

Special Edition



NIGERIA CHAPTER OF

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International Facility Management Association

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**The Global FM Outlook:
My Vision for IFMA**
Christa Dodoo, Global IFMA Chair



**A Global Message to Africa:
Meeting Facility Professionals
Where They Are**
Michael V. Geary,
President/CEO, IFMA



**Global Trends Shaping Facility
Management in Africa**
Lara Paemen,
Managing Director, IFMA EMEA



Engr. Sheriff Daramola, FMP
President, IFMA Nigeria Chapter

IFMA
Global Africa
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Enabling Sustainable Facility Management Practice in Africa

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Editor's Note

Africa stands at a defining moment. The choices we make today in Facility Management will shape not just our buildings, but our communities, economies, and future generations. Enabling sustainable facility management practice in Africa is more than a theme, it is a call to rethink, reimagine, and rebuild responsibly.

Across the continent, we see rising cities, evolving workplaces, and a demand for smarter, greener, more resilient infrastructure. Yet, true sustainability goes beyond technology or compliance, it requires collaboration, innovation, and a mindset shift. It demands that we, as facility managers, leaders, and partners, embrace our role as custodians of the built environment and stewards of Africa's future.

This edition is more than a collection of ideas; it is a call to action. As practitioners, leaders, and partners, we are encouraged to reimagine our practices embracing innovation, nurturing local talent, and building systems that last.

Together, we can rewrite the story of facility management on the continent, not as

“Across the continent, we see rising cities, evolving workplaces, and a demand for smarter, greener, more resilient infrastructure.”

custodians of the present, but as architects of a thriving, sustainable tomorrow, let this be our turning point. Let us enable sustainability not as a distant ideal, but as an everyday reality in the way we plan, manage, and live.

On behalf of IFMA Nigeria Chapter, I extend gratitude to all contributors, partners, and participants who made this milestone possible. Together, we are setting the standard for Africa to inspire the world.

Miss Shuaibat Shuab
Publicity Secretary



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Dear Professional Colleagues and Friends,

It is with great honour and excitement that I welcome you to this special edition of the IFMA Nigeria's: The Facility Manager's Magazine, published in celebration of the 2025 IFMA Global Africa Conference.

This year's theme, "Enabling Sustainable Facility Management Practice in Africa," reflects a call to action and challenges us to think long-term. It speaks to the urgent need for us, as professionals, leaders, policymakers, and educators, to embed sustainability at the very core of how we design, operate, and maintain the built environment and infrastructures across the continent. In a rapidly changing world marked by environmental shifts, economic uncertainties, urban growth, and rising social demands, Facility Management (FM) stands at a pivotal crossroads, where our choices will directly influence the resilience and liveability of our communities.

Sustainability is not a distant ideal; it is a present-day responsibility. For Africa, it means developing FM systems that reduce environmental impact, conserve resources, promote social equity, and are economically viable. It means looking beyond short-term fixes and investing in long-term solutions that empower our cities, institutions, and workplaces to thrive. As FM professionals, we are uniquely positioned to lead this charge.

This publication is more than just a collection of articles; it is a platform to explore the challenges, innovations, and opportunities that define the evolving landscape of Facility Management across Africa. As we gather experts, practitioners, policymakers, and researchers from across the continent and beyond, this magazine serves as a powerful extension of our conversations, carrying the voices and visions shaping

FM in Africa. The content herein highlights practical steps toward a more efficient and sustainable FM future.

The IFMA Global Africa Conference has become a melting pot of ideas and experiences, bringing together professionals from across countries and disciplines. Our goal is not only to exchange knowledge but to ignite partnerships and inspire action. This edition embodies that spirit of collaboration, growth, and shared purpose.

As President of IFMA Nigeria Chapter, I am proud of how far we have come. We are seeing stronger policy engagement, more structured training, and an increasing number of professionals committed to excellence in FM. But there is still more to do.

We also recognise the importance of aligning facility operations with broader national goals from climate action and circular economy adoption to infrastructure longevity and professional capacity building. This edition captures those intersections and provides an intellectual companion to the knowledge shared during the conference.

I invite you to read, reflect, and engage. Let this magazine inform your next strategy, challenge your assumptions, connect you with innovative ideas and collaborators and shape a future where sustainability is not the exception, but the standard.

To our contributors, editorial team, sponsors, and every reader, thank you. Your insights and engagement make this journey worthwhile.

Together, let us enable a sustainable FM future for Africa—one facility, one city, one idea at a time.

Warmest regards,
Sheriff Daramola, FMP
President, IFMA Nigeria Chapter

Sustainability is not a distant ideal; it is a present-day responsibility. For Africa, it means developing FM systems that reduce environmental impact, conserve resources, promote social equity, and are economically viable.

A Global Message to Africa: Meeting Facility Professionals Where They Are



Michael V. Geary, CAE
President & CEO, IFMA

In today's fast-changing world, facility professionals across Africa are facing complex challenges from energy concerns and climate change to shifting workplace models and economic instability. At IFMA, we recognize your critical role and are committed to meeting you where you are in your career, in your community, and in your unique context as a facility manager (FM).

Global Diversity, Shared Purpose

IFMA is proud to be a global organization. The organization's greatest strength lies in the diversity of our people and the unity of our mission. Across countries, sectors, and workplace disciplines, we're united by a shared purpose: creating environments where people, businesses, and the planet can thrive.

This mission is especially relevant in Africa. Whether you support a hospital in Nigeria, manage university grounds in Ghana, or are planning smart infrastructure in Rwanda or Uganda, IFMA is here to support you. Our presence is growing across the continent, with new chapters in Uganda and Rwanda soon joining Ghana and Nigeria in strengthening regional networks and access to resources.

From Global Insight to Local Action

Facility managers around the world face similar issues: reducing energy consumption, adapting to new technologies, building resilience, and responding to environmental demands. IFMA works with global experts to examine these challenges and turn research into practical resources that support your work.

However, addressing global issues must be matched with local relevance. That's why IFMA's chapters play a vital role. They offer direct access to education, advocacy, and partnerships with universities, government, and private sector organizations. These local networks ensure that each region's needs are addressed with targeted support and lasting impact.

“

Whether you support a hospital in Nigeria, manage university grounds in Ghana, or are planning smart infrastructure in Rwanda or Uganda, IFMA is here to support you.”

”

Empowering You as a Professional

Beyond global and local efforts, IFMA is focused on you the individual professional. Whether you're a newcomer to the FM field or a seasoned expert, we offer tools to help you grow on your own terms. Our extensive online course catalog, learning channels, and the online Engage forum allow you to read, listen, and learn in whatever way works best for you.

We also understand that not everyone has access to large-scale training programs. That's why we provide a wide variety of free resources covering every major FM topic. Whether you're a student, technician, or director, there's something for you and it's available when you need it.

Building Value Through Knowledge

Across Africa, businesses and institutions are realizing the value of sustainability and innovation. Circular practices, energy-efficient systems, and employee-centered design aren't just ethical choices they offer real cost savings and resilience. As an FM, your insights have the power to guide critical decisions that impact both the bottom line and the environment.

That's why your development is so important. When you grow professionally, your organization benefits. World-class training and credentials give you a global perspective and credibility and allow you to implement best practices in a local context.

A Steady Partner in a Changing World

As Africa continues to evolve, IFMA remains a steady partner in your journey. We're here to provide reliable information, practical strategies, and a global community where you can connect and contribute.

World vision. Community action. Individual opportunity. This isn't just a slogan it's a promise. As IFMA deepens its presence across Africa, we're excited to stand with you, learn from you, and support the vital work you do every day.

Empowering You as a Professional

Beyond global and local initiatives, IFMA is focused on you the individual professional.

Whether you are new to FM or a seasoned expert, we offer tools to help you grow on your own terms. Our extensive online course catalog, learning channels, and the Engage online forum allow you to learn in ways that fit your schedule and style.

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A Steady Partner in a Changing World

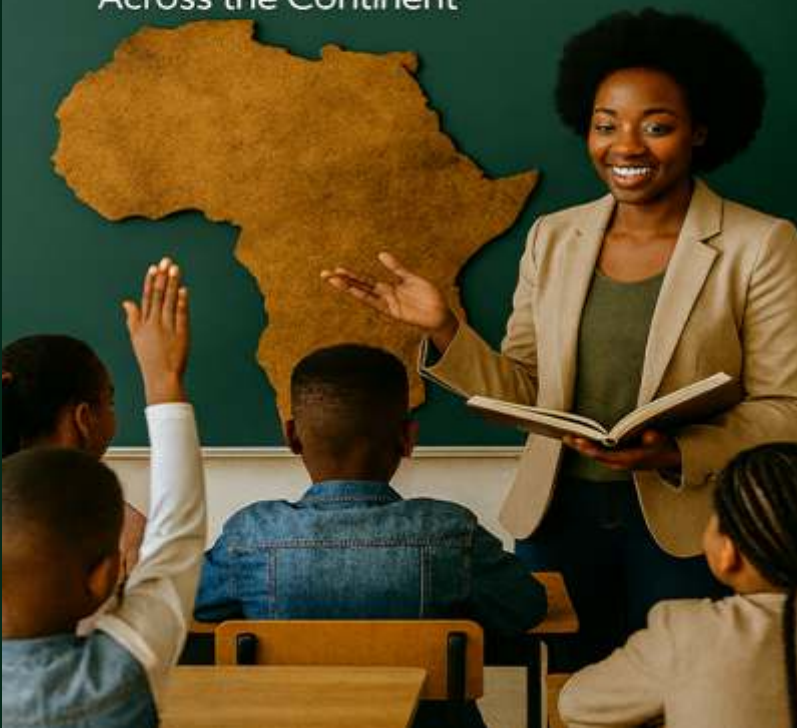
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About the Author

M. V. G., CAE, has more than 30 years of leadership experience in associations and nonprofit organizations. He currently serves as President & CEO of the International Facility Management Association (IFMA). Founded in 1980, IFMA is the world's largest and most widely recognized organization for facility management professionals, supporting more than 25,000 members in over 140 countries.

Shaping Africa's Future Through Facility Management

Enabling Sustainable FM Practice Across the Continent



Facility Management Realities in Africa

By Eng. Sherif Maged Khaled



Introduction: A Continent on the Edge of Transformation

Africa stands at a defining moment in its history. As global conversations about sustainability, infrastructure resilience, and economic diversification intensify, Africa emerges not only as a continent of unparalleled natural wealth but also as a land of untapped opportunities. With its youthful population and abundant resources, Africa is poised to lead the next wave of global transformation, provided that its infrastructure and facility management practices evolve to meet the challenges of tomorrow.

Facility Management (FM) in Africa is not just about maintaining buildings; it is about shaping the future of cities, industries, and communities. It is about ensuring that the continent's natural and human resources are harnessed efficiently, sustainably, and innovatively. This article explores the realities, challenges, and opportunities for FM in Africa while offering a roadmap for how the industry can drive sustainable growth across the continent.



1. Africa: A Continent of Opportunities and Challenges

Africa, with its vast 30.37 million km², is larger than the combined area of China, the USA, and Europe (World Bank, 2023). This immense continent holds 60% of the world's arable land, 90% of raw material reserves, 40% of global gold reserves, 33% of diamond reserves, and substantial deposits of critical minerals such as cobalt (60%) and coltan (80%), essential for electronics and electric vehicles (African Development Bank, 2023). Africa's youthful population, projected to reach

2.5 billion by 2050 (United Nations Population Division, 2023), represents both a challenge and a unique opportunity for sustainable growth. AFRICA REPRESENTS THE FUTURE OF HUMANITY.

Despite this abundance, infrastructure management remains a significant challenge. Weak regulatory frameworks, inconsistent resource management, and underdeveloped facilities hinder the continent from fully realising its potential. Facility Management (FM) is the strategic key to transforming Africa's natural wealth into sustainable, resilient infrastructure.

2. FM Realities and Lifecycle Costs

A crucial fact often overlooked is that nearly 80% of a building's lifetime cost is incurred during the operation phase, while only 20% is spent on design and construction (IFMA, 2022). While building new infrastructure is celebrated, little attention is given to maintaining and operating these assets effectively. The result is often a reduction in long-term value and efficiency. Our job here is to maximise the value of the journey.

FM Realities and Lifecycle Costs



3. The Silver Tsunami: Addressing the Talent Gap

One of the objectives of the Africa Facilities Management Association's (Africa FM) is to promote knowledge and education.

However, with the rapidly evolving technology and an aging workforce, a perfect storm of problems is creating a skills gap in multiple industries a term called "Silver Tsunami". Forty per cent of the current workforce expected to retire within the next 6–8 years. This



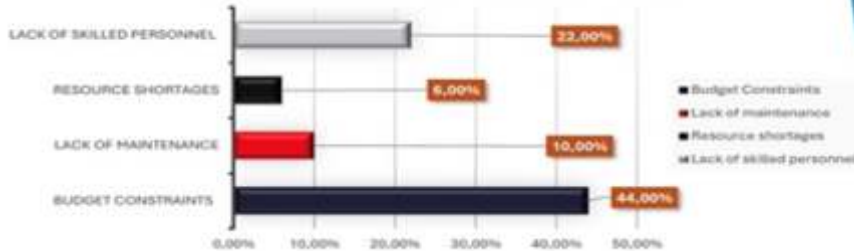
One of the objectives of the Africa Facilities Management Association's (Africa FM) is to promote knowledge and education.

To address the skills gap, efforts must focus on:

- Developing tailored FM curricula in universities and technical institutions.
- Offering specialised certifications for FM Consultants and Practitioners.
- Establishing structured mentorship and internship programs.
- Implementing robust succession planning strategies.

Africa FM has already taken strategic steps by signing MOUs with EuroFM (research-focused) and IFMA (training and certification-focused) to accelerate knowledge sharing and skill development.

Most Frequent Challenges Mentioned



A 2024 survey by the South African Facilities Management Association (SAFMA) revealed that the shortage of skilled personnel is one of the most pressing challenges, alongside slow adoption of technology and lack of regulations (SAFMA Survey, 2024).

loss of experienced professionals cannot be replaced by IoT or AI alone.

The 2021 Africa FM Gap Analysis Report highlights leadership, operational excellence, project management, and performance monitoring as critical competencies for the next generation of FM professionals. The report concluded that there is a significant opportunity for the FM profession to grow and develop in Africa.



4. Education as a Strategic Priority

There is an evident THIRST FOR EDUCATION in the FM community across Africa for people looking to enter the industry and people who do not have qualifications.



5. Building a Culture of Professional Development

Many African organisations still underinvest in professional development due to budget constraints or a lack of understanding of long-term ROI. The solution involves:

- Formal and hands-on training,

particularly in leadership and soft skills.

- Regular tracking of staff performance post-training.
- Cross-sector job rotations to broaden expertise.
- Embedding professional development into corporate culture.

6. Collaboration and Advocacy

Africa FM is actively uniting the FM community by developing Membership Packages and raising awareness by prioritising training, certifications, conferences, and knowledge-sharing platforms. Increased engagement with universities and national FM associations, along with advocacy efforts to highlight FM's strategic role, are crucial for driving industry growth.

In December 2022, Africa FM conducted a Collaboration Needs Assessment. A survey to assess the needs of members for collaboration was conducted in December 2022. The aim of the survey was to guide partnership and collaboration efforts of Africa FM with other associations and organisations moving forward. Five (5) areas of interest were assessed to determine the priority to be assigned to them in the 2023 action plan of Africa FM. The number of unique mentions indicated a slightly higher interest in Conference, Seminars and Webinars. However, the weighted rankings showed Training and Certifications as the top priority for members, with Conferences, Seminars & Webinars and Research, Knowledge Platforms a close second and third, respectively.

Respondents indicated an immediate need for increased

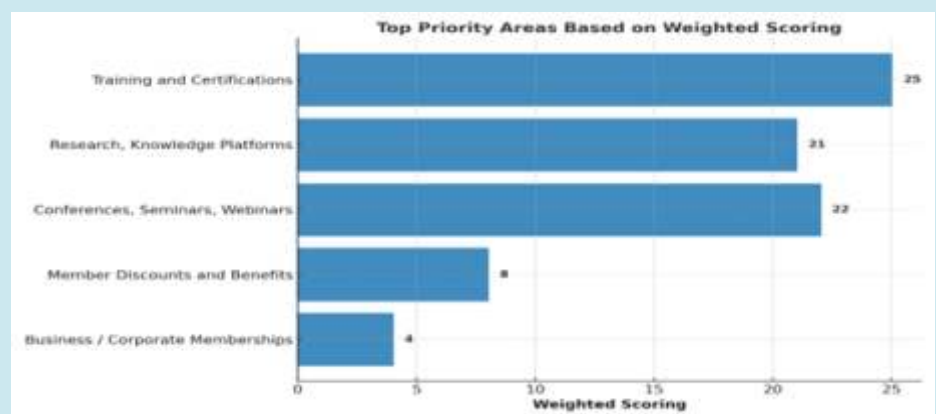
awareness and advocacy of the profession and association on the continent. More structured engagements with national associations to increase local presence through meetings and webinars as well as involvement with universities were highlighted as overall priority in the short term to be implemented.

Further in-depth discussions with specific countries need to be planned for more information, as a prerequisite for drafting the strategic plan for the coming years.

resilience and societal advancement.

We must let Africa THINK by enabling more students to join the FM community and nurturing the built environment across the continent.

Moreover, we must shift from buying to building talent. The imminent solution to closing the skills gap lies in raising awareness, educating the new generation, and training today's young FM professionals.



7. Conclusion: Think Africa, Build Africa, Sustain Africa

Facility Management is not merely about maintaining buildings; it is about creating long-term value, ensuring operational efficiency, and driving sustainable growth. By investing in talent, education, technology, and global partnerships, Africa can position FM as a cornerstone for economic

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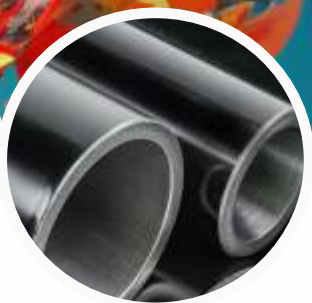
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Global Trends Shaping Facility Management in Africa

By Lara Paemen,
Managing Director, IFMA EMEA

As the Managing Director of IFMA for Europe, the Middle East, and Africa (EMEA), I have the privilege of witnessing how Facility Management (FM) is evolving across vastly different regions. One constant theme is the increasing strategic importance of the FM profession worldwide.

Africa, in particular, stands at a compelling crossroads. Urbanisation, infrastructure investment, and regional integration are accelerating, but so are the pressures to digitalise, professionalise, and operate sustainably. As global trends in FM reshape expectations, the African FM industry must determine how to adapt, align, and lead within its own context.

This article explores the key global trends shaping FM practice and outlines how they influence strategic growth across Africa

1. Digitalisation Is Driving Strategic Value

Across mature FM markets, digital transformation is no longer optional.

“IFMA continues to advocate for digital readiness across all regions. Through education, knowledge sharing, and certification...”

Tools like Integrated Workplace Management Systems (IWMS), IoT-enabled asset monitoring, Building Information Modelling (BIM), and AI-powered maintenance are redefining the FM toolkit. These innovations support everything from energy efficiency to agile space management.

In Africa, while adoption is varied, momentum is building, particularly in South Africa, Kenya, Nigeria, Ghana and Egypt. Forward-looking facility managers leverage mobile-first,

cloud-based platforms to overcome traditional infrastructure gaps. The opportunity here is significant: Africa has the potential to leapfrog outdated systems and embrace fit-for-purpose digital FM solutions tailored to local realities.

IFMA continues to advocate for digital readiness across all regions. Through education, knowledge sharing, and certification, we support FM professionals in navigating this shift and maximising value through technology.

2. Sustainability as a Core FM Responsibility

Globally, sustainability is at the heart of FM strategies. Facility managers are now expected to actively contribute to carbon reduction, circular resource use, and healthier, more inclusive spaces. Whether through LEED, BREEAM, EDGE, or other frameworks, FM plays a central role in delivering on ESG commitments.

In Africa, sustainability must also be pragmatic. The continent faces complex challenges—energy instability, water scarcity, informal urban growth, and FM professionals are often on the front line of these realities. Yet solutions are emerging: from decentralised solar energy systems and smart irrigation to waste-to-energy initiatives.

IFMA's global community is a vital resource for FM leaders in Africa seeking to benchmark performance, learn from peers, and implement scalable sustainability solutions that are both globally informed and locally relevant.

3. The Evolving Role of the Workplace

Around the world, FM has expanded from operational maintenance to shaping workplace experience. Hybrid work, employee well-being, space flexibility, and digital collaboration have moved FM into the realm of strategy and HR.

“IFMA is committed to expanding access to professional development in Africa through our global training programs and partnerships.”

This shift is underway in Africa's urban hubs: Nairobi, Lagos, Johannesburg, Accra, and Casablanca. Multinational tenants are applying global workplace models, while African-owned enterprises are exploring how to design culturally aligned, people-centered environments.

As organisations compete for talent, the workplace is increasingly seen as a strategic asset. FM professionals who understand the intersection of space, technology, and culture are invaluable in this evolving landscape. IFMA offers tools and credentials to help FM teams lead this transformation confidently.

4. Professionalisation and Talent Development

A defining global trend in FM is the movement toward structured career development and credentialing. Professional bodies, such as IFMA, have been instrumental in establishing international standards, certifications, and ethical guidelines for the industry.

In Africa, the need for formal training and capacity building is urgent. While hands-on experience is strong, many FM professionals operate without access to recognised qualifications or continuing education pathways. This limits career progression and, in some cases, service quality.

IFMA is committed to expanding access to professional development in Africa through our global training programs and partnerships. Our credentials, including the FMP, CFM, and SFP, are increasingly recognised across the continent as markers of excellence and reliability.

5. Data-Driven Decision Making

Globally, FM decisions are becoming more data-driven. Real-time insights into energy use, occupancy, asset performance, and service quality allow for better forecasting and more intelligent resource allocation.

“While Africa's FM sector is still in the early stages of data maturity, change is coming. Mobile-based inspections, digital maintenance logs, and remote monitoring are gaining traction.”

“African FM professionals are increasingly expected to deliver services to global standards, but in local contexts that are often vastly different.”

While Africa's FM sector is still in the early stages of data maturity, change is coming. Mobile-based inspections, digital maintenance logs, and remote monitoring are gaining traction. However, data quality, system integration, and analytics capabilities remain uneven.

FM professionals must advocate for better systems and the right culture, where data is used not only to report the past but also to shape the future. At IFMA, we equip FM leaders with the skills to interpret data strategically, enabling them to influence executive decisions and long-term planning.

6. Resilience and Risk Management

From extreme weather events to political disruption and public health crises, FM's role in organisational resilience has never been more critical. Globally, facility managers are now key stakeholders in business continuity planning.

In Africa, resilience takes many forms, coping with power interruptions, water shortages, supply chain disruptions, or informal settlement dynamics. FM must be proactive in building systems that can absorb shocks while ensuring the continuity of service.

Our work at IFMA reinforces the importance of embedding resilience into design, operations, and governance. As infrastructure investments grow across Africa,

resilient FM practices must be part of the conversation from the outset.

7. Global Standards, Local Application

International clients and investors bring with them expectations around KPIs, SLAs, compliance, and reporting. African FM professionals are increasingly expected to deliver services to global standards, but in local contexts that are often vastly different.

The key is not replication, but intelligent adaptation. FM leaders in Africa have the opportunity to interpret and implement global best practices in ways that respect local cultures, economic conditions, and regulatory environments.

At IFMA, we believe strongly in the value of regionalisation. That's why we work to support African FM professionals with globally relevant frameworks that can be localized and owned. This is where innovation happens, and where African FM can lead.

Looking Ahead: A Regional Approach to Global Growth

Africa's facility management sector is poised for strategic growth, but it will require a concerted effort from all of us: associations, educators, service providers, and policymakers.

As IFMA EMEA, our commitment is to:

- Strengthen regional knowledge networks that foster collaboration and learning across Africa.
- Expand access to education and certification to raise the professionalism of the industry.
- Promote FM's role in climate action and sustainable development through thought leadership and partnerships.
- Elevate FM to the strategic table, ensuring the profession is recognised as a key enabler of growth, resilience, and innovation.

Final Thoughts

Facility Management in Africa is not just catching up, it is moving forward with a distinctive energy and purpose. By engaging with global trends while designing solutions that reflect local realities, African FM professionals are not only adapting, they are shaping the future of the profession.

At IFMA, we are proud to support this journey and to work alongside African FM leaders who are driving meaningful, measurable, and sustainable change.

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Integrating Facility Managers into Architectural Design: A Paradigm Shift for Construction Teams

By Dr. Olumide Aina

The construction industry has long been plagued by siloed working practices, leading to inefficiencies, miscommunication, and costly delays. One crucial step towards bridging these gaps is integrating Facility Managers (FMs) into the architectural design process from the outset. This article argues that by incorporating FMs into construction teams at the earliest stages, we can foster a more collaborative, efficient, and sustainable built environment. Drawing on industry insights and academic research, this article makes the case for a paradigm shift in how we approach construction project delivery.

The Value of Early FM Involvement

Facility Managers possess unique operational insights that can inform design decisions, ensuring buildings are functional, maintainable, and meet end-user needs. Research by

“Facility Managers possess unique operational insights that can inform design decisions, ensuring buildings are functional, maintainable, and meet end-user needs.”

Barrett and Baldry (2003) highlights the importance of FM input in design, noting that "the earlier the FM is involved in the design process, the greater the potential for cost savings and improved building performance" (p. 123).

Benefits of FM-Architecture Integration

Integrating FMs into architectural design yields numerous benefits, including:

1. Improved Buildability: FMs can identify potential maintenance and operational challenges,

enabling designers to create more practical, buildable solutions (Koskela, 2000).

2. Enhanced Sustainability: FMs can advise on energy-efficient systems and sustainable design strategies, reducing a building's environmental footprint (Cole, 2010).
3. Reduced Lifecycle Costs: By considering FM perspectives early on, construction teams can minimise lifecycle costs and optimise whole-life value (BSI, 2013).
4. Better End-User Satisfaction: FMs can ensure designs meet end-user needs, fostering more effective,

“By engaging FMs at the earliest stages, construction teams can tap into operational expertise, driving better outcomes for clients and end-users.”

user-centric spaces (Alexander, 2010).

Case Study 1: The UK's BREEAM Framework

The UK's BREEAM (Building Research Establishment Environmental Assessment Method) framework provides a compelling example of FM-architecture integration in practice. BREEAM credits projects for early FM involvement, recognising the value of FM input in achieving sustainable, high-performance buildings (BRE, 2020).

Case Study 2: New Culture Studios Building in Ibadan, Nigeria

In Nigeria, the New Culture Studios Building in Ibadan is a local case study for successful FM-architecture integration. Designed by renowned Architect Demas Nwoko, this project showcases Afro-Modernism, prioritising climate responsiveness, natural light, and ventilation. By incorporating FM insights from the outset, Nwoko ensured the building's design optimised maintenance, sustainability, and user experience.

Overcoming Barriers to FM Integration

Despite the benefits, barriers to FM integration persist. Common obstacles include:

1. **Lack of Awareness:** Architects and construction teams may underestimate the value FM input can bring to design (Atkin & Brooks, 2015).
2. **Procurement Practices:** Traditional procurement routes often marginalise FM roles, limiting opportunities for early engagement (RICS, 2017).
3. **Cultural Silos:** Professional silos can hinder collaboration, requiring cultural shifts to foster more integrated working practices (Wood, 2017).

Recommendations for Industry Stakeholders

To drive FM-architecture integration, industry stakeholders should:

1. **Promote FM Awareness:** Educate architects and construction teams on the benefits of early FM involvement.
2. **Adopt Collaborative Procurement:** Implement procurement practices facilitating FM engagement from project inception.
3. **Foster Cultural Shifts:** Encourage cultural shifts towards more integrated, collaborative working practices.

Conclusion

Integrating Facility Managers into architectural design is a critical step towards a more collaborative, efficient, and sustainable construction industry. By engaging FMs at the earliest stages, construction teams can tap into operational expertise, driving better outcomes for clients and end-users. As industry stakeholders, we must promote awareness, adopt collaborative procurement practices, and foster cultural shifts to overcome barriers to FM integration. By doing so, we can unlock the full potential of FM-architecture integration and create a built environment that truly meets societal needs.

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Facility Management in Times of Crisis: Lessons Forged in the Crucible of Lagos

By Lanre Mojola

The scent of diesel from a backup generator mingles with the humid Lagos air – a familiar aroma signalling not just daily life, but a constant undercurrent of readiness. My perspective on Facility Management has been irrevocably shaped for six years at the helm of the Lagos State Safety Commission, navigating the relentless energy of Africa's most populous megacity. It's a role far removed from the purely operational focus I encountered earlier in my UK FM career.

Here, amidst 20+ million souls, sprawling informal settlements, ageing infrastructure, and the ever-present threats of climate and contagion, Facility Managers are the frontline guardians of continuity, the unsung orchestrators of survival when crisis inevitably strikes. Our experiences, particularly through COVID-19 and other emergencies, offer hard-won, practical lessons for the global FM community – lessons born not just of theory, but of necessity and resilience.

“When COVID-19 descended, the Lagos State Safety Commission became a nerve centre. But our directives were lifeless without the rapid, on-the-ground execution.”

Pandemics: Beyond Deep Cleaning to Operational Warfare

When COVID-19 descended, the Lagos State Safety Commission became a nerve centre. But our directives were lifeless without the rapid, on-the-ground execution. Monitoring from Agege to Ajah, Ikorodu to Ikoyi, with limited vehicles and an invisible, shifting threat. We clocked kilometres that would make a round trip to Abuja blush.

The Fatigue Fight: Month after month, the grind was real. Sweltering heat under PPE, facing frustration, sometimes hostility. Seeing the exhaustion in my team's eyes after 14-hour shifts... that was tough.

But Lagosians? We Adapt. We Innovate. We didn't just shout "Wear your mask!" We engaged. We hitched strategic rides with LASEPA and other agencies to ensure compliance. COVID taught us brutal lessons about resilience, communication, and the absolute necessity of community buy-in. It proved that safety isn't just about rules; it's about understanding the heartbeat of Lagos – chaotic, vibrant, and ultimately, united in survival.

Climate Shocks: When the Sky Opens and the City Sinks

Lagos lives on the frontline of climate vulnerability. Annual floods cripple arteries, coastal erosion bites at our shores, and heatwaves are becoming the oppressive norm. . FMs here aren't

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just maintaining assets but fortifying them against nature's fury.

Flood Defence is Facility

Integrity: We've investigated too many incidents where poor FM choices amplified disaster. The generator room in the basement flooded during the 2021 deluge because drains weren't cleared pre-season. Critical server rooms on the ground floor lost power because panels weren't elevated. After the Victoria Island floods crippled businesses for weeks, the Commission mandated integrated flood risk assessments for major facilities. FM must shift from reactive sandbagging to proactive site hardening: Elevating critical M&E assets, installing reliable backflow prevention, rigorous pre-rainy season drainage clearance, and tested flood response plans that include safe shutdown sequences. The FMs who had done this recovered operations in days, not weeks.

Heat: The Silent Thief: Rising temperatures aren't just uncomfortable; they slash productivity, spike equipment failure rates, and endanger health, especially for outdoor workers and in poorly ventilated markets. Lagos FMs are increasingly champions of passive cooling: reflective roofing (a simple white paint job makes a huge difference), strategic shading, optimising HVAC load scheduling, and establishing designated cool refuge zones with water points. Ignoring climate projections in your long-term FM strategy – asset replacement, refurbishment planning – is now a critical business risk, not just an environmental concern.

Infrastructure Emergencies: Keeping the Heartbeat of the City

From the tragic Ikoyi building collapse (which spurred our most

FM must shift from reactive sandbagging to proactive site hardening: Elevating critical M&E assets, installing reliable backflow prevention, rigorous pre-rainy season drainage clearance, and tested flood response plans that include safe shutdown sequences.

stringent regulatory reforms) to bridge incidents and the constant spectre of grid collapse ("No Light"), Lagos tests its infrastructure daily. FMs are the critical buffer between systemic failure and operational continuity.

Power: The Lifeline You Generate: Generators here aren't backup; they're often primary power. FM expertise becomes life-critical. I've seen hospitals where meticulous FM fuel logistics, load shedding protocols, and flawless ATS operation during grid failure kept ventilators running. Conversely, fuel scarcity crises expose poor planning. Redundancy testing under real load (not just flicking a switch) and securing diverse, reliable fuel contracts are non-negotiable lessons etched in Lagos's frequent darkness.

Structural Vigilance: The Daily Watch: The Balogun Market fire, multiple collapses – these tragedies haunt us. While the Safety Commission intensified enforcement and launched initiatives like the ongoing audit of high-rises in the Lekki Free Zone, FMs are the daily sentinels. The safety lens isn't just for audits; it's for spotting the hairline crack in a beam, the overloaded floor in a warehouse, the corroded support

column. Rigorous, documented inspections, a culture where the cleaner feels empowered to report a water leak weakening a wall, and swift action on minor defects are the bedrock of preventing catastrophe. Complacency is a luxury Lagos cannot afford.

The Lagos Imperative:

Collaboration, Culture, and Unflinching Courage

Crisis response in this context demands more than protocols. It demands:

Deep, Pre-Crisis Collaboration:

The Commission's effectiveness relies on constant dialogue with critical stakeholders. We established dedicated hotlines, social media platforms and engage in joint exercises with sister agencies such as safety advocacy, inspections and monitoring. FM leaders must proactively build bridges with fire services, disaster management agencies, regulators, and neighbouring facilities before the sirens wail. Shared understanding saves crucial minutes.

Cultivating a Safety Ecosystem:

Compliance is the absolute minimum. The most resilient facilities I've seen are those where the security guard knows to report a blocked drain, the receptionist



During COVID, FM's made unpopular but vital calls: shutting down crowded lifts, enforcing strict entry protocols, and implementing disruptive deep cleans—often facing resistance from management or occupants.



flags a flickering light in a critical hallway, and the vendor understands fire exit clearance. Empower every person interacting with your facility to be a sensor. Training and clear reporting channels are key.

The Courage to Act: During COVID, FM's made unpopular but vital calls: shutting down crowded lifts, enforcing strict entry protocols, and implementing disruptive deep cleans—often facing resistance from management or occupants. Organizations must unequivocally back their FM's safety decisions during crises. Their authority to prioritize safety over convenience must be sacrosanct.

A Call to Action for the IFMA Community: From Lagos to the World

Our trials in Lagos are not anomalies; they are a preview of the compounding crises – health, climate, infrastructure – facing cities globally. Facility Management has evolved from a support function to a strategic pillar of societal resilience. Here's what we must champion:

1. Develop Context-Specific

Crisis Protocols: Generic "one-size-fits-all" plans fail. IFMA must lead the creation of resources, training, and certification modules specifically addressing the realities of emerging

megacities: resource constraints, informal sectors, dense populations, and acute climate vulnerability. Share our Lagos playbook, but adapt it.

2. Elevate FM to the C-Suite: The ground-level intelligence FM's possess is unparalleled. They must have a permanent seat at the organizational risk management and strategic planning table. Their voice is critical in foreseeing and mitigating crises.

3. Invest in Realistic, Cross-Sector Simulations: Tabletop exercises aren't enough. Run full-scale drills involving FM's, emergency services, health authorities, and even community representatives. Practice the chaos to build seamless coordination for when it happens for real.

4. Champion and Document African Innovation: The ingenious solutions born from necessity in Lagos – localised supply chains, passive cooling hacks, community-based early warning systems – hold invaluable lessons for the world. IFMA should actively seek, document, and disseminate this knowledge.

5. Build Global Peer Support Networks: Crisis leadership is isolating. Create robust,

accessible IFMA forums where FM's can share experiences, debrief after events, and offer tangible support across borders. We learn best from each other.

The next crisis isn't a question of "if," but "when" and "where." It may be a novel virus, a storm of unprecedented fury, or a cascading infrastructure failure. In that critical moment, the preparedness, decisions, and courage of Facility Managers will determine whether a facility becomes a scene of disaster or a sanctuary of resilience. From the vibrant, challenging heart of Lagos, we issue this call: Recognise the strategic, life-saving role of FM. Invest relentlessly in their capabilities. Empower them with authority and resources. Forge unbreakable collaborative bonds. The resilience of our workplaces, communities, and cities depends on the strength of our Facility Management frontline. Let's equip them not just to respond, but to lead us through.

Lanre Mojola is the Director General of the Lagos State Safety Commission



Leading Through Change: The Evolving Role of Facility Managers in Organisational Transformation

- The FIRS And Tax Reforms By Tyofa Abeghe

The President of Nigeria, Bola Ahmed Tinubu has signed into law a new tax reform bill passed by the National Assembly. The tax reforms aim to simplify compliance, stimulate growth, and improve fiscal transparency. This act will see the winding down of the Federal Inland Revenue Service (FIRS) and the emergence of the Nigerian Revenue Service (NRS).

Experts have stated that the main objective of the reform is to redesign the tax system to support growth by addressing current challenges such as multiple taxation, ambiguous and obsolete provisions, reducing the tax burden on individuals and businesses, while promoting the ease of doing business to facilitate sustainable economic growth and deliver shared prosperity for Nigerians. The reform aims to increase revenue generation, improve the business environment and enhance effective tax administration across different levels of government.

The enactment of the bill presents new challenges for the Facility Management Department, including:

- 1. Infrastructure Upgrades:** Overseeing modifications and upgrades to existing physical infrastructure to ensure NRS offices and facilities are purpose-fit and operationally ready.
- 2. Transition Logistics:** Coordinating inventory management, asset transfers, and procurement of necessary resources.
- 3. Relocation Management:** Managing logistical requirements, including office relocations and equipment transfers.
- 4. Rebranding:** This involves a fundamental shift in the identity of the organisation to reflect the new brand identity, decoration, colour, signage and a general redesign of the physical spaces.
- 5. Growth & Expansion:** The ability to adapt to increased demand, new initiatives, and evolving operational

needs to ensure the physical spaces and infrastructure align with the organisation's strategic objectives and deliver an enhanced employee experience. The reform aims to increase revenue generation, improve the business environment and enhance effective tax administration across different levels of government.

To address these challenges, the department will develop a comprehensive transition and Infrastructure Management Plan. This structured approach will enable the department to effectively manage the transition and ensure seamless operations.

This article explores the evolving role of facility managers as strategic change agents, shifting from reactive to proactive approaches to drive business success in organisations undergoing transformation. It provides an adaptable template for facility managers to navigate change, optimise operations, and contribute to organisational growth.

The Facility Manager (FM) plays a pivotal role in organisational transformation, particularly in the context of policy changes such as the transition from the Federal Inland Revenue Service (FIRS) to the Nigerian Revenue Service (NRS). As the linchpin of organisational operations, the FM is responsible for integrating people, place, technology, and processes to ensure seamless service delivery.

The signing of the bill mandating the transition from FIRS to NRS has significant implications for facility management. The FM must navigate the complexities of this transformation, ensuring that the organisation's physical infrastructure, workflow, and communication processes are aligned with the new mandate.

Cost Elements Impacting Facility Management Planning During Organisational Transitioning

The transition from FIRS to NRS presents various cost elements that can impact the practicability of the Facility Management (FM) plan. These cost elements include:

1. Facility expansion or relocation: The need for bigger facilities or relocation of staff will incur significant costs, including rent, utilities, and infrastructure upgrades.

2. Technology deployment: Implementing new technology to support FM operations can require substantial upfront investment, including hardware, software, and training costs.

3. Accommodation and infrastructure upgrades: Upgrading facilities to meet new demands and standards will involve significant capital expenditures.

4. Branding and asset updates: Adopting the new brand on all assets will require additional costs for signage, branding materials, and asset refurbishment.

“The Facility Manager (FM) plays a pivotal role in organisational transformation, particularly in the context of policy changes such as the transition from the Federal Inland Revenue Service (FIRS) to the Nigerian Revenue Service (NRS).”

Leveraging Technology for a Smooth Transition

The strategic deployment of technology is crucial for a smooth transition. While there may be upfront costs, technology will pay off in the long run by:

1. Streamlining operations:

Automating processes and improving data management can increase efficiency and reduce costs.

2. Enhancing data management:

Technology can provide real-time data on asset location, maintenance schedules, and life cycle costing, enabling informed decision-making.

3. Improving service delivery:

Technology can enhance service delivery by providing timely and accurate information to stakeholders.

Transforming Spaces, Transforming Business: The Facility Manager's Key Role

To facilitate a smooth transition, the Facility Manager's responsibilities include:

1. Occupant Needs Assessment:

Gather and analyse data to understand the needs of internal and external stakeholders, including employees, management, and clients. Translate the goals and objectives of the transition process into the FM plan, identifying the scope of work and timelines.

2. Physical Asset Management:

Conduct condition surveys to evaluate the current condition of facilities and infrastructure. Review maintenance schedules and budget allocation plans, define and document required changes and upgrades, and update the organisation's property portfolio.

3. Workflow Re-evaluation:

Reassess the organisation's workflow to ensure optimal staff placement and accommodation in suitable physical infrastructure. Analyse space usage and occupancy trends supported by historic data, ensuring facilities meet the new demands of the NRS.

4. Strategic Facility Management Plan:

Reevaluate and align the FM departmental plan with NRS goals. Optimise space usage to accommodate increased staff strength, considering open space layouts, hot desking, or optimised furniture designs. Adapt workplaces to enhance productivity and collaboration. Manage increased budget requirements resulting from anticipated growth in staff strength and operational demands.

5. Communication: Establish two-way clear lines of communication to facilitate information flow from top management to frontline staff. Ensure all stakeholders' needs are captured and addressed throughout the transition process, providing

“Identify potential risks associated with the transition phase and develop mitigation strategies.”

regular updates on developments and changes.

6. Risk Management and Mitigation:

Identify potential risks associated with the transition phase and develop mitigation strategies. Involve key stakeholders in the implementation phase and establish contingency plans for eventualities to minimise disruption and ensure business continuity.

7. Monitoring and Evaluation:

Document and evaluate the effectiveness of the transition plan, adjusting as necessary. Benchmark with other organisations that have undergone similar transitions to identify best practices and areas for improvement.

Strategic Realignment

To support the organisation's transformation, the FM must:

1. Realign Departmental

Deliverables: Ensure that the facility management department's objectives are aligned with the organisation's new mandate, cascading the needs of top management to frontline staff.

2. Develop a Comprehensive FM

Plan: Create a plan that captures

emerging needs and priorities, ensuring that facility management services are delivered efficiently and effectively.

3. Foster Collaboration:

Encourage collaboration between facility management, operations, and other stakeholders to ensure a cohesive approach to the transition process.

Conclusion

The Facility Manager is pivotal in driving organisational transformation, especially during policy changes like the transition from FIRS to NRS. By proactively understanding the impact of these changes on service delivery, the FM can develop and implement strategic plans to ensure a seamless transition. This involves aligning physical infrastructure, workflow, and communication processes with the organisation's new mandate, thereby supporting the achievement of organisational objectives.

Effective facility management is crucial throughout the transformation process, ensuring

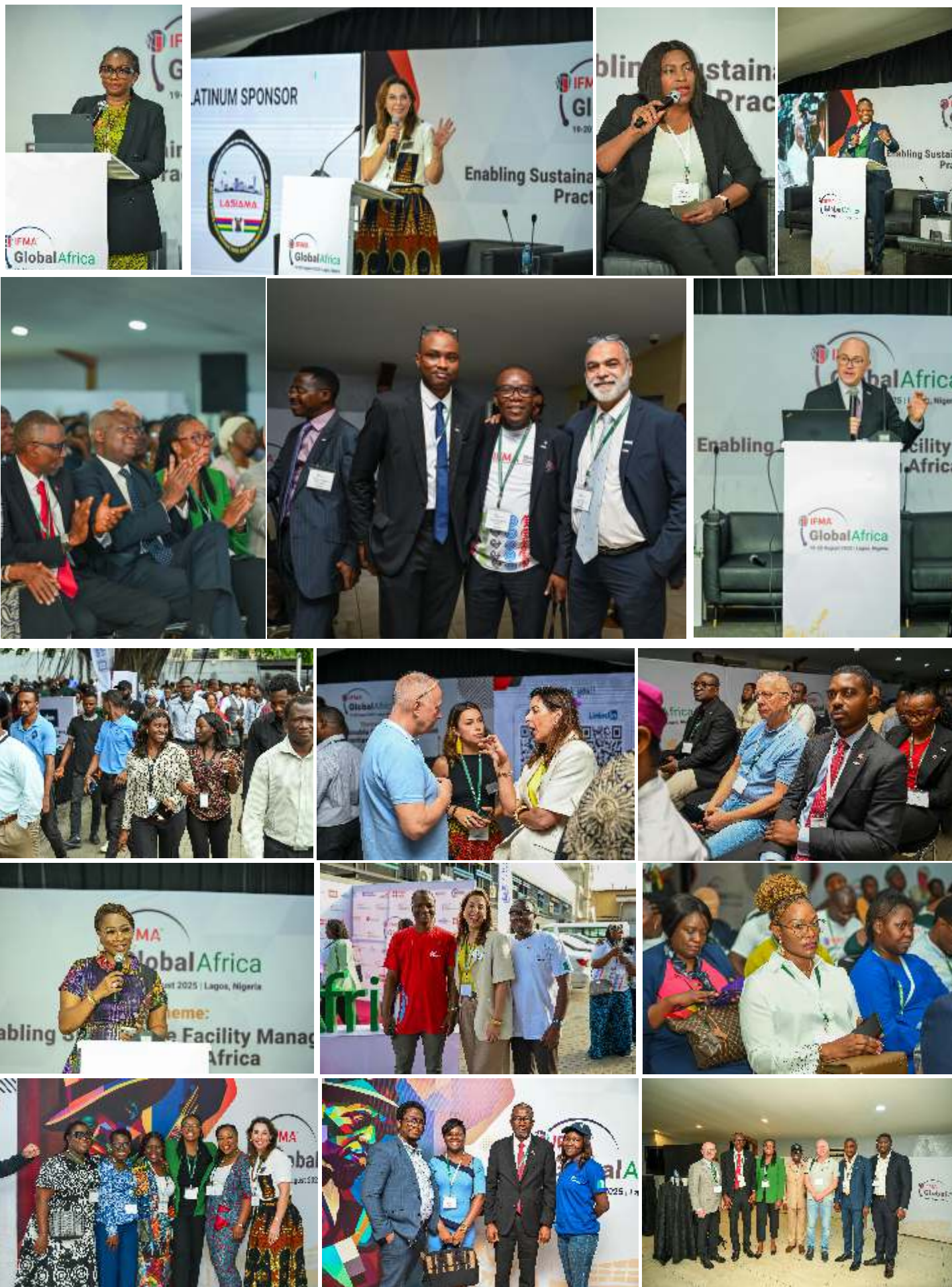
that services are delivered efficiently and effectively. By adopting a structured approach to transition planning and management, organisations can minimise disruptions to daily operations and maintain business continuity.

Moreover, careful management of cost elements and strategic technology leverage can lead to significant benefits, including cost efficiency, improved service delivery, and enhanced business outcomes. Through thoughtful planning and execution, organisations can navigate the complexities of transition and emerge stronger and more resilient.

Ultimately, the Facility Manager's role is not just about maintaining facilities but about enabling the organisation to thrive in a changing environment. By embracing this role, FMs can contribute significantly to the success of organisational transformation.

Engr. Tyofa Abeghe is a seasoned public servant with 25+ years of experience in project administration. He currently serves as Director of Facilities Management at the Federal Inland Revenue Service. A Fellow of the Nigerian Institute of Engineers (FNSE) and Nigerian Institution of Civil Engineers (FNICE), he holds certifications in project management (PMP) and cost engineering (MA COSTE).









Academic Insights on FM in Nigeria: Shaping a Sustainable Future for the Built Environment

Professor Hikmot. A. Koleoso

This paper synthesizes selected cutting-edge research by the author and collaborators - also leading researchers in Facilities Management (FM) in Nigeria, on strategic integration, sustainable FM practice, user centric contextually relevant performance management, smart technologies and capacity development. It offers unique insights into how the Nigerian socio-economic and environment realities can be aligned with global best practices

The synthesis highlights key challenges, resource limitations, policy gaps, and low sustainability assimilation, while presenting innovative, context specific solutions. The synthesis offers a knowledge base to inform policy formulation and implementation, practice and future research and underscores FM's potential thereby contributing to the attainment of the built environment sustainable development goal.

Introduction

In the face of rapid urbanization, infrastructure development, and heightened demand for efficient built environment services, Facilities Management (FM) has emerged as a critical component of sustainable national development. Across the globe, FM is evolving beyond its traditional operational role to

“In the face of rapid urbanization, infrastructure development, and heightened demand for efficient built environment services, Facilities Management (FM) has emerged as a critical component of sustainable national development.”

embrace strategic and data-driven, smart approaches that align built assets with organizational and societal goals. In Nigeria, this evolution is particularly crucial given the country's infrastructural challenges, policy gaps, and the need for adaptive management frameworks suited to the local context.

This paper presents a synthesis of selected contemporary and cutting-edge research outputs by the author and other collaborators who are also leading researchers in the field of Facilities Management within the Nigerian context. The insights provided by the studies in this article span a diverse range of themes including strategic FM integration, sustainable FM practices, user-centric facilities performance management, smart technologies, and capacity

development within the Nigerian built environment sector. Each of the research endeavor highlighted herein offers unique insights into contextual challenges and innovative approaches tailored to the Nigerian socio-economic and environmental landscape. The rest of the paper presents the synthesized study reports under appropriate headings

Strategic FM Integration

In developed countries such as Japan, Netherlands, United States of America and the United Kingdom, the value adding edge of the FM practice in advancing built environment related sustainable development goals (including SDG 3, 8 and 11) has gained broad recognition. Hence in these nations FM has evolved into a strategic, end-user centric practice, which

integrates sustainability principles of usability, functionality, economics, maintainability, health and safety among others. However, anecdotal evidence suggests that in Nigeria the practice is fragmented, reactive, and largely misunderstood. To provide an appropriate pedestal to understand the current state of FM practice in Nigeria, particularly within office facilities- the work environment of knowledge workers who are central to the advancement of any nation, Koleoso, Omirin, and Adewunmi (2015), examined the strategic and value adding features of the Lagos-Nigerian FM practice by comparing the fundamental principles, main object and work focus of the practice amongst others, with that of four other traditional Building Support Service (BSS) practices of Maintenance management, Corporate real estate management, Property management and Asset management. The study found insufficiency in knowledge of the strategic roles of FM among BSS practitioners. The evidence suggests that most practitioners do not adopt FM principles in their practices, are largely confused about its distinctive and value adding features and use the "FM" title largely as a "catch phrase" to enhance patronage. The study recommends improvement to the training of FM and the need to feature more contextual issues in the curriculum, to enhance the knowledge base of the practice, particularly its strategic content towards advancing FM as a critical component of Nigeria's sustainable national development.

In a related study which focuses more on environmental sustainability, Adewunmi, Omirin and Koleoso (2012) examined common environmental practices and strategies for implementing sustainable FM among Nigerian practitioners. The findings indicate that environmental sustainability

6 Nigerian FM practitioners and where initiatives such as energy efficiency are implemented, they are often driven primarily by cost saving considerations, rather than a commitment to broader sustainability objectives.

principles are rarely prioritized among the Nigerian FM practitioners and where initiatives such as energy efficiency are implemented, they are often driven primarily by cost saving considerations, rather than a commitment to broader sustainability objectives. This narrow focus risks undermining long-term resilience, regulatory compliance and global competitiveness of the industry, highlighting the urgent need for a shift towards strategic levels by facilities managers and the introduction and implementation of sustainable regulatory policies and legislation by government.

The study of strategic integration in FM was extended further in Koleoso, [Omirin](#) and Adejumo (2018). The research interrogated the existing paradigm of FM within the Nigerian context by critically examining the nature, scope and gap between local implementation of the practice in Nigeria and global best practices. The study also compared the strategic content of the functions of the Lagos Nigerian FM practitioners with that of other Building Support Service (BSS) providers and found that in contrast to best practice facilities managers as with other BSS practitioners are regularly involved with the less strategic tasks and that the strategic edge

provided by the FM practice in the context is grossly insufficient. The paper positions the Nigerian FM practice as relatively strategically immature and yet to make renowned sustainable development goal impact in Nigeria. The study concludes that there is a growing need to redefine FM in Nigeria as a strategic function rather than a maintenance-centric role. It identified the contingent needs and required areas of improvement both for training and practice for local and multinational FM organisations in Nigeria as well as for the prospective organisations.

User-Centric Performance Management

Performance measurement (PM) is critical for ensuring value-driven FM. However, many of the existing PM tools were developed in different socio-economic and operational environment without the significant infrastructural, economic and operational challenges of the Nigerian context. Adopting PM tools which fails to capture the socio-cultural and economic context of FM practice in Nigeria could result in poor decision making, akin to misaligned goals invariably making facilities fall short of supporting the SDGs. This highlights the need for a contextual evaluation of the applicability of these tools in Nigeria. Hence, Koleoso, Omirin, Adewunmi and Babawale (2013), attempted a

systematic review of at least 22 existing performance measurement (PM) tools and concepts and their applicability to performance evaluation in FM in Nigeria.

The research underscores the limited applicability of these tools to the Nigerian socio-economic context, while highlighting contextual difficulties with their application to include lack of benchmark data, poor infrastructure, low technological advancement and ICT integration in FM. Others are poor information disclosure and relative infancy of the Nigerian FM practice. The study developed a table that presents a summary of information on the general attributes of these tools and their strengths and weaknesses vis a vis the Nigerian FM context at a glance. The study established the required attributes of a PM tool that will be applicable to FM in. The evidence underscores the need for a localized but robust performance evaluation tool tailored to the Nigerian institutional, socio-cultural and economic context.

These insights in the forgoing study informed the development of a multi-item (41 measures) performance evaluation tool specifically tailored to reflect local conditions, stakeholders expectations and sectoral challenges in Koleoso, [Omirin](#), and Adewunmi. (2017). The study developed a tool that is relevant, usable and impactful for performance assessment in the Nigerian FM context to support better policy making and resource optimization. The uniqueness of this tool is that it customizes existing relevant tools to reflect as a critical success factor a new measurement dimension ("crises response and management") which highlights how facilities managers in Nigeria respond to the crises prone FM landscape emanating from

it is crucial for government to focus on strategic investment in infrastructure renewal, standardization, including certification and accreditation schemes and continuous professional training.

infrastructural inadequacies like power and water supply shortages, poor regulatory environment and standardization etc. This new dimension comprises two constructs and measures that were not featured in the other tools.

The developed tool was applied in Koleoso, Iyagba, Omirin and Adewunmi (No date) to determine user satisfaction in a gap analysis, to establish areas of gaps in service towards better resource allocation and sustainability of office investment particularly in the light of the Nigerian governments' effort to attract more direct foreign investment from non-oil product including Class A office spaces. The study found that areas with the lowest performance for FM include emergency (fire and accident) prevention and response plans, poor workmanship, inferior materials, poor timeliness with fault correction, and irregular power and water supply. These challenges arise from national deficiencies in power and service infrastructure, inadequate standardization of materials and workmanship. Others are weak regulatory enforcement and ineffective emergency response strategies. To tackle these issues, it is crucial for government to focus on strategic investment in infrastructure renewal, standardization, including certification and accreditation schemes and continuous professional training. Implementation of regulatory policies must become more strategic to incorporate contextually

relevant penalty and incentive schemes. Independent monitoring and regulatory bodies should also be established to ensure compliance while stakeholders' engagement would incorporate these findings and create solutions.

Strategic Waste Management

Idowu, Omirin and Koleoso (2016) examined Private Sector's Participation (PSP) in solid waste collection and disposal in Agege Local Government Area of Lagos. This study area was chosen in view of the antecedent challenges in solid waste management in the environ. The study establishes that although PSP in this sector had made quite an impact, some challenges had diminished the added value such as irregular and inadequate fee payment by customers and government for the services, lack of transparency/corruption and continued use of inappropriate disposal models such as refuse dumps/landfills. The study canvassed for improved synergy between the state, local government, PSP operators and residents in various operation areas including finance to further consolidate on the achievement of the scheme.

The research on waste management extended to strategic management of non-biodegradable wastes in the form of plastic and glass, to address their impact on environmental degradation. The study provided extensive groundwork leading to the introduction of an integrated

incentivized model which adopts at-source waste collection, banking and recycling. The proposed framework which is contextualized to the Lagos socio-economic environment would enable consumers or collectors to return waste directly to manufacturers for recycling, through the retail sector using reverse vending machines. The process attracts monetary or token incentives that would be exchangeable for essential household products. The proposed model prevents non-biodegradable waste from getting to dumps before it gets picked up for recycling, by providing for waste to move through a direct chain, from the point where it is generated, to where it will be re-used or recycled. It adopts the "polluter pays" concept which ensures that manufacturers of products which generates these wastes also contribute to their administration as a Corporate social responsibility towards promoting tidiness and serenity of the Lagos environment.

Ifaturoti and Koleoso (2019) examined the application of Strategic performance control (SPC) measures in the internal processes and management of the University of Lagos outsourced waste management and cleaning services in the faculties as case study. The study evaluated SPC application and its impact on successful waste management in similar sectors.

The study revealed that the workers that are involved in this process possess only marginal understanding of SPC concepts and apply it sparingly and that application of important components of SPC such as, strategic performance reward, Key Performance Indicators, monitoring and assessment systems were largely flawed. The research brings to light the need for urgent training of the respective officers managing the services to develop best practice

in SPC application and contextual procurement contract protocol. It further recommends that monitoring and assessment of the services of the contractors should be taken up by dedicated officers that are engaged and trained accordingly.

Benchmarking in FM Performance Evaluation

A few studies were also undertaken in performance evaluation using benchmarking in Nigerian FM. Aspect of the studies included assessment of level of adoption of benchmarking, i.e. the degree and area of use, as well as its challenges. However, the more contemporary study in this area which is ongoing by Adewunmi, Abolarinwa, Adewunmi and Koleoso (no date) is a scoping study on AI application in benchmarking. It provided insights into key AI applications as they apply to FM benchmarking-specific challenges such as employee resistance to change, insufficient understanding of the process, difficulties in accessing and comparing data with other organisations. The study establishes need for substantial skill, knowledge and capacity development in the field.

This article is a synthesis of some important research in the Nigerian FM context. It provided a consolidated account of these scholarly contributions, while also illuminating pathways for future research, policy reform, and professional practice in Nigeria. By drawing on both empirical findings and theoretical frameworks, the paper advocates for a more strategic, responsive, locally grounded, and future-ready practice that would advance the unique FM value-adding edge in the sustainability of the built environment and other national

assets and resources. In doing so, it aims to stimulate discourse among academics, practitioners, and policymakers on how best to align FM strategies with Nigeria's and invariably African development aspirations and the global shift toward smarter, greener, and more resilient facilities.

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Welcome Light



The Global FM Outlook: My Vision for IFMA.

Christa Dodoo
Global Chair for the IFMA Board of Directors.

Christa Dodoo is a facility management professional with more than 22 years of experience in facility and real estate management, project management, vendor contract management, process improvement and performance management. She is a certified ISO 22301 Business Continuity Lead Implementer and a Certified Manager of Quality and Organizational Excellence.

In her current role as head of global facilities and workplace safety at the United Nations World Food Programme, Dodoo directs a multidisciplinary team responsible for a global real estate portfolio spanning more than 700 office facilities in 125 countries. She also oversees strategy planning and implementation for occupational safety, workspace management and events management. Dodoo has diverse experience in managing facilities across various sectors in Ghana, the United States, Austria and Italy. With degrees in both real estate and facility management, she is an intentional facility manager with a passion for mentoring young facilities professionals and helping organizations improve their long-term FM policies while implementing efficient workplace practices. She is the global Chair for the IFMA Board of Directors.

“FM professionals are increasingly expected to engage with data, spot trends, and translate insights into decisions.”

TFM: You have been involved in shaping the direction of IFMA. What does your personal vision for IFMA look like on a global scale?

CD: It has been a privilege to be part of the Global Board since 2021. I have had the opportunity to be part of reviewing and development parts of the strategic plan and the balance score card that has proved very useful in evaluating the performance of the association. My vision this year is focused on Strategic Stewardship and

leading the Board in providing a more effective service to the membership in this direction. Key component of this involves purposefully engaging with all our components across the various regions to actively support initiatives that will grow and sustain a more lasting legacy for the profession and association. There are some work being done across our Africa, Latam and AsiaPac regions specifically that I will be supporting and championing to ensure their successes.

TFM: What global FM success stories inspire you, and how can we learn from them?

CD: There are lots of success stories in FM, from the routine day to day tasks we perform to the multi-million initiatives that we implement, there are so many inspirational lessons out there. Reading some of the posts within my linkedin network, I am constantly amazed by the diversity of impact that we have on our organisations. I am always inspired when I read stories about how FM teams kept major hospitals operational during devastating winter storms, or retrofitting a dreary looking office into an innovative space, or supporting business continuity after an emergency. These stories show how resilient, adaptable and innovative we can be and that drives me to aspire to be better.

TFM: How can IFMA better support FM professionals and institutions in Africa to ensure sustainable and inclusive development?

CD: In the past couple of years, IFMA has been working on improving the international strategy to ensure enhanced value to our membership globally. This includes Africa and initiatives such as this conference and working with our chapters to support training and knowledge sharing, has helped in elevating the awareness of FM as a profession with a strategic impact. There have been conversations ongoing with some institutions and organisations in Africa to better understand the support IFMA can offer in growing FM, through research, benchmarking and advocacy efforts. I believe this will provide the tools and resources for members to be adequately equipped in supporting sustainable and inclusive development in their countries.



“In the past couple of years, IFMA has been working on improving the international strategy to ensure enhanced value to our membership globally. ”

TFM: If you could leave a message to FM professionals around the world reading this article, what would it be?

CD: This profession is made up of very dedicated and hardworking people who are very passionate about their job. The accelerated evolution that we have experienced since COVID has been very good for the industry and we need to keep that momentum. I will encourage my fellow colleagues in FM to just continue that traction and be intentional in providing value to our organisations through inclusive and equitable spaces.

TFM: What excites you most about the IFMA Global Africa Conference 2025 and its

focus on sustainable FM practice?

CD: It's the second IFMA conference on the continent and I'm happy to see this becoming an annual conference moving forward. The focus on sustainable FM practice is very apt considering the depth of sustainable natural resources we have in Africa. Leveraging our traditional practices which are inherently sustainable and integrate them in the way we manage infrastructure in Africa will be a huge benefit for FM professionals in Africa. I'm looking forward to these conversations and engaging especially with the students who will be present this year.

The FM Analyst Mindset in Africa: Rethinking Data in Facility Management

By Matt Tucker, Ph.D.



Facility management continues to evolve across all global regions, but in recent years, that evolution has accelerated, driven by the growing importance of data and digital tools. For Africa's FM professionals, this presents both challenges and opportunities: how to apply data thinking in contexts that often rely on limited infrastructure, while still demonstrating strategic value.

This shift is the focus of IFMA's recent global research project, The Rise of the FM Analyst. The project was grounded in interviews with 37 FM professionals across six world regions. Here are six key insights that emerged from the research, each pointing to a more insight-driven, agile, and collaborative future for FM.

1. The FM Analyst is a mindset, not a job title

One of the strongest messages was that the FM Analyst is not a narrow specialist role. It is a broader profile of how FM professionals are expected to think and work today.

“FM professionals are increasingly expected to engage with data, spot trends, and translate insights into decisions.”

FM professionals are increasingly expected to engage with data, spot trends, and translate insights into decisions. This shift is not about turning every FM into a data scientist; it is about fostering a new mindset, one marked by curiosity, storytelling, and data confidence.

This mindset is becoming visible in Africa, where professionals are applying data principles, even though they are commonly lack access to formal analytics roles or advanced systems.

2. Capability development is informal, inconsistent, and self-driven

Despite this growing expectation, there was a feeling that formal training in data analysis or digital tools is often overlooked. Most FM professionals tend to develop their data capabilities on the job, through trial and error, or through peer coaching.

While some organisations are starting to invest in structured

training, many are still playing catch-up. In Africa, where formal training pathways are limited, self-learning and peer coaching are common. What is needed is not just general upskilling, but tailored, FM-specific learning pathways that reflect operational realities, platform constraints, time pressures, and frontline decision-making.

3. Organisational support shapes what is possible

Analytics does not happen in isolation. It depends on leadership buy-in, access to tools, interdepartmental collaboration, and, crucially, recognition of FM's strategic value.

In organisations where FM is respected and integrated, data capabilities flourish. Analysts are embedded in teams, insights drive decisions, and data is used to inform long-term strategy. In some forward-looking organisations, we are even seeing AI agents being integrated into team structures, acting as digital colleagues who assist with tasks like predictive maintenance or service optimisation. This kind of framing helps normalise AI as a support system, not a threat, and positions FM as a function leading the charge in human and machine collaboration.

Conversely, in organisations where FM is seen as purely tactical or cost-driven, data efforts are underresourced and undervalued. FM professionals may still try to analyze and improve, but without access to platforms, support from IT, or recognition from leadership, their efforts often go unnoticed or underutilized.

This is also true in Africa, where FM professionals often face limited access to platforms or institutional support, yet still strive to apply data thinking in environments where the

“FM professionals may still try to analyze and improve, but without access to platforms, support from IT, or recognition from leadership, their efforts often go unnoticed or underutilized.”

recognition of FM's strategic value is still developing.

4. Data maturity is constrained by infrastructure and governance

Even in technologically advanced environments, professionals spoke about challenges with data fragmentation, inconsistency, and limited interoperability between systems. These issues undermine confidence in analytics and slow down progress.

In Africa, these infrastructure and governance challenges are amplified. CAFM systems are less widespread, and data often comes from fragmented or manually captured sources. Yet even in these contexts, FM professionals are finding practical and creative ways to extract meaning and inform decisions.

5. The FM Analyst Journey in Africa and Across Regions

Global FM teams operate in vastly different contexts, and these differences shape how the FM Analyst mindset is adopted and applied.

This research drew insights from Europe, North America, South

America, the Middle East, Asia-Pacific, and Africa. While the FM Analyst profile is globally relevant, its expression and maturity look very different depending on local infrastructure, workforce capability, digital systems, and cultural factors.

In Europe and North America, data maturity tends to be higher, but legacy systems and siloed operations can slow progress. In the Middle East, investment in smart buildings has opened doors for advanced analytics, though upskilling and localisation remain ongoing priorities. In South America, professionals often work with fewer digital tools but demonstrate high adaptability and creativity in generating insights.

In Africa, the FM sector faces significant infrastructure and workforce challenges, but professionals show remarkable resilience and a strong desire to grow their capability. FM is still an emerging profession in many parts of the region, and data practices remain in early stages, particularly due to limited access to CAFM systems, digital platforms, or formal training.

Despite these constraints, African FM professionals consistently demonstrate initiative and ingenuity. Many work with basic tools, often

Excel, and in some cases, even hard copy records, yet they actively apply data principles where possible. Self-learning is a key development pathway, and those working with international clients or NGOs sometimes gain greater access to digital systems and are held to higher reporting expectations.

Crucially, the biggest barrier is not mindset, but rather infrastructure, affordability, and institutional support. The determination to improve, modernise, and elevate the reputation of FM across Africa is clear. This mindset, rooted in curiosity, adaptability, and a drive for continuous improvement, is already aligned with the traits of the FM Analyst. With increased investment in training, tools, and leadership support, the foundations for data-enabled FM are already being built.

6. FM insight must be translated to be valued

A recurring theme in the interviews was that data does not create impact on its own. FM professionals must know how to frame it, communicate it, and connect it to what matters, for example to cost,

risk, sustainability, and user experience.

This is where storytelling becomes critical. Data needs champions who can explain what it means, why it matters, and what to do next. In a world where FM is often misunderstood or overlooked, the ability to turn insight into narrative is what elevates the function into the boardroom.

In Africa, where FM is still gaining recognition as a strategic discipline, the ability to translate data into compelling narratives is especially important. It helps to shift perceptions, influence leadership, and advocate for investment in systems and skills.

The FM Analyst Mindset: Six Core Traits in the African Context

Through the interviews, a consistent set of traits emerged that define the FM Analyst mindset. These are not tied to any single job role. They reflect how professionals at all levels can contribute to a data-enabled future. In Africa, these traits are not only present, but often demonstrated in particularly resourceful and



With the right support and opportunity, FM professionals in Africa can evolve their roles, build confidence with data, and contribute meaningfully to a more insight-driven future.

What to Expect from the Report

The full report is freely available [here](#). It is structured around eight key themes: each grounded in practitioner experience from across six world regions. Whether you are a service provider, client-side leader, or part of the growing analytics ecosystem around FM, the report is designed to help you reflect, realign, and prepare for what's next.

Trait	Description	African Context
Curiosity	Asking why problems occur and how systems connect	Professionals are often self-taught, meaning they must ask questions about service gaps, inefficiencies, or patterns in site operations despite limited digital tools.
Storytelling	Communicating insights effectively to influence action	FM teams must explain the value of their work to stakeholders who may not be familiar with FM.
Data confidence	Engaging with data without fear or hesitation	Confidence is built through use of basic tools like Excel or site records, allowing professionals to test, track, and learn from operational data.
Problem-solving	Moving from analysis to solution with clear action	Creative approaches to data capture and analysis are required, to problem-solve through manual data collection and low tech-enabled environments.
Cross-functional	Linking FM insight to broader business goals	Professionals must demonstrate strategic awareness that link FM challenges to business outcomes and advocate for thinking investment in smarter data systems and processes.

Matthew Tucker, Ph.D., is the Director of Research at IFMA, since January 1, 2024. He is also a Professor of Workplace and Facilities Management and the Professorial Lead for the Doctor of Business Administration at Liverpool Business School.

Dr. Tucker brings extensive expertise in workplace strategy and productivity, performance measurement, and sustainable FM. He has authored over 70 publications, including peer-reviewed journals and industry reports, and holds vast editorial experience, sitting on several editorial advisory boards. His background includes serving as a senior lecturer in facility and environment management, research chair for EuroFM, and a member of the British Standards Institute Facilities Management Technical Committee FMW/1.

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The Future of FM Talent: Skills, Certification and Workforce Evolution

Prof Chioma Okoro

University of Johannesburg, South Africa

Facility management (FM) is evolving rapidly due to changing workplace dynamics (hybrid work models on the heels of the COVID-19 pandemic), technological advances (smart buildings, artificial intelligence (AI) and the Internet of Things (IoT)), data-driven decision making and sustainability demands (climate change and regulatory pressures). These global realities have sparked heightened interest in skills development in the sector. The FM function is shifting from a maintenance and support function to a strategic, integrated discipline that influences workplace experience, sustainability and environmental, social and governance (ESG) goals, health and safety compliance and digital transformation. The highest levels of expertise at strategic, tactical and operational levels are required to meet customer demands, align activities and objectives with the United Nations' Sustainable Development Goals, and ensure value retention and long-term functionality. This article highlights competencies and skills as well as workforce needs of tomorrow's facilities managers.

Competency and skills needed

“The FM function is shifting from a maintenance and support function to a strategic, integrated discipline that influences workplace experience, sustainability and environmental, social and governance (ESG) goals, health and safety compliance and digital transformation.”

A facility manager requires soft and hard competencies to thrive. Some of the soft competencies include change management, communication and strategic leadership while hard competencies include energy management, building management and space planning. The International Facility Management Association (IFMA, 2022) categorized these competencies into eleven including “project management”, “leadership and strategy”, “operations and maintenance”, “finance and business”, “sustainability”, “communication”, “occupancy and human factors”, “performance and quality”, “facility information management and technology management”, “real estate” and

“risk management”. Au-Yong et al. (2017) added emergency preparedness and business continuity, and environmental stewardship.

Studies have emphasized the importance of different competencies in FM in a wide variety of areas (Awang et al., 2011; Au-Yong et al., 2017). Awang et al. (2011) showed similarities in various markets in the United States, United Kingdom and Australia, as determined by professional bodies like IFMA, BIFM, FMAA and RICS. In Malaysia, leadership and management, managing people, the working environment and resources, and operations and maintenance were the most

important competency areas in 2012 (Awang et al., 2012). A study by Moghayedi et al. (2021) among FM practitioners in different parts of Africa revealed the top five categories of competencies as occupancy and human factors, operations and maintenance, project management, performance and quality, environmental stewardship and sustainability. The top sub-competencies were managing, leading and influencing individuals and teams, maintenance of building structures, systems and infrastructure, and project planning and management systems, managing stakeholder relationships (staff and contractors), strategic planning and alignment with corporate goals and compliance with regulations. In a more recent study, operations and maintenance and leadership were identified as the top two in Sri Lanka and technology and leadership in Hong Kong (Peiris et al., 2024).

In general, the FM workforce is obliged to develop skills and knowledge in these multiple areas. However, current and emerging skills are centered on digitalization, analytics and data-driven decision making, emphasizing the use of innovative technologies such as digital FM for efficient operations, data correctness, enhanced organizational performance and sustainability promotion (Ahmad and Alshurideh, 2024). Due to the complexity of buildings and the multiplicity of roles performed in the FM space, the workforce has evolved from skilled craftsmen to persons holding university degrees, postgraduate and continuous professional development courses; hence, many higher education institutions offer FM programmes nowadays (Au-Yong et al., 2017). In addition, competencies are developed and demonstrated through certifications.

As the industry expands and becomes more complex, the demand for dual certifications (e.g., CFM + LEED AP) is growing, requiring the workforce to possess specialized expertise in multiple areas,

Certification

Certifications validate skills and signal readiness for the evolving FM landscape. Organizations utilize certifications to assess and benchmark the readiness of their talent pool. These certifications act as a standardized measure of an individual's knowledge, skills, and abilities in specific areas relevant to FM, allowing companies identify areas where employees may need additional training or development, ultimately improving overall team performance and operational efficiency.

Some of the top certifications include:

- Those offered by the International Facility Management Association (IFMA) such as the Facility Management Professional (FMP) focused on core competencies (great for mid-level professionals, the Certified Facility Manager (CFM) with a strategic and advanced practice orientation and the Sustainability Facility Professional (SFP) with a focus on sustainability and ESG readiness.

- The LEED Green Associate / Accredited Professional (AP) offered by the United States Green Building Council (USGBC) and the Green Building Education Services (GBES) (focused on green building practices and energy efficiency),
- The WELL AP by the International Well Building Institute (IWBI), which focuses on health and wellness in building environments and
- The Chartered FM Surveyor offered by the Royal Institution of Chartered Surveyors (RICS) with a focus on standards-based FM practice, often in real estate-focused roles.

As the industry expands and becomes more complex, the demand for dual certifications (e.g., CFM + LEED AP) is growing, requiring the workforce to possess specialized expertise in multiple areas, demonstrate broader skillsets and enhanced professional credibility to meet evolving demands. Dual certifications also help professionals pursue better career opportunities, optimize facility operations, reduce costs, and improve the overall

performance of buildings.

Workforce needs of tomorrow's facility managers

Talent gaps and challenges such as lack of awareness among younger professionals and skills mismatch (traditional skills are insufficient for smart sustainable buildings) exist. This skills gap is further exacerbated by rapid technological advancements and evolving sustainability goals, requiring a focus on lifelong learning and adaptability. The integration of digital platforms, [IoT](#), [AI](#), and other technologies into FM necessitates professionals with expertise in these areas. Demand organisations will need people skilled in modeling, simulation, and predictive maintenance.

In addition, the increased focus on sustainability imperatives has created a need for facility managers who understand and can implement sustainable practices. Companies will seek to hire tech-savvy, cross-functional, ESG-literate candidates and review policies to support more defined roles from technicians, managers and strategists. Talent development emphasis will be on continuous learning, not one-time credentials; dual certifications can lead to better outcomes for individuals and organisations. Future-focused training needs may include digital literacy (Computerized Maintenance Management System (CMMS), building management system (BMS), IoT, digital twins, and analytics), energy management, carbon tracking, indoor-air quality measurement and data-driven decision-making using technologies (AI, sensors, dashboards) and performance data (Manga and Allen, 2024). In addition, skills in cybersecurity (access control and risk management) are paramount. Leadership and strategy skills will be focused on stakeholder engagement, crisis management

“Companies will seek to hire tech-savvy, cross-functional, ESG-literate candidates and review policies to support more defined roles from technicians, managers and strategists.”

and cross-functional and interdisciplinary collaboration.

Collaboration with universities and trade schools, promoting FM as a Science, Technology, Engineering and Mathematics (STEM) career and developing internships and apprenticeships tied to future tech will be essential. Networking and staying active in professional circles could also be beneficial to gain current insights into industry issues and best practices. Employers can invest in learning and development programmes and offer clear career paths and mentorship. Hiring practices that support future-proofing FM teams while still aligned with strategic business goals are encouraged.

In conclusion, future-ready FM talent will be digitally fluent, sustainability-driven, strategically minded and people-focused. FM professionals should be upskilled in technology and sustainability, pursue recognised certifications, and build soft skills (leadership, adaptability, and communication). Further expansive studies are required to determine which skills are lacking among professionals in different African countries and specific and appropriate education

and training that can be formulated to enhance the growth of their FM sectors.

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From Cost Centre to Value Driver: Rethinking FM's Role in Corporate Decision-Making

By Aruoture Celestine

For years, Facility Management (FM) has often been relegated to the periphery of corporate strategy, viewed primarily as a necessary operational expense, a “cost centre” focused on maintenance, compliance, and support services. However, in today's increasingly volatile and resource-constrained business environment, this traditional view is being upended. From Lagos to Nairobi, Accra to Johannesburg, forward-thinking organisations are beginning to reposition FM not as a burden on the balance sheet, but as a strategic asset—a value driver that directly supports business agility, sustainability, and long-term competitiveness.

The New Imperative for Facility Management

As organisations confront rising energy costs, growing environmental regulation, and increased expectations around employee well-being and productivity, the strategic relevance

“FM professionals are increasingly expected to engage with data, spot trends, and translate insights into decisions.”

of FM has become impossible to ignore. Averagely, effective FM accounts for up to 20% of an organisation's total expenditure, underscoring its significant financial footprint. When managed strategically, this footprint offers significant opportunities for cost optimisation, risk mitigation, and value creation.

More importantly, FM is no longer only about maintaining buildings and systems. It now encompasses workplace experience, energy efficiency, asset lifecycle

management, data-driven decision-making, and even brand perception. A well-run facility reduces overhead and also enhances employee satisfaction and retention—a critical differentiator in Africa's growing knowledge economy.

From Operations to Strategic Alignment

The evolution of FM requires a mindset shift—from reactive maintenance to proactive value

generation. To enable this, executive leadership must integrate FM into the broader corporate strategy. This means involving FM leaders in key decisions around real estate investment, sustainability goals, digital transformation, and workforce planning.

For example, during the COVID-19 pandemic, organisations with robust FM frameworks were quicker to adapt to remote work models, reconfigure space layouts for health compliance, and maintain business continuity. FM leaders became critical advisors, helping companies navigate uncharted territory through data, scenario planning, and operational resilience.

In the post-pandemic world, these capabilities are still relevant, perhaps even more so—as companies embrace hybrid work, prioritise environmental, social, and governance (ESG) metrics, and seek agile responses to market changes. By leveraging tools such as Building Management Systems (BMS), Internet of Things (IoT) sensors, and Computer-Aided Facility Management (CAFM) platforms, FM professionals can provide actionable insights that inform strategic decisions, from space utilisation and energy efficiency to lease management and capital expenditure planning.

FM as a Driver of Sustainability

One of the most powerful value levers FM now offers is its capacity to drive sustainability goals. In a continent facing both rapid urbanisation and climate vulnerability, FM can significantly influence an organisation's environmental footprint. According to the United Nations Environment Programme (UNEP), buildings account for approximately 40% of global energy consumption and 30% of greenhouse gas emissions. Sustainable FM practices such as

“Despite these strategic contributions, many FM functions across Africa still operate with limited visibility at the executive level.”

energy audits, green procurement, waste reduction, and implementing renewable energy solutions are therefore indispensable to any credible corporate sustainability strategy.

Moreover, certifications like LEED (Leadership in Energy and Environmental Design) and EDGE (Excellence in Design for Greater Efficiencies) are becoming more relevant in Africa's real estate landscape. FM's active involvement in obtaining and maintaining these certifications enhances sustainability credentials, investor appeal and market competitiveness.

Elevating FM to the Executive Table

Despite these strategic contributions, many FM functions across Africa still operate with limited visibility at the executive level. This must change. For FM to truly evolve from a cost centre to a value driver, organisations must elevate FM leadership to participate in C-suite dialogues.

Chief Operating Officers, Chief Financial Officers, and even Chief Executive Officers must recognise FM not just as a service provider, but as a strategic business partner. This includes involving FM in capital planning, digital transformation projects, corporate reporting, and ESG disclosures.

To do this effectively, FM professionals must also step up—by adopting a more business-oriented language, understanding financial metrics, building cross-functional relationships, and

demonstrating clear value through key performance indicators (KPIs) tied to business outcomes.

Conclusion: Repositioning for the Future

As Africa's economy becomes increasingly interconnected and globally competitive, Facility Management stands at a critical inflexion point. The old narrative of FM as a passive cost must give way to a new paradigm—one in which FM is recognised as a vital enabler of operational excellence, corporate sustainability, and strategic resilience.

To unlock this potential, businesses must embed FM within their leadership fabric, empower FM professionals with the right tools and training, and foster a culture that values long-term thinking over short-term cost-cutting. Only then can Facility Management truly evolve from the backroom to the boardroom—from a cost centre to a value driver.

Engr. Celestine Aruoture is a seasoned professional with vast expertise spanning strategy development, budgeting, financial analysis, project management, stakeholder engagement, and operational efficiency. Prior to his appointment as Chief Operating Officer of Berger Paints Nigeria PLC, he served as Head of Facilities Management at Union Bank of Nigeria and previously as Regional Facilities Manager. He also held key leadership roles at First Bank of Nigeria, including General Services Manager and Area General Services Manager.

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Celestine is a registered engineer with COREN and a member of the Nigerian Society of Engineers, the American Society of Civil Engineers, and the International Facility Management Association.



Infrastructure Asset Management

A Lagos Story

Infrastructure development has long been recognized as a key driver of economic growth. Numerous studies confirm that well-developed infrastructure fosters sustainable growth and poverty reduction, while inadequate infrastructure poses a critical barrier to progress.

We can all agree that the future of our public infrastructure depends on the maintenance policies created today. It is important to maintain our assets if we want them to be available in the future.

Government policies and laws significantly impact facility management by establishing legal frameworks, safety standards, and operational guidelines. These regulations influence various aspects of facility management, including safety, health, environmental impact, and overall operational efficiency.

Policies and Laws allow governments have opportunities to influence the integration of sustainable maintenance and management into infrastructure planning and to set a positive enabling environment in which facility management is developed and implemented. Areas of leverage include long-term planning; economic, environmental and construction policies and

“We can all agree that the future of our public infrastructure depends on the maintenance policies created today.”

regulations; and improvements in the coordination and capacity of government functions.

The executive order for the Office of Facility Management and Maintenance was issued by the then governor, Babatunde Fashola, in March 2010. Thus, began the maintenance of Lagos State Infrastructure Assets in a sustainable and systematic manner. I remember then that His Excellency said that Lagos State was taking advantage of the gains of democracy and the foundation laid by the Asiwaju Ahmed Bola Tinubu to invest heavily in infrastructure assets.

The law was passed by the Lagos State House of Assembly in 2015.

At the time that the law passed Lagos was the only State in Nigeria that had developed a framework

for the maintenance of its assets. Since then, other States in Nigeria, has developed a similar framework. The Federal Government Executive Council has since approved the systematic maintenance of government buildings.

As Lagos continues to grow and seek to become more competitive, sustainable, livable, smart, and resilient, the maintenance of public infrastructure has been prioritized by the current Administration as an integral part of its T.H.E.M.E.S. (acronyms for Traffic Management and Transportation, Health and Environment, Education and Technology, Making Lagos a 21st Economy, Entertainment and Tourism and Governance and Security) Developmental Agenda.

The Babajide Olusola Sanwo-Olu Administration, having realized the

strategic importance of sustainable infrastructure as a driver of economic growth, has adopted proactive approach to asset management. As Lagos State prioritizes infrastructure development these assets are being developed with a well thought out and planned maintenance framework while old assets are being incorporated into the States maintenance plans

Part of the strategy already approved by the governor is to develop a Guidelines and Standards document that guides and standardize government buildings infrastructure.

While many countries have laws establishing The United States obligates state and local governments to report values and operation expenses for all facilities (roads, bridges, waterworks and sewage, power supply facilities, public schools, parks, etc.). Also orders authorities and government institutions to implement infrastructure asset management by demanding evaluation of the value of infrastructure, asset condition (every three years), and expected maintenance expenses and a budget plan.

In-spite of this, however, concerted attention is being given maintenance of existing infrastructure facility to ensure optimal performance.

Obviously, investing in infrastructure asset maintenance offers outstanding opportunities for job creation and ensures that public facilities performed optimally. Thousands of artisans as well as stakeholders in the building sector had and are benefitting from the facility management and renovation work through job opportunities.

While the importance of the provision of infrastructure to support socio-economic growth has been well-recognized within government, the potential of

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Part of the strategy already approved by the governor is to develop a Guidelines and Standards document that guides and standardize government buildings infrastructure.”

infrastructure maintenance as a powerful tool of economic growth and service delivery needs to come more to the fore. It is, thus, good enough that the Lagos State Government is taking the matter of facility management seriously.

In all this, it is important to stress that LASIAMA maintains and manages infrastructure asset based on international best practice. But then, while the State Government via LASIAMA is doing its best to preserve public infrastructure and assets, Lagos residents are urged to equally play their role by ensuring that public facilities across the State are guarded jealously, as the State has many needs to use its scarce resources on.

In sum, Nigeria will not be able to sustain her current levels of population and economic growth without enhancing her infrastructure. The era of lack of maintenance, neglect, deferred maintenance and overcrowding of public facilities must come to an end. While it is imperative for State and Local Governments across the country need to understudy and embrace the Lagos example, it is vital Lagos sustain and increase its investment in maintenance of its facilities as many still require urgent attention given years of neglect before this administration.

Moving forward, three actions stand out:

1. Stronger Industry Advocacy – Facility management associations must continue to advocate for clear, consistent, and enforceable policies that strengthen the profession and promote sustainable practices.
2. Capacity Building – Training, certification, and continuous professional education should be scaled up to equip facility managers with the knowledge and skills required to comply with evolving standards.
3. Standard Development – Localized standards and benchmarks tailored to Nigeria's socio-economic realities should be developed and aligned with international best practices.

In conclusion, maintenance is not merely a technical function but a critical pillar of sustainable development. It preserves the value of assets, sustains the benefits they provide, and creates long-term employment opportunities. Lagos State has demonstrated leadership in institutionalizing facility management, but for Nigeria to sustain economic growth and meet its development goals, other states and the Federal Government must strengthen, expand, and replicate this model nationwide.



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Earners of the globally recognized Certified Facility Manager® (CFM®) have demonstrated competence in the field of facility management (FM) by meeting the required criteria of work experience, education and the ability to pass a comprehensive exam that covers the 11 competencies of the FM body of knowledge. CFMs work in many different industries (i.e. healthcare, retail, corporate, government, non-profit, etc.) and manage various types of facilities (i.e. hospitals, schools, hotels, office buildings, etc.). CFMs may manage one facility or more than 100 and may manage facilities in different parts of the world. The Certified Facility Manager® (CFM®) credential sets the industry standard for ensuring the knowledge and competence of practicing facility managers.

WHY EARN THE CFM?

The Certified Facility Manager® (CFM®) credential sets the industry standard for ensuring the knowledge and competence of practicing facility managers as the most respected global credential in facility management. Now more than ever, recognizing competency, establishing benchmarks and setting performance standards are vital to the global economy.

Never have public and private sector employers relied as much on certification organizations as they do today. Professional associations are now taking a lead role in the development of credentialing programs, and IFMA's CFM® program was the first, and is still the only globally recognized, certification in facility management.



IFMA's certification process is designed to assess competency in the field through work experience, education and the ability to pass a comprehensive exam that covers 11 competency areas that make up the facility management body of knowledge. Since the program began in 1992, more than 6,000 facility managers from 38 countries have achieved this prestigious recognition. Currently there are approximately 3,000 active CFMs globally.

COMPETENCY-BASED

The CFM® Exam is competency-based, testing what a candidate can do compared to standards that define the practice of facility management. One cannot take a course or a simple knowledge-based exam to earn the credential. IFMA's competency-based program is at a higher level than a knowledge-based program, reflecting the growing importance of facility management in the international business world.

RECOGNIZED GLOBALLY

In addition, the CFM® is the only global facility management certification available. 11 CFM Competency Areas: 1. Occupancy and Human Factors 2. Operations and maintenance 3. Sustainability 4. Facility Information Management/Technology Management 5. Risk Management 6. Communication 7. Performance and Quality 8. Leadership and Strategy 9. Finance and Business 10. Real Estate 11. Project Management

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Build a solid foundation

The enhanced and updated course curriculum required to achieve IFMA's Facility Management Professional (FMP) credential will prepare you for unique challenges of the profession, focussing on competencies essential to an Fm's day-to-day responsibilities

Start your career in the right direction

Facility management is a constantly evolving profession. A commitment to continuing education and professional development ensure an up-to-date skill set through your career

Prepare for the Certified facility Manager (CFM) Exam

FMPs who continue their professional growth have a greater chance of successfully completing the CFM Exam and joining the elite circle of certified Facility Managers

Set yourself apart from the competition

Whether you are applying for a promotion in the field, or if you plan to do business with and FM, having the letters "FMP" after name demonstration your professional knowledge.

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Why Earn the SFP?

- Internationally recognized and industry-trusted for over 10 years, the SFP goes where you go.
- IFMA is an ANSI National Accreditation Board (ANAB) Certificate Issuer – Accreditation Number 1057
- No pre-requisites and no renewal costs. Once earned, you're an SFP for life!
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