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INTERVIEW

Interview with President
Sr Adzman Shah

FEATURE

Building Structures:
Dilapidation, Inspection
and Maintenance

INTERNATIONAL UPDATE

The Implementation
of Strata Title Scheme
in Brunei Darussalam

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NEW MEMBERSHIP LISTING JAN TO NOV 2019

SIX REASONS FOR READING THIS INAUGURAL ISSUE

Welcome to the first issue of **The Property Manager**! We hope that The Property Manager will become an essential part of your professional life, a resource that you depend on to keep up with the rapidly evolving discipline of property and facilities management. **The Property Manager** will bring you a steady supply of high-quality, peer reviewed papers that are relevant and readable.

We are honoured to have the privilege to interview our President, Sr Adzman Shah Mohd Ariffin, up close and personal on his opinions on the property management profession as a whole, an assessment of the profession, new business opportunities and finally advice for the young property executives aspiring to be future property managers.

For the diagnosis and repair of concrete structures, MH&LG (KPKT) recommends EN1504, a systematic and holistic approach for investigation, repair and rehabilitation of concrete structures. A technical article on the inspection and maintenance of building structures is included in this issue.

On the international front, there is an article on the strata title scheme in Brunei. This article provides an international perspective on the strata development in a neighbouring country.

For facility management, the article on the FM transformation strategies contributed by UiTM is a research article using structural equation modeling to analyse the factors affecting business transformation.

There is a review on a new book by House Buyers Association (HBA) on strata management legislations. Within the article collection in the book are articles that traced and documented the evolvement of the Register of Property Managers under the Board of Valuers, Appraisers, Estate Agents and Property Managers (BoVEAP). It recorded the contemporary raison d'etre of the registered property managers and thus is a must-read chapter for all existing property managers and those aspiring to be one in the future.

Lastly, students will find the comparison between property management and facility management in the Knowledge Corner useful and able to understand better the similarities and differences between these two disciplines.

This inaugural issue has included a variety of articles that will appeal to a broad readership involved in the management of real estate. ■



Professor Sr Ts Dr. Ting Kien Hwa PhD

FMIPFM, FRISM, FRICS, MPEPS

Founding Editor & Editor-in-Chief
The Property Manager



INTERVIEW WITH President Sr Adzman Shah



A. BRIEF BACKGROUND OF PRESIDENT SR ADZMAN SHAH

Sr Adzman Shah Mohd Ariffin graduated from University of Glamorgan, United Kingdom and is a registered Valuer, Estate Agent and Property Manager with the Board of Valuers, Appraiser, Estate Agents and Property Managers Malaysia as well as Chartered Surveyor accredited by the Royal Institution of Chartered Surveyors, United Kingdom.

Sr Adzman Shah started his career in Cardiff, United Kingdom, has extensive experience in the property management industry and has been involved in the management of shopping centres, hypermalls, office complexes, condominiums and stratified developments. Upon returning to Malaysia, he

worked for listed and multi-national companies, international real estate consultancy firms and Real Estate Investment Trust (REIT) where he held various key positions which included Director, Deputy Managing Director as well as Chief Executive Officer.

He is a Fellow and past Vice President and Councilor of the Royal Institution of Surveyors Malaysia (RISM), President of Malaysian Institute of Professional Property and Facilities Managers (MIPFM) and member of the Board of Valuers, Appraisers, Estate Agents and Property Managers Malaysia (BOVAEP). He also presently sits on the Bar Council Disciplinary Committee.

Sr Adzman Shah is a member of the Board of Governors for Institut Penilaian Negara (INSPEN), advisor to Permodalan Usahawan Nasional Bhd (PUNB) on real estate investment and management. He is also an accredited speaker for real estate agency and investment, property, facilities and strata management matters and a regular speaker for strata management related seminars and conferences organised by the Commissioner of Building and Ministry of Urban Wellbeing, Housing and Local Government, BOVAEP, INSPEN, NSTP, RISM, REHDA and MIPFM. He is also a part time lecturer at UCSI.

Sr Adzman Shah received an award for Eminent Contribution to the Property Management Industry in Malaysia in 2011 and Property Manager of the Year for 2016 award from the Board of Valuers, Appraisers, Estate Agents and Property Managers Malaysia. He was also recipient of the Lifetime Achievement Award in 2017 from the Royal Institution of Surveyors Malaysia. He was awarded the 'Sultan Sharafuddin Idris Shah' (S.I.S) Order by the HRH Sultan of Selangor in 2018.

Sr Adzman Shah was also a member of the drafting Committee for the Strata Management Act 2013 (Act 757) and Regulations 2015 and the Malaysian Property Management Standards 2014. He also co-wrote a book titled 'Strata OMG - Panduan Pemilik Strata'. He currently carries out property and facility management work as well as strata planning advisory consultancy.

He is currently the CEO/Chief Real Estate Consultant of ExaStrata Solutions Sdn Bhd.

B. THE PROPERTY MANAGEMENT PROFESSION IN MALAYSIA

Can you provide an overview on the development of the property management profession in Malaysia?

Malaysia has experienced rapid development over the last 2 decades racing towards Vision 2020. The rapid population growth and nation building activities spurred demand for residential accommodation and more work spaces. As land in the city centre and prime suburban areas became scarce and expensive, developers start to maximise the development by constructing stratified development

and more sophisticated buildings which require to be maintained and managed by professional managers. This created the demand for property and facility management practitioners who are competent.

What are the roles of professional bodies such as MIPFM in promoting the profession?

There is need for property and facility management personnel to be trained in a consistent and standard manner regularly. MIPFM offers this to its members as well as the public. MIPFM aims to be the leading body to represent property and facility managers in Malaysia and continue to promote the profession by providing professional skills development training and offer assistance to the public in addressing the various challenges facing the building owners in relation of property and facility management.

How would the regulatory Board i.e. BoVAEP promote this profession?

BoVAEP as the regulating Board sets the regulations and rules for the practitioners to ensure that the public interest is protected at all times. The Board also provided the practice guidelines under the Property Management Standards. In 2018, BoVAEP opened a new register to enable practitioners in property management with the required qualifications and years of experience to register with the Board and obtain licence to practise as Registered Property Managers. This helped to promote the profession by opening the doors to those who would have had to obtain a degree in Estate Management, Property Management or Land Administration from recognised universities and thereafter, undergo Test of Professional Competency. Moving forward, BoVAEP is making continuous professional development training compulsory for all registered property managers.

With the rapid physical and socio-economic growth in Malaysia for the past 50 years, is there a need for a new surveying discipline to be introduced in Malaysia?

The surveying disciplines currently cover Property Surveying, Quantity Surveying, Land Surveying and Building Surveying. Property surveying covers several practices including property and facility management. Presently, this surveying discipline is serving its purpose. It is really more about one specialising and pursuing



a specific practice and focus on the related skills and continuous professional development.

What do you think are the opportunities and threats in the next 10 -20 years?

Technology has taken off in a big way involving data analytics and Internet of Things. There are also software applications which can improve service delivery. These present opportunities to practitioners who are able to embrace them and for those who hesitate to do so, will face threat of losing their market share.

C. THE PROPERTY MANAGEMENT PROFESSION IN MALAYSIA

Are there any differences in the practice today compared with the time when you started working?

My first few working years in property management was in the UK in the early 90s. The practice is still somehow similar in nature i.e. to maintain and manage buildings and facilities except that we now have more technological advances and legislative requirements to comply with.

Do you think the profession is static or progressing?

The profession has been evolving due to the more demanding and sophisticated clients' expectations but is still Work-In-Progress. This is due to the lack of understanding by building owners of stratified

buildings and mixed use developments on the importance of 'investing' in professional firms and that 'low cost' management fees will only result in 'low cost' service delivery since service providers will resort to cutting corners to keep costs down in order to win contracts but later unable to deliver the required standard of service.

Does the property management profession require a paradigm shift to maintain its relevance?

The main objective in providing any service to clients is always to achieve customer satisfaction. In order to achieve that, the personnel deployed must have the relevant skills and knowledge in administrative, legal, financial and technical areas as well as technological tools. As such, property and facility management firms must invest in capacity building by providing the relevant professional skills training for their staff and utilise technological tools such as property management billing and accounting software systems, latest security systems, visitor monitoring systems, central monitoring system, localised community portal, building automation systems, etc. Thus, it is clear that property managers are Jack of All Trades and Master of ALL !

How would property management firms remain relevant in this competitive market?

The challenge is to offer the consistently highest and

best property and facility management service by employing the personnel with the right qualifications and skills at a reasonable fee.

What are the new business/professional areas property managers should explore?

Property Managers should look into improving the quality of their existing services for a start. Once they are able to deploy competent personnel onsite, they can start to look into township management with smart township features and green buildings where data analytics and 'Internet of Things' related technology or PropTech play an important part.

What are the new training or knowledge required?

It is important for property management personnel to possess the skills related to PropTech in order to remain relevant.

What are the key challenges affecting the profession?

Integrity remains to be the greatest challenge affecting the profession. Secondly, providing value added services in order to remain competitive. Thirdly, as the property manager is a Jack of All Trades, he or she must have knowledge in the various areas namely administrative, legal, financial and building technical areas.

What are the threats to the profession?

The major threats to the profession would be the lack of consistent service of delivery due to lack of training and risk on lack of integrity. At the same time, the current lack of qualified staff to meet the market demand exacerbates the threat.

How to overcome the threats?

Companies must continue to provide training or send personnel for training and instill the right values.

What are your opinions on the profession regarding its:

- a) Strengths
- b) Weaknesses
- c) Opportunities
- d) Threats

The above aspects can be addressed if the property manager looks at the work he or she undertakes as a

long term career instead of just a business. This way he or she will work towards making it as long term sustainable venture.

What are your advice to young graduates who aspire to become a professional property manager?

For the young graduates, it is important to gain as much knowledge as possible in the first few years in understanding basic technical knowledge in building maintenance and related services for the different types of building and familiarise on the legislations related to property management such as the Property Management Standards and Strata Management Act 2013 (Act 757) and Regulations 2015. ■



BUILDING STRUCTURES: Dilapidation, Inspection and Maintenance

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INTRODUCTION

Building structures, be it constructed by reinforced concrete (RC) or steel, form the back bones that support the load of the structures transferred from the roofs to the columns, beams, foundations and soil. Such loads also include the live load like furniture and fittings, occupants, vehicles, machinery and other peripherals that do not form part of the structures but contributes to the dynamic loading to the buildings due to their designated purposes and uses.

RC is by far the most commonly used materials in building construction due to its feasible costs, ease of getting the materials, high workability and ease of casting into various shapes and sizes. Unlike steel structures, the strength of RCs increases as they age. The reinforcement steel bars (rebars) provide tensile strength and the concrete matrix provides compressive strength, making it a synergetic combination synonymous to “robustness” and “eternal strength”. Furthermore, high level of alkalinity in concrete (pH 12 to 13) forms a passive layer of hydroxyls that protects the rebars against corrosion.

There are building codes that regulate the construction practices in Malaysia. These codes include Street, Drainage and Building Act 1974 and Uniform Building By-Laws 1984. Besides, Construction Industry Development Board Act 1994 (Act 520) empowers Construction Industry Development Board (CIDB) to develop standards, code of practices and other mandatory regulations for enhancing

the construction quality and safety practices in construction sites. Malaysian Standards developed by SIRIM and other international standards are voluntary guidelines unless they are stipulated in the building codes mentioned above.

In reality, concrete structures are subjected to degradation of all type, ranging from the impact, weathering, negligence, chemical attack and dilapidation. They lose the structural strength due to these factors and the “robust” we used to assume is questionable. Ironically, as RC’s strength increases when it ages, sign of distress include propagating dampness, corrosion, cracking and spalling could be detected in time before any catastrophic damage and collapse in many incidents. Thus, checking and inspection of RCs must be done diligently throughout the life cycle of a building for the safety of the occupants.

Nevertheless, incidents of collapse are not scarce in the history of building construction. Perhaps one of the recent major incidents involving the collapse of concrete structure is the 21 year old Nanfanggao Bridge in Taiwan on 2nd of Oct, 2019 (refer to Figure 1). Further forensic investigation revealed that the engineer in charge of the routine inspection did not carry out the inspection with due diligence. Furthermore, the corroded steel suspension cables and connection points detected was not replaced or repaired in due time. Such weaknesses were exacerbated by the typhoon and low magnitude



Source: <https://www.washingtonpost.com/world/2019/10/01/video-captures-terrifying-collapse-foot-bridge-taiwan/>

Figure 1: Collapse of Nanfanggao Bridge in Taiwan on 1st October 2019

earthquake which struck the harbor recently and it triggered a sudden collapse with injury to ten victims and six remained missing after the incident.

Thus, Building Managers must be aware of their duties in routine checking and diligent maintenance to the concrete structures looking at the lesson learnt from these tragic incidents.

FACTORS CAUSING DEFORMATION, DISTRESS AND DILAPIDATION OF CONCRETE STRUCTURES

(a) Poor Construction Quality

Many poor construction practices can lead to failure of the concrete structures to achieve its designed strength. For instance, concrete casted with premixed concrete exceeding two hours delivery time from the batching plants or concrete with additional water due to such late delivery produces RCs with compromised strength. Lack of vibration reduces the density of concrete mortar and over vibration causes segregation of concrete mortar and the consequential honeycombs (refer to Figure 2).

On the other hand, rebars must be fabricated and placed according to the building drawings. Lack or wrong placement of rebars can effectively reduce the tensile strength and concrete covers of the concrete elements which is critical to the durability and control of cracking of concrete structures.



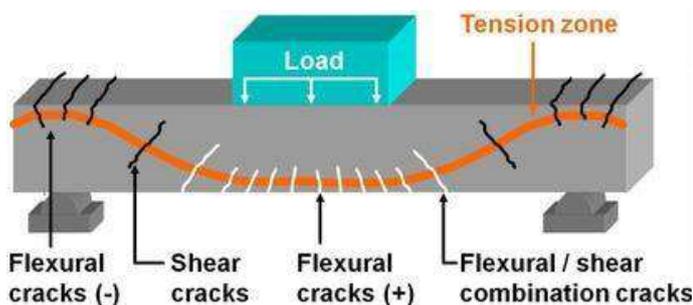
Source: <https://www.basiccivilengineering.com/2015/04/what-is-honeycomb-in-construction.html>

Figure 2: Honeycomb of concrete column

Quality control is the key in controlling construction quality in this stage. Nevertheless, these defects are commonly found in buildings in Malaysia.

(b) Unauthorized Load Induced Cracking

Concrete is high in compressive strength but low in tensile strength. Any stress beyond the designed load bearing capacity induces flexural and shear crack (refer to Figure 3).



Source: <https://www.quora.com/What-happens-if-a-beam-starts-cracking>

Figure 3: Unauthorized Load Induced Cracking

In reality, building structures are designed based on building codes subject to the purposes and uses with designated load bearing capacity. Any change of purposes of the buildings, say from residential to commercial or industrial purposes, more vehicles, users, equipment and materials will be brought in for the new activities. Thus, extra live load will be imposed to the structures designed for lesser load originally, causing cracking due to such unintended additional load. Similarly, unauthorized extension or alteration to the buildings also imposes additional stress to the buildings that end up with new distress and cracking (refer to Figure 4).

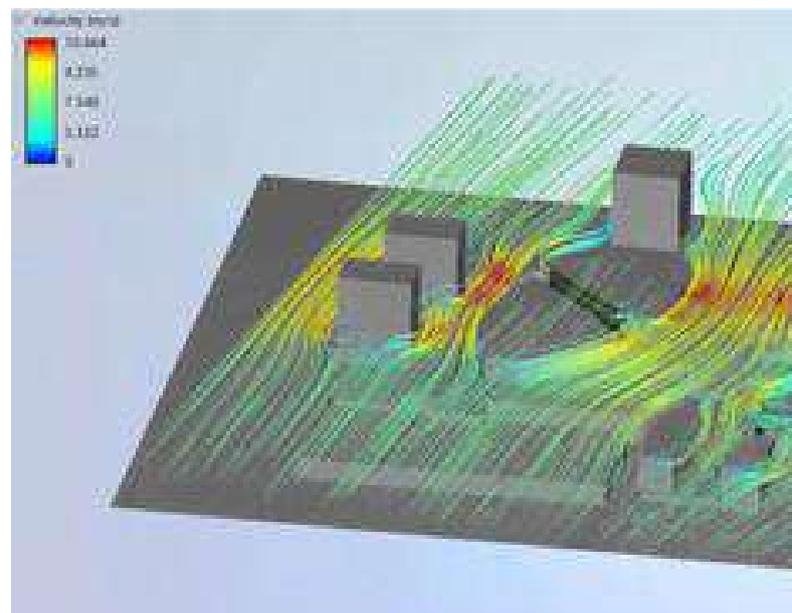


Figure 4: Cracks and distress in concrete wall

(c) Weathering

Although there is no extreme weather in Malaysia, concrete structures do suffer from degradation and dilapidation due to heavy rain volume and intense solar exposure. Tropical climate coupled by the economic activities, vehicular traffic and greenhouse effects have posed silent threats to our buildings. The vast difference in the temperature from noon to midnight causes substantial thermal stress to the buildings envelopes with different materials. For instance, the big difference in the coefficient of expansion between bricks ($0.0000031 \text{ in/in/F}^{-1}$) and concrete ($0.0000080 \text{ in/in/F}^{-1}$) elements causes uneven expansion and contraction that causes cracks at the joints between these two different materials, if no control joint is provided.

The pH of rain water is less than 4.4 back in 2002. According to the Meteorological Department of Malaysia, increase in greenhouse gases, combustion gases from increase in industrial activities and number of vehicles will worsen the pH of rain water further. The increase in the intensity of tropical monsoon winds and heat waves, urban heat island effect, flash floods and wind speed have caused accelerated degradation to the building envelopes, more soil erosions, leakages and rising ground water levels.



Source: <https://www.youtube.com/watch?v=...>

Figure 5: Effect of tall building on wind flow

(d) Urbanisation and Urban Heat Island Effect

Tall commercial buildings built closely in city centers obstruct the flow of wind causing the wind to travel faster in the constricted space (refer to Figure 5). The increase of wind pressure is considerable depending on the number of neighboring high-rise buildings. Secondly, the use of air conditioners, concrete structures and asphalt roads that store heat and all types of combustion gases also contribute to the urban heat inland effect that worsen the thermal stress to the buildings. The intense load to the soil due to the increase in the number of buildings also contribute to vertical pressure to the ground, causing the rise of ground water that may affect the stability of the foundations of the buildings.

(e) Carbonation and Chloride Attack

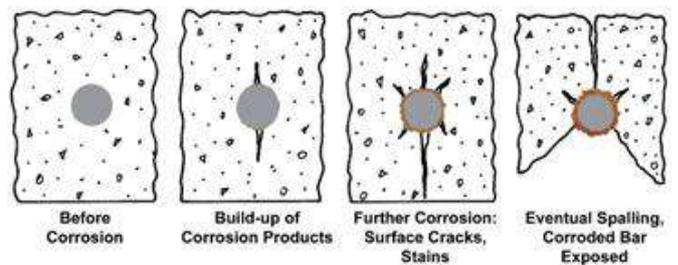
Based on numerous studies done in Malaysia, corrosion of rebars caused by excessive dampness induces carbonation and chloride attack is by far the most common degradation agents in Malaysia.

Carbonation is a neutralization process of concrete due to the seepage of carbonic acid derived from the dissolved carbon dioxide gases in the rain. Chloride attack is common in marine environment and coastal areas (25km from seaside) subjected to

sea spray with salt mist. It is also common in swimming pools and the pool decks due to the evaporation of algae control chlorine treatment or salt water treatment. The ingress of dampness with carbonic acid and chloride ions into the concrete can reduce the pH of concrete and breakdown the passive film with hydroxyl protective layer. Then, corrosion to the rebars causes volumetric increase to up to 6.5 times of the original size during the corrosion process to become rust, causing expansive stress that crack and disintegrate the concrete matrix (refer to Figure 6 and 7).

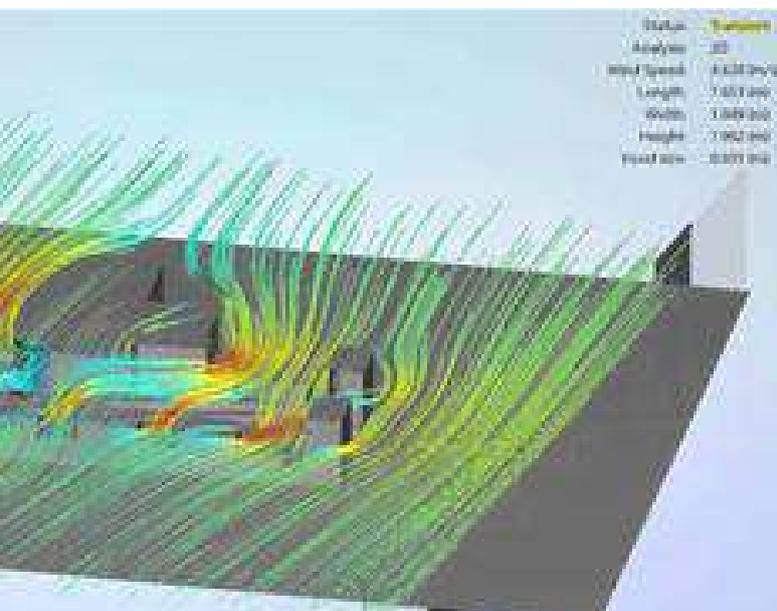
Other threats e.g. flash flood could also bring about these changes that erodes the soil, particularly on the slopes, retaining walls, drains and water tanks. Building managers are advised to inspect these elements prior to the arrival of rainy seasons and take immediate actions for preventing the soil erosion.

Increase in rain water due to greenhouse effects and the rapid urbanization effects in the urban areas also



Source: <https://theconstructor.org/concrete/corrosion-steel-reinforcement-concrete/6179/>

Figure 6: Mechanism of Corrosion Induced Cracking



<https://www.youtube.com/watch?v=ZiEdn8sbVhw>

Buildings to wind turbulence



Figure 7: Exposed reinforced steel bars



Figure 8: Signs of rising ground water

bring about hidden risks to the foundations of the buildings. During rainy season, water table rises due to the heavy rain volume (refer to Figure 8). When ground water reaches the basement floors or masonry surfaces in direct contact to the ground water, it can effectively reduce the friction of the piling and the load bearing capacity of the foundations. Also, corrosive substances in the ground water can cause corrosion to the rebars in the foundations.

(f) Vibration and Loss of Mechanical Strength of Soil

Neighboring construction, especially the projects which require removal of soil, deep excavation, hammer piling, tunnel boring and blasting, can cause loss of stability to the ground and stiffness of the buildings if no sheet piling or other preventive measures are taken. Vibrations due to hammer piling, tunnel boring and blasting can also cause new settlements or differential settlements that can cause diagonal cracks on the load bearing structural elements.

INSPECTION AND MAINTENANCE OF CONCRETE STRUCTURES

Based on the experiences in building forensic, major structural damage and collapse started from failure of a single pile or structural element. Building managers are advised to diligently look into any abnormality especially cracks and dampness in order to maintain the safety and durability of the concrete structures. As a rule of thumb, any cracks with width above 0.1mm must be sealed. Any cracks above 0.3mm on structural elements are known as "structural cracks". Any structural cracks and dampness on structural

elements such as concrete pillars and beams must be measured, investigated, recorded and monitored. Reasonable mitigation actions must be taken to prevent further damage. If the cracks elongate and propagate, building surveyors or structural engineers must be invited for inspection and investigation.

PERIODIC STRUCTURAL INSPECTION

Section 85A of Street, Drainage and Building Act 1974 outlines the SOP of Periodic Inspection for Structural Integrity. On the receipt of a letter of notification for periodic inspection from the local council, the building owners or the management bodies must appoint licensed structural engineers registered with the Board of Engineers (Act 138) to carry out a thorough Visual Inspection to the building. Buildings more than 5 storeys are subjected to such requirement for Periodic Inspection, once every 10 years starting from the date of issue of the Certificate of Completion and Compliance (CCC) or Certificate of Fitness (CF). Nevertheless, the building owners or management bodies ought to carry out the inspection in shorter duration should any abnormalities are discovered. In this case, the building owners or management bodies must notify the Mayor through the Building Control Department for the need of such inspection. Areas whereby the engineers need to highlight in their reports include unauthorized extension and alteration, change of use, condition of slopes, drains, retaining walls and water tank and sign of distress, deformation and dilapidation on the structures.

In the event that the appointed engineer has reasonable ground to suspect or manage to detect sign of distress, deformation and dilapidation which may endanger or bring negative impacts to the building structures, he must notify the Mayor in a written report for the need to undertake a Thorough Inspection with further Non-Destructive testing and investigation including the risky structural elements in hand. For diagnosis and repair of concrete structures, KPKT recommends EN1504, a systematic and holistic approach for investigation, repair and rehabilitation of concrete structures. Forensic Engineers who specialize in Concrete Health Assessment and Concrete Repair and Rehabilitation can perform



Source: <http://www.kpkt.gov.my/index.php/pages/view/634>

Figure 9: Recommendation for EN1504 for diagnosis and repair of concrete defects by PKPT

such investigative testing and recommend remedial actions.

Some of the investigative tests in the Non-Destructive Testing include:

- » Rebound hammer for assessment of strength of concrete.
- » Phenolphthalein test for carbonation.
- » Laboratory test for chloride ingress.
- » Half Cell Corrosion Mapping for assessment of corrosion.
- » Cover meter and Ground Penetrating Radar for locating the placement of rebars.
- » Petrographic inspection for checking the micro particles in the concrete matrix.

In the case of ground water penetration to the floor and walls in the basement, samples of ground water is needed for analysis of possible corrosive substances e.g. organic particles, hydrogen sulfide, dissolved oxygen and carbon dioxide and the acidity. Assessment for corrosion is recommended in this case. Boring for taking soil samples can be done on the adjacent areas or bare soil so that analysis can be done on the water table.

For settlement of vast areas, the possible source of ground water, extraction of ground water, leakage of underground pipes and vibration caused by neighboring construction must be investigated. Electronic sensor systems for monitoring of vibration and settlement can monitor the site for longer duration to ascertain impact in the change in soil mechanics. In this case, expert in vibration analysis is recommended.

The Mayor may consider the proposal for Thorough Inspection and further investigative testing and accept or reject on the proposal partially or fully. Should the proposal be accepted, the engineer can carry out the Thorough Inspection and investigative testing accordingly. A report containing detailed description of the visual inspection and investigation to the overall structures, analysis of observation and testing and the recommendation for remediation actions in order to ascertain the stability and safety of the buildings will be submitted to the Mayor. At this juncture, remediation actions are recommended to comply with EN1504. The Mayor, if satisfied with the report upon careful evaluation of the report submitted, may decide to accept or reject the report partially or thoroughly. Then, he may issue an order

to take reasonable remedial actions to correct or restore the defects, deformation and dilapidation recommended by the engineer. Additionally, he may order cessation of neighboring earthwork or construction work that endangers other buildings under Section 70(4), 70(5) and 70B of Act 133. Besides, he may also seal or demolish unsafe building under Section 83 of the same Act to the building owner if he reasonably concludes that the building concerned can no longer be restored to a safe state to the vicinity.

EN1504 outlines a systematic approach in diagnosis of concrete defects. Besides, it also outlines a systematic approach to choose feasible solutions based on optimal Life Cycle Costs for both the concrete matrix and rebars.

Most importantly, Building Managers or any professional engineers should not comment or declare the safety of buildings except the Major. Such power to declare the safety of the buildings is granted solely to the Mayor under Section 83 of Act 133.

CONCLUSION AND RECOMMENDATIONS

It must be noted that Building Managers appointed by the building owners or management bodies must exercise their professional duties to inspect and monitor the structural integrity and safety of the buildings managed. Routine checking with crack rulers and moisture meter is recommended (refer to Figure 10). Careful inspection and repair to the slope and drainage systems need to be carried out before the arrival of rainy season.

In the event the above mentioned soil erosion, leakage, settlement, deformation, distress and dilapidation conditions are discovered, the building managers must discharge his duty of care to carry out risk assessment and forthwith report the findings to the Management Committees in writing. Mitigation actions to manage and reduce the risks must be carried out before any further damage. If the complexity of the issues in hand is beyond his competency, he must assist the Committees to look



https://www.opentip.com/product.php?products_id=8906059 and <https://www.homedepot.com/p/Extech-Instruments-Moisture-Meter-MO50/206342391>

Figure 10: Crack Width Ruler and Moisture Meter

for the relevant professionals like building surveyors and structural engineers for advice and assessment.

To recap, "Prevention is better than Cure" particularly in the event of maintenance and inspection of building structures because it concerns the fundamental safety of the occupants. ■

REFERENCE

562-16 Code Requirements for Assessment, Repair, and Rehabilitation of Existing Concrete Structures and Commentary, America Concrete Institute, USA

British Concrete Association (2009) TR 69 Repair of concrete structures with reference to BS EN 1504,

BS EN1504 Products and systems for the protection and repair of concrete structures. Definitions, requirements, quality control and evaluation of conformity

Garis Panduan Untuk Pemeriksaan Bangunan Secara Berkala di Wilayah Persekutuan Kuala Lumpur

Street, Drainage and Building Act 1974 (Act 133)

Michael, R. and Büttner T. (2014) Concrete Repair to EN 1504: Diagnosis, Design, Principles and Practice



⋮ INVITATION FOR ARTICLE CONTRIBUTION ⋮ FOR *THE PROPERTY MANAGER*

The Property Manager is a peer review journal published quarterly online by the Malaysian Institute of Property and Facility Managers (MIPFM). The journal aims at bringing together professionals, practitioners, academicians, researchers and students to impart and share knowledge in the form of practice notes, empirical and theoretical articles and research papers. It provides a forum for the dissemination of professional knowledge and practices, original research results, new ideas and practical experience of the property managers and facility managers. Industry notes on the advancements and innovation in proptech are very much look forward to by members. The Editorial Board welcome original article contribution to *The Property Manager*.

PEER REVIEW PROCESS

Manuscripts are subject to review by the Editorial Board and reviewers.

GENERAL GUIDELINES FOR SUBMISSIONS

Article submissions should not exceed 12 A4 pages, including all figures and tables (excluding the references). Abstract should be no more than 500 words. Articles in Bahasa Malaysia need to include an abstract in English.

KINDLY EMAIL ARTICLE TO:

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THE IMPLEMENTATION OF STRATA TITLE SCHEME IN BRUNEI DARUSSALAM



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ABSTRACT

This paper looks into the needs of utilising the services of the valuers in the implementation of strata title scheme in Brunei Darussalam. In the context of strata title implementation, this paper explains Brunei's Land Administration System, National Housing Scheme (NHS), Strata Title Implementation and the role of a professional valuer within the strata title implementation. Strata Title implementation concerning professional valuers' roles in Brunei Darussalam comes under the jurisdiction of sections 17 (1) and Part IV of the Land Code (Strata) Chapter 189 of the Brunei Laws (revised edition 2000). The analysis focuses on the applications, functions, implications, and where is the footing of professional valuers concerning strata title implementation. It is found that the valuers must be engaged and be more involved in its execution. However, the main challenge is that the purchasers are not quite ready to commit to what they consider as high expenses on the professional fees.

Keywords: *Strata Title, Land Administration System, Housing Scheme, Valuers, Brunei Darussalam.*



1. INTRODUCTION

Brunei Darussalam's economy relies heavily on the oil and gas sector that makes it vulnerable to the fluctuations of world oil prices. In mitigating such risks, the country has made concerted efforts to diversify its economic growth out from natural resources. Foreign Direct Investment (FDI) is one of the sectors that the government promotes to boost its development (Othman, 2017). However, the issues of past legislations on property ownership for foreigners became a setback in promoting FDI. This issue has become one of the contributing factors towards the introduction of strata title in Brunei Darussalam. The other contributing factor is the land scarcity, as more than 57% of Brunei land area is of pristine forest and protected under the Heart of Borneo initiative that makes vertical design property as more sustainable with the growing number of demand for national housing (Brudirect, 2016).

Strata title was first introduced in Brunei Darussalam in 1999 when the Land Code (Strata) Chapter 189 was approved by His Majesty The Sultan and Yang Di-Pertuan of Negara Brunei Darussalam (Attorney General Chambers Brunei, 2000a). Before the introduction of strata title in Brunei Darussalam, the only way for foreigners and Brunei Permanent Residents to invest in Brunei properties was through the application of 'Power of Attorney' and 'Trust Deeds'. Even after the introduction of strata title, the proxy sale was still ongoing until March 2012 when a decision was made during the 8th Legislative Council meeting to ban the entire proxy sale instrument tabled by the then Minister of Development (Brudirect, 2016).

The strata title implementation in Brunei Darussalam is currently under progress stage. The idea of ownership of property by the foreigners has caused some worries among the local citizens. For about 18 years from 1999 until 2017, strata title implementation did not have any positive progress. However, the economic strain, caused by the drop in oil price and the need for economic diversification has highlighted the importance of FDI and encouraged the government to put the application and guidelines for strata title in place. Government officers, policymakers and professionals have come together to make strata title a practical application and started a progressive implementation.

Effectively, the role of a valuer in strata title development is spelt out in section 17 (1) of the amended Land Code (Strata) Act 2000 (Attorney General Chambers Brunei²). In 2017, the Brunei Board of Valuers and Estate Agents (BOVEA) was created to regulate the practice of the Valuers and Estate Agents as well as the systematic implementation of strata title in Brunei Darussalam.

2. LAND ADMINISTRATION SYSTEM – THE DEVELOPMENT OF STRATA TITLE

Prior to the British Residential system in 1906, Brunei applied its own feudal system of land administration which was based on the hierarchical society headed by the Sultan and royal family. The system was divided into three categories known as 'Kerajaan', 'Kuripan' and 'Tulin' (Haji Tinggal, 2009; Hj Mail, 2012; Pg Hj Othman, 2012).

With the introduction of the Torrens land system in Brunei based on the South Australian system invented by Sir Robert Torrens in 1858, the feudal system was gradually abolished from 1906 by the British Resident who played the role as the administrative adviser to the Sultan of Brunei. The introduction of the system culminated in the production of an enactment known as the Land Code 1909. Section 3 of the Land Code 1909 (Chapter 40) controlled the alienation of State Land to the population by His Majesty the Sultan and Yang Di-Pertuan in Council until December 1954 when all new applications were closed (Haji Tinggal, 2009).

Common with most Commonwealth countries, the main types of land tenure in Brunei are freehold and leasehold. A Bruneian registered title in freehold tenure may be granted in perpetuity, and subject to the approval of His Majesty the Sultan and Yang Di-Pertuan in Council (section 23 of the Land Code), the property ownership may be transferred to a third party.

Section 23 of the Land Code (1984) makes provision for the government to grant a leasehold term of up to 99 years. These titles can be transferred to a third party and can also be extended upon expiry of the lease term subject to the payment of a premium set by the Government Valuer. Similar to the Freehold procedure, these transfers of Leasehold are also subject to the approval of His Majesty the Sultan and Yang Di-Pertuan in Council.

Once they obtained the leasehold tenure, the registered landowners may then grant lesser long-term leases of commercial and residential property for up to 60 years to another party, and lessees of these properties may further sublet them to third parties. One has to note that leases of more than seven years require registration (Torrens system) and approval as stipulated in section 23 of the Land Code (1984).

The landscape of the real estate sector in Brunei Darussalam has gone through some changes that include loan regulations, ownership, the title law, the demand and supply of housing (Oxford Business Group, 2014).

The Land Code (Strata) Chapter 189 was approved in 1999 by His Majesty the Sultan and Yang Di-Pertuan of Negara Brunei Darussalam but was enforced on 1st July 2009. This Act allows the landowners to acquire separate strata titles for subdivided building sections of more than two central units either vertically or horizontally. Under this Act, foreigners for the first time in Brunei are allowed to purchase and own strata units for a leasehold term of up to 99 years and be issued with strata titles.

As presented by Abu Bakar (2016) at the 19th ASEAN Valuation Association Congress meeting in Phnom Penh, Cambodia, the land administration in Brunei is governed by the Ministry of Development and the Ministry of Home Affairs. The Land Use, Housing and Environment Division of the Ministry of Development is responsible as policy formulator and implementor on overall land administration and Management, while the matters related to land registration are covered by Land Department of the same ministry within the offices in four districts in Brunei being Brunei-Muara, Tutong, Belait and Temburong. The District Municipalities under the Ministry of Home Affairs also jointly administer the land administration system alongside the Department of Survey of Ministry of Development. Other related agencies include Housing Development Department, Department of Environment, Parks & Recreation, Brunei Economic Development Board (under Prime Minister's Office), Brunei Industrial Development Authority, Agriculture Department, Forestry Department and Fisheries Department. The primary function of the valuers under the Valuation Division of Land Department include statutory and non-statutory assessment on behalf of the government on the stamp duty, land acquisition, estate duty and other related fees; and managing land assessment data and information (Land Department, n.d.).

2.1 Land Administration System – The Evolution of Strata Title

Initially, all matters on property transaction for permanent residents of Brunei and foreigners are executed through the instruments of 'Power of Attorney' (PA) and 'Trust Deeds' (TD). With the Land Code (Strata) Chapter 189 being approved in 1999 by

His Majesty the Sultan and Yang Di-Pertuan of Negara Brunei Darussalam, the Act allows the landowners to acquire separate strata title for subdivided building sections of more than two units either vertically or horizontally; and under the Act, it will enable the foreigners and permanent residents to own property with leasehold term up to 99 years but also allows for the purchase of a single unit over a large building.

Although strata title was introduced in 1999 and its implementation was enforced in 2009, the interest was not encouraging as proxy sales have remained to be the inherited 'normal' way of property sale transactions. The writer observes that partially this happens because of the uncertainties and unclear process of strata title within the government agencies. The other factors include the preference of landed properties by the local Bruneians.

Oxford Business Group (2014) in its article in *The Report: Brunei Darussalam (2014)*, believes that the lack in the stock of vertical housing may have caused the lag in the uptake of strata title. However, the data collected by the Department of Statistics under the Brunei Economic Planning and Development Department shows that out of 81,903 houses in Brunei, only 65,347 are occupied (Department of Statistics, 2011). This statistic indicates that instead of under-supply of properties, there is indeed a surplus in private sector housing. Obviously, there exists a mismatch of supply and demand in housing. One of the contributing factors is the relatively higher price of private sector housing in comparison to the NHS.

The writer also believes that the lack of interest in strata title may have also been caused by the availability of National Housing Schemes and the highly advantageous rental incentives for the public sector employees.

Apart from the transaction of properties, the ungoverned management of properties by the landowners or developers have become a public grievance and created many problems within the sale of single units under one plot of land. Landowners tend to take their hands off in matters related to the development, but many developers are of the 'one-off' category whereby after the completion

of the development and conclusion of the sale, the company disappeared and continued to be inactive.

There are also development projects that have become stalled or incomplete because of poor management by the developers. The landowners refused to intervene because they have relinquished their rights on the property to the developers for a certain number of years and which will, in turn, leave the property buyer to become 'homeless' and still having to pay the mortgage to the financial institution for the non-existent property. The financial institutions were also facing problems when some of the mortgagees ended up facing bankruptcy charges, and there are no properties to be auctioned.

After the ban on proxy sales in March 2012 was announced at the 8th Legislative Council meeting, it also issued an instruction that all previous transactions under PA and TD would be converted into 60 years lease. However, with procedures and applications still being unclear within the government agencies, it has brought some confusions among the financial institutions and frustration for the developers.

The surge of strata title enquiries and applications started flooding in after the 14th Southeast Asia Surveyors Congress (SEASC) held in Brunei Darussalam in 2017 when Land Department officials presented a paper on 'Strata Title Management' allowing a maximum of 99 years strata lease. For the record, the government amended the 60 years strata lease to 99 years in the year 2009 under the Land Code (Strata) Act (Amendment) Order 2009 (Attorney General Chambers Brunei³). Pressures from the developers and financial institutions started to mount on the relevant government departments to begin implementing the strata title after 2017. However, the government agencies are still unclear on the operating and enforcement procedures of strata title in the country.

The establishment of the Board of Valuers and Estate Agents (BOVEA) and the Board of Housing Developers (BHD) were created and approved by His Majesty the Sultan and Yang Di-Pertuan Negara Brunei Darussalam mainly to put regulations on the profession, so the public especially the property buyers' rights can be protected. The creation of

these Boards has also become part of the vital role to jump-start the strata title implementation as the private and public sector professionals can share views and ideas on the matter.

2.2 Brunei's National Housing – From Landed to High-Rise Properties

Once dubbed as “the Venice of the East” by Antonio Pigafetta in 1521, Kampong Ayer, consisting of stilted houses connected by wooden walkways on the banks of Brunei River was historically the main residential area with modern conveniences of Brunei Darussalam (Yunos, 2011). Until today, the village still remains inhabited by some locals who have not yet been resettled to the National Housing Schemes on dry land.

The introduction of a scheme to move inland was first introduced in 1906 by the British Resident as part of the plan to move the administrative centre and to overcome the spreading of diseases due to the crowded and unhygienic environment (Zul Hamdi et al, 2017). The epidemics of cholera and smallpox in 1953 throughout the overcrowded settlement of Kampong Ayer, has prompted the government to initiate the Sultanate's first public resettlement programmes. Under this programme, each family received 0.80 hectares of land to build a house and take up agriculture as a source of income. Kampong Perpindahan Bunut and Delima Satu areas were the first public resettlement programmes to be implemented. Perpindahan Burong Pingai Berakas then followed them.

The year 1954 saw another housing resettlement programme with an increasing number of families and civil servants moving to dry land, with acreage for planting trees included in the housing packages. The “rubber estate” at Kampong Jaya Setia Berakas is an example of the agriculture package. However, as rubber is no longer economically viable for Brunei, the area is now converted into commercial developments located close to the Brunei International Airport.

By 1971, modernisation and population increase started to put pressure on Kampong Ayer, which prompted the Government to survey the housing needs in the country in 1976. The outcome of the

study has resulted in the establishment of a housing programme to help the landless Bruneians become homeowners on government-subsidised home prices and 20-30 year loans.

In 1984, the previous Resettlement Schemes of the 1950s evolved into the National Housing Schemes (NHS) administered by the Housing Development Department (HDD). This Department was created from its predecessor, the Department of Resettlement. The two main types of NHS are known as the National Housing Development Scheme (Rancangan Kemajuan Perumahan Negara) and The Landless Indigenous Scheme (Skim Tanah Kurnia Rakyat Jati). The NHS houses are built in modern villages equipped with roads, education facilities, mosques, community centres and utilities.

In the same year, The Landless Indigenous Citizens Housing Scheme (STKRJ) was introduced to complement the NHS. About 20,000 houses were built from 1970 to 2013, which is around half of the houses needed for citizens applying through RKPJ and STKRJ housing schemes. In 2014 nearly 6300 more houses



were built, bringing the total number of homes to more than 26,000 people, according to the Ministry of Development (Oxford Business Group, 2014).

Each of the relocated families under the resettlement scheme was granted 0.8 ha plot for them to build a house and they were also encouraged to take up agriculture as a new source of income as opposed to being fishermen.

As the government could not keep up with the demand for NHS due to the limited land resources, the focus on agricultural incentive has turned into home provision whereby the size of the granted land shrunk into 0.2 ha. Notwithstanding that factor, the government still provided other infrastructure in these communities like mosques, community halls, schools, and shops.

Only Bruneians who are of 18 years of age; hold Bruneian citizenship; are landless, and earning a monthly income between BN\$445 (US\$350) and BN\$3030 (US\$2380) are eligible to apply for the NHS. For those earning less than BN\$445 (US\$350) per month, they are catered through other housing schemes. By the end of 2012, only around 40% of eligible applicants were housed as a result of the popularity of this scheme. This figure was expected to reach 60% by the end of 2014, with the completion of several new large-scale developments (Oxford

Business Group, 2014).

Due to high demand and other socioeconomic factors, where a one-family home was initially envisioned for a 0.8 ha plot, the new housing scheme was further reduced to 0.05 ha per household, as well as the introduction of semi-detached and terraced houses. The new owners purchased the houses under the NHS at a favourable discount and financing terms at low or zero interest rates and long pay-back durations. On average, under the NHS, a house owner pays about 70% of the housing development costs, excluding earthwork and infrastructure costs.

It was reported that 37,974 applications were received from 1970 until 2013, and only 19,900 houses were available for only about half of the number. In 2014, another 6,258 homes were built, but this still did not meet the demand for public housing. Waiting period for the applicants of NHS is up to 15 years and with just about 5% of the land area is developable area, the Ministry of Development has announced that dedicating substantial space is no longer feasible and that shifting from landed houses to high-rise apartment is a possible solution (Brudirect, 2016).

3. STRATA TITLE IMPLEMENTATION – PROCEDURES AND ENFORCEMENT

The revised year 2000 edition of the Land Code (Strata), Chapter 189 of the Brunei Laws, is a law to



make provision for the creation of strata titles. The law only applies to registered land under the Land Code (Chapter 40) (Attorney General Chambers Brunei^c). Other related rules which applied directly to the Land Code (Strata) Chapter 189 are the Town and Country Planning (Development Control) Act (Chapter 143) (Attorney General Chambers Brunei^d), Municipal Boards Act (Chapter 57) (Attorney General Chambers Brunei^e), Land Acquisition Act (Chapter 41) (Attorney General Chambers Brunei^f), Land Surveyors Act (Chapter 100) (Attorney General Chambers Brunei^g) and Companies Act (Chapter 39) (Attorney General Chambers Brunei^h). The Act covers the part on a subdivision into stratum estates; preparation and approval of strata plans; strata corporation; service charges; insurance; rules of the strata corporation; variation plans; cancellation of strata plan and schemes following destruction; expiry of strata plans and miscellaneous items that are related to the Act.

Even though the Act is apparent on the interpretation and process of strata title application including the laws that applied to it, there are no clear guidelines or procedures for the applicant; such as what is the standard strata drawing plan, what is the standard coding for the units & ancillary unit, what is the formula for unit entitlement calculation, and/or if the application has any standard form to be filled in. Because of this, the applicant was pushed back and forth to different government agencies to find the actual process of the application for strata title. The lack of guidelines has put off the developers and property owners to make an application to convert their existing developments into strata units. Thus, the implementation of strata title has stalled since 1999 even though in the year 2000 the amendment changed the strata title maximum tenure from 60 years to 99 years lease term. Transaction using the instrument of proxy sales has become the preferred and easiest way for the purchase of a strata property.

Since the ban on proxy sales in 2012, the transaction for subleased property has become stalled. Sales of multi-unit development grew difficult as the financial institutions were not ready to provide financing over purchases of these kinds of property development (Oxford Business Group, 2014).

In spite of the report produced by the Oxford Business Group in 2014 mentioning that the developers remained optimistic about getting approval for their new multi-storeyed apartments, the article in Brudirect.com reported otherwise (Brudirect, 2016).

It is also published in the section that the Land Department suggested that the reluctance in application for strata titles is due to the factor of the landowner not having confidence in strata title giving guarantee on ownership and benefit them; the issuance of strata title is not compulsory; owners are more comfortable with the present method of transaction; the expenses and time-consuming application process; and the lack of public confidence into the new strata property investment.

3.1 Board of Valuers and Estate Agents (BOVEA)

In an effort to overcome the reluctance for the application, the Board of Valuers and Estate Agents was formed in 2017 although the constitution was already put in place under the Article 83(3) of the Valuers and Estate Agents Order in 2009 (Attorney General Chambers Bruneiⁱ) which shows that the law was not ready for enforcement prior to 2017 as section 14(f) of Land Code (Strata) Chapter 189 requires a certificate from a recognised valuer to certify the schedule of unit entitlements.

“Recognised Valuer” under Land Code (Strata) Chapter 189 means ‘an appropriately qualified valuer recognised by the Commissioner of Land. A recognised valuer, however, needs to be registered, approved and certified by BOVEA as per section 12 of Valuers and Estate Agents Order 2009 of which a certificate of registration is issued upon the approval of the Board and upon payment of a prescribed fee.

In the past, companies providing valuation services in Brunei Darussalam needed only to register as valuation companies under section 140 of the Companies Act Chapter 39 which requires the director to be ‘Qualified Person’ in its field. No actual enforcement was available to regulate the professional conduct and ethics of the valuer. Technically speaking and according to the Valuers and Estate Agents Order

2009, none of the valuation companies in Brunei Darussalam was a recognised or registered valuer under the Brunei Law before the year 2017. It was evident that this phenomenon was caused by the delay in the formation of BOVEA. Nonetheless, most of the financial institutions, government and semi-government agencies required the companies to be associated and governed by the regulating boards or institutions such as the Royal Institution of Chartered Surveyors (RICS) for any part of the services offered to them.

The formation of BOVEA was not just to regulate the valuers' profession, but also to assist in the implementation of strata title including building up procedures, policies and enforcement of strata title under the Land Code (Strata) Chapter 189. Under the Valuers and Estate Agents (Amendment) Order, 2016 which commenced on 1 January 2017, the Board consist of the Permanent Secretary of the Ministry of Development as the Chairperson, and members appointed by the Minister that include the Commissioner of Land, two registered valuers from the public service, two registered private sector valuers, two registered estate agents and two persons from the public office. Since the formation of BOVEA, the process for strata title application has been discussed and drawn up, and the procedure has become more explicit although, it needed a faster pace to meet with the public demand.

4. PERSPECTIVE AND PROSPECTIVE OF PROFESSIONAL VALUERS IN BRUNEI STRATA TITLE IMPLEMENTATION.

4.1 Perspective

The property market in the country is stable. The movement of property market prices is very minimum and limited, especially in the Temburong District. There is a considerable gap between private properties and public housing. Privately-developed properties are in surplus, but yet, public housing is in shortage. It can take up to three years or more to sell a private residential property, especially those of high-rise buildings. On the other hand, the waiting queue for a residential dwelling under the NHS is reaching more than ten years.

The commercial and retail markets are also not improving, but somehow new strip mall and shopping complexes keep on sprouting; pressuring the property owners to lower the rent or else, lose their tenants. Evidently, the rental market for commercial properties is stagnant as property owners struggle to raise the rent. The poorly managed building is set out to have fewer occupants as tenants move out to newer buildings for better facilities and better maintenance.

The imbalance of the property market is mainly affected by the low population of Brunei Darussalam. According to the 2019 Department of Statistics report, the total estimated population in the mid-year of 2018 is at 442,400 people consisting of 74% Brunei citizens, 7.5% permanent residents and 18.5% temporary residents. Labour Force Survey 2018 shows the number of the total employed population is at 201,742 persons. From the figure, we need to consider the income of the people, the current residential status, and the existing residential arrangements in order to determine the actual potential property market buyers (Department of Statistics, 2019).

Notwithstanding the above statistics, the year 2019 has seen many new high rise apartments and landed residential properties were being built, and more are currently in progress. The oversupply of the private properties has somewhat lowered the rental market; however, the sale market prices have not gone down in spite of the time-consuming sale period.

The writer believes that in order to align the supply and demand in the property market, the government and all the construction industry professionals should work together with the professional valuers. The valuers must assist in the project development cycle of properties which include the pre-development plan of positioning, planning, conception and marketing of the property whether it applies to the landed or strata property. A feasibility study should be carried out by the professional valuer to determine the supply and demand in a particular area of development.

4.2 Prospective

With the formation of Brunei BOVEA, the profession of the registered valuers will be regulated and made

accountable. It will ensure that the business will be of the highest professional conduct, values, ethics and attitudes. In line with the scope of works under section 14 (f) Land Code (Strata) Chapter 189, professional valuers are expected to provide the service of determining the market value in the form of Valuation Report to the Commissioner of Land. The services include issuing the unit entitlement schedule certificate for the related application of the strata title for the property.

Under Article 83(3) section 14 (c) of the Valuers and Estate Agents Order 2009, registered valuers also carry the responsibilities of performing the services as the property managers. The services effectively involve the administration, regulation, maintenance and management of Strata Corporation as laid out in Part IV of the Land Code (Strata) Chapter 189.

5. CONCLUSION

A proper development feasibility study can, undoubtedly, determine the viability of any property development project. It is, therefore, crucial for the professionals in the construction industry to engage and get more involvement of the professional valuers in the process of property development which is not only limited to the implementation of strata title but also at an early pre-development planning stage. Professional valuers, being knowledgeable in its field, will be able to assist in developing strategies to ensure the development will be beneficial to both the end-user and the developer. In their capacity as the property managers, they are also able to analyse potential problems in the space design, hence, minimising the maintenance cost. The collaboration of all professionals will ensure the overall success of the development and therefore, the prosperity of the country's economy. ■

Note: This paper has been presented at Pertubuhan Ukur, Jurutera, Akitek Brunei (PUJA) National Conference, 11 November 2017, Brunei Darussalam.

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IMPLEMENTATION OF FACILITIES MANAGEMENT TRANSFORMATION STRATEGIES FOR BUSINESS SUSTAINABILITY



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ABSTRACT

Facilities Management (FM) is practiced in many countries including in Malaysia. There is a need for greater understanding of the important role FM can play in supporting the main business of organizations. The purpose of this paper is to specify the transformation strategies in FM towards business globalization and the stability of the business environment of an organization. Transformation strategies is a change within organizations, teams and individuals that focuses on future needs. In order to create the transformational framework, organizational behaviour has been adapted in this study to look into the improvement in the FM role more specifically. A questionnaire was developed and validated by an expert panel comprising members of the FM industry. A total of 341 questionnaires were distributed and 155 responses were received from facilities management companies in Malaysia. These were analysed using the application of structural equation modeling (SEM) to examine the relationships within variables for a collaborative strategy.

Keywords: *Facilities Management, Transformation, Strategies, Management.*

1. INTRODUCTION

Facilities Management (FM) brings added value to an organization by enabling an organization to focus on its core business with its supporting activities outsourced. According to Kaya et al. (2004), FM is often included at the operational level compared to the strategic level, and has poor links between FM managers and top level managers. It is important that FM be focused at the strategic level within organizations and this would enable FM to have closer relationships with clients, facilities support and facilitation in order to bring about changes in the organization to achieve effectiveness and greater efficiencies (Price & Akhlaghi, 1999). For Ong (2009), FM is not only about operation and maintenance; other non-technical aspects are equally important to ensure proper functioning of the built environment. According to Rouse (2013), business sustainability

is the coordination of environmental, social and financial demands to ensure responsible, ethical and ongoing success.

2. THE DEVELOPMENT OF THEORETICAL FRAMEWORK

The theoretical framework in this study provides a foundation base to identify the Independent Variables (Organizational Behavior) that give an impact on Dependent Variables (Facilities Management Performance) and Moderating Variables that co-operates in order to foresee the development of the transformation strategies. The theoretical framework was developed using basic theories from the literature review and using representations of relationships within variables. To recognize the variables more precisely, construct measures were created according to first order construct, second order construct and third order construct respectively as shown in Table 1.

Table 1: Constructs and Measurement Items

THIRD-ORDER CONSTRUCT	SECOND-ORDER CONSTRUCT	FIRST-ORDER CONSTRUCT	NUMBER OF ITEMS (114)
Organisational Behaviour (OB)	Organisation Environment (OE)	Organisational Process (OP)	5
		Team Dynamics (TD)	4
		Foundation Of Employee (FE)	4
		Contemporary Challenges (CC)	3
		Program Development (PD)	7
	Competitive Skills (CS)	Interpersonal Skills (IPS)	5
		Informational Skills (INS)	5
Decisional Skills (DS)		5	
Facilities Management Performance (FMP)	FM Competency Areas (FMP1)	Technical (TC)	4
		Financial (FN)	5
		Management (MN)	5
	FM Quality (FMP2)	Quality Control (QC)	11
		Quality Improvement (QI)	10
		Quality Assurance (QA)	11
	Trails for FM Continuity (FMP3)	Workforce Learning (WL)	5
		Forecasting Renewal Cost (FR)	5
		Technical Process (TP)	5
		Facilities Asset Management (FM)	5
Management Support to stimulate the growth of FM (MS)	General Factors (GF)	5	
	Regional Factors (RF)	5	

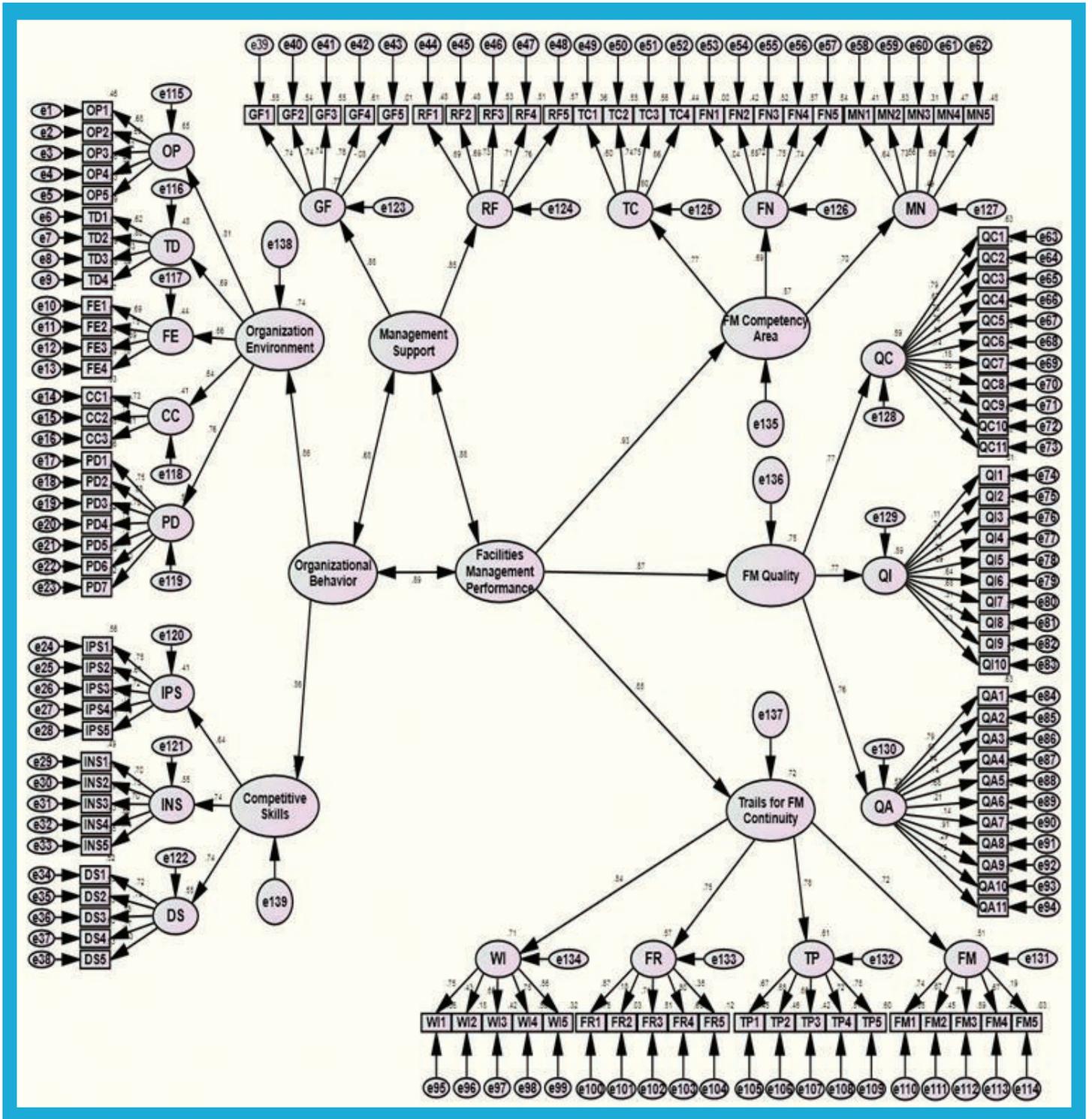


Figure 1: The exogenous and endogenous variables and the relative estimation errors

Table 1 and Figure 1 indicate the exogenous and endogenous variables that are used in this study. The construct measures are significant to develop the research hypotheses in order to create the relevant structural model that contributes to the development

of FM transformation strategies. Thirty three (33) hypotheses were identified for the transformation strategies. Table 2 shows the research hypotheses and relevant structural models to achieve the research objectives.

Table 2: Research Hypotheses and Structural Models

STRUCTURAL MODEL (SM)	HYPOTHESIS
	DESCRIPTION
SM1	Organisational Behaviour has a positive influence on Facilities Management Performance
	Management Support has a positive influence on Facilities Management Performance
SM2	Organisation Environment has a positive influence on FM Competency Areas
	Organisation Environment has a positive influence on FM Quality
	Organisation Environment has a positive influence on Trails for FM Continuity
	Competitive Skills has a positive influence on FM Competency Areas
	Competitive Skills has a positive influence on FM Quality
	Competitive Skills has a positive influence on Trails for FM Continuity
SM3	Organisational Process has a positive influence on FM Competency Areas
	Organisational Process has a positive influence on FM Quality
	Organisational Process has a positive influence on Trails for FM Continuity
	Team Dynamics has a positive influence on FM Competency Areas
	Team Dynamics has a positive influence on FM Quality
	Team Dynamics has a positive influence on Trails for FM Continuity
	Foundation of Employee has a positive influence on FM Competency Areas
	Foundation of Employee has a positive influence on FM Quality
	Foundation of Employee has a positive influence on Trails for FM Continuity
	Contemporary Challenges has a positive influence on FM Competency Areas
	Contemporary Challenges has a positive influence on FM Quality
	Contemporary Challenges has a positive influence on Trails for FM Continuity
	Program Development has a positive influence on FM Competency Areas
	Program Development has a positive influence on FM Quality
	Program Development has a positive influence on Trails for FM Continuity
	Interpersonal Skills has a positive influence on FM Competency Areas
	Interpersonal Skills has a positive influence on FM Quality
	Interpersonal Skills has a positive influence on Trails for FM Continuity
	Informational Skills has a positive influence on FM Competency Areas
	Informational Skills has a positive influence on FM Quality
Informational Skills has a positive influence on Trails for FM Continuity	
Decisional Skills has a positive influence on FM Competency Areas	
Decisional Skills has a positive influence on FM Quality	
Decisional Skills has a positive influence on Trails for FM Continuity	
SM4	Management Support moderates the relationship between Organisational Behaviour and Facilities Management Performance

3. STRUCTURAL EQUATION MODELING IN DEVELOPING THE FM TRANSFORMATION STRATEGIES

Structural equation modelling (SEM) is developed through Analysis of Moments Structures (AMOS) and encompass two major stages which is Confirmatory Factor Analysis (CFA), and the structural model. SEM is a collection of statistical techniques that allow a set of relationships between one or more independent variables and one or more dependent variables to be examined (Tabachnick and Fidell (2001). The significant purpose of SEM is to explain the pattern of series of inter-related dependence relationship simultaneously between a set of latent or unobserved construct. SEM has the ability to assess the uni-dimensionality, reliability and validity for each individual construct (Hair et.al, 2006). Therefore, SEM is significant in this research to analyze the research hypothesis that has been listed in Table 2.

3.1 Confirmatory Factor Analysis (CFA)

The CFA model is used to detect the links between manifest or observed variables and latent or unobserved variables. The measurement model could therefore be said to define the manner in which latent or unobserved variables are assessed in terms of the manifest variables (Ho, 2006). Operationalization of constructs is a very important step in the process of ensuring accuracy (Hair, 2006).

In order to develop the CFA, the SEM is distinguished by the ability of its overall model fit and its ability to assess the construct validity of a proposed measurement theory (Hair et al., 2006; Ho, 2006). A number of Goodness-of-Fit (GOF) indices exist for the assessment of the overall fit of the individual construct CFA, measurements of overall CFA and hypothesized structural models. The GOF indices provide the factors to investigate the level of coincidences in the covariance matrix of the proposed model (Kline, 2010). Table 3 shows the summary of Goodness of Fit indices that has been adapted from Bahjat (2007).

3.2 Structural Model

The structural equation model is the second main process of SEM analysis. Once the measurement model is validated, representation of the structural model can be made by specifying the relationships among the constructs. The structural model provides details on the links between the variables. It shows the specific details of the relationship between the independent or exogenous variables and dependent or endogenous variables (Hair et al., 2006; Ho, 2006). Evaluation of the structural model focuses firstly on the overall model fit, followed by the size, direction and significance of the hypothesized parameter estimates, as shown by the one-headed arrows in the path diagrams (Hair et al., 2006). The final part involved the confirmation of the structural model

Table 3: Goodness of Fit Indices (Bahjat, 2007)

NAME OF THE INDEX	LEVEL OF ACCEPTANCE	COMMENTS
Absolute Fit Indices		
Chi-square (χ^2)	$P > 0.05$	This measure is sensitive to large sample Value close to 0 indicates a poor fit, while value close to 1 indicates a perfect fit
Goodness-of-Fit (GFI)	0.90 or greater	
Root Mean Square Error of Approximation (RMSEA)	Between .05 and .08	
Incremental fit indices		
Adjusted Goodness-of-Fit (AGFI)	0.90 or greater	Value close to 0 indicates a poor fit, while value close to 1 indicates a perfect fit
Tucker-Lewis Index (TLI)		
Normed Fit Index (NFI)		
Comparative Fit Index (CFI)		
Parsimonious fit indices		
Normed Chi-square (χ^2 / df)	$1.0 \leq \chi^2 / df \leq 5$	Lower limit is 1.0, upper limit is 3.0 or as high as 5

of the study, which was based on the proposed relationship between the variables identified and assessed.

4. RESEARCH METHODOLOGY

In the preliminary stage of the study, a semi-structured interview was carried out with expert panels from the facilities management industry to identify and validate the issues involved in the FM field as well as the impact of incorporating Organisational Behaviour (OB) as a primary data to develop the transformation framework. The expert panels stated that the development of the transformation strategies in FM will help to lead to the excellence in the organisation. Prior to conducting interviews, a thorough review of the literature is needed to assist the researcher to develop the framework and the research design. For this study, a questionnaire was

designed which consisted of several sections with a 5-point Likert scale. The sample size was 341 covering all the registered FM companies in Malaysia. A total of 155 questionnaires were received i.e. approximately 45.5 percent of those distributed. This mixed method integrate the perception as well as the statistical results to create the transformation strategies.

5. RESULTS AND DISCUSSIONS

The structural model was produced from the feedbacks given by the respondents to foresee the collaborative strategy between Facilities Management and Organisational Behaviour for business success. The **first structural model** (Figure 2) tested the regression effects of Organisational Behaviour and Management Support on Facilities Management Performance. The R^2 value of the regression was 0.63 for the first structural model.

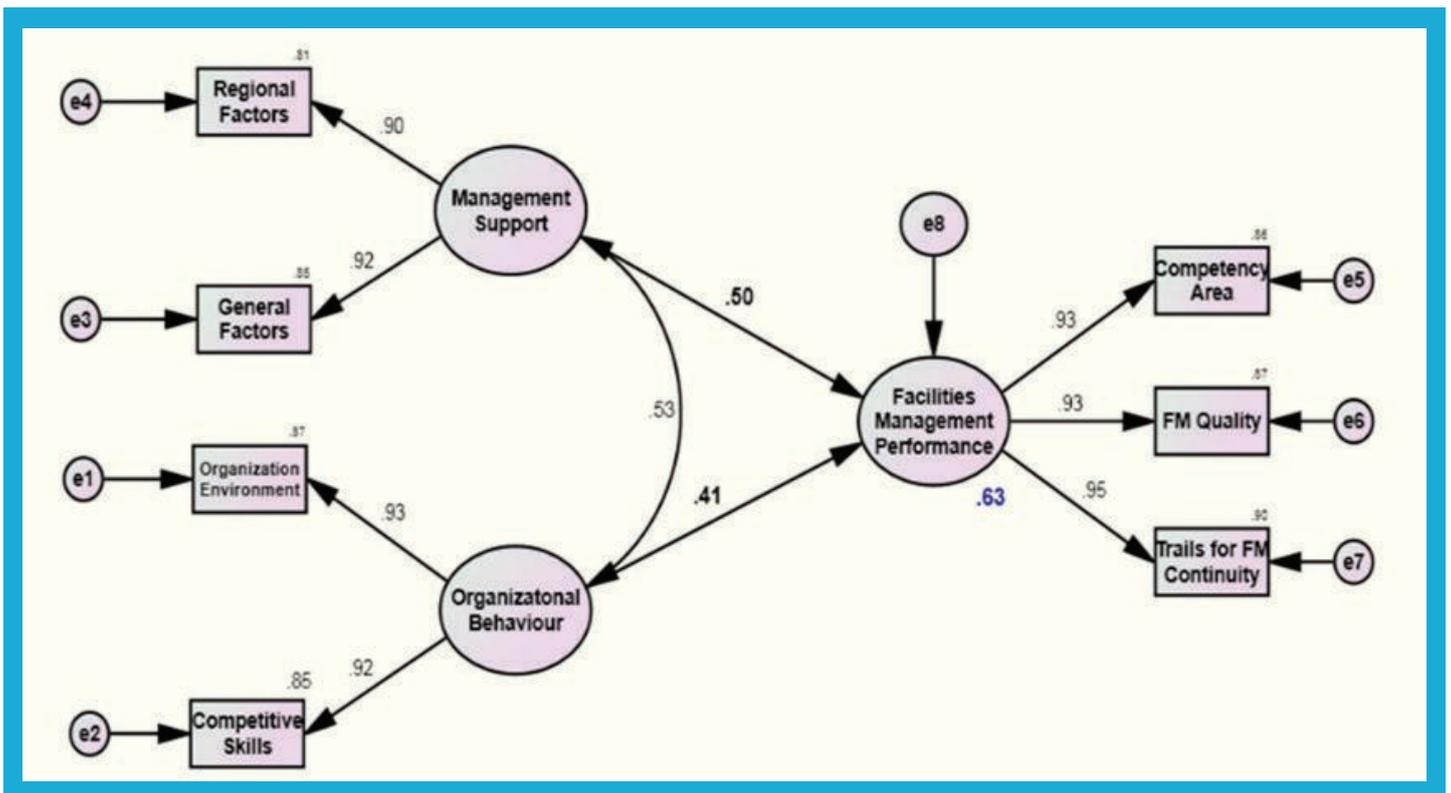


Figure 2: Structural Model 1 with Standardized Estimates

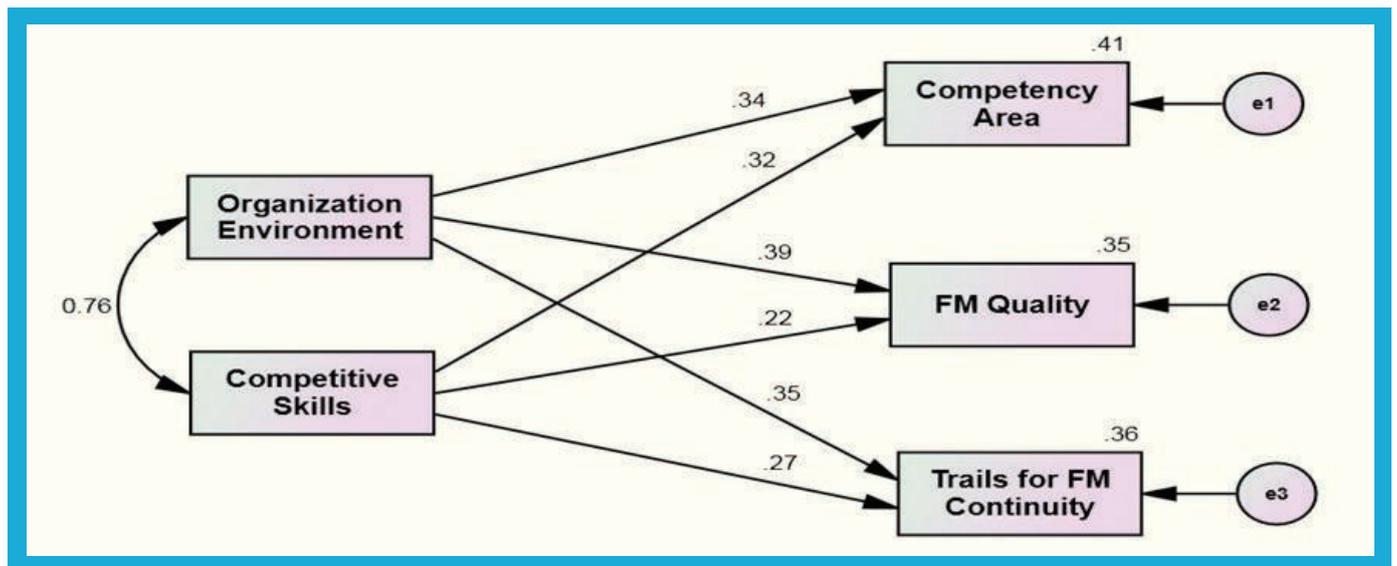


Figure 3: Structural Model 2 with Standardized Estimates

The **second structural model** (Figure 3) tested the regression effects of Organisation Environment and Competitive Skills on FM Competency Areas, FM Quality and Trails for FM Continuity. The R² values for the three regressions in the second structural model ranged between 0.35 and 0.41.

The **third structural model** (Figure 4) tested the

regression effects of Organisational Process, Team Dynamics, Foundation of Employee, Contemporary Challenges, Program Development, Interpersonal Skills, Informational Skills and Decisional Skills on FM Competency Areas, FM Quality and Trails for FM Continuity. The R² values for the three regressions in structural model 3 ranged from 0.39 to 0.44.

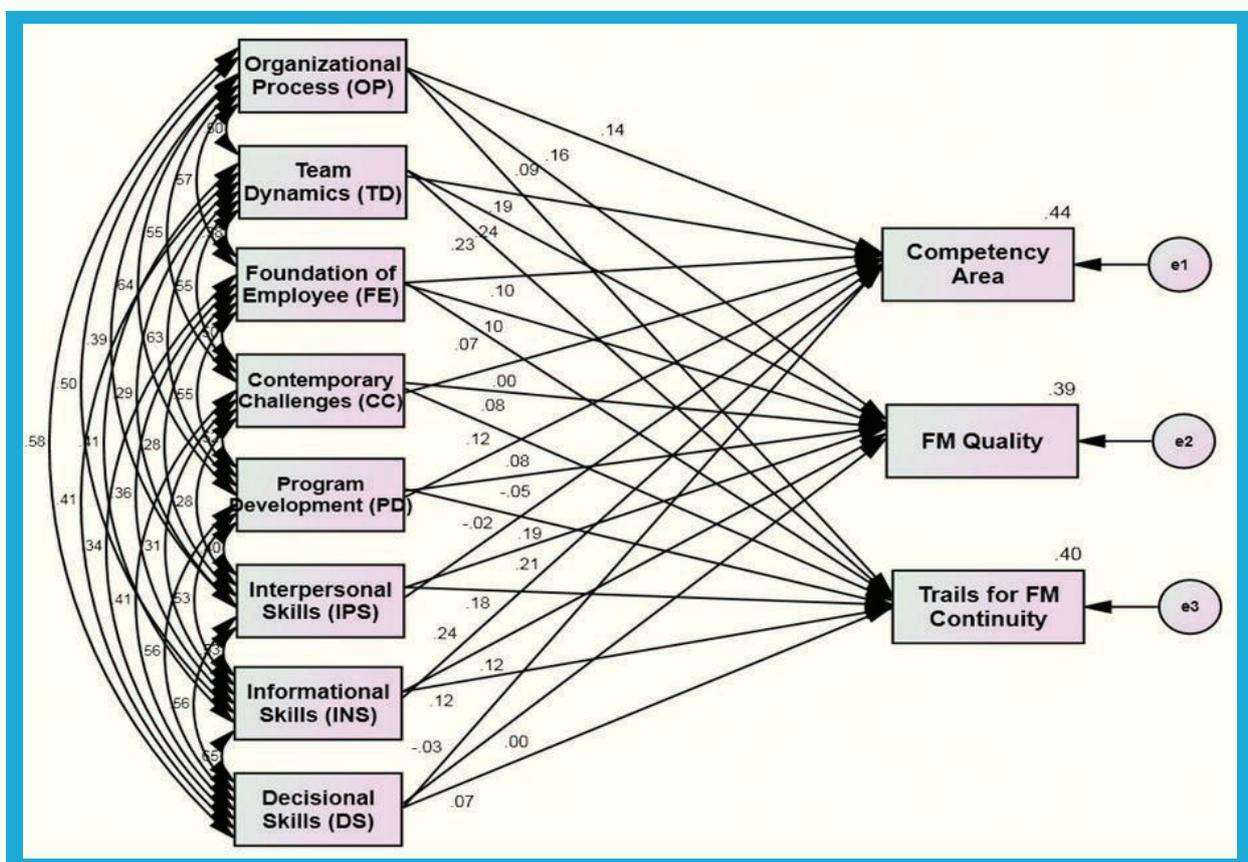


Figure 4: Structural Model 3 with Standardised Estimates

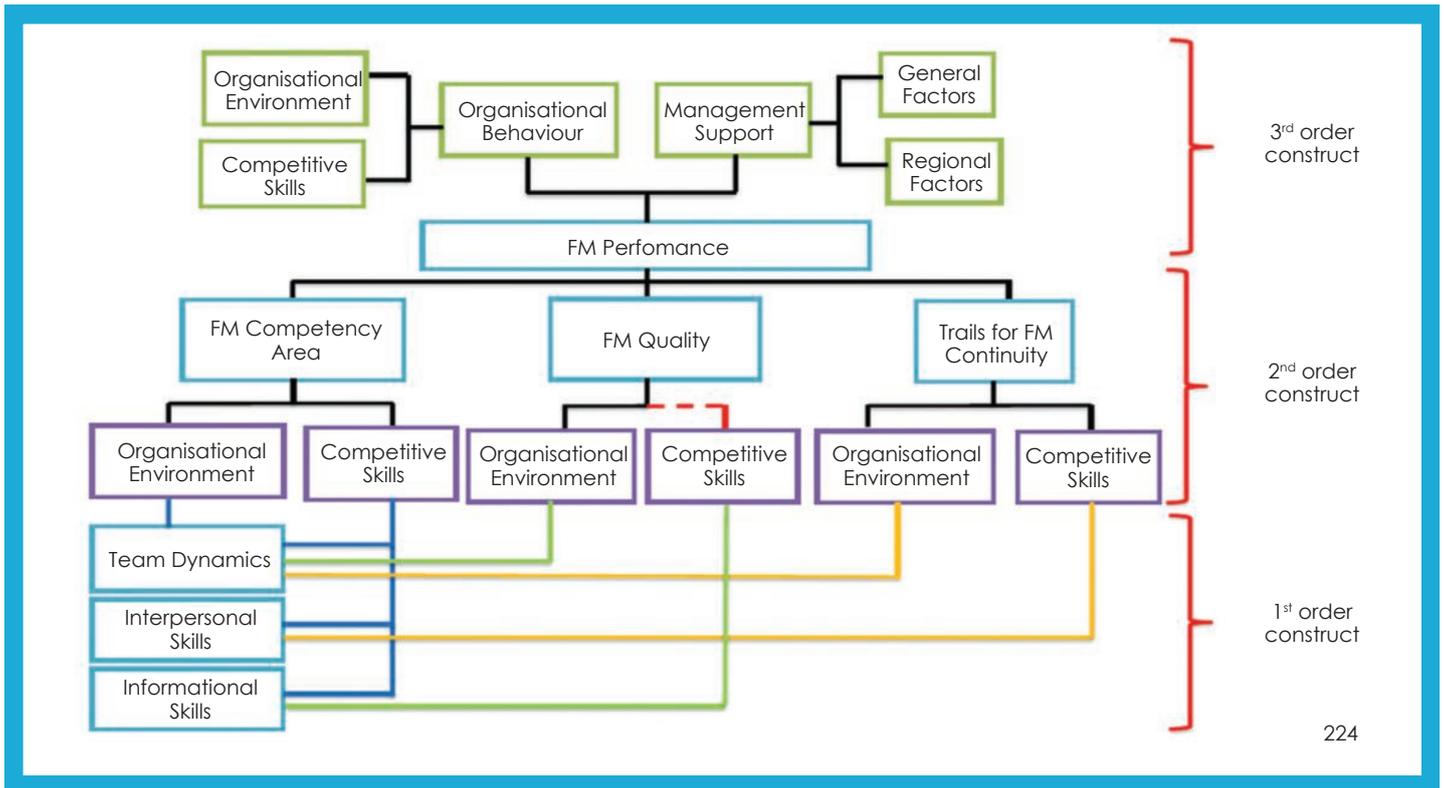


Figure 5: The Facilities Management Transformation Strategies in Malaysia

6. TRANSFORMATION STRATEGIES - THE WAY FORWARD

The findings from the survey questionnaire indicated that FM performance and Organisational Behaviour have a direct effect in both positive and negative ways. This focuses on both supported and non-statistically supported hypotheses.

The variables of Organisational Behaviour and Management Support significantly integrated within the Facilities Management Performance to enable the FM field to be more effective and efficient. The first order construct and second order construct variables were found to be statistically significant with FM Performance. Meanwhile, for the first order construct, eight (8) important OB variables were identified, which are Organisational Process, Team Dynamics, Foundation of Employees, Contemporary Challenges, Program Development, Interpersonal Skills, Informational Skills, Decisional Skills. Meanwhile, Team Dynamics, Interpersonal Skills and Informational Skills were statistically significant and have a positive influence on FM Competency Areas, FM Quality and FM Continuity. Other variables were also equally important to create a positive setting in the FM field, but they were not statistically significant in supporting

the construction of transformation strategies. The transformation strategies are formed to facilitate business environment and to achieve FM continuity in Malaysia (see Figure 5).

7. CONCLUSION

This paper presents the results of SEM to develop the FM transformation Strategies for future needs. The findings could help to improve the FM field in Malaysia to add value to the industry for competitive advantage. Prior to this, the transformation framework is significant to close the gaps between the strategic level and the operational level that will affect the corporate knowledge and business outcomes (Maszuwita, 2017). Hence, FM managers should focus on soft skills in order to be competent within global FM companies for long term development and act as an instrument to achieve higher competency levels in managing their FM businesses.

ACKNOWLEDGEMENTS

The authors would like to thank the Ministry of Higher Education, Malaysia for funding this research through the LESTARI Grant 600-IRMI/MYRA 5/3/Lestari (K) (234/2017) and Universiti Teknologi MARA (UiTM) for supporting this research. ■

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HBA INSIGHT INTO STRATA MANAGEMENT LEGISLATIONS

National House Buyers Association of Malaysia, 2019, 275 pages,
ISBN 978-967-17520-0-5

Reviewed by:

PROFESSOR SR TS DR. TING KIEN HWA,

Universiti Teknologi MARA, Malaysia

This book is a compilation of articles published by House Buyers Association in the last five years concerning the management of strata properties. It is meant for strata property owners, occupiers and investors. It emphasize responsibilities of occupiers and owners and transparency for the JMB/MCs.

The articles are written in layman language aim to educate and to empower those living in strata properties. The book appeals not only to occupiers and owners but also the property managers and members of joint management bodies (JMBs) and management corporations (MCs).

The topics covered in the book are comprehensive which include administrative aspects (e.g. notice, conduct of annual proceedings), technical aspects (service charge, share unit formula, inter-floor leakage) and legal aspects (e.g. tribunal, enforcement) of strata management.

Chapter 11 of the book is dedicated to articles on licensed property managers i.e. the registered property managers regulated under the Board of Valuers, Appraisers, Estate Agents and Property Managers Malaysia (BoVEAP). The articles had traced and documented the evolvement of the Register of Property Managers under the BoVEAP. The articles have also exposed the woes of engaging unlicensed property managers, the Board of Strata Property Managers saga and the ill-conceived proposal on the licensing of strata property managers by the Commissioners of Buildings (CoBs). Chapter 11 provides the contemporary perspective on the

raison d'etre of the registered property manager and thus is a must-read chapter for all existing property managers and those aspiring to be one in the future.

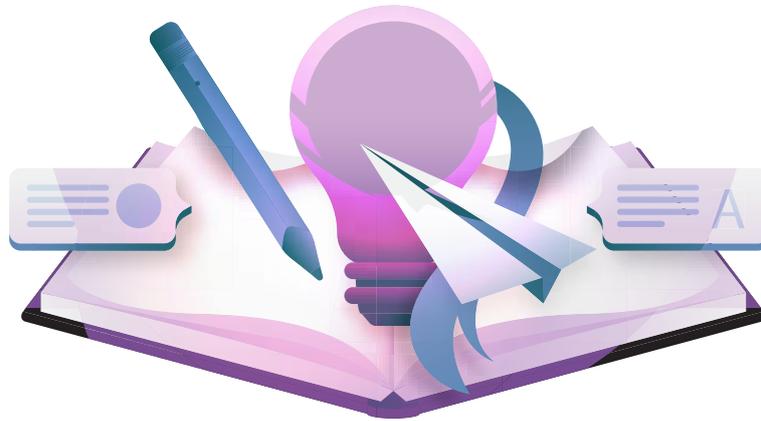
Reading this book with 275 pages is easy as the font size used in the book is distinctively larger than those normally one sees in other books. Also each chapter has a different colour code and the same colour is applied throughout the chapter. However, the layout arrangement and design do not clearly indicate the change from one article to another. While the chapters use one colour code for each chapter, this is not applied consistently. For example page 68 to 71 have two colour codes for the headings/sub-headings of the paragraphs.

In some of the Chapters, the author referred to himself as the first person, it is difficult to identify whose perspective that this refers to as there are seven contributors of chapters to this book and among them are a surveyor, a lawyer and an architect.

A useful addition for new editions of this book would be an index showing the key words and topics that readers would like to locate quickly in the related pages. Some of the commonly search words would include 'share units', 'parcel', 'quorum', 'nominees', 'proxies', 'JMB', 'MC' etc and many more.

Overall this book is a useful addition to the limited number of books on the management and issues of strata properties in Malaysia. Readers especially occupiers and owners of strata properties will find this book very useful in understanding and finding solutions to contemporary strata real estate issues. ■

SIMILARITIES AND DIFFERENCES BETWEEN FACILITY MANAGEMENT AND PROPERTY MANAGEMENT



Often in public discourse and daily business interaction, the differences and similarities of the functions of Facility Management (FM) and Property Management (PM) are blurred and unclear, which sometimes lead to wrong end user or client expectations and interpretations.

This article focus on the practical comparison between FM and PM. Table 1 outlines the differences and the common ground between Facility Management and Property Management.

Table 1 : Facility Management Compared with Property Management

	FACILITY MANAGEMENT	PROPERTY MANAGEMENT
Level	Strategic, tactical and operational	Strategic, tactical and operational
Content	Aligning real estate strategy with productivity strategy Implementation of real estate strategy and productivity strategy	Implementation of real estate strategy
Scope	All buildings, facilities, infrastructure which support the primary business	All buildings, facilities, infrastructure which are the primary business itself

Further discussions on the comparison focused on the following aspects:

a) Primary Business and Support Business Processes

According to The European Committee for Standardisation (CEN) in EN 15221-1 (2006), Facility Management is defined as “Integration of processes within an organisation to provide and develop the agreed services, which serve to support and improve the effectiveness of the primary processes of the organization.” In other words, FM is the professional management of all technical, infrastructural and commercial tasks within the **secondary processes** of an organisation in order to improve the productivity of the primary business activities.

In general, all organisations, whether public or private, use buildings, assets and services (facility services) to support their primary activities. FM coordinates these assets and services, its material/immaterial infrastructure with the aim to adapt to the variety of changes in the organisation’s environment and market conditions.

Property Management provides professional services to clients who view the real property as their primary business. For the Facility Manager the building is a means to an end; for the Property Manager the building is an end in itself.

b) The Client Perspective

Property Managers work for investors who own real estate for the cash flow from operating income and for the gain in value during their ownership term. Owners may consist of individuals, developers, private equity funds, REITs, or a variety of trusts.

Facility Managers work for the users of real estate who either own or lease their properties. Users typically consist of private corporations, educational institutions, healthcare institutions, central and local governments, NGOs. While many of these entities want to maintain and increase real estate value, most of them own and lease properties to support the primary business or core functions of their organisations, which differ from real estate investment for profit gains.

c) Priority of Client's Goals

Investors prioritise their goals as follows:

1. **Income** – maximise income from operations
2. **Value** – increase the value of the property
3. **Customer relations** – maintain tenant relations to help maximize occupancy and cash flow
4. **Operations** – efficiently maintain the property in order to achieve the first three goals

Users prioritise their goals in almost reverse order as compared to investors:

1. **Operations** – maintain the property in support of the occupier's core business units and end users, with an emphasis on ensuring that assets fulfill their useful lives and that interruptions to the primary business process are eliminated.
2. **Customer relations** – ensure that FM services are optimal cost/quality ratio and geared toward supporting high productivity of business units and end users
3. **Value** – preserve and maintain the value of the property in the event that it becomes surplus and available for disposition
4. **Income** – not a priority, unless subletting of surplus space is needed – not primary business activity

d) Owner vs. Occupant Perspective

The stakeholders in property management process are the property owners or investors, on one side and the tenant or occupant on the other side. Investors, by definition, are interested in the return that a property or asset has to offer. This differs significantly with an occupier who would most likely be concerned with the utility and benefits that can be derive from occupying an asset. For this reason, investors will often approach real property in a quite different manner from those occupying the asset. The differing agendas of the investor and occupant collide in the context of asset lifecycle management and capital investment levels. Here are some examples:



1. Essentially, the occupant will be looking for long term occupation, which is financially sustainable and predictable, while the investor is driven by changing real estate market return rates and lease levels that determine more flexible, thus shorter term tenancy.
2. The owner of a shopping center will look to reduce costs as much as possible without affecting the tenants, whereas the occupant/tenant would ideally like the owner to invest as much capital as possible into the shopping center in order to differentiate and position itself against rival retailers.
3. The property manager of a shopping center who is the owner's trustee establishes and maintains a tenant mix that results in the highest possible profit - owners will let go tenants who are not beneficial to delivering adequate returns.
4. Another instance is related to the potential impact that an occupant might have on property worth that affects the relationship between them and the investor. A tenant with a high profile and an inferior reputation might reduce the liquidity of an asset by reducing demand from other investors; this would most likely manifest in an increased yield and therefore lower capital values of properties. On the other side, property yield and liquidity are not the facility manager's priority, rather his/her major goal is the continuous and cost efficient supply of optimised work environment in order to improve productivity of the end users.

There is a middle ground and the road to it lies in the balance maintained through mutual compromises. One thing that both parties agree on is the need to build and occupy a highly functional, usable and desirable building at the optimal cost/quality ratio. That is why the definition of BOMA¹ stresses that "Property Management is the process by which an owner and/or service provider maintains and creates value in real property consistent with the owner's objectives through the efficient **balance of tenant/owner relations**,". However, it must be highlighted that boardrooms and shareholders are at first place, mostly interested in the bottom line objectives and then in the commitment to occupants' needs for optimal workplace and productivity gains.

e) Operations

Property Managers manage all aspects of income and expense for their investor/owner clients. On the income side, they work closely with leasing agents and brokers to guarantee maximum occupancy rate of the leasable area at market rent levels and then collect these rents and additional charges as per the leasing contract. On the expense side, Property Managers contract for and pay for all operating expenses. Expenses are deducted from the collected rents, and the surplus is credited to the client.

Facility Managers manage the expense side of the budget with a focus on ensuring that the assets are in optimal condition to support the core business operations. They also manage the optimisation of space utilisation by establishing key performance indicators, such as number of net floor area in m² per 1 working place or per 1 user, or percentage of utilisation rate of working stations.

Property Managers are targeting **maximum occupancy** rate of the property in order to maximise rent revenues. Unlike Property Managers, Facility Managers target **optimal occupancy** that will meet certain cost/quality ratio and satisfy productivity standards of the employees and production standards of the specific primary business unit. **Example:** FM employs space management techniques as hoteling, hot-desking and virtual office to maximise utilisation of usable office space, thus reduce leased floor area, while PM is more interested in ensuring maximum gross leased area per 1 tenant.

The differences between FM and PM lie the priorities, goals, hierarchy of tasks, approaches to end users, to clients and customers; separation of primary and support business processes. Also, differences are identified in:

- Degree of consideration of FM and PM by strategic level of management;
- Whole lifecycle of assets in FM vs. planned business cycle of assets in PM
- Roles of the FM and PM in the implementation of specific corporate or organisational policies;
- Degree of application of FM and PM in private and public sectors.

THE COMMON GROUND

The daily operations and responsibilities in FM and PM is overlapping to a very significant extent. On operational level they manage a myriad of services in the areas of maintenance, hospitality, accommodation, safety and security, logistics, technical infrastructure, workplace, ICT, cleaning and waste management, open grounds. Both Property and Facility managers use alike management and analytical techniques; methods; procedures; IT solutions. They perform corresponding management functions as strategic planning, risk management,

service management, financial planning and control, performance management, quality management, people and change management, outsourcing, benchmarking etc. The key competencies and skills of Facility Manager and Property Manager, which are required and demanded by clients, owners and occupants are so similar, that job descriptions converge in at least 75% of its content. ■

Note: This article is adapted from: Kavrakov, Deyan (2015) Facility and property management – Finding the differences or the points of convergence Insight, Issue 33 (an Euro FM publication, www.eurofm.org)



Launching of MIPFM THE PROPERTY



Professional Journal: MANAGER

.....

A short ceremony on the launching of the Journal cover of The Property Manager was held during the MIPFM Conference 2019 on 21st November 2019 at Putra World Trade Centre, Kuala Lumpur. Professor Sr Ts Dr. Ting Kien Hwa, the Editor-in-Chief handed over the mocked Journal Cover to Sr Haji Adzman Shah Mohd Ariffin, President of MIPFM during the ceremony.

The Journal Cover has an orange band at the outer edge of the Journal cover making the appearance of the Journal outstanding. The striking Journal attracted enquiries from members on when the inaugural journal will be issued and how contributions can be made to the journal. ■



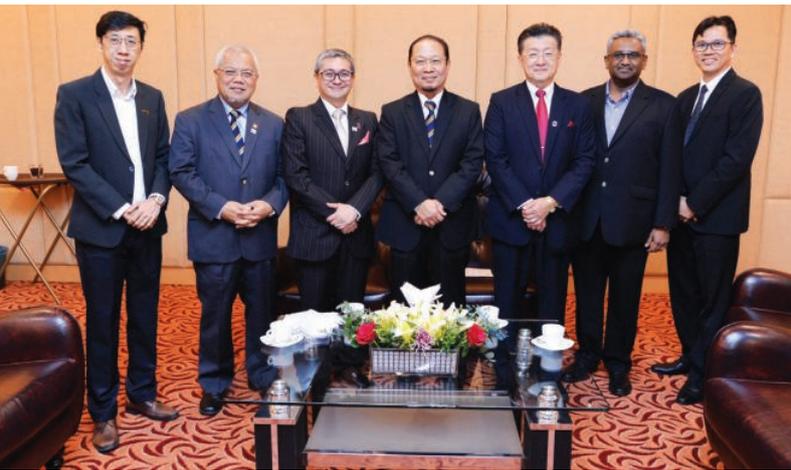
MIPFM Conference

Enhancing Property Valuation

The MIPFM Conference 2019 was held at the Putra World Trade Centre, Kuala Lumpur. The theme was “Enhancing Property Valuation: Best Practice Solutions”. It was officiated by the Deputy Director General of Valuation and Property Services, the President of the Board of Valuers, Appraisers and Estate Agents (BOVEAP).

There is a total of 147 participants including undergraduates who attended the Conference. Eight papers were presented by professionals and academics. A special session for property and facility managers attracted many attendees.

This event garnered the support from the Ministry of Finance, **Sdn Bhd** and **CSS Decisions Sdn Bhd**, **Bo** and **Eco Community Sdn Bhd** as well as **Sdn Bhd**, **Knight Frank Malaysia**, **ExaStr** **Bhd** and **IM Global Property Management**.



“ 147 participants including undergraduates from local universities who had attended the Conference ”

FM Conference 2019

Value via Best Practice Solutions

The conference was held on 21st November 2019 at Putra World Trade Centre. The theme of the Conference is "Enhancing Property Value via Best Practice Solutions". It is presided by Sr Haji Mohd Khairudin bin Abd Halim, Director General of Property Services Department (JPPH), Ministry of Finance and Economic Development, Estate Agents and Property Managers Malaysia.

The conference is designed for property and facility managers, including undergraduates from local universities who had completed their studies. The conference is presented in the Conference by practicing property and facility managers. The Forum focusing on current issues related to the property and facility management, questions and hot discussions.

The conference has three major sponsors **Nippon Paint**, **Rexaco Engineering** and **ServeDeck (Mandrill Tech Sdn Bhd)**. Both Exhibitors from **ServeDeck (Mandrill Tech Sdn Bhd)** and other supporters from following firms **IPC Property Management**, **Meta Solutions Sdn Bhd**, **HSR Property Management Sdn Bhd** and **...**



“ A special Forum focusing on current issues related to the property and facility managers attracted many questions and hot discussions ”

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16	PMF 0016	SR.	LOW HAN HOE
17	PMF 0017	SR. TN HAJI	ISHAK BIN ISMAIL
18	PMF 0018	SR.	LOOI SIEW FATT
19	PMF 0019	SR.	ADZMAN SHAH BIN MOHD ARIFFIN
20	PMF 0020	SR. TN HAJI	KAMARULZAMAN BIN MAT SALLEH
21	PMF 0021	PROF. SR TS DR.	TING KIEN HWA
22	PMF 0056	SR.	GANESH CHINNAPAN

ORDINARY MEMBER 2019

NO.	M'SHIP NO.	FULL NAME
1	PM 0916	ALICE A/P PONNAZHAKAN
2	PM 0917	NOR ASMAWATI BINTI SULAIMAN
3	PM 0918	NORA BINTI MOHAMED NOOR
4	PM 0919	CHENG JEW KENG
5	PM 0920	MOHAMAD FAHMIAMIRUL BIN ZOLKEPLE
6	PM 0921	TASMEN ADRIAN JOHN BERER
7	PM 0922	LAU TECK CHING
8	PM 0923	MOORTHY KRISHNAN
9	PM 0924	WONG ING HUA
10	PM 0925	LIM SOON MUN @ ALBERT
11	PM 0926	PRASHANTH KUMAR A/L SELVAKUMAR
12	PM 0927	JEFFRY TONG THEAN TAT

NEW MEMBERSHIP LISTING JAN TO NOV 2019

NO.	M'SHIP NO.	FULL NAME
13	PM 0928	ANG CHENG LYE
14	PM 0929	TAN KWEE CHIN
15	PM 0930	YOGESHWARAN A/L UTHAYA KUMARAN
16	PM 0931	GOBINATH A/L RAMASAMY
17	PM 0932	BONG NYUK SIEW
18	PM 0933	MUHAMMAD MIRRAN BIN ABDULLAH
19	PM 0934	SAHARANI BIN JA'AFAR
20	PM 0935	LEE SU CHIN
21	PM 0936	ANDREW TAN IAN HAN
22	PM 0937	CHOK VUN YEE
23	PM 0938	MOHD MARNIZAM BIN OMAR
24	PM 0939	SITI SARAH BINTI AZIMI
25	PM 0940	RONNITA BTE MOHAMMAD SHAM VASUDEVAN
26	PM 0941	ABD RAMLIE BIN MOHD SAID
27	PM 0942	AARON WEE YAN PENG
28	PM 0943	NARASHIMAN A/L R.NARAYANASAMY
29	PM 0944	TAN LAY JOO
30	PM 0945	ONG LI ENG
31	PM 0946	KHO SIOW YONG
32	PM 0947	JAGRAJ SINGH A/L SEMRET SINGH
33	PM 0948	FARHANA BINTI SAHRIN
34	PM 0949	KODIESWARY A/P V.RADHA
35	PM 0950	ZULKEPLI BIN WELANG
36	PM 0951	NURUL HIKMAH BINTI HAMIDON
37	PM 0952	DATO' SR DR HAJI MOHD KAMAL RASIP
38	PM 0953	WODAYA KUMOR A/L SHANMUGAM
39	PM 0954	VIJAYAKANANTHAN A/L KUPPUSAMY
40	PM 0955	LEE BING HONG
41	PM 0956	SOH TEIK WEI
42	PM 0957	NANDHINI DEVI GANASEN
43	PM 0958	RAJA NORFADZILA BT RAJA AYOB
44	PM 0959	LOW SIANG FONG
45	PM 0960	YAP WEI LIN
46	PM 0961	ROSLE BIN HASSAN
47	PM 0962	GNANAPRAGASAM A/L ANTHONYSAMY
48		
49	PM 0963	MOHD ASRAF BIN MAT YAJID
50	PM 0964	NADIA BINTI ABU BAHARIN
51	PM 0965	MUHAMMAD NAZIM BIN ALIAS
52	PM 0966	JAILANI BIN MOHAMAD
53	PM 0967	YEW YEE PING

THE PROPERTY MANAGER

NO.	M'SHIP NO.	FULL NAME
54	PM 0968	FOO HOU DICK
55	PM 0969	CHONG SIEW KHOON
56	PM 0970	JAMALUDDIN BIN ATAN
57	PM 0971	GEORGE CELESTINE FERNANDEZ
58	PM 0972	CHOO KIM LENG
59	PM 0973	OOI BOON LEONG
60	PM 0974	MOHD JUNAIDI BIN JUHARI
61	PM 0975	RAJENDRAN A/L POONGAVANAM
62	PM 0976	TAN JEE PING
63	PM 0977	LIM YU CHEE
64	PM 0978	TAN WEE BEN
65	PM 0979	ADRIAN LOPEZ A/L ANTHONY LOPEZ
66	PM 0980	VELAYUTHAM A/L SEENIVASAGAM
67	PM 0981	LEE KONG SHIN
68		
69	PM 0982	NG WEE CHIANG
70	PM 0983	SEGGARAN A/L DUNNAIHA
71	PM 0984	LOH KIN SOON
72	PM 0985	HEMAL KUMAR A/L RATILAL
73	PM 0986	ANTHONY SIMON A/L ANTHONY DASS
74	PM 0987	IRWAN GUSRI BIN MASDAR
75	PM 0988	NGEOW LEE YOONG
76	PM 0989	CHUA HUEY YING
77		
78	PM 0990	MAHADZIR BIN ISA
79	PM 0991	DATUK YANG KIAN JOO
80	PM 0992	LOW AN CHING
81	PM 0993	LIEW SIEW MEI
82	PM 0994	ALEX CHONG HOCK KEE
83	PM 0995	NEVISHKUMAR A/L KUMARAN
84	PM 0996	MOHD ZAQUAN AHMAD ZABIDI
85	PM 0997	TOK WUI YUNG
86	PM 0998	JAI GAANESH S/O MUNIANDY @ JEYARAMAN
87	PM 0999	QUAH OOI KEN
88	PM 1000	A'ZMI BIN ABDUL LATIF
89	PM 1001	MOHD LUTFI BIN DOL
90	PM 1002	ROSHAYATI BINTI ZAKARIA
91	PM 1003	LEE LAY SEE (CELINE)
92	PM 1004	MAHADZIR BIN ABDUL RAZAK
93	PM 1005	FARHAN AKRAM BIN ZAKARIA
94	PM 1006	LO MING LIONG
95	PM 1007	RATHIS KUMAR A/L RADHAKRISHNAN

NEW MEMBERSHIP LISTING JAN TO NOV 2019

NO.	M'SHIP NO.	FULL NAME
96	PM 1008	ZULKAMAL BIN RUHAIZAT OOI
97	PM 1009	CHEN LEE CHUN
98	PM 1010	LAI POH HWA
99	PM 1011	CHEW PEY HONG
100	PM 1012	MUHAMMAD FADHLI BIN ABDULLAH
101	PM 1013	LIM MEE CHIU
102	PM 1014	STEPHENNIE WONG TZE HUI
103	PM 1015	FAN YOKE FOONG (EVONNE FAN)
104	PM 1016	LAW KAH CHOON
105	PM 1017	R. KUHENDRANATH A/L K. RAMALINGAM
106	PM 1018	VINCENT A/L WILLIAM
107	PM 1019	KHIR ASMI ALI
108	PM 1020	MUHAMMAD ZAID BIN MOHD SHAHRIN
109	PM 1021	MARY CHONG KET TZU
110	PM 1022	SATNAAM SINGH SAGOO A/L NARANJAN SINGH
111	PM 1023	WAN MOHD ZULHISYAM BIN WAN ZAHARI
112	PM 1024	JAVED IRSHAD SANI
113	PM 1025	RASHILA BINTI ABDULLAH
114	PM 1026	MUHAMMAD SURIA BIN ABDULLAH
115	PM 1027	HAMIZAN BIN ABDULLAH
116	PM 1028	MOHD HAFIZ BIN MOHAMAD
117	PM 1029	TUNKU MOHAMMED NAZARIN BIN DATO' TUNKU YUSOFF
118	PM 1030	INTAN LIANA BINTI MOHAMED NASIR
119	PM 1031	LEE PAK LING
120	PM 1032	JASBIR SINGH A/L HARBAYAN SINGH
121	PM 1033	FOO TEK CHING
122	PM 1034	HAIRUL ANUAR BIN SHAMSUDDIN
123	PM 1035	JANARTHAN RAMAYAZ
124	PM 1036	CHONG JA FA
125	PM 1037	YUSNIZA JASMIN BIN YAACUB
126	PM 1038	CHONG CHUNG MING

ASSOCIATE MEMBER 2019

No.	M'SHIP NO.	FULL NAME
1	PMA 0001	LEE HUEI WEN
2	PMA 0003	NORAINI BINTI ZAINOL
3	PMA 0004	MOHAMAD SYAKIR BIN DAMAN HURI
4	PMA 0005	WONG WEE CHEZ
5	PMA 0006	DATUK AR. RICHARD ENG
6	PMA 0007	LEE LI CHEE
7	PMA 0009	SIA CHONG HAN

THE PROPERTY MANAGER

No.	M'SHIP NO.	FULL NAME
8	PMA 0010	IR. TS. YAHAYA BIN HASSAN
9	PMA 0011	PATRICK ANTHONY HONAN
10	PMA 0012	LIEW TOH SEN
11	PMA 0013	MOHD ERWAN BIN SHARIAL
12	PMA 0014	KERK FANG PENG
13	PMA 0015	BAWANI A/P S. THARMALINGAM
14	PMA 0016	LINCOLN LIEW WEN PIAO
15	PMA 0017	LEONG MAY CHEN
16	PMA 0018	HELEN LAW CHUI KAM
17	PMA 0019	PAUL CHIAM TAU KEEN
18	PMA 0020	TEH TIK GUAN
19	PMA 0021	ELYAS MOHAMAD BIN MAT JUSAK
20	PMA 0022	FAKRULLAH BIN MD SALMIN
21	PMA 0023	MOHAMAD ZULFADHLI BIN MOHAMMAD ASRI
22	PMA 0024	MOHD ZULSHAFIQ BIN ZAKARIA
23	PMA 0025	SYAHRIR BIN MD SALMIN
24	PMA 0026	NARUL NIZAM BIN KASRON
25	PMA 0027	MUHAMMAD RUZRI BIN RABUAN @ MOHD RASHID
26	PMA 0028	MOHD HAKIM BIN ABDUL MANAN
27	PMA 0029	TONG BOON KIEN
28	PMA 0030	RAJASEGARAN A/L P.THEVARAJ
29	PMA 0031	AMIRUL ZAIDI BIN AHMAD ZAKI
30	PMA 0033	CHONG CHUN SHANG
31	PMA 0034	NG BEE PENG
32	PMA 0035	V.RAVICHANDRAN A/L VAITHILINGAM
33	PMA 0036	LEE KIM LI
34	PMA 0037	NG BOON KING
35	PMA 0038	ABDULLAH BIN SHAHARUDIN
36	PMA 0039	SRIVENGADESH TEHARAJA
37	PMA 0040	KARTHIK A/L KALAICHELVAN
38	PMA 0041	IR. JASON YAM HUANG MENG
39	PMA 0042	MOK FEE YENG
40	PMA 0043	TOO HENG LEONG
41	PMA 0044	MOHAMMAD HAFIZUDDIN BIN MOHAMED SHUHAIMI
42	PMA 0045	KHOOI KAI LEONG
43	PMA 0046	LIEW HSIAO CHING @ JOSEPH LIEW
44	PMA 0047	AHMAD ASYRAF ROSLI
45	PMA 0048	SAIDATUL KESUMA DEWI BINTI ISMAIL
46	PMA 0049	HISAM BIN SANIP
47	PMA 0050	HAN LOK SIEW
48	PMA 0051	GOH HENG KEAT
49	PMA 0052	NORIZAL BIN TAHARIN



MIPFM CONFERENCE 2019

ENHANCING PROPERTY VALUE VIA BEST PRACTICE SOLUTIONS

21 NOVEMBER 2019

PUTRA WORLD TRADE CENTRE (PWTC)

8.30AM - 5.30PM

CONFERENCE HIGHLIGHT

- SESSION 1: LATEST PROPTech SOLUTION
- SESSION 2: FM - LATEST INNOVATION IN PROPERTY MANAGEMENT
- SESSION 3: SOLUTIONS FOR BUILDING MAINTENANCE
- SESSION 4: PROPERTY MANAGEMENT FUNCTION

WHO SHOULD ATTEND

- PROPERTY MANAGERS
- FACILITIES MANAGERS
- DEVELOPERS
- MANAGEMENT CORPORATION / JOINT MANAGEMENT BODY
- VALUERS/ SURVEYORS
- ARCHITECTS
- ENGINEERS
- LOCAL AUTHORITIES/COB
- LAWYERS
- ESTATE AGENTS
- ANYBODY VENTURING IN THE FIELD OF PROPERTY & FACILITIES MANAGEMENT

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5 CPD HOURS
APPLIED
WITH BOVAEAP



3 CPD HOURS
APPLIED
WITH BQSM



3 CPD HOURS
APPLIED
WITH IEM



2 CPD HOURS
APPLIED
WITH LAM



10 CCD HOURS
APPLIED
WITH CIDB



6.5 CPD HOURS
APPLIED
WITH RICS

Further details, contact MIPFM at 019-6008022
or email education@mipfm.org



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