



IFMA® Nigeria
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International Facility Management Association

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T h e m e :

FM: Cultivating Belonging Through Built Environments

Highlights:

- Cultivating Belonging:
Nigeria's Path to FM Sovereignty
- Interview: From Operations to Strategy:
The Evolving Role of FM Leaders
- Africa's Built Environment Opportunity:
A Strategy of Avoidance Rethinking Sustainability

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Editor's Note

Where Workplaces Begin to Matter

There is a quiet but important shift happening in the world of work.

Imagine walking into a workplace where you feel seen, valued, and part of something meaningful. A space in which design, access, and environment communicate a simple message: **you belong here.**

It is no longer enough for workplaces to simply function. Increasingly, they are expected to connect people, support performance, and reflect those within them. The built environment is no longer a backdrop; it is an active participant in how organizations perform and how individuals experience work.

This is where facility management becomes truly indispensable.

Welcome to the May 2026 edition of IFMA Nigeria's bi-annual magazine, commemorating World FM Day 2026. This edition is built around a central idea: **FM: Cultivating Belonging Through Built Environments.**

For a long time, facility management has been understood in operational terms: keeping systems running, ensuring uptime, and maintaining assets. These remain essential. But they no longer define the full scope of the profession.

Today, FM operates at the intersection of **place, people, and performance.**

The layout of a workspace influences collaboration. Air quality and lighting shapes wellbeing. Accessibility determines inclusion. Maintenance decisions affect productivity.

Quietly but consistently, facility management shapes outcomes that extend far beyond the physical environment.

Yet this influence remains under-recognized in many contexts.

In Nigeria and Africa, FM professionals are delivering complex, high-impact services across corporate, public, and industrial environments, often without proportional visibility in strategic decision-making spaces. This edition is part of an ongoing effort to close that gap, positioning FM

“The most effective facilities are not those that simply work, but those that work for people.”

not merely as a support function, but as a strategic discipline.

Inside these pages, you will find perspectives that reflect the evolving breadth of the field. Senior leaders share how FM is moving from execution to influence. Practitioners explore workplace transformation, sustainability and technology. Emerging professionals bring fresh thinking to long-standing challenges.

Together, they point to a profession in transition, one defined less by what it maintains and more by what it enables.

“The most effective facilities are not those that simply work, but those that work for people.”

As you read this edition, consider the environments you help shape directly or indirectly. What do they communicate? What behaviours do they reinforce? What experiences do they make possible?

These are no longer peripheral questions. They are central to how organizations compete, retain talent and build resilient cultures.

Facility management sits closer to these outcomes than ever before.

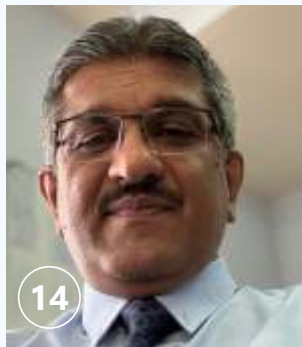
The opportunity ahead is not only to deliver well-managed spaces, but to intentionally design environments that matter.

Shuaibat Shuaib

Publicity Secretary, IFMA Nigeria Chapter



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Tips and Best Practices- Ways FM Cultivates Belonging Through Everyday Decisions

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Presidential Address - World FM Day 2026

Cultivating Belonging: Nigeria's Path to FM Sovereignty

Engr. Sheriff Daramola, FMP

The Global and National Context Facility Management is now globally recognised as a critical driver of safe, productive, and sustainable built environments. Nigeria is proud to be one of 140 countries with IFMA footprint and active membership. This reflects three decades of progression from informal maintenance practices to a profession delivering measurable value across banking, healthcare, transportation, education, oil and gas, telecommunications, media, military, and the wider built environment.

As we mark World FM Day 2026, it is time to celebrate this progress, ask for government legislation and sustain improvements and define stronger strategic direction for the future.

We do not become professionals by declaring ourselves so. Professionalism in FM is earned through technical competence, value-driven service delivery, process alignment, technology adoption, and measurable economic contribution. It is sustained by leading the FM community in both public and private institutions to uphold standards and promote sustainable best practices.

Our corporate and professional members now span every state of the federation. They are strategically positioned to manage critical assets and infrastructure to ensure continuity, safety, and efficiency across sectors.

World FM Day 2026 Theme

The theme for World FM Day 2026, "FM: Cultivating Belonging Through Built Environments," reflects an important

evolution in the profession: the shift from functional spaces to human-centred environments.

It emphasises the role FM plays in creating workplaces and public spaces that foster safety, inclusion, respect, and diversity.

When FM works, people feel they belong. When FM fails, people feel excluded and unsafe.

IFMA, headquartered in the United States, recognized the growth potential in Africa, the Middle East, and Europe and established IFMA EMEA. In Nigeria, FM practice continues to be localised through training, advocacy, and strategic partnerships across government, industry, and academia.

Recommendations for Strengthening FM Sovereignty in Nigeria

To strengthen the resilience and independence of Nigeria's built environment ecosystem, the following priorities are essential:

1. Prioritize Indigenous FM Skill Development

Countries that cannot produce the skill sets required for the built environment remain vulnerable. We lose significant foreign exchange importing technicians for HVAC, electrical, BMS, and healthcare engineering. The future belongs to people who can work with their hands and minds. IFMA Nigeria is committed to training close to 5,000 FMs and technicians by 2030; this includes training to FM certifications.

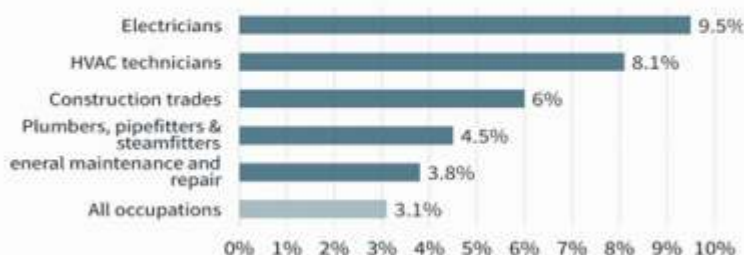
The IFMA Nigeria Research and Development Faculty is positioned to

“As we mark World FM Day 2026, it is time to celebrate this progress, ask for government legislation and sustain improvements and define stronger strategic direction for the future.”



collaborate with State Technical and Vocational Boards, as well as the National Bureau of Statistics, to track employment growth across technical trades for the next five to ten years and support the development of a national FM talent framework. A similar one from U.S. Bureau of Labour Statistics is found below;

Projected employment growth by trade, 2024-2034



Source: U.S. Bureau of Labor Statistics

2. Leverage Technology for Sustainable Operations

AI, IoT, and data analytics are transforming FM globally. We must adopt these tools for predictive maintenance, energy optimization, asset management, and personalized service delivery. FM professionals must prioritise sustainability, innovation, AI, and digital transformation as key drivers shaping the future of the profession. This shifts FM from reactive fixes to predictive prevention, reducing costs and improving reliability.

3. Treat Energy Supply as Non-negotiable

Without reliable, renewable, and affordable power, the cost of facility services will continue to rise. FM must lead the transition to solar, micro-grids, and structured energy management systems.

4. Legislate and enforce the FM Profession

Nigeria needs stronger regulatory backing and value-driven growth in FM. Legislation will limit poor service delivery, reduce systemic inefficiencies such as building collapses, and promote standards.

However, law without enforcement is hollow. For FM to accelerate in Nigeria, government must prioritize policies that support its professional practice, long term investment, access to finance and stronger practice. We call for the passage and enforcement of a Facility

Management Act at federal and state levels.

5. Embed Culture and Wellness in Service Delivery

Cost alone cannot define successful FM delivery. Delivery must reflect the culture, community needs, and wellness priorities of the environment it serves. One-size-fits-all maintenance is why systems fail.

6. Participate Globally from a Position of Strength

FM in Nigeria should not be isolated from the global system. Participation must be from a position of power, built through collaboration between public institutions and the private

sector. This strengthens the FM economy and creates opportunities for recognition, higher income, and professional growth.

7. Embrace Shared Ownership and Infrastructure

We must move beyond silos. Shared CMMS platforms, training hubs, cut costs, and scale impact across Nigeria's 36 states.

8. FM Economy

The Nigeria facility management market size is valued at USD 27.76 billion in 2025, and it is estimated to be valued at approximately USD 31.04 billion in 2026, to reach USD 54.3 billion by 2036; growing at a CAGR of 11.82% from 2026 to 2031(Compound Annual Growth Rate). The market is driven by rapid urban expansion in cities like Lagos and Abuja, alongside increasing investor demand for ISO 41001-aligned ESG programs and with a focus on integrating technology and sustainability.

** Nigeria Facility Management Market Analysis by Mordor Intelligence*

The market is experiencing significant growth,

Some of the Achievements of IFMA Nigeria Chapter

Since the last celebration, IFMA Nigeria has advanced the profession through:

1. IGA 2025 – Successful hosting of the **IFMA Global Africa Conference (IGA 2025)**, strengthening Nigeria's global FM voice.

“Nigeria needs stronger regulatory backing and value-driven growth in FM.”

2. Mentoring Program – Launch of structured mentoring for young professionals and students across University of Lagos, Obafemi Awolowo University, Ile-Ife, and Babcock University.

3. University Advocacy – Expansion of faculty training and curriculum development in FM across Nigerian universities. Our presence is in University of Lagos, Obafemi Awolowo University, Ile-Ife. Because of value creation and advocacies, we have received invite from other Universities and Polytechnics in the country.

4. Public Sector Engagement – Initiation of partnerships with Lagos State Ministry of Health and FCT Administration on FM standards in public infrastructure

5. Training & Capacity Development – In the last 12 months, we had conducted 10 local physical trainings with 46 participants and 4 international certification programmes (FMP & CFM) with 30 participants. Since the inception of IFMA Nigeria's training programmes in 2005, over 2,092 professionals have been trained through local trainings, webinars, and international certification programmes (FMP, SFP, and CFM) delivered by our Faculty and IFMA-certified instructors. These programmes supported career development, operational excellence, and global certification pathways for professionals.

6. Facility Tours – Organized educational facility tours to notable

infrastructures and institutions, providing members with practical industry exposure, knowledge sharing, and networking opportunities. Recent visits included the Wole Soyinka Centre for Culture & Creative Arts (National Arts Theater), with more tours planned.

7. Chapter Expansion – Officially inaugurated the IFMA Oyo Branch in February 2026, strengthening IFMA's presence across Nigeria through strategic membership drives and stakeholder engagement. Activation of the Abuja Branch transition plan.

8. Global Recognitions.

- IFMA Global bodies in 2016 awarded the first IFMA Fellowship in Africa to a Nigerian; a seasoned FM practitioner, an IFMA certified Instructor, FM mentor and Past President of the IFMA Nigeria Chapter; ESV. Steven Jagun.
- Barely 9 years after, IFMA redefining what is possible in

facility management, through bold ideas, measurable results and a commitment to progress by those elevating the profession and inspiring a global network with focus on their impacts which extends across smart workplaces, sustainable strategies and innovative solutions shaping the built environment across industries and around the world, has honored a leader in FM in Nigeria, an IFMA Nigeria Faculty Lead, FM mentor, Trail Blazer and Past President, Segun Adebayo, as one of the Top Global FM Influencers (TGfMI). This is the first in Nigeria. There are only 36 of TGfMI in the world for now and are from Nigeria, United Arab Emirates, Sri Lanka, United States, United Kingdom, Netherlands, Costa Rica, Sweden, Ghana, Australia, Egypt, Canada, South Africa, Singapore, India, Mexico, Belgium, Saudi Arabia, Brazil, Poland and Hong Kong.

- IFMA Nigeria Chapter is part of IFMA EMEA, headquartered in Brussels. IFMA EMEA serves as the regional leadership body, maintaining strong alignment with IFMA Global while focusing on the unique needs of chapters and members across Europe, the Middle East, and Africa.



The future belongs to people who can work with their hands and minds.



IFMA Nigeria is committed to training close to 5,000 FMs and technicians by 2030





Facility Management is nation-building work. Every safe hospital, functional school, and efficient office is a result of FM done right.



- IFMA Nigeria Chapter vote counts in the decision of leadership at the Global Board of directors.
- At World Workplace, an annual IFMA international event, the IFMA Nigeria Chapter is given the recognition to promote Africa FM to the world. This drives investors to Nigeria and Africa continent.

Recognition and Call to Action

Today, we acknowledge the vision of His Excellency, President Bola Ahmed Tinubu, GCFR, for restoring the Wole Soyinka Centre for Culture and Creative Arts – formerly the National Arts Theatre. Facility tour to the WSC have shown a clear commitment to maintenance sustainability, FM economy, and sovereignty by our President. We are grateful. We are proud that one of our corporate members is providing FM services at the Centre.

We also look forward to the retrofitting of the National Stadium, Surulere, Lagos, and other national infrastructure that have long suffered from inadequate facilities management. We look forward to our corporate members managing the national and state infrastructures because of their professionalism and adherence to standards and values to end users.

We thank the Lagos State Government under Governor Babajide Sanwo-Olu for ongoing infrastructure development in schools, hospitals, roads, parks, transportation, safety, security, and housing. These are laudable, we encourage the continued prioritisation of infrastructure development across the state. We have noticed a remarkable infrastructure development in some states of the federation and the Federal Capital Territory. As you do, please ensure FM is practiced by professionals.

For FM, one fact remains fundamental: infrastructure development is a one-off event. Its sustainability and life expectancy depend on how well it is managed. Therefore, we recommend FM inclusion across the entire lifecycle of infrastructure – from concept and design to construction, usage, and eventual retrofitting or decommissioning.

Appreciation

On behalf of the Council of the IFMA Nigeria Chapter, I thank our corporate and professional members, public institutions, private-sectors, international and academic institutions, the FM Community and friends of for their unwavering supports. You have stood by the

profession and promoted the IFMA brand with distinctions. We are proud of you. It is our expectation that you will continue to embrace the values in engaging qualified facility management resources, certified professionals to deliver value-added services that protect assets, improve user experience, reduce operational cost, and extends its usage.

Conclusion

Facility Management is nation-building. Every safe hospital, functional school, and efficient workplace, sustainable built environment are results of FM done right.

On this World FM Day 2026, let us commit to cultivating belonging through the built environments we manage. Let us commit to skills, professionalism, sustainable innovations, legislation, and shared ownership.

When FM works, people feel they belong.

When FM works, Nigeria increases its economy potentials. Happy

World FM Day 2026.



Goodwill Message from the IFMA Global Chair for IFMA Nigeria Chapter

World FM Day 2026

Christa Dodoo

“Today, I challenge IFMA members to be intentional. This does not mean starting anew but rather rethinking how existing infrastructure is managed and adapted through inclusive layouts, culturally responsive finishes, accessible services, and community-focused operations.”

On this World FM Day 2026, I am delighted to join IFMA Nigeria in celebrating Facility Management professionals whose work shapes how people experience workplace and engage within their communities every day.

Across the world, our shared theme reminds us that Facility Management considers people first and foremost. Our decisions foster wellbeing, productivity, sustainability, and most importantly, belonging. In Africa, and particularly in Nigeria, this responsibility carries a deeper meaning due to the immense diversity. Our built environments are cultural expressions. They are shaped by history, climate, and reflected in our ethos.

Traditional design principles have long created spaces where people feel connected by incorporating the local culture. Natural ventilation, shared courtyards, and regional materials all echo our rich and diverse identities. As Facility Managers, we have an opportunity to honour this wisdom while integrating modern standards of safety, accessibility, and sustainability. When we blend indigenous design with FM best practices, we create facilities that feel authentic, unique, and welcoming.

“Our built environments are cultural expressions. They are shaped by history, climate, and reflected in our ethos.”

Today, I challenge IFMA members to be intentional. This does not mean starting anew but rather rethinking how existing infrastructure is managed and adapted through inclusive layouts, culturally responsive finishes, accessible services, and community-focused operations.

Let us lead with purpose and creativity. By consciously embedding belonging into the facilities we manage, we strengthen organisations, uplift communities, and demonstrate the true value of Facility Management.

Happy World FM Day 2026.



Goodwill Message from the President & CEO of IFMA Global for IFMA Nigeria Chapter

Michael V. Geary, CAE

World FM Day is a powerful moment to recognize and celebrate the vital contributions of the facility management community and the profound impact our profession has on people, organizations, and society. It's a day to honor not only the work FM professionals do across Nigeria, but why it matters.

Facility management has evolved far beyond its traditional boundaries. Today, it sits at the intersection of strategy, experience, and performance. As organizations navigate rapid change, FM professionals are increasingly central to driving outcomes-aligning the built environment with organizational goals, advancing sustainability, and bringing people together.

Reflecting on our profession, I'm continually struck by its global reach and its growing influence. From shaping workplaces that foster belonging and well-being to enabling productivity and innovation, FM plays a defining role in how people experience work. The environments we design, manage, and sustain directly impact engagement, culture, and performance.

Looking ahead, the future of FM is both exciting and pivotal. Leadership

“From shaping workplaces that foster belonging and well-being to enabling productivity and innovation, FM plays a defining role in how people experience work.”

in our profession must continue to evolve, grounded in data, guided by purpose, and focused on delivering meaningful value at every level. At its core, cultivating belonging through the built environment is about thoughtfully shaping spaces that help individuals feel connected, valued, and empowered to thrive and perform at their best.

On this World FM Day, we celebrate a profession that is essential, strategic, and forward-looking and a global community that is shaping a better, more connected, and more effective world. And we acknowledge the great contributions of IFMA Nigeria toward advancing these goals.



Goodwill Message from the MD of IFMA EMEA for IFMA Nigeria Chapter

World FM Day 2026

Lara Paemen

On the occasion of World FM Day, I am delighted to extend my warmest greetings to the IFMA Nigeria Chapter and its dedicated community of professionals across the country.

This year's theme, "FM: Cultivating Belonging Through Built Environments," speaks powerfully to the heart of what facility management represents today. Beyond the buildings we manage and the services we oversee, our work shapes experiences, influences culture, and creates spaces where people feel valued, respected, and included.

In a country as vibrant and diverse as Nigeria, the role of facility management in fostering belonging is both significant and inspiring. The IFMA Nigeria Chapter stands as a vital force in supporting professionals across all regions, championing collaboration, knowledge-sharing, and the advancement of our profession. Your commitment ensures that facility management continues to evolve as a driver of meaningful impact, not only within workplaces, but across communities and society at large.

By designing and managing environments that reflect inclusivity, accessibility, and respect for all, you

“

The IFMA Nigeria Chapter stands as a vital force in supporting professionals across all regions, championing collaboration, knowledge-sharing, and the advancement of our profession. Your commitment ensures that facility management continues to evolve as a driver of meaningful impact, not only within workplaces, but across communities and society at large. ”

are helping to build stronger organizations and more connected societies. You are also setting an example of how our profession can respond to local needs while contributing to global progress. As we celebrate World FM Day, I encourage you to continue leading with purpose, embracing innovation, and strengthening your role as enablers of meaningful experiences through the built environment. Thank you for your ongoing dedication and for the important work you do every day across Nigeria.

Happy World FM Day.



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World FM Day: Cultivating Belonging Through Built Environments

Hakeem Ishola Olaonipekun, MBA, CFM,
Vice President IFMA Nigeria Chapter



World FM Day, led by Global FM, provides an opportunity to recognize the essential contribution of facility management professionals in enabling safe, efficient, and sustainable built environments worldwide. It also acknowledges the people behind the performance of these environments.

Facility management has evolved beyond traditional maintenance functions. Today, FM professionals operate as frontline enablers of safety, performance, and sustainability across the built environment.

From corporate organizations to public infrastructure, FM strengthens operational reliability while ensuring that environments remain functional, safe, and responsive to human needs.



Today, FM professionals operate as frontline enablers of safety, performance, and sustainability across the built environment.



At its core, facility management is about responsibility: ensuring that environments are fit for purpose, well-maintained, and aligned with the needs of the people who use them.

The 2026 Theme: FM and Belonging

The 2026 theme, "FM: Cultivating Belonging Through Built Environments," highlights the increasing importance of human experience within the built environment.

It reflects the need for workplaces and public spaces that go beyond safety and efficiency to actively promote inclusion, respect, and belonging.

Belonging in this context refers to environments where individuals feel valued, respected, and psychologically safe—where identity and contribution are acknowledged and supported. In an increasingly digital world, the physical environment remains central to human connection and organisational culture.

Why Belonging Matters
Belonging is a key driver of performance, engagement, and retention.

Research consistently shows that when employees experience belonging, organisations benefit through:

- Higher engagement and productivity
- Improved wellbeing and reduced burnout
- Stronger retention and reduced turnover
- Greater psychological safety and innovation capacity
- Improved organisational performance and resilience

Conversely, the absence of belonging contributes significantly to disengagement and attrition, even when other workplace conditions are favourable.

Despite its importance, belonging remains underemphasised in many organisational strategies.

Building a Culture of Belonging

Creating belonging requires intentional action at multiple levels.

Leadership Responsibility

Leaders must foster psychological safety, communicate transparently, recognise contributions, and support inclusive participation across teams and structures.

Organisational Systems

Institutions must invest in development pathways, inclusive workplace design, employee resource groups, and equitable workplace practices.

Individual Behaviour

Belonging is reinforced through everyday interactions; listening, respect, authenticity, and active collaboration.

Understanding Belonging

Belonging in the workplace is the experience of being accepted and valued for one's identity and contribution. It extends beyond recognition of performance to include emotional and psychological inclusion.

It aligns with established psychological theory, including Maslow's hierarchy of needs, where belonging is a foundational requirement for higher levels of achievement and self-actualisation.

Employees who experience belonging are more likely to engage fully, contribute meaningfully, and remain committed to their organisations.

Measuring Belonging

Belonging can be assessed through structured employee experience frameworks that include confidential surveys, engagement data, and validated measurement tools.

Belonging is reinforced through everyday interactions; listening, respect, authenticity, and active collaboration.

Reliable measurement requires psychological safety, anonymity, and consistency in data collection to ensure accuracy and honesty in responses.

Conclusion

Facility management plays a defining role in shaping human experience within the built environment.

Beyond maintaining systems, FM enables environments where people feel safe, valued, and supported to perform at their best. As we mark World FM Day 2026, the focus is clear: building environments that foster belonging is no longer optional—it is essential to organisational and societal success.

When FM works, people belong. When people belong, organisations thrive.



From Operations to Strategy: The Evolving Influence of FM Leaders

An IFMA Nigeria Chapter Interview Feature

As Facility Management continues to evolve from an operational support function into a strategic business discipline, FM leaders are increasingly expected to influence organisational performance, resilience, sustainability, and long-term value creation.

*In this feature, we speak with **Mr. Eapen V. Eapen**, the Chief Operating Officer of **Provast Limited**, a seasoned FM professional whose career spans engineering, manufacturing operations, project leadership, and integrated facility management. He reflects on the transition from execution-focused roles to strategic leadership and the growing importance of FM in shaping business outcomes.*

TFM: Walk us through your career journey to your current role. At what point did your perspective shift from operational delivery to strategic leadership?

E.V: I started as a supervising engineer in a 24-hour textile industry. My first job lasted 12 years with Kewalram Chanrai Group in Northern Nigeria, where I left as Factory Manager. I then joined CHI Ltd. (TGI Group) as Chief Engineer, spending 17 years and exiting as Projects Director. Those 29 years were focused on production targets, project delivery, and operational execution.

When I joined Provast Ltd in 2020, I had to recalibrate into a strategic leadership role. COVID-19 had a major impact. Repair jobs slowed significantly, and even preventive maintenance budgets were affected due to safety constraints. This was followed by fuel subsidy removal, currency devaluation, and ongoing price pressures due to the

“A good leader is only as effective as his team”

Iran war have all been catalysts for strategic planning. My team and I had to think strategically. The transition has been productive, and we have strengthened our strategic capability as a business. A good leader is only as effective as his team; we are fortunate to have a strong team aligned with strategic thinking.

TFM: How is your organization leveraging digital transformation not just to improve operations, but to drive strategic value and informed decision-making?

E.V: Digital transformation started early at Provast as an integrated FM company. Our CMMS (Computerized Maintenance

Management System) records all job numbers digitally, tracks procurement, monitors costs, and manages payment processes digitally.

The CMMS is customized to work in tandem with our accounting system, providing real-time visibility across operational and financial performance. This enables accurate monthly reporting and informed decision-making.

Communication within our team and with clients is largely digital. While we encourage our staff to be hands on and maintain physical engagement where necessary, operations are supported through email and messaging systems. We

adapt each client uniquely to suit their mode of digital communication to meet their satisfaction.

We are also digitally connected with power providers and vendors, enabling faster response to operational needs. Quick and accurate information sharing supports effective decision-making.

TFM: From your experience, how can FM leaders position themselves as strategic partners within their organizations?

E.V: A team lead must understand what the team is doing. Effective leadership requires prior experience or active involvement in daily operations.

FM leaders must support all operational levels while maintaining open communication across the organisation. To position themselves effectively, FM leaders must build systems of control, effectiveness, pragmatism and operational support.

Strategically, FM leaders must be swift and decisive decision-makers. "Be involved and take quick, effective decisions."

TFM: How do facility management decisions influence workplace performance, employee experience, and overall business outcomes in today's evolving work environment?

E.V: Managing a building comes with significant responsibility, particularly in ensuring safety, comfort, and operational efficiency. The first decision is to be intentional about the well-being of clients.

Energy and fuel costs significantly affect businesses, homeowners, and tenants. At Provast, we prioritise energy cost reduction to improve financial flexibility for maintenance and other critical needs. We have clients who are willing to spend money on maintenance but find current power rates unaffordable, which jeopardizes maintenance and reduces the effective value of the property.

Operational efficiency is key and needs to be top notch-timely response, effective repairs, feedback systems, and customer satisfaction are central to our approach. Clients are always more comfortable with managers who address their concerns swiftly and sincerely. Through our human resource management, we provide incentives to personnel who exhibit initiative in improving operational effectiveness - this keeps our clients happy. FM also ensures compliance with environmental and statutory regulations, protecting property owners from penalties and operational risks. Homeowners depend on our follow-up to ensure they do not default and in doing so, avoid unnecessary embarrassment with authorities. It is important to get competent Facility managers who know regulations and their implications.

Availability of funds is critical for executing maintenance works. Timely funds availability for critical jobs is a big part of the FM responsibility. Funding must be planned using historical data and contingency planning. Delays in funding often lead to higher long-term costs.

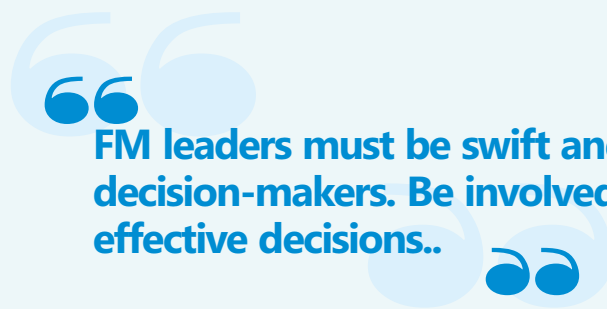
TFM: What capabilities or mindset shifts are essential for FM professionals looking to move from execution to strategic influence?

E.V: a. Cost awareness of operations ensures jobs are executed competitively and efficiently without compromising quality.

b. In today's swiftly changing digital environment, social media is necessary to make society and clients aware of trends in the industry and how FM can help with some of these trends and industry developments.

c. Networking remains a key driver of trust and business growth. It is the oldest and most effective marketing trick in the trade, meeting people and explaining firsthand how we do things, why and how we ensure proper controls is still the best way to promote the FM business.

d. Effective decision-making is an important pillar for the FM manager and critical to avoid operational and reputational risks caused by procrastination and delays. FM needs



to take swift and effective decisions to stay on top of situations.

e. Monitoring methods of jobs execution holds a very strategic role. Although most FM professionals learn in school and have a good sense of how jobs need to be executed, often we see that instructions are not followed to the letter, thus deviating the result of the job to an unwholesome end. It is important that all FM managers have a workflow method to follow up at every stage of a job to ensure that the right thing is done at every stage.

TFM: In the Nigerian context, what needs to change for facility management to gain stronger recognition and representation at the executive level?

E.V: a. Facility maintenance must be treated with the same importance as infrastructure development. FM should be involved from project conceptualisation.

b. Loans/ Subsidised funding for maintenance should be explored to support asset sustainability. The hard assets in a country are valuable, so maintaining them should be prioritized to enable keep their value. Most FM companies do not have high asset value, except for skilled labor to maintain the infrastructure. It would help the industry if subsidized loans were granted to encourage more people to join the industry.

c. Government and financial incentives can encourage maintenance culture, economy and industry participation.

d. Construction and infrastructure development agreements need to



have FM added to their agreements as part of the signed contract. Making the FM (building maintenance) as part of the construction agreement and enacting it as a law would ensure that all builders identify an FM and yearly maintenance cost to every building. After all, one must be able to afford to manage the upkeep of the building in addition to its construction, otherwise this would be a waste of resources.

e. Expose the potential danger of lack of maintenance to spur the movement. Some examples are lives being lost by lift failures, electrocution, fires and so on. Effective FM services will prevent such occurrences and could be used to encourage the FM industry to gain stronger recognition at the executive level.

TFM: Looking ahead, how do you see the role and influence of FM leaders evolving in shaping organizational strategy and delivering value in the built environment?

E.V: a. The built environment changes every day, and FM professionals are best positioned to observe its impact. It is my opinion that these professionals are part of the Planning and design stages of our built environment.

b. Funding models for Assets should be promoted by FM leaders who understand the need for quickly available funds to address critical expense needs in the industry.

c. FM professionals should be integrated into construction agreements; they can contribute years of experience of deficiencies on earlier designs and suggest changes in newer designs.

d. Maintenance cost reduction should be a design priority. The involvement of the FM professional in the design stages of development would provide the project with more possibility to create solutions with reduced maintenance costs.

e. FM input at planning stage on waste management, safety, environmental impact, parking, and urban design is critical.

In summary, the earlier FM professionals are involved in planning and execution phases of the built environment, the faster society can benefit from their expertise.

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Africa's Built Environment Opportunity: A Strategy of Avoidance.

Rethinking Sustainability through the Lens of World FM Day 2026

Tosin Ayodele

Introduction

The global built environment accounts for about 40 percent of total energy consumption and nearly 38 percent of carbon dioxide emissions, according to the United Nations Environment Programme. These figures are not speculative; they reflect the reality of a world that prioritized construction long before it fully understood the long-term consequences.

Over time, many developed economies have had to confront the results of those choices. They have spent decades refining standards, retrofitting inefficient buildings, and investing heavily to correct what was not originally designed with sustainability in mind. Today, there is no shortage of knowledge about what went wrong. The insights are available

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They have spent decades refining standards, retrofitting inefficient buildings, and investing heavily to correct what was not originally designed with sustainability in mind.

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and the lessons are clear.

What is less discussed is the opportunity that comes with not having built as much in the first place.

Africa enters this conversation from a different position. It is now the fastest urbanizing continent, projected to add nearly 950 million people to its cities by 2050. Most of the buildings that will support this growth are yet to be constructed. This presents something rare. It is not just

growth. It is a chance to decide, from the beginning, what kind of built environment will emerge. Yet, despite this opportunity, the conversation around what should be built often feels reactive. It is underfunded, fragmented, and not always connected to the professionals who will ultimately shape how buildings perform in reality, especially facility managers.

So, the real question is not whether Africa can build sustainably. There is enough

evidence to suggest that it can. It is whether Africa is paying close enough attention to what it must avoid, so it does not repeat mistakes that others are now struggling to fix.

The Inversion: Learning from What Not to Do

To answer that question clearly, it helps to take a different approach. Instead of starting with what success should look like, it is often more useful to ask what failure would look like and then work backwards from there.

When you apply this thinking to Africa's built environment, things become clearer. You begin to see patterns. You begin to recognize risks that are already familiar in other parts of the world.

So rather than setting out an ideal roadmap, it is more practical to identify the actions that would almost guarantee failure. Once those are clear, avoiding them becomes a strategy in itself.

With that in mind, the first place to look is how standards are defined and applied.

Importing Standards That Do Not Fit the Local Reality

One of the easiest ways for Africa to miss this opportunity is to continue adopting building standards that were never designed for its environment. Across many cities, regulatory frameworks are heavily influenced by standards developed in regions with very different climates. In colder parts of the world, buildings are designed to retain heat. When those same principles are applied in cities like Lagos or Nairobi, the result is buildings that do the

“**When you apply this thinking to Africa's built environment, things become clearer. You begin to see patterns. You begin to recognize risks that are already familiar in other parts of the world.**”

opposite of what is needed. They trap heat, rely heavily on Air conditioning, and become expensive to operate.

At that point, sustainability becomes difficult to achieve, not because the intention is wrong, but because the foundation is misaligned.

To move forward, there must be a deliberate shift towards standards that reflect local conditions. This includes climate responsive design and practical frameworks such as those supported by the International Finance Corporation. But beyond adopting frameworks, there must also be the capacity and willingness to enforce them properly.

Getting the standards right is only the first step. The next challenge lies in how sustainability itself is understood.

Seeing Sustainability as Optional Instead of Essential

Another way to limit progress is to continue treating sustainability as something extra rather than something fundamental. In many African markets, green buildings are still presented as premium options. Clients are

often made to feel that sustainability is an added cost rather than a smarter way to build. But over time, the numbers tell a different story. Buildings that use less energy and water are cheaper to run. They retain tenants more easily and tend to perform better as long-term investments.

The International Finance Corporation has already pointed to the scale of opportunity in this space. The implication is straightforward. Sustainability is not just about environmental responsibility. It is about financial sense.

Changing this perception requires a shift in how professionals present their work. Architects, engineers, and facility managers all have a role to play in making sustainability the starting point of every project, not something that is added later if the budget allows.

Even when buildings are designed well, however, there is another point where things often begin to fall apart. That point is in how buildings are managed after they are completed.

Operating Buildings Without Understanding Their

Performance

Once a building is occupied, the responsibility for its performance shifts. This is where facility management becomes critical. A building may be designed to perform efficiently, but if its systems are not properly managed, that design intent quickly fades.

Equipment may not be optimized. Maintenance may become reactive. Occupants may not understand how to use the space effectively. Over time, the building simply becomes another average asset.

This is why data matters. Without tracking energy use, space utilization, and user experience, it becomes almost impossible to know whether a building is performing as intended.

This is also where the theme of World FM Day 2026 becomes important. Cultivating belonging in the built environment is not just about how a space looks. It is about how people experience it every day.

When people feel comfortable in a space, when they understand it, and when they feel considered in its design and operation, their behaviour changes. They take better care of the environment. They stay longer. They return more often.

For facility managers, this means that performance is not only technical. It is also human. And that naturally leads to the final piece of the puzzle, which is the role of the user.

“

Every year, new buildings are developed that will remain in use for decades. The decisions made now will shape not only environmental outcomes but also how people live, work, and connect within these spaces.

Treating Users as Passive Instead of Engaged Participants

A built environment cannot truly succeed if the people who use it are not part of the conversation. Too often, buildings are delivered as finished products with little input from those who will occupy them. When that happens, an important layer of insight is lost. Users are left to adapt to spaces that were never designed with their daily realities in mind.

But when people are engaged early, the outcome is different. They ask practical questions. They care about comfort, cost, and usability. They notice when something does not work. Over time, this creates a culture where better buildings are expected, not requested. Encouraging this level of awareness is not just about inclusion. It is about creating a system where demand and supply are aligned. When people understand what a good building should feel like, it becomes much harder to deliver anything less.

Conclusion

Africa finds itself in a rare position. Much of its future built environment is still to be defined.

This is not just an opportunity for growth. It is an opportunity for clarity and intention.

Every year, new buildings are developed that will remain in use for decades. The decisions made now will shape not only environmental outcomes but also how people live, work, and connect within these spaces.

The path forward does not require entirely new ideas. It requires discipline. It requires avoiding mistakes that are already well understood.

The theme of World FM Day 2026 speaks directly to this moment. Cultivating belonging in the built environment is about more than design. It is about creating spaces that people connect with, care for, and value over time.

Africa still has the ability to make that choice deliberately, but that window will not remain open forever.

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IFMA EMEA LAUNCHED IFMA UGANDA CHAPTER on the 30th April 2026.



Tour of River Nile in Uganda



From Left: IFMA Uganda member, Wilberforce Nsamba, IFMA Uganda member: Kanagwa Isaac, IFMA Rwanda President: Herve Mizero
IFMA EMEA MD: Lara Paemen, IFMA Uganda President: Henry Mulindwa, IFMA Nigeria: Sheriff Daramola, IFMA Ghana President: Sampson Opare-Agyemang



IFMA EMEA MD and IFMA Uganda President with members of the Uganda Executives.



GLOBAL RECOGNITION

**Segun Adebayo:
Redefining FM Leadership From
Nigeria to the World**

Recognised by IFMA Global as a Top Facility Management Influencer 2025, Segun Adebayo stands at the intersection of policy, practice and purpose - reframing how Africa engages with the built environment.

There are moments when a profession quietly shifts its centre of gravity. For facility management in Africa, this is one of those moments. At the heart of that shift is Segun Adebayo, CEO of Pillars & Frames Limited and 13th President of IFMA Nigeria Chapter and recently recognised by IFMA as one of the Top Global Facility Management Influencers shaping the future of the discipline.

His influence is not defined by visibility alone, but by structural change: policy frameworks, professional standards and a sustained effort to reposition facility management as a strategic driver of national development.

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”

FROM OPERATIONAL FUNCTION TO STRATEGIC INFLUENCE

For over two decades, Segun Adebayo has worked across finance, infrastructure, and government systems-bringing rare cross-sector fluency to a profession often confined to operational execution.

Under his leadership within IFMA Nigeria Chapter, facility management has moved closer to the policy table. His advocacy contributed to aligning FM contracts with professional standards, advancing national

maintenance frameworks, and strengthening engagement with public infrastructure governance. At the centre of his philosophy is a simple but disruptive idea: facility management must be embedded at the inception of every project-not introduced after failure.

“We cannot continue to design buildings around our failures—we must design for sustainability from inception.”

BUILDING SYSTEMS, NOT JUST STRUCTURES

Segun Adebayo's work sits within a broader reform agenda: shifting Nigeria's built environment from reactive maintenance culture to structured, preventive systems. He has consistently argued that infrastructure sustainability depends not only on engineering design, but on the continuous integration of people, processes, and technology. His advocacy helped shape conversations around Executive Order 11 on Public Building Maintenance in Nigeria, regarded as a significant step toward formalising asset management across government institutions.

KEY MILESTONES

- CEO, Pillars & Frames Limited
- 13th President, IFMA Nigeria Chapter
- IFMA Top Global FM Influencer (2025)
- Member, ISO 41001 / TC 267 Committee
- Head of Faculty, IFMA Nigeria Chapter

"Maintenance culture is not a sprint; it is a discipline of continuous national responsibility."

THE HUMAN INFRASTRUCTURE OF FM

Beyond policy and infrastructure, Adebayo's advocacy extends into workforce development. He has consistently emphasised the importance of building a skilled pipeline of facility management professionals, technicians, and artisans capable of sustaining modern infrastructure systems. His approach integrates mentorship, capacity building, and academic collaboration-bridging the gap between classrooms and construction sites.

In his view, the future of FM is not only digital or technical, but deeply human: shaped by how well societies train, value, and retain those who maintain

their built environments.

"Every facility is only as strong as the people trained to sustain it."

RESILIENCE, TECHNOLOGY, AND THE POST-PANDEMIC SHIFT

The COVID-19 period marked a defining test for facility management globally. For Adebayo, it reinforced FM's role as an essential service rather than a background function. From hospitals to commercial facilities, FM professionals ensured continuity through business continuity planning, emergency preparedness systems, and adaptive operational models.

He has since advocated for accelerated adoption of technology in FM-positioning digital tools as critical enablers of predictive maintenance, operational efficiency, and smart infrastructure systems.

A GLOBAL RECOGNITION, A LOCAL RESPONSIBILITY

The IFMA Global recognition is both a personal milestone and a broader signal: African voices are increasingly

shaping global FM discourse.

Yet for Adebayo, recognition is not the endpoint. It is a platform for deeper responsibility - towards policy reform, institutional strengthening, and the elevation of facility management as a profession central to economic development.

"Facility management is not a support function-it is a driver of national development."

In a sector often defined by systems that remain invisible until they fail, Segun Adebayo represents a different kind of visibility-one built on structure, discipline, and long-term thinking. His recognition by IFMA Global does not merely celebrate individual achievement; it reflects a profession undergoing strategic transformation and a continent increasingly shaping its own standards of excellence.





Md. Fokrul Islam

The Next Generation of FM Leaders

Conversations with Selected IFMA Nigeria Mentees on Growth, Belonging, and the Future of Facility Management

As part of the IFMA Nigeria Mentorship Programme, selected mentees shared their experiences, aspirations, and perspectives on the future of facility management. In this special roundtable, young professionals reflect on career growth, belonging, technology, and the evolving opportunities within the FM industry.

Participants

- TFM: The Facility Manager
- FCM: Franklyn Chukwuebuka Mbonu
- MFI: Md. Fokrul Islam

“I chose to engage with Nigeria Chapter because of its vibrant community of FM learners and professionals.”

TFM: Could you introduce yourself and tell us about your current role or position in FM or your area of study?

FCM: My name is Franklyn Chukwuebuka Mbonu (FCM). I currently work with Diya Fatimilehin and Co. as an Estate Surveyor and Valuer (Agency), with about two years of professional experience in the role.

MFI: Hi, I'm Md. Fokrul Islam (MDI), and I currently work at Andorra Village in Riyadh, one of the largest and most luxurious compounds in the city. I serve as a FM Senior Soft Services Supervisor, with over seven years of experience in Facility operations and workplace management. Academically, I hold BBA in Management and I have also completed additional certifications in FM Soft service and HSE.

TFM: What initially drew you to Facility Management as a career path?

FCM: My interest in Facility Management started during my time in school while studying Estate Surveying and Valuation. I found myself curious about FM, especially as I was not fully

drawn to valuation at the time. I was fortunate to gain some exposure during my SIWES internship, and that experience sparked a deeper interest in the field.

MFI: I was drawn to facility Management because it sits at the intersection of operations, people, and experience. Early in my career, I realized that well-managed facilities directly impact how people feel and perform. The challenge of creating seamless, safe, and welcoming environments especially in large residential communities like Andorra Village was something I found deeply motivating.

TFM: When did you first hear about IFMA, and what motivated you to join the Nigeria Chapter?

FCM: After my internship, I began researching more about Facility

Management and came across IFMA. More recently, I followed IFMA on LinkedIn and other platforms, where I discovered the mentorship program organized by the Nigeria Chapter. The opportunity to learn, grow, and connect with professionals in the field motivated me to join.

MFI: I first heard about IFMA through my professional networks and industry publications, I have seen some of my FM leaders obtain certificates from IFMA. While I am based in Saudi Arabia, I chose to engage with Nigeria Chapter because of its vibrant community of FM learners and professionals. I believe FM knowledge should be shared across borders, and the chapter's focus on mentorship and career development strongly aligned with my own values.

TFM: What has been your biggest challenge so far in your FM career or

studies? What was the most valuable lesson you learned?

FCM: One of my biggest challenges has been finding clarity early in my career and understanding where I fit within the broad field of real estate and Facility Management, while also facing limited access to opportunities and not pursuing the FM path as intentionally as I could have from the beginning.

This experience taught me the importance of being proactive by seeking out opportunities, asking questions, and positioning myself in the right environments. The most valuable lesson for me has been that growth requires intentional effort, continuous learning, and taking initiative rather than waiting for opportunities to come.

MFI: The biggest challenge has been bridging the gap between technical execution and strategic thinking especially when managing soft services like cleaning, security, and guest relations in a high-end residential compound. The most valuable lesson I learned is that FM is not just about maintaining buildings; it is about maintaining trust and comfort for people. One complaint handled poorly can undo months of good work. Empathy and communication are just as critical as operational efficiency.

TFM: What does belonging mean to you as a young professional in the FM industry?

FCM: To me, belonging means being part of a community where you are valued and connected with people who share similar goals and interests. It also means having clarity about your place in the industry and feeling confident that you are growing in the right direction.

MFI: Belonging means being seen, heard, and respected regardless of your role or background. For me, it also means having clear career pathways and mentors who invest in your growth. In the FM industry, where many of us work behind the scenes, belonging is that quiet confidence that your work matters and you have a community that supports your development.

TFM: How can IFMA Nigeria Chapter better support young FM professionals and students?

FCM: IFMA Nigeria can continue to support young professionals through structured mentorship programs, networking opportunities, and increased visibility for Facility Management as a career path. Providing clearer career roadmaps and more internship opportunities would also help young professionals gain practical experience and confidently step into the industry.

TFM: What technology skills do you think young FM professionals MUST develop for future success?

MFI: From my overview there are three skills that are non-negotiable. Data analysis – to move from reactive to predictive maintenance. CMMS and digital tools – for work order efficiency and asset tracking. Basic cybersecurity awareness – as smart buildings become more connected. Automation is coming fast; young professionals who understand how to interpret data and optimize systems will lead the next generation of FM.

TFM: What advice would you give to someone considering FM as a career?

FCM: My advice would be to stay focused and intentional about your growth. Try to create a clear roadmap for yourself so you do not get distracted. Be open to learning, unlearning, and relearning, as the field is constantly evolving. Most importantly, embrace the journey. Facility Management is a dynamic and exciting career path.

TFM: What would success look like for you as an FM professional?

MFI: Success for me is threefold: Personal fulfillment – knowing that residents and guests feel safe, comfortable, and valued because of the environments I help maintain. Impact – reducing operational waste, improving safety records, and



Franklyn Chukwuebuka Mbonu

mentoring younger FM professionals. Recognition – not titles, but being known as someone who elevates the profession through integrity and excellence.

Ultimately, I want to contribute to the wider FM community by sharing practical insights from the Middle East and learning from peers across Africa and beyond.

The conversation reflects a new generation of FM professionals who are increasingly intentional about growth, technology, collaboration, and people-centred service delivery. While their journeys are different, both mentees share a common understanding: facility management is no longer confined to operations alone, it is a profession shaped by continuous learning, strategic thinking, and human impact.

As IFMA Nigeria continues to strengthen mentorship, professional development, and industry engagement, these emerging voices represent the future of facility management across Africa and beyond.



A Journey Shaped by Opportunity, Timing, and Purpose

Olayemi Kasali, CFM, CIWFM, MSc. Mechanical Engineering, MBA



In every career journey, there are defining moments-some planned, others unexpected-that ultimately shape one's path. For Olayemi Kasali, a seasoned facility management professional, success has been a blend of preparation, resilience, relationships, and the ability to recognize opportunity when it appears.

Reflecting on his journey, Olayemi acknowledges the milestones he has achieved with a deep sense of gratitude, both to God and to the individuals who played pivotal roles along the way. Yet, even as he continues to pursue greater excellence, he recognizes the importance of looking back,

“Success is not always about the opportunities you plan for, but the ones you recognize and embrace when they come.”

drawing strength from past experiences, and using them as fuel for the road ahead. Starting a career as a management trainee and rising to a maintenance engineer with Flour Mills of Nigeria PLC in Lagos, the future looked bright but dotted with many

uncertainties in many ways but rays of hope kept the visions going. A significant turning point in his career came in 2009 during his time as a Facilities Development and Maintenance Engineer with Family Health International (FHI360), where he worked alongside a close-knit team of professionals across

The journey underscores the power of professional networks, timely guidance, and institutional support. He credits IFMA as a key enabler

Nigeria. Among them was Engr. Sheriff Daramola, a relationship that would later prove instrumental.

When the project ended unexpectedly, Olayemi, like many others, was faced with even greater uncertainty of what came next. It was during this period that opportunity quietly presented itself. Through his connection with IFMA and his growing professional network, Engr. Daramola shared a vacancy for a Facilities Manager role at Broll Property Services in Lagos-encouraging Olayemi with a simple but impactful statement: “That is your job-don't let it slip away.”

Despite initial hesitation, Olayemi applied. What followed was an unexpected same-day interview invitation while out for a different task for the day and under less-than-ideal circumstances. With little preparation and no time to return home or normal preparation or dressing for an interview, he attended the interview as he was-and the interviewer was impressed. That moment marked the beginning of a new chapter, leading to an eight-

year tenure with Broll and a decisive transition into facility management.

Interestingly, an alternative opportunity within an NGO sector emerged shortly after this engagement-offering slightly better pay. However, Olayemi made a strategic decision to commit fully to the FM career path, recognizing its long-term potential. That choice would go on to define his professional trajectory.

Over the years, he has built more than a decade of experience as a professional facility manager, supported by continuous learning and global exposure. His development has been significantly shaped by trainings and certifications, including a Diploma in Facility Management and participation in the IFMA World Workplace Conference in Houston in the United States. His career later extended internationally. He would go on to earn his certified facilities manager (CFM) certification with IFMA. This qualification and his expertise earned him recognition as a certified member of the

Institute of Workplace and Facilities Management (CIWFM) in the United Kingdom-one of the highest professional distinctions in the field which provided further professional support in his current role in the country. Notably, this recognition was achieved through the strength of his existing credentials, professional experience, and demonstrated competence.

For Olayemi, the journey underscores the power of professional networks, timely guidance, and institutional support. He credits IFMA as a key enabler in opening global opportunities and shaping his growth within the industry.

Above all, he remains grateful-for the people, the process, and the pivotal nudge that helped redirect his path at critical moments.



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Women in FM : Lyabo Aboaba

- A Pillar of Growth,
Leadership and Legacy
in Facility Management

In the story of facility management in Nigeria, few individuals have witnessed its evolution as closely and contributed to its growth as significantly as Lyabo Aboaba. With over three decades of dedication to the profession, her journey reflects leadership, resilience, professionalism, and an unwavering commitment to advancing facility management practice in Nigeria.

In recognition of her commitment to promoting facility management in Nigeria, Lyabo Aboaba has served IFMA Nigeria in several strategic capacities - Treasurer for eight years, Vice President for two years, President from 2012 to 2014, and currently as a Member of Council. Having been part of the association since its inception in 1995, she has not only witnessed the evolution of facility management in Nigeria but has also remained an active player in shaping its direction and impact within the built environment.

Her years of service within IFMA Nigeria have been marked by advocacy for professionalism, sustainability, maintenance culture, and the continuous development of

“Her counsel to emerging professionals is rooted in values that have shaped her own journey”

facility management as a strategic discipline essential to national growth and infrastructure preservation. Through her leadership and continued involvement, she has contributed immensely to strengthening the visibility and credibility of the profession across industries.

With a commitment to best practices and operational excellence, Lyabo Aboaba rose to the helm of affairs to become General Manager of one of Nigeria's most notable event hubs, demonstrating exceptional leadership and organisational capacity. She is now a partner in a heritage space of history, where she has continued to contribute her expertise and experience over the last 15 years.

A highly organised and purpose-driven professional, she remains passionate about mentoring and inspiring the younger generation.

Her counsel to emerging professionals is rooted in values that have shaped her own journey - focus, hard work, integrity, wisdom, adaptability, and commitment. Her personal motto, “When you change the way you look at things, the things you look at will change,” reflects her mindset toward growth, leadership, and continuous transformation.

Widely respected within the facility management community, Lyabo Aboaba's dedication to the profession for over 30 years has become a hallmark of her ongoing contributions to individuals, organisations, and the industry at large. Her story is one of impact and legacy, a reminder that true leadership is built through consistency, service, and the ability to inspire others along the journey.

*Meet **Lyabo Aboaba** - a trailblazer, mentor, and one of the enduring pillars of facility management in Nigeria.*



Tips and Best Practices- Ways FM Cultivates Belonging Through Everyday Decisions

Jayne Akinyemi, FMP

Walk into any building and within seconds, before a single word is spoken you have already formed an impression. The temperature of the air, the quality of the lighting, the ease of finding your way, the face that greets you at the entrance. All of it registers before you have even introduced yourself.

That experience is not accidental. It is intentionally shaped, and behind many of those moments, often unnoticed is the work of the facility manager.

World FM Day exists to celebrate that contribution, and this year's

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It shows up when people feel comfortable, included, respected, and genuinely connected to the environment around them.”

theme invites us to reflect on one of the most human dimensions of our profession: belonging. Belonging is not simply being present in a building. It is a feeling. It is the quiet confidence that says, “I am welcome here, I am considered here, I can be myself here.” It shows up when people feel comfortable, included, respected, and

genuinely connected to the environment around them. It can disappear often without anyone being able to explain exactly why. When the spaces people occupy fail to honour them, they lose their sense of belonging. The spaces we create and manage do not merely support activity, they shape how people feel, how they connect, and how

they see themselves within the environments they occupy. The good news is that cultivating belonging does not always require a major budget or a complete overhaul. Often, it begins with small, intentional decisions that facility managers can weave into their everyday operations. Here are a few worth considering.

“People should experience more than a building that works, they should experience a place where they feel seen, valued and that they truly belong”

Start with your team. A security officer's job description might be access control, but their human impact goes far beyond the gate. Investing in training for front-facing staff, teaching them to greet every person with genuine warmth, a real smile, eye contact, and a tone that communicates “you are welcome here” costs very little but changes everything.

It does not stop at the security post. The janitor who acknowledges a passing resident with a nod, the technician who explains what he is fixing and how long it will take, the artisan who responds to a complaint with patience and clarity rather than indifference, all these interactions shape the experience of a space. When FM teams are intentional about how every member of staff communicates and shows up, they create an environment where people feel respected at every touchpoint, not just at the front door.

Consider also how people move through your space. Simple, well-placed signage, directions to the car park, restrooms, exits, and muster points, reduces the quiet anxiety of not knowing where to go, especially for a first-time visitor. A signage can do more than direct; it can connect.

I remember visiting a facility some time ago and noticing a small sign near the staircase. It read: “Take the stairs - your body will thank you.” Something about it stopped me. It made me smile and I chose the stairs that day, not because I was told to, but because in that moment, I felt like someone in that building cared about me. That experience has stayed with me ever since. That is the power of intentional signage. It does not just point people in a direction, it makes them feel considered because feeling considered is often the beginning of belonging.

Think about accessibility, not as a compliance requirement, but as a hospitality decision. Going beyond the standard entrance to create or designate a properly maintained, clearly signed access point for people who are differently abled says something important. It says: we designed this space with you in mind. That message being felt rather than spoken, is at the heart of what belonging means.

Pay attention to the full sensory experience of your space. There is a meaningful difference between a building that is lit and one that is illuminated with

intention, but light is only one part of the picture. Ambience is the sum of everything a person feels the moment they step into the building, the warmth or coolness of the air, and perhaps most powerfully, the scent of the environment.

Scent is one of the most underestimated tools in a facility manager's hands. A space that smells fresh, clean, and subtly pleasant does not just impress, it lingers. That experience often lingers long after occupants leave the space. That is the quiet magic of ambience: it does not just create a moment, it creates a memory and memories of feeling welcome are what bring people back.

Additionally, consider swapping artificial plants for living ones. Corridors lined with natural greenery do more than look good, they breathe life into a space, support air quality, and speak to the sustainability of the built environment. In a world increasingly conscious of its ecological footprint, choosing living plants over plastic is both a wellness decision and a values statement.

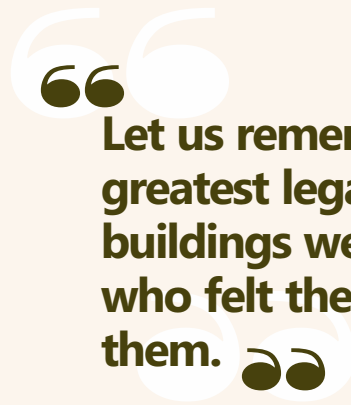
Belonging also shows up in how FM teams respond. Responsive

maintenance where a reported fault is attended to promptly and the occupant is kept informed throughout the process, communicates something deeper than efficiency. It reinforces trust and attentiveness. Knowing that your concern has been heard, that someone is working on it, and that you will be updated tells an occupant that their comfort matters.

Introduce occupant feedback mechanisms, whether a simple suggestion box or a structured satisfaction survey. They signal that the people in a building are not just users to be managed, but stakeholders whose experience shapes decisions and when their feedback leads to visible change, belonging deepens.

Facility managers make belonging decisions every single day. Often without recognition, and sometimes without fully realising the impact they are creating. Too often, facility management is approached primarily as the task of keeping a building running: ensuring systems are functional, issues are resolved, and operations continue without disruption. While these remain essential, they are only part of the story. Every action taken within a facility contributes to a broader experience.

Perhaps one of the most unique things about facility management is that some of our best work often goes unnoticed. When the lights work, when the temperature is right, when the building is clean, safe, and easy to navigate, people may not always notice the systems behind it but they notice how the



Let us remember that our greatest legacy will never be the buildings we manage, but the people who felt they belonged because of them.

environment makes them feel. They feel at ease, they feel comfortable, they feel at home. And that, in many ways, is what belonging feels like in a built environment.

This year's World FM Day theme does more than celebrate the profession, it challenges us. It challenges us to look beyond work orders, inspections, compliance reports, and system uptime, and to ask a deeper question: What experiences are people having in the spaces we manage?

As facility managers, we may be responsible for buildings, but our true impact is felt in people. It is felt in how welcomed a visitor feels from the moment they arrive. It is felt in whether an employee feels supported enough to do their best work. It is felt in whether a resident feels safe, respected, and truly at home. These experiences do not happen by chance. They are created through intentional decisions, consistent standards, and a genuine understanding that every touchpoint matters. So, as we celebrate World FM Day, let us do more than acknowledge how far our profession has come, let us challenge ourselves to go even

further. To be more intentional, more human-centred, more deliberate in the environments we shape because when people walk into the spaces we manage, they should experience more than a building that works, they should experience a place where they feel seen, valued, and that they truly belong.

Let us remember that our greatest legacy will never be the buildings we manage, but the people who felt they belonged because of them.

Happy World FM Day.

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Women in FM: From Humble Beginnings to Strategic Leadership

- Morufat Yusuff

For many professionals in facility management, the journey into the industry is rarely linear. For Morufat Yusuff, it began with a simple but important responsibility: ensuring workplaces remained clean, functional, and well-maintained as a Hygiene Control Officer at Deux Projects Limited. What started as an entry-level role would eventually become the foundation of a remarkable career defined by resilience, growth, and leadership.

A turning point came early in her journey through an encounter with former Lagos State Governor Babatunde Raji Fashola, whose words and examples inspired her to pursue a path in facility management. Motivated by a growing understanding of the profession's wider impact, she began expanding her experience across accounts, procurement, administration, project support, and operations coordination - steadily building a multidimensional understanding of the built environment.

Over the years, Morufat developed expertise spanning estate

“From cleaning offices to managing complex estates, my journey reflects resilience, continuous learning, and a commitment to elevating the standards of facility management.”

operations, customer service, human resources, records management, and facilities coordination, approaching each responsibility with professionalism and a commitment to continuous improvement. Determined to strengthen her technical and strategic capabilities, she earned the Facility Management Professional (FMP) credential in 2021, followed by the prestigious Certified Facility Manager (CFM) credential in 2022, and later advanced her expertise in Sustainability Facility Management in 2025.

Today, as General Manager at VGCPORA, she oversees the strategic and operational management of a premier estate, leading initiatives across security,

resident engagement, facilities maintenance, and vendor management. Her leadership reflects a modern understanding of FM - one that balances operational excellence with people-centred service delivery and sustainable management practices.

Morufat's story is a reminder that facility management is a profession built not only on systems and structures, but also on persistence, adaptability, and vision. From maintaining workplaces to managing complex environments, her journey reflects the evolving opportunities within FM and the growing influence of women shaping the future of the profession.



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Upcoming Events

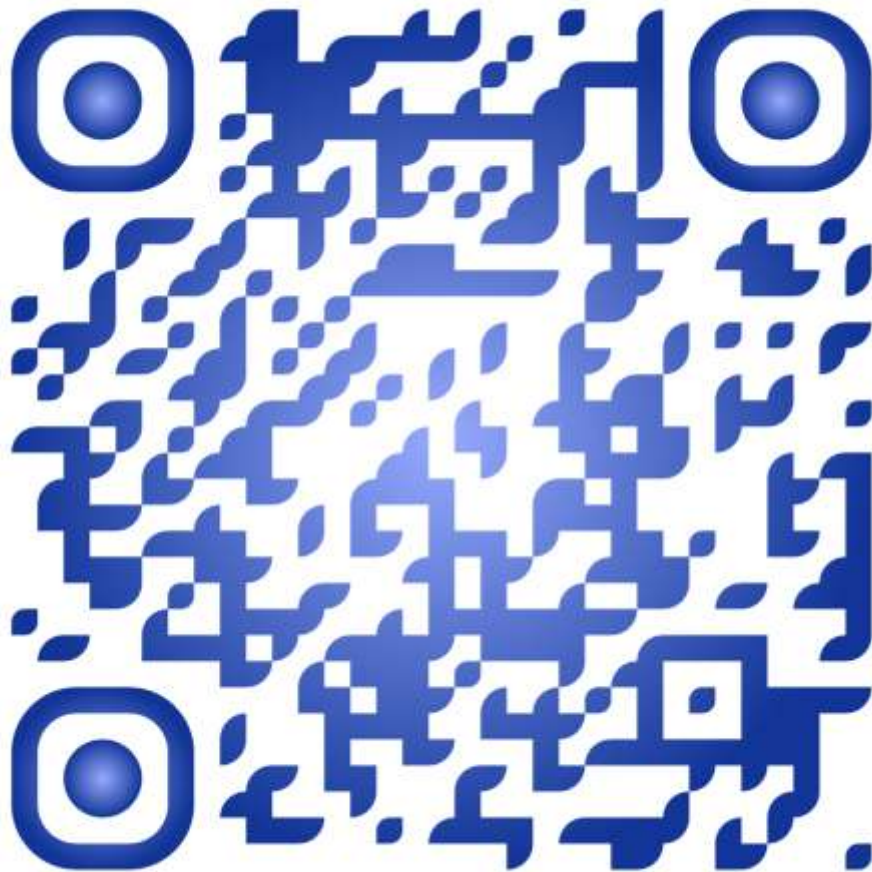
2026 ACTIVITIES

ACTIVITY	MONTH	LOCATION
WORLD FM DAY	MAY 2026	LAGOS, NIGERIA
CORPORATE LUNCH	JUNE 2026	LAGOS, NIGERIA
MEMBERS' INDUCTION	JULY 2026	LAGOS, NIGERIA
IFMA GLOBAL AFRICA CONFERENCE	AUGUST 2026	ACCRA, GHANA
ABUJA BRANCH INAGURATION/ FACILITY TOUR	SEPTEMBER 2026	ABUJA, NIGERIA
ADVOCACY DAY	NOVEMBER 2026	LAGOS, NIGERIA
WORLD WORKPLACE	NOVEMBER 2026	ANAHEIM, CALIFORNIA
IFMA NIGERIA EXCO ELECTION / AGM	DECEMBER 2026	LAGOS, NIGERIA



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2026 TRAINING CALENDAR

IFMA INTERNATIONAL CREDENTIALS (PHYSICAL & VIRTUAL)				
DATE	COURSE	DURATION	(₦) FEE	VENUE
June 1st– 30th October 19th – November 13th	Facility Management Professional (FMP) 1. Operations & Maintenance 2. Project Management 3. Finance & Business Essentials 4. Leadership & Strategy	20 Working Days	\$1,700 with FMP Application fee	VIRTUAL
July 20th – Aug 4th	Sustainable Facility Professional (SFP)	12 Working Days	\$1,600	VIRTUAL
August 17 th – Aug 21st	Essentials of Facility Management (EoFM)	5 Days	\$750	VIRTUAL
May 18th – June 2nd November 9th – 24th	Certified Facility Manager (CFM)	12 Working Days	\$1,300	VIRTUAL

2026 IFMA NIGERIA CHAPTER COURSES

IFMA NIGERIA – COLLABORATION COURSES:					
DATE	COURSE	TARGET AUDIENCE	DURATION	FEES (₦)	VENUE
February 18 th – 20 th April 22 nd – 24 th June 17 th – 19 th July 22 nd – 24 th September 16 th – 18 th November 18 th – 20 th	Effective Facility Management Operations and Maintenance	Facility Managers, Assistant Facility Managers, Resident Facility Managers and Facility Supervisors.	3 Days	N330,000	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos.
February 5 th – 6 th May 21 st – 22 nd July 28 th – 29 th August 27 th – 28 th October 22 nd – 23 rd	Technicians Maintenance Management Training	Technicians and FM support staffs	2 Days	N198, 000	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos
March 12 th – 13 th May 6 th – 7 th July 9 th – 10 th September 3 rd – 4 th November 5 th – 6 th	Strategic Facility Management	Executives and Senior Managers of FM Companies, Government Parastatals, other private and public companies	2 Days	N222, 750	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos
March 12 th – 13 th July 1 st – 2 nd August 13 th – 14 th October 7 th – 8 th	Asset Management in the Built Environment	Administrators, Head of Admin, Facility and Project Managers	2 Days	N239, 250	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos
April 1 st – 2 nd June 23 rd – 25 th October 21 st – 23 rd	The Principles of Sustainability in FM	Senior Executives, Management, Middle Managers, Administrators	3 Days	N396, 000	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos

February 18 th July 3 rd September 10 th	Hands on Training for Cleaning and Janitorial Staffs	Cleaning, Janitorial staff and supervisors	1 Day	N110, 000	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos
July 30 th – 31 st October 15 th -16 th	Hotel Facility Management		3 Days	N225, 500	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos
March 5 th – 6 th April 21 st – 22 nd June 4 th – 5 th August 19 th – 20 th November 18 th – 19 th	Fundamentals of Facility Management	New FM Staff and Those Transitioning to FM	2 Days	N206, 250	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos
May 19 th – 20 th September 15 th – 16 th	Understanding Statutory Obligations in FM (Environmental law, Physical planning, Safety, etc.)		2 Days	N203,500	PHYSICAL IFMA Secretariat 369 Borno Way, Alagomeji, Yaba, Lagos

5% discount for group of three to five; 7.5% discount to a group of 6-10 and 10% discount for a group of ten and above.

For further information on training objectives, benefits & other details contact:

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