



CHAPTER 8

Conscientious and Responsible Development

CHAPTER 8

Plan and Implement Sabah's Growth through Good Corporate Practices

8.1

Introduction and Objectives

The Federal Government of Malaysia and State Government of Sabah are both committed to ensure that the mission of the SDC are efficiently and effectively carried out to realise its vision for the benefit and well-being of the people of Sabah in particular, and Malaysia in general. The implementation of the SDC Blueprint will involve wide-ranging programmes, such as the promotion of private sector investments via smart partnership with the rural communities; development of high value-add downstream activities which leverage Sabah's natural resources, such as oil and gas as well as palm oil; and more effective management and marketing of Sabah's rich eco-tourism endowments.

This chapter outlines the proposed implementation framework and implementation authority. Both the finalised framework and implementation authority will be formalised after the launch of this Blueprint.

The proposed implementation authority is the Sabah Economic Development and Investment Authority (SEDIA) – an effective and efficient decision-making and execution institution which will co-ordinate Federal and State Governments' resources to expedite approvals and oversee programme implementation. SEDIA will ensure that the programmes are implemented in alignment to the key pillars of creating IMPACT, TARGETED resource delivery and BALANCED socio-economic development.

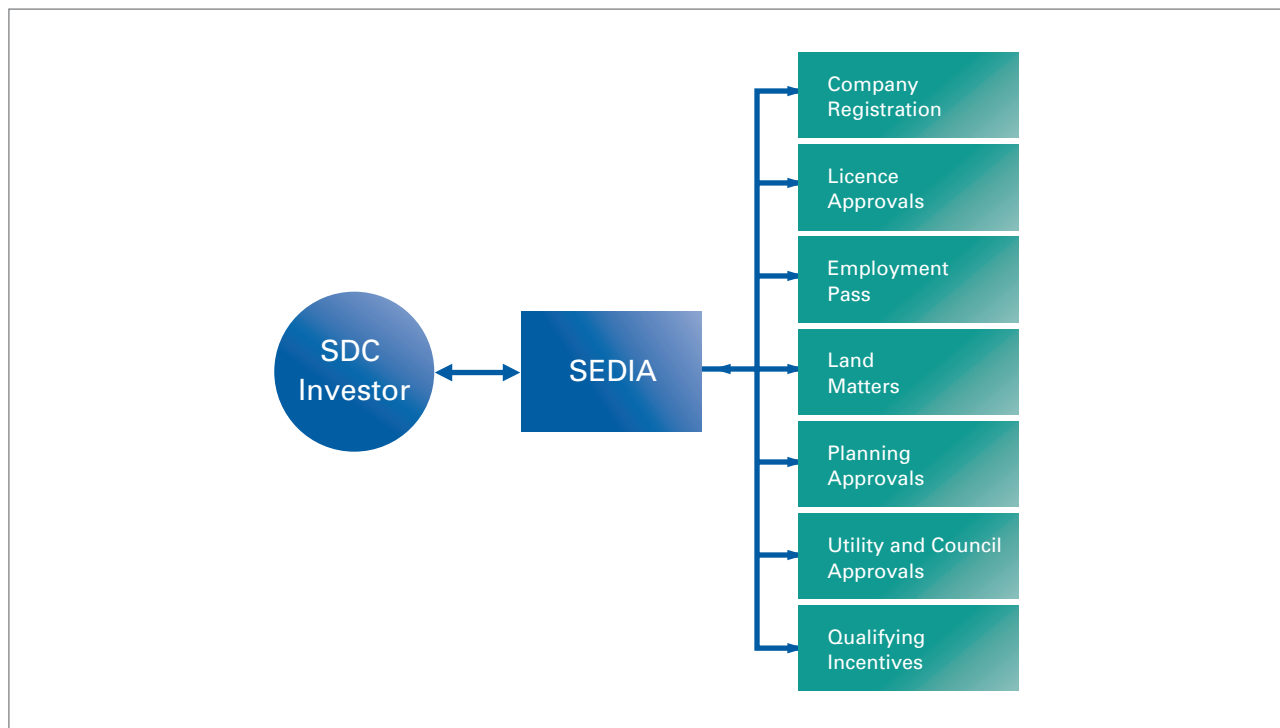
SEDIA's three main objectives are as follows:

- Provide a one-stop shop for fast-track approvals and follow-through
- Ensure balanced socio-economic development
- Coordinate forward-planning and continually refine key enablers for the SDC

One-Stop Shop for Fast-Track Approvals and Follow-Through

Being a one-stop authority, SEDIA will assist companies intending to operate within the SDC through various stages, from registering the company to ensuring that necessary licences and approvals are obtained within the targeted turnaround times, which will be published once agreed and committed to by all relevant parties. As the development corridors are the top priority of the Federal and State Governments, these approvals will be given priority and fast-tracked.

Figure 8.1: SEDIA as a One-Stop Authority



In addition to assisting in the establishment of companies, SEDIA will provide other one-stop facilities to companies located in the SDC. In essence, the one-stop authority is meant to enable companies operating within the SDC to focus on their business, while SEDIA manages the approval processes.

8.1.2

Ensure Balanced Socio-Economic Development

SEDIA will proactively court private investments and oversee the allocation of Federal Government funding in key sectors to ensure balanced socio-economic development. While economic development is important to ensure that wealth is created and the state's infrastructure is developed, ensuring the narrowing of the rural-urban divide and enhancing income distribution are equally crucial for the sustainable development of Sabah.

Truly delivering impact in the SDC will involve more than just stimulating economic development. Key issues such as the provision of infrastructure, working with community members who own existing land, planning and governing the pace of development, working with existing agencies to handle issues on human capital development, and provision of incentives will also need to be resolved.

8.1.3

Continually Refine Key Enablers for the SDC

This Blueprint covers a period of 18 years, until 2025. It is crucial that policies, incentives and infrastructure enablers are continually re-evaluated and refined to meet changing economic and business needs. In this instance, SEDIA will act to receive feedback and proactively propose requirements to sustain the progress of the SDC.

Key enablers for the SDC include the following:

- Policies (federal and state) governing human resource, licensing, land and levy among others
- Incentives (fiscal, funding and exemptions) to re-direct private sector investments towards new engines of economic growth
- Infrastructure (transportation, utilities and public sector) to minimise disruption to business within the SDC

The Sabah Development Corridor initiative is guided by the framework outlined under the Third Thrust of the National Mission launched by the Prime Minister. In a similar vein, it builds on the *HalaTuju Pembangunan dan Kemajuan Negeri (HalaTuju)* launched by Sabah's Chief Minister. *HalaTuju* outlines the future direction for Sabah's development. This Blueprint builds on the *HalaTuju* principles of reducing wastage and increasing capabilities of the state civil service, enhancing leadership, as well as focusing on quality, professionalism and accountability.

Apart from the *HalaTuju*, there have been other sector-specific development plans. This Blueprint is designed to consolidate Sabah's entire sectoral development plans into a single coherent document with the additional enhancement of a dedicated authority to oversee the implementation of all its programmes.

One of the challenges in moving forward is that a majority of the proposed SDC programmes require co-ordination of multiple agencies within the authority of the Federal and Sabah State Governments. For example, for a large scale downstream plant to be set up, the state needs to allocate land; the local planning authorities need to issue planning permissions and decide on levies; while licences, associated infrastructure and fiscal incentives may fall within the purview of the Federal Government.

Another challenge is to monitor and work closely with implementing bodies to ensure the timely and effective implementation of all infrastructure programmes outlined in this Blueprint. Quality and timely infrastructure development will attract investments, prevent costly downtimes and delays to private investors and create a better standard of living for the rural population. In addition, it also solidifies the future credibility of the SDC Blueprint by delivering on current commitments.

The final challenge is to assure investors that current and future policies will be guided by principles outlined in the SDC Blueprint. To be sustainable, the SDC needs on-going participation from local and foreign investors. Investors typically need to be assured that their investments are protected in the longer term and there are no surprises that could cause a disproportionate increase in the cost of business.

These challenges are not unique to Sabah or Malaysia; however, addressing them in an objective and transparent manner will ensure the success of the SDC. SEDIA will be the authority responsible for achieving this goal.

Key Tenets for a Successful SEDIA

SEDIA needs to be an enduring body endowed with both federal and state authority to achieve the afore-stated objectives. Continuity and consistency are crucial given that over a period of 18 years, SEDIA will encounter changes in legislators and government. During this period, investors will want the assurance that there is a permanent authority which can ensure that the original commitments on which they invested in SDC are honoured.

Key tenets for SEDIA to be able to execute on its mandate are:

- Authority from the Prime Minister and the State Chief Minister as co-chairmen
- Joint Working Team comprising federal and state agencies to expedite approvals
- Commitment and obligation from all parties concerned to meet set service levels
- Permanency to stay the course of the Blueprint – change only with due process
- Right management structure and enablers (people, processes and systems)

Authority from the Prime Minister and State Chief Minister as Co-Chairmen

SEDIA will be empowered by a Board comprising the Prime Minister and State Chief Minister as co-chairmen. The co-chairmen will lend their respective authorities in the Federal and State Governments to ensure that the respective ministries' and agencies' performance levels, which are to be benchmarked against good practices in corporate governance and set out in the finalised implementation framework, are satisfactory. They will also ensure that secondees with the required levels of authority are obtained from the respective federal and state agencies to be part of the Joint Working Team (JWT) to be based full-time at SEDIA.

Joint Working Teams Comprising Federal and State Agencies to Expedite Approvals

The JWT comprises full-time secondees from federal and state agencies will form the backbone of the approval process. The secondees shall have the necessary levels of authority to approve most applications which will allow SEDIA to own most of the approval processes needed for its socio-economic development mandate.

However, there will be a set approvals limit and a reserve list (to be incorporated in the finalised implementation framework) at which the final stage of application will need to be referred to the respective ministries either at federal or state level with an agreed turnaround time.

8.3.3

Commitment and Obligation from All Parties Concerned to Meet Set Service Levels

For processes which exceed the authority of the JWT or fall within the reserve list, referrals to respective ministries must meet the turnaround time set in the finalised implementation framework. These turnaround times would be negotiated and mutually agreed between SEDIA and the respective ministries and agencies. This approach would be in line with the national initiative to implement Key Performance Indicators (KPIs) for government agencies.

SEDIA would regularly update the Board on the overall performance of parties involved based on the previously agreed-upon service levels. The Board would then take the necessary action in cases where the agreed service levels are not met.

8.3.4

Permanency to Stay the Course of the Blueprint – Change Only with Due Process

The finalised implementation framework will be approved by the Board chaired by both the Prime Minister and State Chief Minister. In addition, it will be enacted by law under the State Legislature. Any changes to service levels, development policies, incentives and rates among others determined in the finalised implementation framework, will have to undergo the same process of Board approval, and changes to the State Enactment, if warranted.

This is to demonstrate the commitment to investors that the ‘rules of the game’ will not be changed arbitrarily mid-way through the SDC implementation.

8.3.5

Right Management Structure and Enablers (People, Processes and Systems)

SEDIA will be a corporatised body which will operate in line with best practices of corporate governance recognised globally. It will be governed by a Board of Directors and run by a pool of top-notch management talent.

The culture of SEDIA will be one where continuous improvement is emphasised. In order to obtain the best talent, salaries will be benchmarked to private sector market rates and human resource development plans will be formalised. Where necessary and appropriate, foreign talent will be appointed to complement a strong Malaysian team within SEDIA. It is envisaged that eventually the senior management of SEDIA will fully comprise local Sabahans.

Processes and systems will be simple yet effective with the emphasis on minimising waste. The processes will be set up using methodologies such as 'lean' and 'Six Sigma'. Where necessary, consultants may be employed to expedite the setting-up of the one-stop shop facilities to enable SEDIA to be fully operational at the earliest possible date.

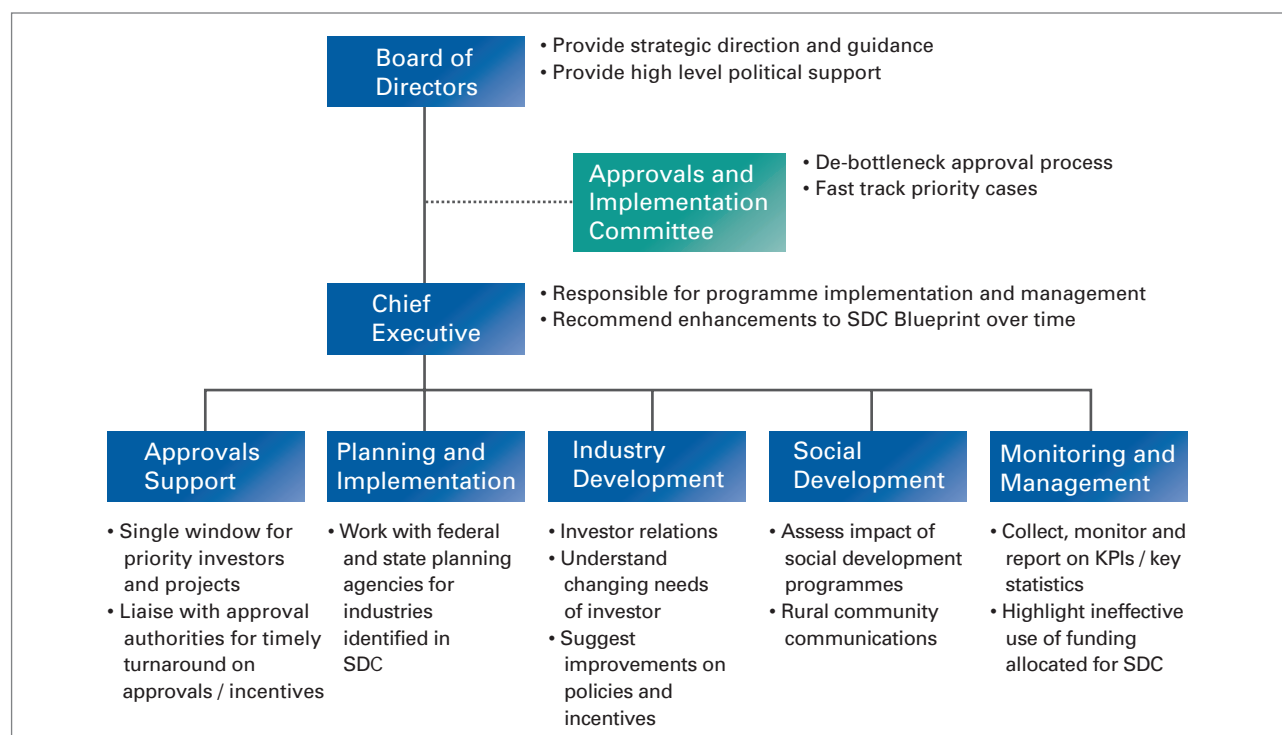
8.4

Management and Operations of SEDIA

SEDIA's management will be structured along key functional lines to ensure clear accountability for results at the end of each year. Each member of the management team will be on a three-year contract and renewal of the contract will be based on achievement of the KPIs approved by the Board. Bonus payments will also be linked to the achievement of KPIs.

The proposed operations model is for SEDIA to act according to the functional lines outlined in Figure 8.2. Each of these functions will be staffed with full time employees and where necessary, clustered into industry specialists. SEDIA will not only be a Special Authority for approvals and implementation, but also advise the Prime Minister and the Sabah Chief Minister on the progress and achievements of the SDC. This will ensure that the Blueprint remains relevant and planning for future programmes is in line with the framework set out in this document: for balanced economic growth with distribution, sustainable growth via environmental conservation, and capturing higher value economic activities.

Figure 8.2: Corporate Functions of SEDIA



8.4.1

Key Functions

SEDIA will be tasked to detail out the high impact programmes outlined in this Blueprint. It will work with multiple federal and state agencies where required, report on the progress of implementation to the Board, and be accountable.

8.4.1.1

Approvals Support

The approvals function will be provided via the one-stop centre for companies and individuals to obtain information and approvals required for business planning which includes licences, permits, planning permissions and land matters. Interface between the front line of the approvals centre and customers will be made efficient and professional. The internal processes of the approvals function will be engineered to deliver fast turnaround (benchmarked to best in class), high quality information and high accuracy.

Interface between SEDIA and the other government agencies will be done through the JWT to facilitate fast and accurate approvals. The presence of the JWT will ensure that challenges faced by similar one-stop centres will be mitigated under SEDIA. Turnaround time of the other government agencies will be monitored according to KPIs which would be agreed upon from the onset, with SEDIA's Board being updated at regular intervals.

8.4.1.2

Planning and Implementation

i) Planning

SEDIA will co-ordinate and work closely with the respective federal and state ministries, departments and agencies using this Blueprint to map out detailed implementation plans for each sector. The execution of existing or new plans should be carried out in consultation with SEDIA to ensure coherence and alignment of all plans to the common goals set out in this Blueprint.

The objective of the detailed implementation plans is to serve as a reference document for all parties involved in the implementation of specific economic and social development projects that have been proposed. In addition, the document will be used by the respective local councils to co-ordinate developments in their respective areas in alignment with this Blueprint.

The detailed implementation plans are the responsibility of the respective ministries but should be developed with input from SEDIA. The plans for the respective sectors (Agriculture, Services and Manufacturing) will include:

- The overall vision and objectives of the respective sectors within the SDC, including strategies for the economic value capture, social development, infrastructure development, incentives and environmental conservation
- Sub-sectoral plans including land-use zoning, urbanisation, natural environmental resources, quality of living environment, coastal areas, transit-oriented development, urban linkage, urban infrastructure and utilities
- Project implementation roadmap with detailed timelines and accountabilities. This includes the project's objectives and intended outcomes, current challenges, strategies, description of programmes, detailed design and funding requirements

In addition, macro planning on social and economic development as well as land-use will be developed by the respective ministries with input from SEDIA. This will be co-ordinated by SEDIA with state and federal ministries to ensure consistency with the Federal and State Governments' aspirations and plans. Details of the macro plans are as follows:

- Conduct physical planning for the SDC. Planning will encompass defining land-use, for example, designation of land for industrial, agricultural, commercial, residential, green lungs, conservation of natural resources, as well as protection and conservation of environmentally-sensitive areas
- Conduct economic development planning for the SDC. This includes defining current and future economic growth sectors and sub-sectors such as agriculture, services and manufacturing
- Conduct social development planning. This includes defining social development programmes aimed at poverty eradication, income distribution, increasing quality of life and providing basic education

ii) Implementation

SEDIA shall be responsible for either directly carrying out or co-ordinating the implementation of high-impact economic and social development initiatives specified in this Blueprint. Federal and Sabah Government agencies which have identified projects under the 9MP shall continue with those projects but are encouraged to consult SEDIA to ensure consistency of objectives and to avoid duplication.

SEDIA will plan and co-ordinate promotional and marketing activities to ensure that the SDC programmes have a high take-up rate from the private sector. Today, there are already areas where promotional and marketing activities are being carried out very effectively, for example, the Sabah Tourism Board interfaces directly with international signature resorts, airlines and private tour companies to promote the state's tourism product offerings. As a result, Sabah's islands such as Sipadan and primary rainforests such as Danum Valley have gained international acclaim.

In addition, SEDIA will work with government agencies such as MPOPC to market Sabah's brand of palm oil as being safe and sustainable. At the same time, SEDIA will work with MPOB and the Department of Environment to ensure that rigorous standards are set and enforced at palm oil plantations.

In new areas such as biotechnology, SEDIA will perform detailed market analysis to understand and shape the industry. This will then be followed by bringing together key industry players and catalysts in order for these green field areas to develop. These initiatives will span over multi-year periods but will start now to build a base for future economic growth.

Social Development

SEDIA's second objective is to ensure balanced socio-economic development. Working closely with the responsible agencies such as the Ministry of Rural Development, SEDIA will go to the ground to identify and execute programmes to ensure that the poverty rate decreases to the targeted level within the stipulated time; the income gap between rural and urban areas does not grow disproportionately; basic needs such as shelter, clean water and electricity are provided to enhance quality of living; and basic education is provided to enable these communities to be sustainable in the long term.

SEDIA, through the Planning and Implementation functional unit, will ensure that industry development planning takes into account social development needs (for example, enhancing the income of rural farmers by enabling and organising them to maximise earnings via scale and consistency of quality).

Monitoring and Management

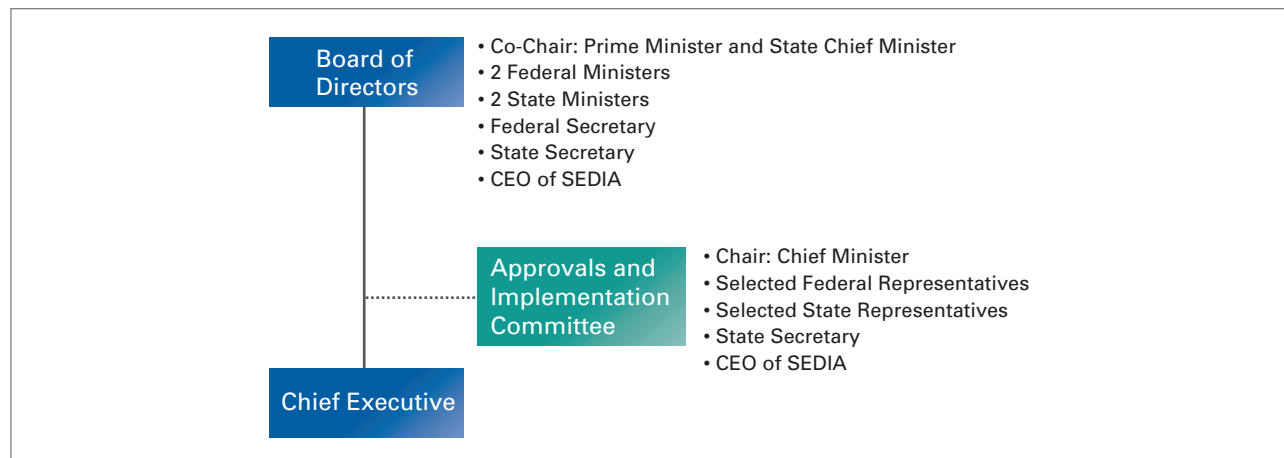
SEDIA will collect relevant data to monitor economic and social development in Sabah. In order to avoid duplication, existing data collection by government agencies (for example, the Department of Statistics and MIDA) will continue, but these agencies may be required to provide SEDIA with access to the data.

The data will be analysed and matched to the KPIs or objectives of the programmes to monitor the success of their implementation. SEDIA will report the results of the KPIs to the Board on a quarterly basis. Where actual results are lagging in achieving targets, SEDIA will identify root causes and with the Board's authority, manage the process of getting the programmes back on track to achieving the desired result.

The management of SEDIA will report to the Board. SEDIA's Board will provide the checks and balances to ensure that the management is implementing the strategies that have been defined. It will also review the management's performance and ensure that set policies are being complied with.

Limits of authority for the management will be clearly defined together with the set policies. This is to balance expediency against good governance. Therefore, projects above a certain limit will have to be referred to the Board. This has the additional benefit of the Board, co-chaired by the Prime Minister and the State Chief Minister, making the necessary decisions required to expedite implementation. The Board will also review the progress of implementation and ensure co-operation between state and federal agencies.

Figure 8.3: Governance Structure of SEDIA



- Co-Chairmen
 - Prime Minister
 - Chief Minister of Sabah
- Two Federal Ministers
 - Ministry of Finance
 - Economic Planning Unit

⁴⁰ Proposed membership is subject to final approval.

- Two State Ministers
 - Infrastructure
 - Rural Development
- Federal Secretary
- State Secretary
- CEO of SEDIA

8.4.2.2

Proposed Approvals and Implementation Committee (AIC)

The objectives of the AIC are two-fold: to oversee the approvals and implementation processes, and to fast-track high priority projects. The AIC will meet at least on a quarterly basis or when the need arises.

The management will highlight issues in the approvals and implementation process, along with their recommendations on how to overcome the issues to the AIC. The AIC will then use the respective authority of its members to assess the recommendations of the management and take appropriate actions (see Figure 8.3).

The AIC members shall comprise:

- **Chairman: Chief Minister of Sabah**
- **CEO of SEDIA**
- **Senior Federal Representatives such as:**
 - Director of Inland Revenue
 - Director of Immigration
 - Director of Customs
 - Director of Licencing from MITI
- **Senior State Representatives such as**
 - State Secretary
 - Director of UPEN
 - Director of Land and Surveys
 - Head of major local authorities (for example, in Kota Kinabalu, Sandakan and Tawau)

The list of AIC membership will be finalised once the relevant State Enactment has been gazetted.

Avoiding Overlaps and Duplication of Duties

In general, where an existing project is already underway with an existing government agency, SEDIA will work with the agency concerned to ensure that the implementation of the project meets the needs of Sabah. However, for new projects or projects already in the pipeline but have not commenced, SEDIA will co-ordinate with the EPU and State Cabinet to ensure that the planning and the implementation of the project are in line with the framework and objectives of the SDC.

SEDIA will not have direct powers over federal and state agencies, local authorities, or land matter. Some of these powers may be co-opted into SEDIA to enable high impact projects to be implemented unhindered. In addition, as the Chief Minister and the Prime Minister are members of the Board, it is expected that the required decisions and policy changes can be made by the Board and cascaded down to federal agencies and state ministries.

Collaboration Opportunities with Sabah State Investment Vehicles

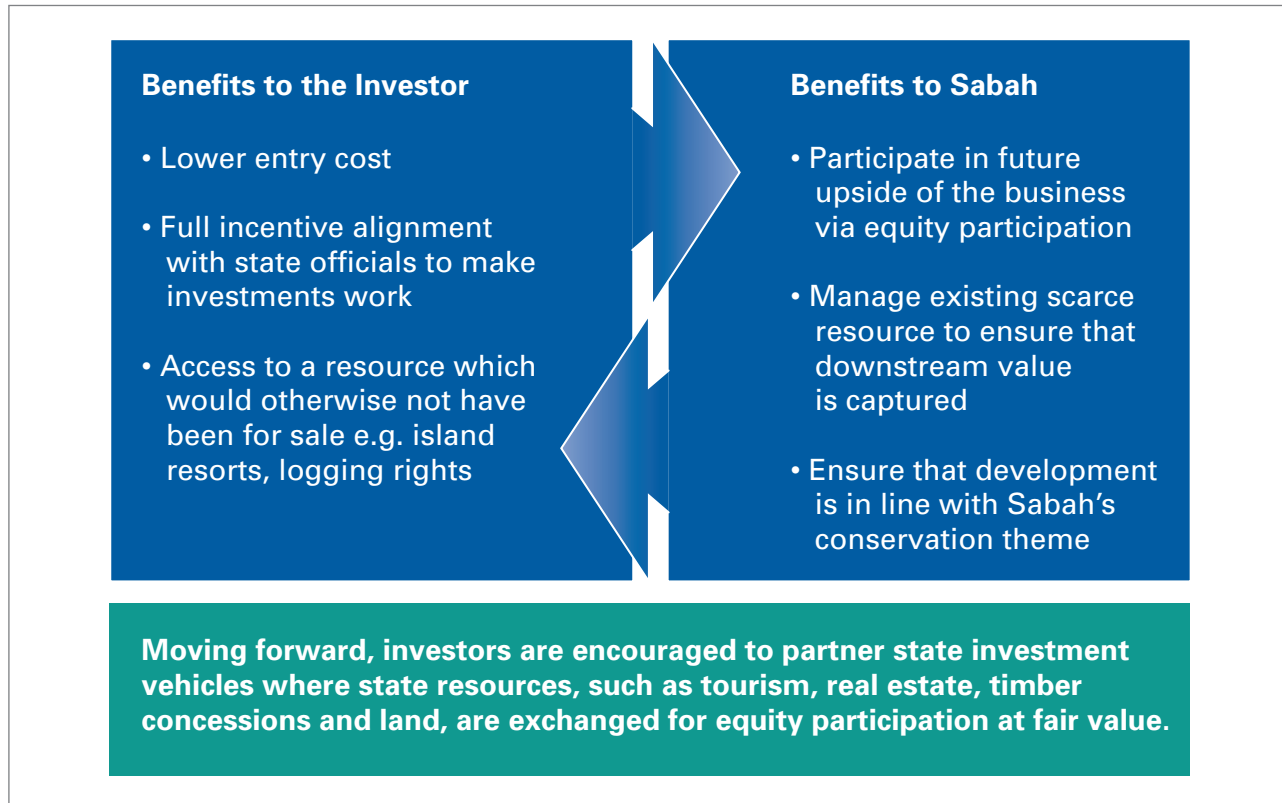
Sabah currently has several state investment and development vehicles which focus on key areas of development such as natural resources, property development and palm oil among others. Investors coming to Sabah or entrepreneurs starting up businesses in Sabah are encouraged to work with these state investment vehicles, via equity participation or to provide loan funding. These vehicles include:

- Yayasan Sabah - a strategic development vehicle for the State Government of Sabah. Its commercial activities comprise fisheries and food industries, biotech and horticulture, oil and gas, tourism, agro plantations, real estate, transportation, forestry and wood products
- Warisan Harta Sabah - an investment arm of the Sabah State Government. Its functions and objectives are as follows:
 - acts as a catalyst for the economic development of various industrial sectors covering banking and finance, properties and real estate development, manufacturing, tourism, agriculture, timber and wood-based industries

- o acts as a corporate vehicle for the Sabah Government to venture overseas, undertake green field projects as well as attract ventures/resources from other states in Malaysia
 - o acts as a vehicle for wealth distribution to the general population of Sabah
 - o assists and promotes the development of small and medium industries (SMIs) in the state and encourage the participation of Bumiputeras in the business sector
- Sabah Economic Development Corporation (SEDCO) - a state-owned agency to assist the government in stimulating industrial, commercial and socio-economic development, especially in promoting Bumiputera business and entrepreneurship. Its commercial activities include manufacturing, property development, trading and services
 - Sawit Kinabalu - an investment holding company focusing on the palm oil sector. It owns over 200,000 hectares of palm oil plantations and is currently preparing to develop a palm oil industrial cluster, namely Sawit POIC, strategically located in the vicinity of the Sandakan Port. Sawit POIC is a new integrated palm oil industrial hub with 2,800 acres of land earmarked for all palm oil related industries in one single complex. It will be developed with modern infrastructure, utilities, amenities with bulking and a dedicated liquid jetty for shipping. Targeted industries for Sawit POIC include refineries, kernel crushing plant, bio-diesel, bulking installation, oleo-chemicals and bio-mass
 - Sabah Development Bank (SDB) - a development financial institution (DFI) wholly-owned by the State Government of Sabah. SDB is committed to supporting the public and private sector growth in the State's priority industries, namely agriculture, tourism and manufacturing. It also provides a host of services including lending (project finance, bridging finance, fixed asset finance, working capital finance, SMIs finance), Islamic banking, loan syndication, corporate advisory, and venture capital/ equity participation

Moving forward, the SDC aims to encourage a business model where investors partner with state investment vehicles, with state resources being exchanged for equity participation at fair value. This is a win-win proposition for both the investor and the state, as illustrated in Figure 8.4.

Figure 8.4: Co-Investment between Investors and State Investment Vehicles



This equity participation is not a general rule for all investments in Sabah. It will apply more to joint ventures involving resources which are getting scarce and need to be managed efficiently. In the context of conservation, for example, new undeveloped land for palm oil, logging rights and islands for signature resorts.

In the equity participation, Sabah State investment vehicles will remain as an investor with Board representation, but management will be the sole responsibility of the investing party.

BLUEPRINT GLOSSARY

Abbreviation	Definition
8MP	8th Malaysia Plan
9MP	9th Malaysia Plan
10MP	10th Malaysia Plan
11MP	11th Malaysia Plan
ADB	Asian Development Bank
AFTA	ASEAN Free Trade Area
AIC	Approvals and Implementation Committee
AIZ	Aquaculture Industrial Zone
ASB	Amanah Saham Bumiputera
BBEC	Bornean Biodiversity and Ecosystem Conservation
BPSB	Bintulu Port Sdn Bhd
CAGR	Compounded Annual Growth Rate
CDM	Clean Development Mechanism
CIFOR	Center for International Forestry Research
CIQS	Customs, Immigration, Quarantine and Security
CPO	Crude Palm Oil
DANIDA	Danish International Development Assistance
DBKK	Dewan Bandaraya Kota Kinabalu
DEL	Direct Exchange Line
DFI	Development Financial Institution
DID	Department of Irrigation and Drainage
DOE	Department of Environment
DOS	Department of Statistics
DVFC	Danum Valley Field Centre
DWT	Deadweight Tonnage
EFB	Empty Fruit Bunches
EIA	Environmental Impact Assessment
EPU	Economic Planning Unit
FAMA	Federal Agriculture Marketing Authority
FAX	Fly Asian Xpress Sdn Bhd
FDI	Foreign Direct Investment

Abbreviation	Definition
FELDA	Federal Land Development Authority
FFB	Fresh Fruit Bunches
FIC	Foreign Investment Committee
FRC	Forest Research Centre
FRIM	Forest Research Institute Malaysia
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIS	Geographical Information System
GLC	Government Linked Corporation
HalaTuju	HalaTuju Pembangunan dan Kemajuan Negeri Sabah
HCPC	Human Capital Planning Council
ICT	Information and Communication Technology
IDS	Institute for Development Studies
IKM	MARA Skills Institute
ILP	Industrial Training Institute
In situ	Situated in the original or existing place
Inter alia	Among other things
IPP	Independent Power Plant
IRBM	Integrated River Basin Management
JI	Joint Implementation
JICA	Japan International Cooperation Agency
JWT	Joint Working Team
KCoL	Kinabatangan Corridor of Life
KICC	Kinabalu Integrated Convention Centre
KKIA	Kota Kinabalu International Airport
KKIP	Kota Kinabalu Industrial Park
KKOR	Kota Kinabalu Outer Ring Project
KPI	Key Performance Indicators
LNG	Liquefied Natural Gas
MASB	Malaysia Airports Sdn Bhd
MFO	Medium Fuel Oil
MICE	Meetings, Incentives, Conventions and Exhibitions

Abbreviation	Definition
MIDA	Malaysian Industrial Development Authority
MITI	Ministry of International Trade and Industry
ML	Manufacturing Licence
MNC	Multinational Corporation
MOSTI	Ministry of Science, Technology and Innovation
MoU	Memorandum of Understanding
MPOA	Malaysian Palm Oil Association
MPOB	Malaysian Palm Oil Board
MPOPC	Malaysian Palm Oil Promotion Council
MRF	Material Recovery Facility
MRSM	MARA Junior Science Colleges
NEP	New England Power Company
NGO	Non-governmental Organisation
NRW	Non-Revenue Water
ODOP	One District One Programme
OPF	Oil Palm Fronds
OPT	Oil Palm Trunk
PFPP	Permanent Food Production Parks
PIPP	Education Development Master Plan
PKO	Palm Kernel Oil
PKS	Palm Kernel Shell
POIC	Palm Oil Industrial Cluster
POME	Palm Oil Mill Effluent
PPSB	Penang Port Sdn Bhd
PSTN	Public Switched Telephone Network
PTP	Pelabuhan Tanjung Pelepas
PUNB	Perbadanan Usahawan Nasional Berhad
R&D	Research and Development
RBJ	Rakyat Berjaya Sdn Bhd
REIT	Real Estate Investment Trust
RIL	Reduced Impact Logging
RSPO	Roundtable on Sustainable Palm Oil
SAFODA	Sabah Forestry Development Authority

Abbreviation	Definition
SAIDI	System Average Interruption Duration Index
SAIP	Sabah Agro-Industrial Precinct
SBCP	Sapangar Bay Container Port
SBOT	Sapangar Bay Oil Terminal
SCC	Sabah Credit Corporation
SDB	Sabah Development Bank
SDC	Sabah Development Corridor
SEARRP	South East Asia Rainforest Research Programme
SECP	Sabah Eco-Certification Programme
SEDCO	Sabah Economic Development Corporation
SEDIA	Sabah Economic Development and Investment Authority
SEH	Sandakan Education Hub
SESB	Sabah Electricity Sdn Bhd
SFZ	Sapangar Free Zone
SIP	Sipadan Island Project
SITExT	Sandakan Integrated Trade Exchange Terminal
SME	Small and Medium Scale Enterprise
SNP	Specialty Natural Product
SOGT	Sabah Oil and Gas Terminal
SPKR	Skim Pembangunan Kesejahteraan Rakyat
SSME	Sulu Sulawesi Marine Eco-Region
SSTC	Sabah Skills Technology Centre
TIA	Travel Industry Association of America
TM	Telekom Malaysia
UMS	Universiti Malaysia Sabah
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organisation
UPEN	State Economic Planning Unit
OIE	World Organisation for Animal Health
Vis-à-vis	In relation to
WISDEC	Malaysian Timber Industry Board
WWF	World Wildlife Foundation
YS	Yayasan Sabah
YUM	Yayasan Usaha Maju



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