

**OFFICIAL OPENING KEYNOTE ADDRESS
YANG BERHORMAT DATUK AMAR HAJI
MOHAMAD ABU BAKAR BIN MARZUKI
SARAWAK STATE SECRETARY**

IN CONJUNCTION WITH:

**THE 5TH FACILITY MANAGEMENT ASIA
CONFERENCE (FMAC2026)**

DATE: 29 JUNE 2026 (MONDAY)

**VENUE: RAIA HOTEL & CONVENTION CENTRE,
KUCHING**

SALUTATIONS

Bismillahirrahmanirrahim.

Assalamualaikum Warahmatullahi Wabarakatuh,
Good morning and Salam Sarawakku Sayang.

- (1) Yang Berbahagia Dato' Sri Haji Zohari Bin Haji Akob, President of the Malaysian Association of Facility Management;
- (2) Yang Berbahagia Datu Adjunct Professor Ir. Ts. Dr. Cassidy anak Morris, Director of the Public Works Department Sarawak;
- (3) Permanent Secretaries of Ministries, Heads of Departments, and Resident and District Officers;
- (4) The Top Management of the Construction Industry Development Board (CIDB) Malaysia and Sarawak Incorporated Sdn. Bhd. (SISB);

- (5) Strategic partners, distinguished panel speakers, conference delegates, facility management professionals, academicians, ladies and gentlemen.
- (6) Welcome to the Land of the Hornbills, and a very warm welcome to **the 5th Facility Management Asia Conference (FMAC2026)**.

Appreciation

1. First and foremost, I would like to express my sincere appreciation to the Malaysian Association of Facility Management (MAFM), Public Works Department Sarawak, CIDB and Sarawak Incorporated Sdn. Bhd. for their dedication and commitment in bringing together this important regional conference.

2. Your collective team effort has created a valuable platform for us to exchange knowledge, share experiences and strengthen the future of facilities management in Sarawak.
3. I am also pleased to see the presence of civil servants from our various ministries, departments, resident offices and local authorities, as well as representatives from the private sector, industry partners, professional bodies and our distinguished presenters.
4. Your participation reflects our shared commitment to improve the way we manage our public assets and to embrace new approaches that will strengthen service delivery for the people of Sarawak.

Conference Theme and Sarawak's Approach to Facilities Management

Distinguished guests, ladies and gentlemen,

5. The theme of this year's conference, **“Sustainable Facilities Management: Holistic Benefits to All Stakeholders,”** resonates strongly with Sarawak's current transformation journey.
6. The Post-COVID-19 Development Strategy (PCDS 2030) sets our aspiration to transform Sarawak into a thriving society driven by data and innovation, with sustainable economic growth, inclusive development and a better quality of life for all.

7. In facilities management, this means we must look beyond just constructing new infrastructure. We must also rethink how we manage, operate and sustain our public assets throughout their entire lifecycle.
8. Public infrastructure represents a significant investment of public funds. Therefore, we have a responsibility to ensure that these assets continue to perform well, provide quality services and deliver long-term value to the people of Sarawak.
9. As our economy grows and our infrastructure network becomes larger and more complex, the traditional approach where the Government plans, builds, operates and maintains every asset directly may no longer be the most effective model.

10. Modern facilities require specialised expertise, advanced technologies, innovation and strong operational capabilities.
11. Therefore, we need a more strategic approach where the Government focuses on governance, regulation, policy direction and performance oversight, while leveraging the strengths of the private sector in service delivery.
12. round the world, governments are increasingly adopting public-private partnership approaches, where the public sector acts as an effective asset owner and regulator, while the private sector provides specialised services based on clear standards and accountability.

13. This approach allows governments to become more agile and efficient while ensuring that public services continue to meet the needs of the people.
14. Sarawak has already embraced this approach in several areas. One example is solid waste collection, where services are delivered by private operators under Government oversight.
15. The Government continues to set standards, monitor performance and ensure accountability, while private sector operators contribute their expertise, technology and operational efficiency in delivering these services.
16. We should now build on this success and progressively extend the same principle to other areas of public asset management.

17. One example we are exploring is the operation and management of rural water treatment plants. At present, many of these facilities are operated and managed by the Rural Water Supply Department, or Jabatan Bekalan Air Luar Bandar (JBALB).
18. As the demand for reliable and quality water supply continues to grow, we need to explore more efficient and sustainable approaches in managing these critical assets.
19. Through a public-private partnership model in facilities management, the private sector can contribute its technical expertise, operational experience and innovative solutions to improve the efficiency and reliability of these facilities.

20. This will allow the department concerned to transform its role from being primarily an operator to becoming a strategic regulator, contract administrator and performance manager, focusing on governance, service standards, compliance monitoring and long-term planning.
21. This approach can also be extended to other areas of facilities management, including support services such as security management for government buildings, landscaping and other essential facility operations.
22. By leveraging private sector capabilities, the Government can improve service quality, optimise resources and ensure that public facilities are managed more effectively.

23. This transformation represents a broader shift in how we view facilities management. Facilities management is no longer limited to responding to breakdowns or carrying out routine maintenance.
24. It is about ensuring that our public assets remain safe, reliable, efficient and fit for purpose throughout their entire lifecycle.
25. Through this new approach, the Government will move away from directly performing every operational function and strengthen its role as an intelligent asset owner.
26. This means setting clear standards, procuring services effectively, managing contracts professionally, monitoring performance and ensuring value for money.

Distinguished guests, ladies and gentlemen,

27. This approach will also contribute towards building a leaner and more efficient civil service.
28. By reducing the need for Government to directly manage every operational activity, our officers can focus on higher-value responsibilities such as strategic planning, governance, policy implementation and ensuring better outcomes for the people.
29. This transformation requires a change in capability and mindset. Our civil servants must strengthen their knowledge and skills in procurement, contract administration, asset management, performance monitoring and data-driven decision-making.

30. Managing outsourced facilities management services requires strong governance and contract management capabilities to ensure that service providers deliver according to agreed standards.
31. At the same time, the private sector must also evolve. Service providers must move beyond traditional maintenance practices and embrace innovation through digital technologies, automation, predictive maintenance and more efficient operating models.
32. The focus should no longer be only on completing tasks, but on delivering measurable outcomes such as better asset performance, improved reliability, cost efficiency and enhanced user experience.

33. The partnership between the Government and private sector is therefore essential in achieving sustainable facilities management in Sarawak.
34. By combining strong governance from the public sector with innovation and efficiency from the private sector, we can ensure that our public assets remain resilient, sustainable and capable of supporting Sarawak's development aspirations.
35. This is not merely a change in how we manage facilities. It is part of a larger transformation towards a modern, agile and future-ready Government.

36. Through this approach, we can build a more efficient civil service, strengthen public service delivery and create long-term value for the people of Sarawak.

Tuan-tuan dan puan-puan sekalian,

37. Kehadiran tuan-tuan dan puan-puan daripada pelbagai jabatan, pihak berkuasa tempatan, syarikat berkaitan Kerajaan serta pihak industri dalam persidangan ini adalah amat bertepatan pada masanya.

38. Gunakan peluang ini untuk memperkukuhkan pemahaman dan mengubah cara kita berfikir selaras dengan perubahan peranan kita dalam landskap pengurusan aset dan fasiliti yang semakin berkembang.

39. Peranan kita bukan lagi semata-mata sebagai pelaksana operasi, tetapi perlu beralih menjadi pengurus strategik yang mampu mentadbir kontrak, memantau prestasi, memastikan pematuhan piawaian serta menjamin penyampaian perkhidmatan yang berkualiti kepada rakyat.
40. Saya berharap semua peserta dapat memanfaatkan persidangan ini sebagai platform untuk menimba ilmu, berkongsi pengalaman dan mempelajari amalan terbaik dalam pengurusan fasiliti yang moden dan mampan.
41. Gunakan peluang ini untuk memahami bagaimana teknologi, inovasi dan pendekatan pengurusan baharu boleh diaplikasikan dalam organisasi masing-masing.

42. Perubahan ini memerlukan keterbukaan minda, kesediaan untuk belajar dan keberanian untuk mencuba kaedah kerja yang lebih cekap dan berkesan.
43. Transformasi ini bukan hanya melibatkan perubahan sistem dan proses, tetapi juga perubahan budaya kerja.
44. Kejayaan pendekatan baharu ini bergantung kepada keupayaan kita untuk membina kompetensi dalaman, memperkukuhkan tadbir urus dan bekerjasama secara lebih strategik dengan pihak swasta.
45. Dengan komitmen bersama, kita mampu mewujudkan pengurusan fasiliti yang lebih profesional, cekap dan mampu menyokong aspirasi pembangunan Sarawak.

Distinguished Guests, Ladies and gentlemen,

46. Before I conclude, I would like to express my sincere appreciation to all presenters for sharing your expertise, experiences and insights throughout this conference.

47. We are honoured by your presence and contributions, which will help shape our journey towards excellence in facilities management.

48. To all participants from within and outside Sarawak, thank you for your commitment and participation in this year's conference.

49. Beyond this conference, I hope those from outside of Sarawak will also take the opportunity to experience the warmth, hospitality and vibrant culture that make Kuching and Sarawak truly special.

50. I encourage all of you to explore the rich cultural diversity and culinary heritage of Kuching City. Do not miss the opportunity to enjoy some of Sarawak's unique flavours, such as the famous Sarawak Laksa, Kolo Mee and other local delicacies that reflect the diverse communities and traditions of Sarawak.

51. With the recitation of Bismillahirrahmanirrahim, it is now my honour and pleasure to officiate the Fifth Facility Management Asia Conference, FMAC 2026.

52. Wabillahi taufiq wal hidayah. Wassalamualaikum warahmatullahi wabarakatuh.