9
Develop Advocacy Toolkits and Feedback Loops	<ul style="list-style-type: none"> Create reusable content (meaningful questions, clear impact models), toolkits and media formats to ensure that NESDEG or KOM campaigns collect feedback meaningfully and promote continuous engagement. 	<ul style="list-style-type: none"> NESDEG team KOM team HOD of each brand for other relevant projects
Establish NESDEG Review Mechanism	<ul style="list-style-type: none"> Make NESDEG a living document by integrating periodic reviews with grassroots and industry feedback to remain relevant and evidence-based Expediting existing resources such as nesdeg.my which consists of a commentary platform 	<ul style="list-style-type: none"> ESI Creative Team in Impact Integrated

RESOURCE ALLOCATION

The program has been provided significant funding, but the reasons behind the funding decisions from senior management were sometimes opaque and were not directly aligned with the recommendations of the strategy. The senior management recognized that several of the proposed activities require specific funding to be allocated, and as a package, the funding required both initially and on an ongoing basis is considerable and in addition to the current budget of the year. The additional funds that were not used by the end of the initiatives will be allocated to in-house services.

Table 15 - Financial Allocation and Expenditure of Initiatives 2024

Initiatives	Allocated Budget	Used Amount	Status
Bisnes Orang Muda	RM350,000.00	RM140,524.10	
KuasaOrangMuda.com	RM150,000.00	RM132,500.00	
MEL24	RM900,000.00	RM854,929.10	
ALI	RM220,000.00	No data. As it is an ongoing initiative 2024-2025.	
IndieGround	Not specified.	No data.	
Rakan Muda Presents <ul style="list-style-type: none"> • Lokalah • Carta Indie Kita • Esukan.FM • Akar Muda • Uni-Tea • Kuasa Orang Muda • Buka Cerita • Next Up! • Bobcultcha • mySukan Corner • mySukan Bytes 	Under Rakita Segments (Rakan Muda Presents) which have a total sum of RM1,000,000.00	Under Rakan Muda Presents, total expenditure indicated was RM806,812.99	
Akademi Rakan Muda	RM700,000.00	RM291,879.09	
Sinar Solar	RM300,000.00	RM199,992.50	

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Sinar Solar	RM300,000.00	RM199,992.50	

Kuasa Orang Muda Street Team	RM400,000.00	RM241,939.25	
Connectivity for Communities	RM163,760.00	RM21,645.70	
Esports Con @ Parliament	RM300,000.00	RM250,000.00	
esukan.GG	RM200,000.00	No data	
esukan.fm	RM310,000.00	RM102,085.23	
Townhall Esukan KBS	RM50,000.00	RM25,419.90	
Mid-term Review for Esports Blueprint	RM50,000.00	RM50,000.00	
Dana Esukan	RM1,020,000.00	RM314,300.00	
Press Conference M6	RM30,000.00	RM24,978.00	
Esports Research 23/24	RM300,000.00	No data as it is not carried forward to 2025	
NESDEG	RM20,000.00	RM16,700.00	
Jelajah NESDEG	RM160,000.00	RM28,179.00	
Rakita Events Partnerships	RM1,000,000.00	RM796,612.99	
ESI Masterclass	RM100,000.00	RM4,020.00	
KBS Masters Games	RM250,000.00	RM72,453.00	

Note: Green boxes under the 'Status' column indicate that the final expenditure is within budget allocation whereas the Grey boxes indicate inconclusive due to data limitations.

When formal status reporting began for the program, problems arose with the financial reporting where the expenditure for each project can overlap with other projects thus, it is difficult to determine the actual expenditure. It is also unclear on what basis these funding allocations were made and the progress reports noted a number of important data gaps across its domains of interest. Increased maturity in data and evaluation going forward may help strengthen the funding decision making for future initiatives. Funding for these initiatives would be commended.

At the same time, expansion of the department or increased staffing in the program delivery team was observed in 2024 in order to deliver intense and complex initiatives in the 2nd and 3rd quarter of the year. Additional resourcing and capacity building would be helpful to ensure the delivery of the projects which have yet to be prioritised but may be significant for successful implementation.

GOVERNANCE

Reflecting on the significant data gaps, this seems like it has not been a simple process. This is especially notable in the program or outcome level information. Based on interviews with different brands, the initiatives either at activity or program level may be adapted due to several reasons such as:

- **Re-prioritisation** - where initiatives have been assessed as non-critical, or first require the completion of a different ongoing initiative, they have been adjusted in accordance with this re-prioritisation
- **Stakeholder request** - unanticipated demands that was not previously accounted for within a given process
- **Project challenges** - where initiatives have faced significant or unexpected challenges, when appropriate, those initiatives have changed timeframe and/or scope
- **Resource/ staffing limitations** - leads were undertaking Strategy initiatives in addition to other proposals which impacted the prioritisation and realistic achievement of initiatives

At the same time, the existing level of data and oversight does not allow for the ongoing monitoring of progress and program success without considerable manual reworking. Overall, however, governance arrangements have enabled the success of the individual initiatives under the entire program.

With the expected outcomes and deliverables initiated in the program strategy at the beginning of the financial year, the program strategy framework would need to be regularly adjusted across brands in order to remain relevant, achievable as well as committed to the recommendations and goals of the program strategy given for the year.

CONCLUSION

Significant achievements has yield significant results in youth empowerment, esports development and indie engagement through media

Since the launch of the Program Strategy (with TOC) in early 2024, significant efforts have been made across 26 initiatives, where **63.9% (n=23) of targets were achieved, 8.3% (n=3) were ongoing and 22.2% (n=8) under achieved** across 9 indicators under the 3 strategic outcomes in a span of 2024.

The evidence available to this evaluation demonstrates significant impact in the areas of youth empowerment, esports development and indie engagement through media.

- **Youth Empowerment & Resilience:** Initiatives like Bisnes Orang muda, Akademi Rakan Muda, Sinar Solar, and Connectivity for Communities successfully fostered entrepreneurship, leadership and digital inclusion.
- **Esports Talent Development & Governance:** MEL24 and various esports initiatives provided structured pathways for player development, industry engagement and advocacy for ethics and esports governance.
- **Indie Platform and Media Impact:** Rakita 107.9 showcasing various media content (Esukan.FM, mySukan Corner, Akar Muda) and platforms to unearth indie talents and sports proved effective in amplifying their voices and empowering them through media representation.

Despite these achievements, challenges remain in evaluating long-term impact due to the absence of baseline data and systematic documentation. Indeed, in the absence of previous documentations or a valid institutional baseline, we were unable to measure the impact of our actions comprehensively. To strengthen future efforts, it is essential to **enhance Monitoring, Evaluation, Accountability and Learning (MEAL) systems** across all brands, **improve the definition and tracking of indicators, and conduct deeper analysis of initiative-level returns on investment (ROI)**. Strengthening these areas will promote internal accountability, enable evidence-based decision making and foster continuous improvement across program life cycles.

Acknowledgement

2024

A		
1.	Axiata Arena, Bukit Jalil	Venue for national esports activations
2.	Astro	National broadcast and media coverage partner
B		
3.	Bernamea	National news agency and media coverage partner
4.	Bursa Malaysia (Yayasan Bursa Malaysia)	Strategic partner for rural solar empowerment under Sinar Solar
C		
5.	City University Malaysia	Education partner for Sekolah Radio 2.0
6.	Converse	Creative brand partner for Rakan Muda Presents and youth subculture storytelling
E		
7.	EdgePoint	Digital connectivity partner for rural schools under Connectivity for Communities
8.	Esports Medica	Health and wellness partner for esports programs
H		
9.	Honda	Strategic partner for Anugerah Lagu Indie 2023
J		
10.	Jabatan Kemajuan Orang Asli (JAKOA)	Community development partner for indigenous outreach
11.	Jabatan Pendidikan Negeri	Education coordination partners

K

12.	Kementerian Belia dan Sukan	Governing ministry and principal strategic partner
13.	Kementerian Pembangunan Luar Bandar (KPLB)	Rural development partner
14.	Kolej Vokasional Slim River	Technical training support partner

L

15.	LUAS	Digital media partner for ALI2023
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M

16.	Malaysia Digital Economy Corporation (MDEC)	Digital economy and game development partner
17.	Malaysia Esports Federation (MESF)	National esports governing and advocacy partner
18.	Malaysia Tribune	Media Publication partner
19.	Management and Science University (MSU)	Education partner for Sekolah Radio 2.0
20.	Media Prima	National broadcast and media coverage partner
21.	Moonton	Global game publisher and M6 Championship partner

P

22.	Parliament of Malaysia	Host institution for Mini EsportsCon @ Parliament
23.	PETRONAS (Yayasan PETRONAS)	Youth entrepreneurship partner for Bisnes Orang Muda

R

24.	Rakan Muda	National youth empowerment partner across media, sports and community initiatives
25.	RIUH	Youth entrepreneurship and creative market access partner
S		
26.	Selangor Creative Arts Movement (SCREAM)	Creative arts partner for Buka Pentas 2024
27.	Selangor Youth Community (SAY)	Youth arts movement collaborator
28.	SK Tanah Merah (Terengganu)	School beneficiary under Connectivity for Communities
29.	SJK(T) Ladang Katoyang (Perak)	School beneficiary under Connectivity for Communities
30.	SMK Simunjan (Sarawak)	School beneficiary under Connectivity for Communities
31.	Streamline Studios	Esports broadcast partner
T		
32.	The Curve	Public activation partner for Jelajah NESDEG
33.	Todak Esports	Esports Competition, training and game partner
U		
34.	Universiti Islam Selangor (UIS)	Education Partner for Sekolah Radio 2.0
35.	Universiti Malaysia Sabah (UMS)	Community and technical training partner
36.	Universiti Teknologi MARA (UiTM) Shah Alam	Education partner for Sekolah Radio 2.0

37.	UrbanTamu	Youth entrepreneurship bazaar and business exposure partner
W		
38.	WNZ Enterprise	Court facilities and sports operations tenant at Spacerubix
Y		
39.	Yayasan PETRONAS	Youth enterprise and economic empowerment funding partner
40.	Yodo	Telecommunications and digital youth engagement partner

Glossary

2024¹

Acronym	Full Name	Description / English Equivalent
ALI	Anugerah Lagu Indie	National indie music award platform by Impact
ARM	Akademi Rakan Muda	Youth leadership and social innovation program
AQai	Adaptability Quotient Assessment	Leadership adaptability measurement tool
BDS	Bahagian Digital & Sukan	Digital and esports-related sports division
BOM	Bisnes Orang Muda	Youth entrepreneurship program
CIK	Carta Indie Kita	Weekly Malay indie music chart
CAGR	Compound Annual Growth Rate	Financial growth measurement
DEK24	Dana Esukan KBS 2024	KBS national esports funding program
EP	Episode	Podcast or Show Segment
ESI	Esports Integrated	National esports initiative under KBS
ESI Hub	Esports Integrated Hub	National esports venue at Puchong
FM	Frequency Modulation	Radio broadcast frequency
FB	Facebook	Social media platform
HRDC	Human Resource Development Corporation	Malaysian government skills development agency
HRDF	Human Resource Development Fund	Former name for HRDC

Acronym	Full Name	Description / English Equivalent
IG	Instagram	Social media platform
IGS	Instagram Stories	Short-form instagram content
IPT	Institusi Pengajian Tinggi	Institutions of Higher Learning
JAKOA	Jabatan Kemajuan Orang Asli	Government agency for Orang Asli development
JPN	Jabatan Pendidikan Negeri	State-level education department
KBS	Kementerian Belia dan Sukan	Ministry of Youth and Sports
KOL	Key Opinion Leader	Influencer or public figure
KPLB	Kementerian Pembangunan Luar Bandar	Ministry of Rural and Regional Development
KV	Kolej Vokasional	Technical and vocational colleges
MADANI	Masyarakat Aman, Damai dan Ihsan	Malaysia MADANI national framework
MDEC	Malaysia Digital Economy Corporation	National digital economy development agency
MEC	Malaysia Esports Championship	National-level esports competition platform
MEL	Malaysia Esports League	National esports league by KBS
MESF	Malaysia Esports Federation	Governing body for Malaysia's esports ecosystem
MSU	Management and Science University	Private university and media education partner

Acronym	Full Name	Description / English Equivalent
Moonton	Moonton Games	Developer of Mobile Legends Bang Bang
M6	MLBB World Championship Season 6	Global Mobile Legends Bang Bang tournaments
NESDEG	National Esports Development Guidelines	National Esports Governance Framework
NGO	Non-Governmental Organisation	Civil society organisation
PETRONAS	Petroleum Nasional Berhad	National oil company and youth program partner
PLC	PETRONAS Leadership Centre	Leadership institute under PETRONAS
PSA	Public Service Announcement	Civic information broadcast
PPR	Projek Perumahan Rakyat	Government public housing program
PS5	PlayStation 5	Gaming console for esports activations
PUBG	PlayerUnknown's Battlegrounds	Global battle royale esports game title
Q / Qn	Quarter	Financial reporting period
RM	Ringgit Malaysia	Malaysia's official currency
SAY	Selangor Youth Community	Selangor-based youth development community
SCREAM	Selangor Creative Arts Movement	Youth creative arts movement in Selangor
SK	Sekolah Kebangsaan	National primary school

Acronym	Full Name	Description / English Equivalent
SJK(T)	Sekolah Jenis Kebangsaan (Tamil)	Tamil national primary school
SMK	Sekolah Menengah Kebangsaan	National secondary school
TVET	Technical and Vocational Education and Training	Skill-based technical education
UiTM	Universiti Teknologi MARA	Malaysia's largest public professional university
UIS	Universiti Islam Selangor	Selangor state Islamic university
UMS	Universiti Malaysia Sabah	Public university in Sabah
VSN 2030	Visi Sukan Negara 2030	National Sports Vision 2030
Q / Qn	Quarter	Financial reporting period



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