

SUARA SABAH KETINDAKAN

SABAH VOICES TO ACTION

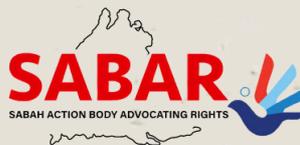
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Sabahans' Aspirations and Demands
in Education, Healthcare,
Public Infrastructure and Good Governance

Official Media Partner:

Daily
Express

Organised by:



Podcast Partner:



Collaborators:





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"Sabah Voices to Action - Shaping Sabah's Future Together" is a **non-partisan, citizen-driven** initiative by **Sabah Action Body Advocating Rights (SABAR)** and partners. It empowers Sabahans to voice concerns, propose solutions, and help shape policies in four key areas: education, healthcare, public infrastructure, and good governance.

Running from March to June 2025, this 3-month initiative uses a multi-platform strategy—including podcasts, newspaper publications, regional town halls, and a final conference—to gather public input and compile recommendations for political parties ahead of the 2025 Sabah State Election.

Objectives:

- **Mobilizing Sabahan Voices to Shape Priorities:** To convene subject matter experts, key stakeholders, and the people of Sabah through a series of activities such as podcasts, newspaper publications, and town hall meetings and conference. The aim is to draft a comprehensive **"Sabahans' Aspirations and Demands"** that reflects the aspirations and critical needs of Sabahans in Education, Healthcare, Public infrastructure, and Good governance.
- **Advocating for Policy Adoption Ahead of the 2025 Sabah State Election:** To present the **"Sabahans' Aspirations and Demands"** to all political parties, advocating for its inclusion in their manifestos for the 2025 Sabah State Election. This effort seeks to ensure political commitment to the swift and effective implementation of these priorities upon assuming office.
- **Promoting Inclusive and Participatory Policy-Making:** To foster a proactive, professional, transparent, and inclusive approach to nation-building in Sabah through a bottom-up model of public policy development. This initiative engages experts, stakeholders, and the public in co-creating solutions to Sabah's challenges, promoting a governance culture rooted in transparency, participation, and rational policy discussions.

Since its launch, the initiative has reached thousands of Sabahans. The initiative has produced eight podcast episodes—collectively approaching **100,000 views**—featuring prominent Sabahan experts and thought leaders. Daily Express has also published over **30 articles** related to this initiative, generating strong public engagement. In addition, **twelve regional town halls** have been held across various districts, involving **more than 500 stakeholders** from diverse backgrounds including education, healthcare, civil society, youth, and the professional sector.

This resulting **"Sabahans' Aspirations and Demands"** report presents a summary of the qualitative views, hopes, and expectations of Sabahans across four key areas: Education, Healthcare, Public Infrastructure, and Good Governance. It brings together insights from individuals and communities into **21 thematic topics**, supported by **117 actionable recommendations**, all derived from a citizen-driven engagement process.

This report is not intended as a final policy blueprint, but a starting point—an open invitation to further inquiry, dialogue, and collective action. We call on all stakeholders—including NGOs, youth leaders, political parties, professional bodies, government-linked companies (GLCs), government departments and agencies, and the general public—to engage with these findings and work together toward meaningful and positive change.

Let us work together—for the future of Sabah, and for generations to come.

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ABOUT "SABAH VOICES TO ACTION"

WELCOME

Yang Berhormat, distinguished guests, fellow Sabahans, ladies and gentlemen

Good afternoon, and welcome to the Final Town Hall of “Sabah Voices to Action – Shaping Sabah’s Future Together”.

It is with great honour and a deep sense of responsibility that I stand before all of you today.

This “Sabah Voices to Action” initiative was born from a simple but urgent belief: that the people of Sabah deserve to be heard. That politics and public policymaking must not be reduced to slogans or wishful thinking. It must be grounded in reality, in expertise, and in the lived experiences of our people. Real change begins when citizens are empowered to speak out, when professionals and civil society come together to co-create ideas, and when those ideas are taken seriously by the people in power.

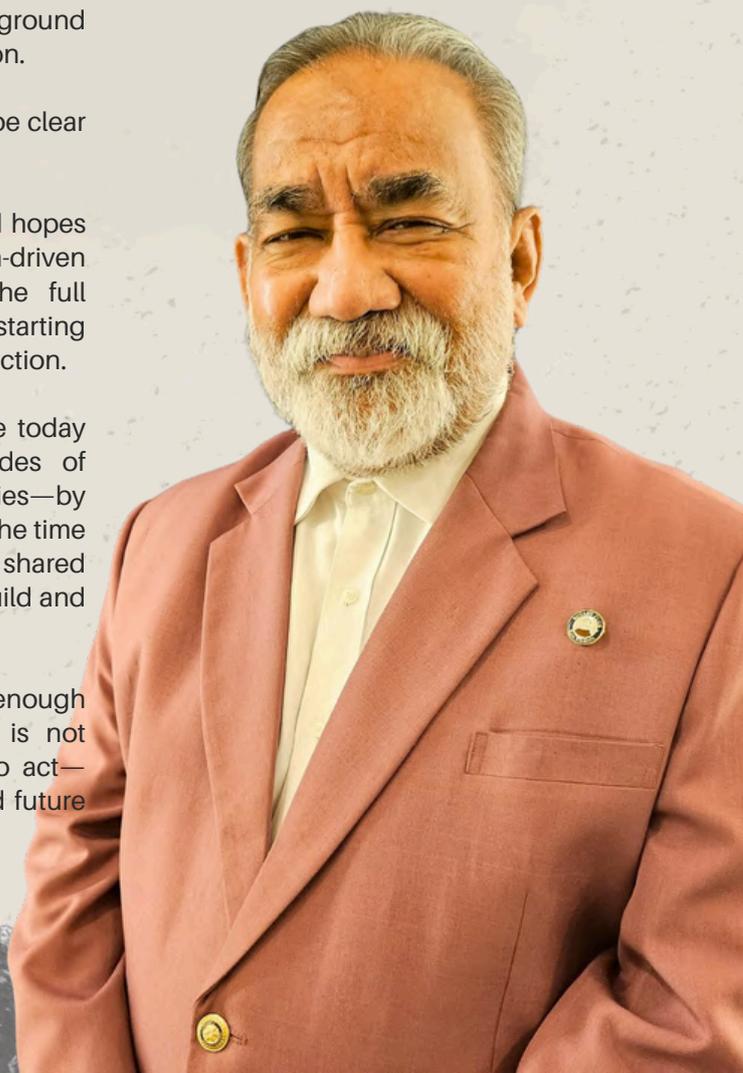
Since March, this non-partisan, citizen-driven initiative has engaged thousands of Sabahans in meaningful discussions on the core issues that affect our daily lives—education, healthcare, public infrastructure, and good governance—through a series of podcasts, newspaper articles, and regional town halls in Kota Kinabalu, Sandakan, Keningau, Kota Marudu, and Tawau. We have listened to the heartbeat of our state through every voice we’ve heard, every story shared, every concern raised, and every solution proposed. And today, we present the “Sabahans’ Aspirations and Demands”—a consolidated set of priorities in the areas of education, healthcare, public infrastructure, and good governance, built from the ground up through months of consultation, research, and collaboration.

Before we delve into these aspirations and demands, let me be clear on three crucial points:

Firstly, these aspirations and demands reflect the voices and hopes gathered from individuals and communities through a citizen-driven engagement process. While they may not represent the full spectrum of opinions across Sabah, they serve as a powerful starting point—and an inspiration—for further inquiry, dialogue, and action.

Secondly, we must understand that the challenges we face today did not arise overnight. They are the result of decades of accumulated neglect, flawed policies, and missed opportunities—by various actors across successive administrations. Now is not the time for finger-pointing. It is time to put politics aside and embrace shared responsibility. We are not here to complain; we are here to build and be part of the solution.

Thirdly, we must be honest with ourselves and courageous enough to confront our problems. But recognizing the problem is not enough. What matters most is our collective willingness to act—decisively and responsibly—for the sake of our children and future generations.





Once you have listened to these aspirations and demands, please remember this is not the end of the journey—it is only the beginning.

To my fellow Sabahans, I urge you: continue to follow the outcomes of this initiative closely as we head into the state election. We must speak up, stay engaged, and hold our leaders accountable—not just on social media, but at the ballot box.

To all our political party leaders, I say this with sincerity and hope: please listen with an open heart. The voices you hear today are not partisan—they reflect the shared aspirations of a people who deeply love this state and earnestly wish to see it thrive. This is a valuable opportunity to demonstrate your genuine commitment to participatory governance and people-centred leadership. I respectfully urge you to give thoughtful consideration to these aspirations and concerns, and to reflect them clearly and meaningfully in your upcoming election manifestos.

To the young people in the room: your voice matters. But more than that, your thinking matters. We don't just need louder voices—we need braver, wiser, and more constructive ones. Speak up—but do so with purpose. Dream big—but also ask hard questions. Sabah needs you—not just as future voters, but as today's changemakers.

Let us work together—not in silos, not in conflict, but in unity—to build a better Sabah for all.

Before I conclude, I wish to express my deepest gratitude to everyone who made this journey possible:

To Daily Express, the Kopitiam Council, Supermassive Creative Agency, and the Sabah Healthcare Professional Alliance—comprising the Sabah Medical Association, Sabah Nurses Association, Association of Private Practitioners Sabah, Sabah Pharmaceutical Society, Kesatuan Inspektor Kesihatan Sabah, and the Sabah Dental Practitioners Society—thank you for your unwavering commitment, invaluable contributions, and professional expertise.

To all our podcast guests and subject-matter experts in education, healthcare, public infrastructure, and good governance—your thoughtful insights have anchored this initiative in substance, integrity, and meaningful direction.

And to all Sabahans and fellow Malaysians out there—thank you! Whether you watched a podcast, shared an article, posted your thoughts, or joined a town hall, your engagement gave this initiative its energy and meaning. Your voices, questions, and ideas reminded us why this work matters.

Thank you all for believing in this shared mission.

Let us carry the spirit of today forward.

Let this be the beginning of something truly transformative for Sabah.

Thank you.

Datuk Zainie Abdul Aucasa
Chairman of the Board
Sabah Action Body Advocating Rights (SABAR)
22 June 2025



TOGETHER WE CAN

Yang Berhormat, distinguished guests, fellow Sabahans, ladies and gentlemen,

On January 19, 2025, we began with a simple idea, a profound belief: that ordinary Sabahans, given the platform, will speak up. We believe our voices matter, and that Sabahans must take the driver's seat, speaking out clearly and confidently about the policies that shape our lives.

From that humble beginning, with just six people in our first meeting, "Sabah Voices to Action – Shaping Sabah's Future Together" was born.

Today, on June 22, 2025, just 155 days later, we are honored to have gathered over 300 individuals in this hall.

As you enter this space today, I invite each of you to set aside your titles, affiliations, status, and roles. Here, we are not defined by position, but by purpose. We gather with one shared identity: We are Sabahans.

"Sabah Voices to Action" is a non-partisan, citizen-driven initiative spearheaded by the Sabah Action Body Advocating Rights (SABAR) and its partners. It was created to empower Sabahans to raise concerns, propose solutions, and shape policies in four critical areas: Education, Healthcare, Public Infrastructure, and Good Governance.

Running from March to June 2025, this three-month initiative employed a multi-platform approach, including podcasts, newspaper publications, regional town halls, to gather public input and formulate recommendations ahead of the 2025 Sabah State Election.

Since its launch, the initiative has reached thousands of Sabahans:

- We produced eight podcast episodes featuring respected Sabahan experts and thought leaders, collectively approaching 100,000 views.
- Daily Express has published over 30 articles about this initiative, generating strong public dialogue.
- We held 12 regional town halls across the state, involving more than 500 stakeholders, including educators, healthcare professionals, youth, civil society leaders, and the professional sector.

All of these voices and insights have been compiled into one landmark document: The "Sabahans' Aspirations and Demands" report. You will hear from our four speakers today about its contents, and the Bahasa Malaysia, English and Chinese version of the report will be distributed digitally after today's event.

Once released, the document will take on a life of its own—as the collective intellectual property of the people of Sabah, and an open-source resource for all.

We believe this report captures the heartfelt hopes, pressing concerns, and shared expectations of Sabahans across four core areas: Education, Healthcare, Public Infrastructure, and Good Governance. Structured into 21 thematic topics, it presents 117 actionable recommendations, all derived from a citizen-led engagement process.





And most importantly—across its 60 pages, not a single word is about political parties. Because this isn't about party politics. It's about people. It's about the wellbeing of Sabahans, and the future we want to build together.

This "Sabahans' Aspirations and Demands" report is not a final blueprint but a living document. It's an open invitation to deeper inquiry, dialogue, and collective action. We hope Sabahans will take this document as a shared starting point—something we can build on together, to shape a brighter future for every community across our state.

I want to share a story with you.

After the Town Hall in Sandakan, around 6 PM, I asked a participant where he had come from. He replied, "Klinik Kesihatan Penangah." I had never heard of this place. Later, I learned it's located in the central part of Sabah, about 200 kilometers from Sandakan. It takes about four hours to drive there at night, along rough, winding roads. And yet, he came. He came because he believed his voice matters.

Let us honor that belief.

Let us rise to meet the responsibility placed in our hands.

Let us not fail those who have placed their faith in us.

Let us carry the spirit of this gathering with us beyond these walls—to our communities, our workplaces, and our everyday lives.

Let us work not in silos, not in conflict, but in unity—to build a better Sabah for all.

Thank you.

Lim Hock Song
Organising Chairperson
Sabah Voices to Action
22 June 2025



The “Sabah Voices to Action” Team

Advisor & Mentor: Datuk Zainie Abdul Aucasa

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Deputy Chairperson: Majella Tan Marquez

Treasurer: Cecelia Matuya

Public Communication: Adelina Adna, Hanna Ghani-Loh

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Ir Lo Chong Chiun

Datuk Ir.Ts.Gs.Br.PMr.Dr Amarjit Singh

Sr Raja Sundra Lingam @ Sunny Kelvin

Tpr Patrick Thie

Datuk Tpr Alijus Sipil

Sr Ho Kin Wong

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Ir Lee Tet Fon

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Dora Loi

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Healthcare:

Datuk Dr. Christina Rundi

Dr. Felice Huang

Dr. Lawrence Mah Hon Kheong

Good Governance:

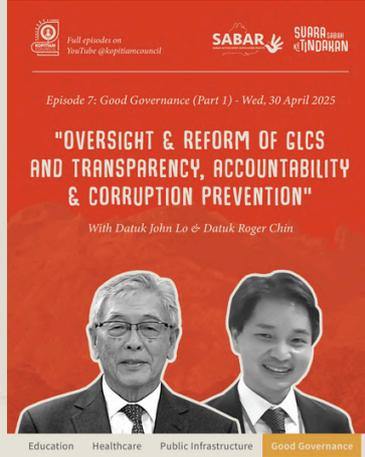
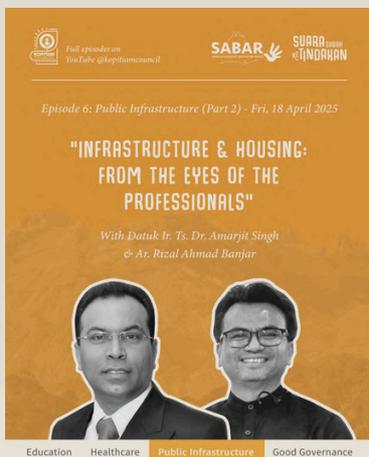
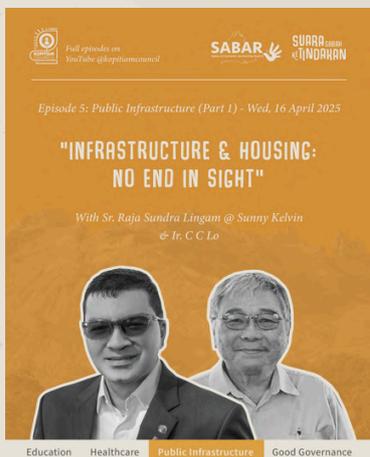
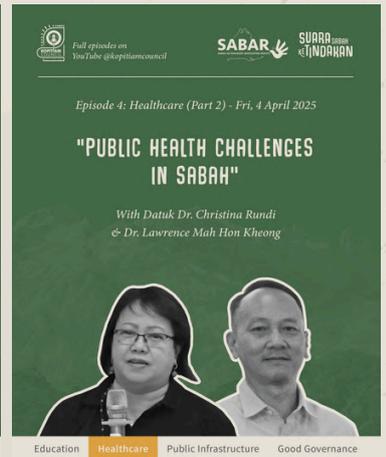
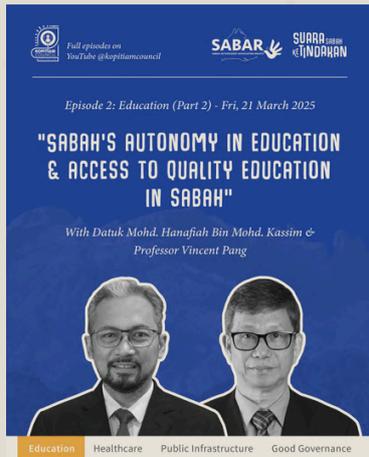
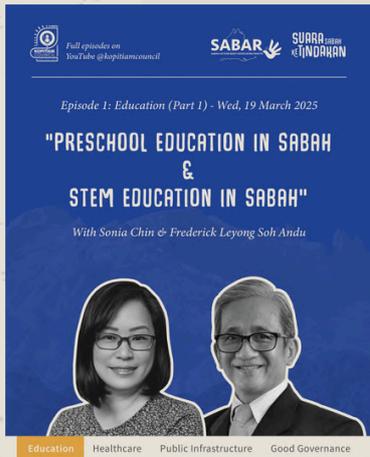
Datuk Roger Chin

Datuk John Lo

Michael Tong

Datuk Hanafiah bin Mohd. Kassim

EIGHT PODCASTS 100,000 VIEWS



"Sabah Voices to Action" Podcasts

Host: Haffiszul and Adi of Kopitiam Council

Podcast Guests:

Education: Sonia Chin, Frederick Leyong Soh Andu, Datuk Hanafiah bin Mohd. Kassim, Professor Dr. Vincent Pang

Healthcare: Datuk Dr. Christina Rundi, Dr. Felice Huang, Dr. Lawrence Mah Hon Kheong

Public Infrastructure: Sr Raja Sundra Lingam@Sunny Kelvin, Ir C C Lo, Datuk Ir.Ts.Dr. Amarjit Singh, Ar Rizal Ahmad Banjar

Good Governance: Datuk Roger Chin, Datuk John Lo, Michael Tong, Datuk Hanafiah bin Mohd. Kassim

MODERATORS FOR SABAH VOICES TO ACTION TOWN HALL SESSIONS ON HEALTHCARE

KOTA KINABALU

1. DATUK DR SUZAIN BT SUHAIMI
2. DR DAS RAMANKUTTY
3. EN ARSHAD ABDUL MAJID
4. PN TOMBLOW NGADIRAN
5. PN SCHOLASTICA LEE
6. DR FELICE HUANG
7. PN ESTER BARNAD
8. DR PRINS BONAVENTURE
9. DR ARTHUR TENDAHAL

Lead: Datuk Dr Christina Rundi



SANDAKAN

1. EN SUNDUSIN HJ NGANRO
2. DR NAFAH BT DULAJIS
3. DR MAINI SABAIT
4. PN ANNA LEE
5. DR GOH SHU MENG
6. DR NELSON LEAN

Lead: Datuk Dr Christina Rundi



KENINGAU

1. EN JULIUS RAYMOND
2. DR FELICE HUANG
3. PN DAISY STANISLAS
4. PN HEILIE LILY FRANCIS ABEL
5. DR LOLY MEALONNY GEOFFREY
6. PN ESTER BARNAD

Lead: Datuk Dr Christina Rundi



KOTA MARUDU

1. DR ARTHUR TENDAHAL
2. DR FELICE HUANG
3. DR JENIFER JOHN
4. PN MARIANA CHIN
5. DATUK DR SUZAIN BT SUHAIMI
6. PN ESTER BARNAD

Lead: Datuk Dr Christina Rundi





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EDUCATION

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YEAR	READING	RANK	MATHS	RANK	SCIENCE	RANK
2022	388	60/81	409	54/81	416	52/81
(Avg)	(476)		(472)		(485)	
2018	415	56/79	440	47/79	438	48/79
2015	431	50/71	446	45/71	443	47/71

Call to Action



Aspirations for Transformation of Education in Sabah

On global competitiveness, Malaysia did not fare well in the PISA (Program for International Student Assessment) 2022 results. Malaysia rank 60 for Reading, 54 for Mathematics and 52 for Science out of 81 countries. And Malaysia's score in TIMSS (Trends in International Mathematics & Science Study) has dropped from 1999 to 2019. For Mathematics, from 519 points to 461 points. For Science, from 492 points to 469 points.

Could there be a systemic failure with the core structures, processes or policies of the Malaysian education system that has led to the steady decline of our educational standards over the years. The World Bank report on education in Malaysia, titled "Bending Bamboo Shoots: Strengthening Foundational Skills" released in April 2024 is worrisome and suggest the need for urgent systemic reform.

Various feedback collected from the public, NGOs, the education fraternity since 2019 and more recently the SABAR "Sabah Voices to Action" Townhall Meetings in 2025 have raised concerns and recommendations to reset the direction and priorities of the education system in Sabah.

Therefore the people of Sabah wish to make recommendations in the following areas:

1. Autonomy for education;
2. Preschool education;
3. Access to education and infrastructure;
4. STEM education & TVET education;
5. Teacher profession;
6. Bilingual proficiency;
7. Curriculum and assessment.



1. Autonomy for Education



1. The establishment of the **Sabah Ministry of Education** with the progressive devolvement of powers from the Ministry of Education Malaysia over a 3-5 years period. Article 76A and 95C of the Federal Constitution allow for the delegation of legislative powers whilst Article 80(4) allow for the delegation of executive powers. Furthermore, Article 80(5) provides funding for functions devolved to the state.
2. Autonomy for procurement of infrastructure and educational resources, prioritizing local needs and situations.
3. Autonomy for human resources with regards to appointment, deployment and promotion of staff to senior positions which can be done more equitably according to local needs and situations.
4. Autonomy for teacher education in Sabah's four Institut Pendidikan Guru to provide for the immediate and projected human resources needs of Sabah.
5. Autonomy for curriculum, assessment and evaluation to ensure that elements that are more reflective of Sabah's history, geography, culture and context are included into the decision-making processes and content of education. The Bahagian Pembangunan Kurikulum, Lembaga Peperiksaan Malaysia and Bahagian Buku Teks to assist in equipping Sabah towards autonomy in these portfolios.



2. Preschool Education



6. Presently there are 5 Preschool Education Providers: Prasekolah KPM, Tadika KEMAS, Tadika Swasta, Tadika Perpaduan and TASKA KPWKM (Wanita, Keluarga & Masyarakat). To centralize all providers under One Sabah Preschool Unit to ensure better coordination and delivery of quality pre-school education to the children.

7. To increase enrolment of preschool education in Sabah (currently about 80%) by addressing the three main obstacles: limited access to preschools, financial burden on B40 parents and ignorance of parents. Build more preschools in isolated rural communities, provide financial assistance to B40 parents, and do outreach programs to urban poor and rural communities.

8. To assist NGOs to set up preschools in rural areas as it is not commercially viable, by simplifying the registration process of private preschools and to provide training and professional development for private preschool teachers to ensure high preschool education standards.

9. To cater for the increasing number of preschool children with special needs by setting up special needs classes in existing preschools (government and private) and providing resources assistance and skills training for teaching special needs children to both government and private preschool teachers.

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3. Access to Education & Infrastructure



10. To formulate a Sabah Education Infrastructure & Education Resources Development Plan based on needs analysis of each district for new schools, additional school buildings, Science laboratories, TVET workshops, school fields, hostels, shower rooms, teaching and learning equipment & devices, digital infrastructure, etc.

11. There are about 300,000 undocumented and stateless children in Sabah (Taylor's University Report, 6 Dec 2024). To respect the children's human rights to access formal education by recognizing Alternative Learning Centres and assisting these centres with curriculum planning, teacher training and resources.

12. Bernama reported that there were 414 dilapidated schools of scale 6&7 in Sabah in 2020. 229 of these schools had been upgraded by late 2024 (Astro Awani, 12 Oct 2024). To ensure the remaining 185 dilapidated schools shall be upgraded within the next 1 – 3 years.

13. To expand the use of technology and digital learning in rural areas by investing in digital infrastructure to overcome the physical and geographical limitations. Establish Rural Learning Centres where communities collaborate with the Pejabat Pendidikan Daerah (PPD) and NGOs to supervise after-school learning and lifelong learning for both parents and children.



4. STEM Education & TVET Education



According to an estimation, 75% of future jobs will involve STEM knowledge and skills. But for students who are not academically inclined, TVET should be made the preferred choice for secondary and post-secondary students.

14. The present student uptake of STEM subjects in Sabah is a mere 12.37% in 2024 (Borneo Post Online, 24 May 2024). This falls short of the 40% target. To increase the STEM subjects uptake by implementing the following measures: Provide Science labs & equipment, teacher training and readiness, experiential learning, home-school-industry collaboration to raise student interest - starting from preschool, add teaching-learning time of STEM subjects in primary schools and scholarships for STEM careers.

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4. STEM Education & TVET Education



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15. There are presently 166,300 unemployed people in Sabah, of which 28,300 are graduates (Daily Express, 24 Dec 2023). One glaring factor is the mismatch between courses taken and industry needs. To formulate a Manpower Development Blueprint and a TVET-STEM Education Model based on Sabah industry needs and leveraging on Sabah's competitive advantages (E.g., agriculture, biodiversity, oil & gas, marine, tourism, MICE, ethnic diversity, etc). Involve Educational Institutions (Higher Education & TVET) and Industry Players to strategize, plan and design using the opportunities in the existing industry ecosystem. The gap between TVET and industry should be reduced with companies shouldering training hand-in-hand with the public vocational training institutions.

16. To set up Educational Joint-Ventures, like the German-Malaysia Institute with countries like Japan, South Korea, Taiwan, Hong Kong and Australia because of historical and other ties with Sabah. Each of these advanced countries have their special technological strength that we can learn from.

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5. Teaching Profession



17. To ensure teacher trainees' intake reflect the racial diversity of our country and to optimize on the different racial strengths. The advertisement and selection process should be open, transparent and based on meritocracy to identify the best candidates.

18. To train teachers for rural areas and subject specializations. Establish training programs on: adaptive pedagogy, multi-age and multi-lingual teaching and learning, addressing language gap among students and subject specializations shortages.

19. To recruit local talents from rural areas for teacher training, in order to reduce high rate of teacher turnover in rural schools.

20. To provide basic amenities for rural schools, like road access, housing, electricity, clean water supply, sanitation, internet services, health clinic as incentives for retaining teachers in rural areas.

21. To train teachers to promote teaching and learning that encourages students to use ICT in learning and production. This include Learning Management Systems (e.g., Schoology, Google Classroom) and free Apps on the internet to facilitate teaching and learning (e.g., Times Educational Supplement platform, Google Drive Apps, IHMC Mapping, Piktochart, Kahoot, Seesaw, Kaizena, EdPuzzle, etc).

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5. Teaching Profession



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22. To enable teachers to focus on their core business of teaching and learning and not burden them with administrative and co-curriculum duties. This can be achieved by digitalizing and centralizing the Student Information & Financial Systems at the school office. Assistant Teachers can also be appointed to carry out Administrative and Cocurriculum duties.

23. To invite private and independent schools to participate in government sponsored national curriculum training for teachers especially in STEM & TVET and during launch of a new curriculum or review of an existing one.

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6. Bilingual Proficiency



24. To ensure every child is proficient in Bahasa Malaysia and English Language by strengthening policy and implementation consistency through autonomy in language policies.

25. To implement the Dual language Program (DLP) in all schools, primary and secondary, with the number of classes per school year dependent on the local situation and needs. DLP will not only encourage more students to take STEM subjects but also improve their English Language proficiency.

26. To introduce the assessment of Bahasa Malaysia and English Language at Primary 6 and Form 3 to determine student proficiency of the languages.

27. To offer the Dual Certificate Program like at Maktab Rendah Sains MARA (MRSM) which allows high-achieving students to sit for both SPM and IGCSE. This is an initiative to introduce international schooling programs to premier schools in each district of Sabah.

28. To establish the Yayasan Sabah International Secondary School which offers both IGCSE dan SPM programs. The aim is to cultivate excellence and global competitiveness among Sabahan youths for the future development of Sabah.



7. Curriculum & Assessment



29. To include more Local Content in the subjects of History, Geography and Science. E.g., the history of Sabah, the different ethnic groups in Sabah, the flora and fauna of Sabah, etc.

30. To promote more intentionally 21st Century Learning Skills (6 Cs of Critical Thinking, Communication, Collaboration and Creativity, Character education & Citizenship) and Higher Order Thinking Skills (Analyse, Evaluate and Synthesis) to produce globally competitive students.

31. To promote Blended Learning and Project Based Learning approaches utilising the Flipped Classroom where students are empowered to carry out more independent learning at home and tutoring to master the skills in classes. Differentiated instruction must be a norm so that all students are taught according to their ability.

32. To get schools involved in free online Global Learning platforms to develop the global knowledge of 21st Century best practices, share their learning, develop effective listening, speaking and writing skills, extend the classroom to an international level for teachers and students.



7. Curriculum & Assessment



continue...

33. To bring back the international standard of assessment and to reintroduce the checkpoint examination for Primary 6 and Form 3 in the core subjects. The passing marks for examinations need to be raised as low passing marks tends to produce and nurture poor performing students.

34. To recognize the UEC qualification of students who sit for the SPM and pass Bahasa Melayu at Senior Middle 2 (Year 11 of schooling) and then complete their UEC at Senior Middle 3 (Year 12 of schooling). This will prevent brain drain if they are absorbed into the national human resource development agenda.



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HEALTHCARE

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Call to Action



We document here the wishes and dreams of the people of Sabah regarding health services in Sabah, compiled from online comments on podcasts and during town hall sessions that involved participants from all districts in Sabah.

We believe that the welfare and well-being of healthcare workers in Sabah should be a priority for various responsible parties. This can be achieved by creating a supportive and conducive work environment, appropriate incentives and fair opportunities for career development. This measure will also benefit patients through the delivery of quality, customer-friendly, comprehensive and professional services.

The Sabah State Government needs to play a more active role in ensuring the delivery of quality and equitable health care to all Sabahans. In addition, the Sabah State Government also needs to implement appropriate programs to address various perennial health problems in Sabah. This responsibility is in line with the mandate in the Concurrent List, Schedule Nine, of the Malaysian Constitution.

Recommendations For Strengthening Health Services in Sabah

Establishment of the **Sabah Ministry of Health** with specific posts and adequate budgetary allocations for the employment and implementation of specific programmes to address health problems in Sabah. These efforts are implemented through close collaboration with the Ministry of Health Malaysia (MOH) to avoid duplication of services, but are more complementary and supplementary in approach and implementation.

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Among the recommendations to be led by the Sabah Ministry of Health are as follows:



A. Wellbeing and Welfare of Healthcare Workers

1. Collaborate with MOH to ensure the optimal number and filling of posts, according to the field of work, workplace location and local health service needs.
2. Create new posts under programmes and initiatives developed by the Sabah Ministry of Health to address specific health issues in Sabah.
3. Ensure a conducive work environment, including an effective work system with equipment that functions properly.
4. Ensure fair career development and pathways for healthcare workers in Sabah by considering the experience and responsibilities while working in Sabah and provide appropriate service schemes after completion of training or following promotion.
5. Organise programmes and initiatives that support the mental health and well-being of healthcare workers to maintain high motivation and reduce burnout and stress.
6. Create a special incentive scheme that is appropriate, affordable and attractive for healthcare workers based on certain criteria as a form of appreciation and to avoid brain drain.
7. Provide adequate housing facilities with appropriate infrastructure and facilities according to the place of work.



Among the recommendations to be led by the Sabah Ministry of Health are as follows:



B. Healthcare Services

8. Collaborate with MOH on addressing current issues such as the shortage of health staff, medical and non-medical equipment, as well as buildings for stores, laboratories and parking lots.
9. Identify and adopt appropriate new technologies, including telehealth services, to facilitate remote consultations.
10. Identify health facility needs in terms of additional buildings and expansion of health services to address the needs of the local community, including outreach programmes to hard-to-reach communities.
11. Conduct needs analysis for new health facilities to bridge the gap in access to health services based on demography, geography, statistics and health indicators.
12. Ensure that new health facilities are equipped with basic amenities such as water and electricity supply, internet access and well-maintained communication systems, including roads.

SUARA SABAH
KE TINDAKAN
SABAH VOICES TO ACTION



Among the recommendations to be led by the Sabah Ministry of Health are as follows:



B. Healthcare Services (continue)

13. Implement Public Health programmes such as screening programmes for Thalassemia, mental health, non-communicable diseases, vaccination programmes for all children and counselling programmes.
14. Initiate health promotion and disease prevention programmes through collaboration with various agencies.
15. Strategically plan the establishment of medical specialities throughout Sabah based on current needs.
16. Build smart partnerships with private practitioners, private medical institutions, estate clinics and other healthcare providers to provide comprehensive, holistic health services that can be enjoyed by the people of Sabah.
17. Create special assistance schemes such as transportation fare assistance for patients who need follow-up treatment outside the district, and patients who need frequent treatment in hospitals, such as patients undergoing hemodialysis treatment.

SUARA SABAH
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SABAH VOICES TO ACTION



Among the recommendations to be led by the Sabah Ministry of Health are as follows:



C. Medical and Health Training and Professions

18. Collaborate with MOH, academic institutions and other professional bodies to conduct more courses, training and professional attachments in Sabah to provide opportunities for more personnel to attend.

19. Collaborate with MOH to create more post-basic courses at the ILKKM in Sabah, specifically to meet the needs for health personnel with post-basic training in specialist hospitals in Sabah.

20. Collaborate with higher learning institutions to create more Allied Health Sciences courses in Sabah and provide more positions to ensure comprehensive services throughout Sabah.

21. Collaborate with local and foreign universities to hold specialist programmes/courses needed in Sabah.

22. Organise roadshows related to the medical profession, public health and allied health sciences to encourage more Sabahans to take up these courses.

23. Collaborate with research institutions and Clinical Research Centres (CRC) to conduct medical and public health research, especially those related to local health problems.

Sabah

Ministry of Health

The **Sabah Ministry of Health** will be able to implement these recommendations through discussions and stakeholder engagement during the planning and implementation phases. The Ministry will also need to establish a system for monitoring and evaluating the effectiveness of programmes and initiatives, and implement modifications based on feedback and changing needs.



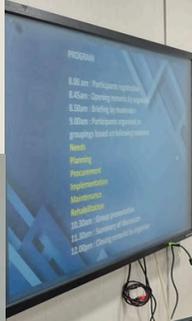


*Sabahans'
Aspirations and Demands
in*

**PUBLIC
INFRASTRUCTURE**

PUBLIC INFRASTRUCTURE

SUARA SABAH
KE TINDAKAN
SABAH VOICES TO ACTION



Call to Action



Public infrastructure refers to the basic physical and organizational structures and facilities that are built and maintained by the government (or sometimes private entities under public regulation) to support the functioning of society and the economy. These systems are used by the general public and are essential for everyday life.

Public infrastructure serves as the backbone of economic development and social well-being, yet in many regions like Sabah, Malaysia, it remains a persistent challenge. Despite its rich natural resources and strategic geographic location, Sabah continues to face significant infrastructure deficits, particularly in rural and remote areas. Roads are often poorly maintained or unpaved, access to clean water and electricity remains inconsistent in some communities, and healthcare and educational facilities are frequently under-equipped. These shortcomings hinder not only the quality of life for Sabahans but also the state's potential for sustained economic growth and equitable development.

Improving public infrastructure in Sabah requires a multi-faceted approach that includes increased federal and state investment, stronger public-private partnerships, adoption of sustainable and climate-resilient designs, and greater community involvement in planning and implementation. Leveraging digital technology and enhancing transparency in project execution can further ensure that infrastructure development is efficient, inclusive, and future-proof.

Addressing these issues holistically is essential to closing the development gap between Sabah and more developed regions of Malaysia, ultimately fostering greater national integration and progress.

PUBLIC INFRASTRUCTURE

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KETINDAKAN**
SABAH VOICES TO ACTION



WHY THIS MATTERS?



Good roads, clean water, electricity, internet access, schools, and clinics—these are not luxuries, but essentials. In Sabah, many communities, especially in rural and interior areas, still lack reliable infrastructure. This creates real barriers to health, education, jobs, and safety. Improving public infrastructure is not just about building things—it's about building better lives.

Upon engagement with industry players and stakeholders, it's pertinent to look into all aspects in developing and delivering good and reliable public infrastructure which covers the following spectrum:

1. Needs
2. Planning
3. Procurement
4. Implementation
5. Maintenance
6. Rehabilitation

These six main stages, regardless of component of public infrastructure, would principally be involved. By looking into all these elements, only then the main issues affecting good public infrastructure can be identified and addressed accordingly.

PUBLIC INFRASTRUCTURE

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Understanding the NEEDS



What are the problems?

- Vast rural regions lack all-weather roads, piped water, electricity, and internet connectivity.
- Urban-rural development imbalance persists.
- Insufficient data on local infrastructure deficits.

Recommendation

1. Involve local people in telling the authorities what's needed in their area by conducting regular, inclusive needs assessments using community surveys and stakeholder engagement.
2. Prioritize projects that help the most people—like connecting farmers to markets or students to schools.
3. Use of digital tools like maps and surveys to gather accurate data.
4. Establish a centralized, data-driven decision-making platform to capture local infrastructure needs.

PUBLIC INFRASTRUCTURE

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SABAH VOICES TO ACTION



PLANNING Together for the Future



What are the problems?

- Short-term, ad hoc planning dominates development strategies.
- Without clear planning, projects can overlap, go unfinished, or fail to meet community needs.
- Fragmented coordination between federal and state agencies.
- Insufficient long-term planning and reliance on short-term political cycles.
- Climate resilience often overlooked in design.
- Inadequate funding with allocated funding not sufficient to address infrastructure issues.

Recommendation

5. Create a clear infrastructure master plan for Sabah that everyone—state, federal, and community—can follow. By creating Sabah Integrated Infrastructure Master Plan aligned with the Malaysia Plan and Sabah State blueprint and diligently implementing it.
6. Ensure any development planning are followed through and avoid flip-flop policies.
7. Make sure local voices are heard, including rural communities and indigenous groups.
8. Plan with the future in mind: consider floods, landslides, and climate change. Integrate climate-smart and sustainable design principles (e.g., elevated roads in flood-prone areas).
9. Allocated funds are sufficient which should cover the whole outlay of infrastructure planning and implementation.

PUBLIC INFRASTRUCTURE

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Fair and Open PROCUREMENT



What are the problems?

- Sometimes contracts go to the wrong people—not based on ability but on connections. This can lead to poor-quality work or delays.
- Non-transparent procurement processes hinder accountability.
- Manipulation of tendering by well-oiled cartels and syndicates.
- Limited competition and capacity among local contractors.
- Delays due to bureaucratic red tape.

Recommendation

10. Use digital procurement platforms to minimize corruption and track project status in real time.
11. Encourage open bidding and provide training and support to local SMEs to compete fairly.
12. Enforce clear timelines, deliverables, and penalties in procurement contracts.
13. Prioritize local contractors where possible to boost local employment and capacity.



IMPLEMENTATION

Doing the Job Right



What are the problems?

- Projects often take too long, go over budget, or don't meet standards.
- Delays and quality issues due to weak oversight.
- Corruption risks in project execution.
- Disjointed project management across agencies.
- Too many down line of subcontractors.
- Inconsistent project management capability of contractors in executing works.
- Matters such as land acquisition and compliance of planning approval were not in place thus causing delay.

Recommendation

14. Monitor projects closely using technology and independent inspections.
15. Set clear timelines and quality standards for contractors.
16. Ensure different government departments work together, not against each other.
17. Establish a centralized Project Management Office (PMO) under the Sabah State to oversee major projects.

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IMPLEMENTATION

Doing the Job Right



Recommendation (continue..)

18. Use independent audits and engineering consultants to monitor compliance and quality.
19. Adopt digital project management tools for real-time tracking and reporting.
20. Ensure contractors are held accountable through performance-based contracts.
21. To streamline matters such as land acquisition and development planning approval before commencement of construction works via efficient and user-friendly system.

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MAINTENANCE

Maintaining What We Build



What are the problems?

- Many roads, water systems, and public buildings break down too soon because there's inadequate plan—or budget—to maintain them.
- Neglect of routine maintenance leading to rapid infrastructure degradation.
- Limited budget allocation for ongoing maintenance. Budget prioritization favours new projects over maintenance.
- Lack of local capacity to perform ongoing maintenance.
- Quality of works prior shortened the life span of the infrastructure works.

Recommendation

22. Allocate dedicated annual funds for routine maintenance, separate from development budgets.
23. Implement digital asset management systems to log infrastructure condition and schedule maintenance.
24. Empower local councils or community-based groups to carry out basic maintenance through training and micro-grants.

PUBLIC INFRASTRUCTURE

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REHABILITATION

Fixing and Upgrading Older Infrastructure



What are the problems?

- Some infrastructure is aging, unsafe, or damaged by floods or landslides—and repairs come too late.
- Delayed responses to aging or damaged infrastructure.
- Reactive rather than proactive rehabilitation strategies.
- Absence of emergency response infrastructure protocols.

Recommendation

25. Conduct periodic audits of critical infrastructure (roads, bridges, water supply, etc.).
26. Establish emergency repair protocols and fund, especially in flood- and landslide-prone areas.
27. Allocate funding for the rehabilitation of neglected or obsolete infrastructure as part of state and federal development budgets.
28. Use updated designs that are safer and more durable in Sabah's climate.
29. Integrate disaster preparedness into the design and rehabilitation of key assets.

IN SHORT...

CLEAR PLANNING, DEVELOPMENT & IMPLEMENTATION POLICIES
TRANSPARENCY
ACCOUNTABILITY



1

INCLUSIVE INFRASTRUCTURE PLANNING

Active engagement with the relevant community and stakeholders on planning and implementation of public infrastructure from start to end.

TIMELY FUNDING, LOCAL DELIVERY

Adequate funding and timely disbursement of fund with local implementing agencies and genuine local industry players as active delivery partners. Not only for new projects, but also for existing infrastructure and facilities.

2



3

HOLISTIC AND TIMELY DEVELOPMENT

Holistic consideration of public infrastructure development with other public facilities. Consolidated planning, policies and implementation scheduling as to be not out-dated by the time the facilities are available.

PUBLIC ACCESS TO PROJECT INFORMATION

Public information availability on public infrastructure's planning and implementation. Information of progress must be made available to the public.

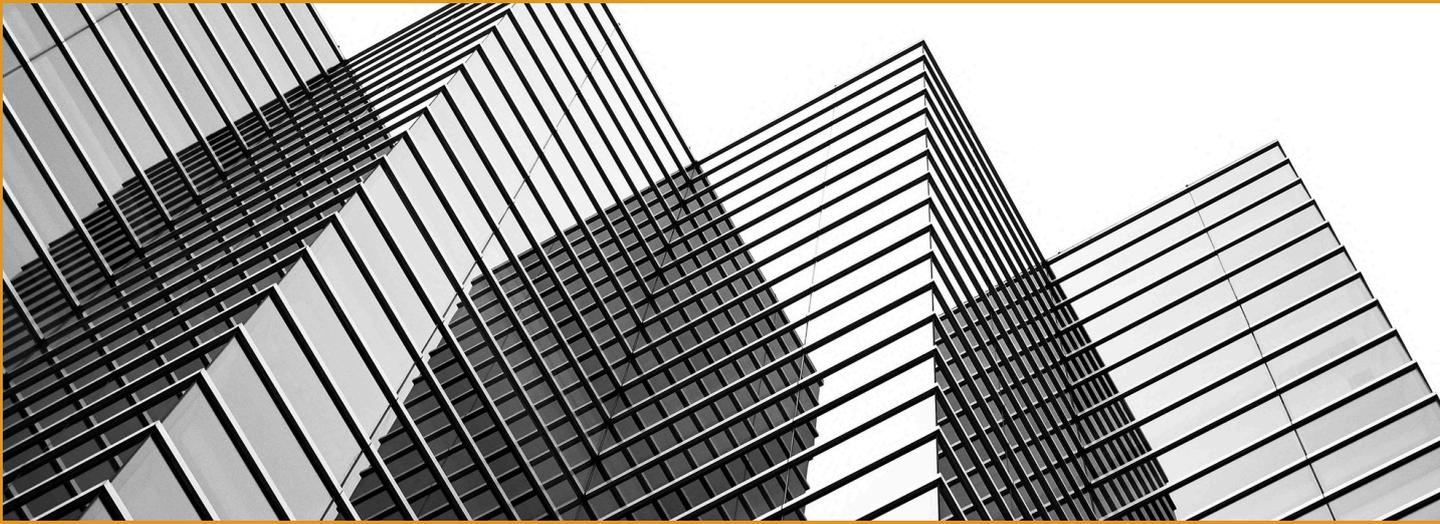
4



5

WATCHDOGS FOR TRANSPARENT DELIVERY

Introduction of integrity and efficiency watchdog at each level of delivery stages to ensure transparency and accountability.



CONCLUSION

Improving public infrastructure in Sabah is not merely a matter of funding—it requires **strategic planning**, **inclusive governance**, and **efficient execution**. By strengthening every phase from needs assessment to rehabilitation, Sabah can build infrastructure that is not only modern and functional but also resilient, equitable, and responsive to the needs of all its people.





*Sabahans'
Aspirations and Demands
on*

GOOD GOVERNANCE

**SUARA SABAH
KETINDAKAN**
SABAH VOICES TO ACTION



Call to Action



Sabah's public sector must be equipped with transparent, accountable, and competent institutions to effectively serve its people.

The state's long-standing issues of opaque governance, political interference, and systemic inefficiency have eroded public trust and contributed to underperformance.

This document presents grouped **recommendations for reform**, each supported by relevant analysis and examples.

Together, they lay a foundation for restoring institutional integrity, unlocking economic potential, and realigning development with local priorities.

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SABAH VOICES TO ACTION



Transparency, Accountability, and Anti-Corruption



Supporting Analysis

- The 2016 Sabah Water Department scandal, involving over RM100 million in graft, revealed severe audit and oversight failures.
- The absence of enforceable laws on procurement and political funding leaves systemic gaps that foster patronage networks.
- Opaque spending and “ghost contracts” drain public resources without delivering public value.
- Countries with open data ecosystems see lower corruption and higher public trust in government institutions.

**SUARA SABAH
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SABAH VOICES TO ACTION



Transparency, Accountability, and Anti-Corruption



Recommendations for Reform

1. Enact a Political Financing Act and Procurement Act.

These laws will regulate political donations and eliminate abuse in government contracting, closing critical loopholes that enable cronyism and inflated costs.

2. Implement open tenders and publish awarded contracts in real time.

This would prevent favouritism and promote competitive bidding. Example - Singapore's GeBIZ allows public tracking of all tenders.

3. Create digital transparency platforms for procurement and budgeting.

Public dashboards showing allocations and expenditures increase accountability and civic engagement.

4. Establish independent procurement oversight bodies.

These bodies should be politically neutral and legally empowered to investigate irregularities and stop corrupt practices.



Transparency, Accountability, and Anti-Corruption



Recommendations for Reform (continue)

5. Strengthen protections for whistleblowers.

Legal immunity, confidentiality guarantees, and institutional support encourage the reporting of internal misconduct.

6. Mandate quarterly internal audits for all public agencies and GLCs.

These proactive measures ensure early detection of financial mismanagement or non-compliance.

7. Publicly release all audit reports from public agencies and GLCs.

Open audits discourage misuse and build confidence in financial integrity.

8. Investigate corruption in high-risk departments (e.g. JKR, Land & Survey, Hasil Bumi).

These agencies are routinely cited for corrupt practices and require targeted clean-up.

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SABAH VOICES TO ACTION



Governance of Government-Linked Companies (GLCs)



Supporting Analysis

- Many Sabah GLCs lack clear mandates and are burdened with political appointments and promotions that impair professional decision-making.
- GLCs have duplicated efforts, wasted resources, and often compete unfairly with private firms.
- Public assets like cash reserves, concessions, and land rights have been poorly tracked and underutilised.
- Transparent structures such as Singapore's Temasek and Norway's state oil fund offer tested models for GLC governance.
- A MACRO-level coordination and oversight body is essential to streamline decisions, harmonise policies, and ensure implementation integrity.



Governance of Government-Linked Companies (GLCs)



Recommendations for Reform

9. End political appointments and promotions in GLC leadership.

Leadership should be selected based on experience, integrity, and financial acumen. This does not mean a blanket exclusion of politicians — only those who are unqualified, unsuitable, or conflict-ridden should be barred.

10. Establish independent audit and nomination committees for all GLCs.

These committees ensure professionalism and reduce undue influence. Members of these committees must not concurrently sit on any GLC board to avoid conflicts of interest.

11. Ban cross-appointments across multiple GLC boards.

This prevents concentration of influence and encourages board independence.

12. Clarify the role of the GLC Chairperson.

The Chairman's duties should be governance-related, not operational or political.

**SUARA SABAH
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SABAH VOICES TO ACTION



Governance of Government-Linked Companies (GLCs)



Recommendations for Reform (continue)

13. Transfer GLC land titles and surplus funds to the Ministry of Finance (Sabah).

MOF stewardship ensures public assets are aligned with strategic fiscal goals. This includes land concessions and entitlements, which must be formally safeguarded.

14. Implement a Matrix of Authority and Entitlements.

This system standardises decision-making thresholds and allowable perks, improving transparency and control.

15. Set up a MACRO Management System

This overarching system should oversee:

- i) Major decisions in respect of all GLCs
- ii) Policy direction across GLCs
- iii) Oversight mechanisms to ensure proper implementation and compliance

**SUARA SABAH
KETINDAKAN**
SABAH VOICES TO ACTION



Governance of Government-Linked Companies (GLCs)



Recommendations for Reform (continue)

16. Prioritise Sabahan SMEs over GLCs in competitive sectors.

GLCs should support, not crowd out, private enterprise growth. Where joint ventures are involved, GLCs should prioritise partnerships with Sabah-based companies.

17. Enforce annual KPI reporting and disclosure.

Public scorecards promote accountability and performance orientation.

18. Rationalise and revamp underperforming or redundant GLCs.

A comprehensive restructuring plan should be developed to eliminate inefficiency and overlap.

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Integrity and Meritocracy in Public Appointments and Promotions



Supporting Analysis

- Politically motivated appointments and promotions have degraded morale and performance in the civil service.
- Lack of accountability has led to stagnation, favouritism, and operational inefficiency.
- Independent nominations and disclosures create a more ethical, transparent, and effective public sector.
- Asset declarations are an important deterrent against illicit enrichment and signal a commitment to clean governance.

SUARA SABAH
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SABAH VOICES TO ACTION



Integrity and Meritocracy in Public Appointments and Promotions



Recommendations for Reform

19. Ensure all public appointments and promotions are merit-based.

Qualifications and experience should override political affiliations.

20. Create independent panels for vetting top public and GLC appointments and promotions.

Panels must assess candidates on track record, ethical standing, and sectoral expertise.

21. Require asset declarations from all senior public officials.

These should be updated annually and made publicly available for scrutiny.

22. Introduce performance evaluations tied to KPIs.

Evaluations should cover service delivery, leadership, and fiscal discipline.

SUARA SABAH
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SABAH VOICES TO ACTION



Public Procurement and Corruption Prevention



Supporting Analysis

- Procurement fraud is endemic in Sabah, particularly in land, construction, and water projects.
- Award processes are often opaque, resulting in inflated costs and poor service delivery.
- Without independent oversight, enforcement of procurement guidelines is inconsistent and weak.
- Procurement reform is a high-impact, low-effort strategy that directly improves fiscal efficiency.



Public Procurement and Corruption Prevention



Recommendations for Reform

23. Implement a comprehensive open tender system.

All tenders should be competitive, transparent, and monitored in real time.

24. Ban the formation of cartels and blacklists for crony contractors.

Legal mechanisms must dismantle bid-rigging networks and ensure genuine competition.

25. Create a live public portal tracking tenders, awards, and contractor performance.

This enables media and civil society to monitor delivery outcomes.

26. Empower an independent procurement commission.

The commission must have full authority to audit, suspend, and prosecute corrupt procurement.

27. Conduct audits and investigations into vulnerable departments.

Agencies involved in infrastructure and land are particularly susceptible and should be prioritised.



State Autonomy and Fiscal Governance



Supporting Analysis

- Sabah's financial dependency on the federal government delays projects and weakens accountability.
- Implementation of MA63 remains partial, especially in areas related to fiscal autonomy and oil rights.
- Decentralisation enables quicker, more culturally and economically appropriate responses to local needs.
- A strong, rules-based financial system increases investor confidence and public trust.

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SABAH VOICES TO ACTION



State Autonomy and Fiscal Governance



Recommendations for Reform

28. Fully implement MA63 and restore Sabah's resource control.

This includes control over oil, gas, and tax revenues as originally agreed.

29. Decentralise development planning and procurement authority to Sabah.

Decision-making must be localised to reflect regional priorities and urgency.

30. Empower Sabah's Ministry of Finance to supervise GLCs and public funds.

A strong and independent MOF is critical to ensuring funds are used prudently.

31. Build a transparent fiscal management system.

Include multi-year budgeting, public input, and real-time tracking of allocations.

Bismillahir Rahmanir Rahim, Assalamualaikum warahmatullahi wabarakatuh,

To our honoured leaders who are with us here today, esteemed guests, representatives from the Civil Service, political parties, civil societies and all participants,

To the honoured guests and contributors of highly valuable opinions,

And to the organizing committee of today's auspicious Townhall Session,

Salam sejahtera, and a very warm greetings to all of you.

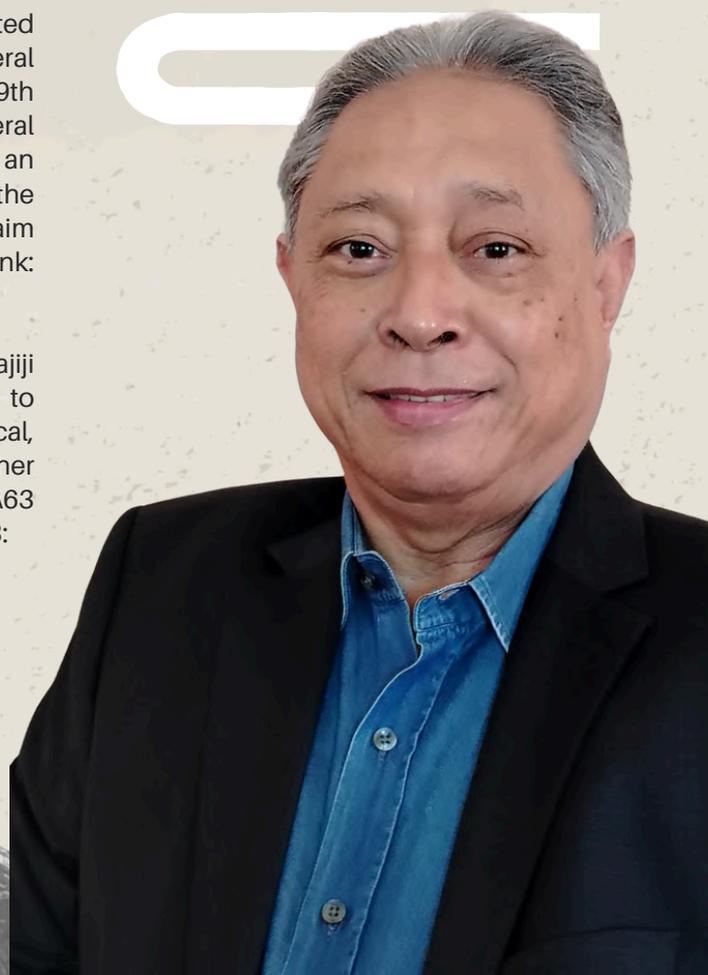
Firstly, I'd like to express my sincere gratitude and earnest appreciation to the organizers and to all parties that have worked tirelessly to make this event a successful gathering of thoughts and commitment, materially and intellectually.

In the many months preceding today's event, and culminating in today's session, we have accumulated powerful ideas, heartfelt concerns, and concrete aspirations across four key pillars — education, healthcare, public infrastructure, and good governance. These are not just sectors on paper. These are the lifeblood of a just, equitable and thriving Sabah, the image that our forefathers envisioned more than six decades ago when they put their signatures in the Malaysia Agreement 1963 that supposedly would usher us into an era of prosperity and freedom from colonialism, but somehow still remain elusive today.

Our Deputy Chief Minister Datuk Dr Jeffry Kitingan once estimated that Sabah contributed close to RM60 billion per year in federal revenue collection as reported in the Borneo Daily Bulletin, 9th March 2024, while our former Chief Minister and long-time Federal Minister, Datuk Seri Panglima Mohd Shafie Apdal during an extensive interview during Malaysia Day last year reiterated the need for Sabah to ramp up and sustain rigorous efforts to reclaim Sabah rights under MA63. (Interview Link: <https://youtu.be/NXByzxuyhNA?t=1395>)

More notably, our current Chief Minister, Datuk Seri Panglima Hajiji Hj Noor had repeatedly reiterated the State's commitment to reclaim our rights in every area: legal, administrative, political, material and moral rights to enable our state achieve a much higher level of autonomy and self-sufficiency under the ambit of MA63 and The State Constitution (see The Borneo Post, 14th May 2023: <https://www.theborneopost.com/2023/05/14/ma63-sabahs-demand-for-the-well-being-of-country-says-hajiji/>).

TOWNHALL SESSION





Without any doubt, each voice we hear today, from leaders, interest groups and concerned citizens, each suggestion and story, adds to the collective vision of a stronger and more dignified future for our beloved state.

Sabah has always been rich - not just in natural resources, but in its people, its culture, and in its unwavering spirit. But to translate that richness into equity, dignity and development, we need more than just dialogue - we need decisive action. We need major reforms in policies and structural bureaucracy that translates into respect for our rights, development that reflects our needs, and leadership that listens and acts responsibly.

This event is called Sabah Voices to Action — and rightfully so, because it is no longer enough for Sabahans to be heard. It is time for us to be heeded.

To the policymakers, civil servants, and leaders present or listening: may today's voices not remain within these walls, but echo into policy rooms, into budget plans, into the daily decisions that affect millions of lives across Sabah.

To my fellow Sabahans: let us not wait to be invited to the table. Let us build it. Let us organize, collaborate, and speak up — not only today, but in every space we enter.

And finally, let this not be the final town hall in spirit, even if it is in name. Let this be a beginning — a spark that lights the way toward a Sabah that is not just included in Malaysia, but respected, empowered, and prioritized. Let the tenacious negotiations by our founding fathers the result of which were embodied in the Malaysia Agreement 1963 not end up in our beloved State merely getting freedom from British colonialism, but also freedom of its people from feudalistic system, dependency syndrome and any other forms of subjugation.

With that, I thank you once again, and I hope we all leave this room with more than just words — but with resolve.

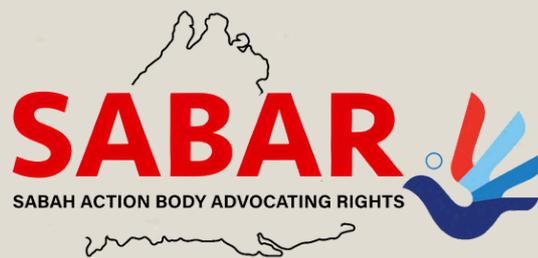
Terima kasih.

Datuk Ujang Sulani

Trustee

Sabah Action Body Advocating Rights (SABAR)

22 June 2025



Published by Sabah Action Body Advocating Rights (SABAR)

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22 June 2025