

Facilities Management in Public Private Partnerships (PPP) In Nigeria: Conceptual Framework Review

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ABSTRACT

Facilities management (FM) is a discipline which supports an organization in efficient execution of its core business. Construction schemes are usually financially costly, with policymakers of both industrialized and emerging countries implementing Public Private Partnership (PPP) to finance public sector projects for pragmatic purposes. the research aims to review the conceptual framework of Public Private Partnership in Facility Management. For this research, secondary source of data was employed as methods of data collection, different relative articles and journals were review, where qualitative method was used in data analysis. The study reviewed that the key to FM PPP considerations that government and private sector should concentrate on: Strengthening the framework of the PPP policy, Legal and regulatory structure alignment and Guidelines for applying PPP and system procedures. PPP procurement comprises 4 stages that include Public Authority is accountable for the first stage of the PPP programme. The second step of the PPP process deals with project appraisal. The third section of the PPP process includes the marketing and bidding process of the project. Negotiations are the next step of the PPP process, Therefore, there is need for federal government, state government and local government in Nigeria to adopt it which will assist in improving the quality, life span of the public facilities properties, as most of the conditions of these properties are in stage of dilapidated, old stage or are about to be affected by obsolescence.

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1. Introduction

Public-private partnership (PPP) may be characterized as an innovative approach to defining the long-term negotiated relationship between the public and private sectors in the

provision of public facilities and services. PPP strategies were adopted all most all the governments at all levels across the world for the provision of public infrastructure and services over the past few decades, due to the over rising demand by the public for infrastructure and services, and due to financial

shortfalls by the public sector for the delivery and execution of better and efficiency projects (Wang, 2015). For both developed and developing countries including Nigeria, the PPP model has become an increasingly important public procurement option in which public and private sectors join hand together purposely to provide and maintain public services or facilities which include among others; transport, housing, education, health, water, prison, defence.

Public-private partnership (PPP) as a contractual agreement occurs among public and private sector as a form of partnership in which private sectors plays a major role that traditionally plays by public sectors in the financing, designing, construction, operation, maintenance, and renovation of facilities or system (Bovaird, 2004). Cheung (2009) added that both the public and private sectors will contribute their resources and expertise and at the same time share the risks involved in the project.

Facilities management is an overseeing service that are essential to an organization's successful business operations in addition to managing built assets (Aishah, Mbachu, & Phipps, 2013). According to Bashir, Sarki, and Samidi (2012), it is not primarily focused on the building's physical equipment but rather on providing an enabling workplace environment and the most functional space to support business operations and human resources. Due to its active involvement in both the development and operational phases of the project, FM can be seen as a successful mechanism for delivering sustainability in a public-private partnership project. In facilities management, private sectors are those with main responsibility for the operational phase of PPP and they are expected to plan and incorporate sustainable practice in the services. However, there are still a number of issues related to this implementation. For example, Elmuallim *et al.* (2009) pointed out that the efficient sustainable implementation practiced depends on the regulatory information and key issues between the design and operational phases of the project.

Through the public-private partnership (PPP) the need for efficient facilities management (FM) delivery services has been promoted. It is believed that the role of FM in supporting the core business of the organization will be strengthened by the PPP scheme. Governments have chosen PPP approach to leverage the private sector's expertise and efficiency in supplying the community with public infrastructure and services (Hairati & Maimuna, 2016).

However, an increase in PPP implementation has had a direct influence on the growth of the FM profession. One of the factors driving FM development is PPP, and also in the development and management of PPPs projects, the active involvement of FM highlighted the real function of FM which supports the core business of the organization (Wiggins, 2010).

According to Elmuallim *et al.* (2008), as one of the forefronts of understanding the agenda of exchanging organizational and individual work behaviour within facilities, the FM profession performs a major function in the sustainability agenda especially as its works closely with three pillars of social, economic and environmental sustainability.

In Nigeria, both the three tiers of government are operating in buildings provided by the government which is served as an

asset. These assets need to be managed to for continuously using for a long period of time and also to be managed with the organization objectives, so that the facilities will be aligned with organization strategies and plans. As its happened in most of these facilities provided by the three tiers of government, management of these facilities demands more than merely maintenance and services of the buildings, it also required huge amount of money, and some times it required urgent attention, but for government ministries or agencies, different bureaucracy need to be followed before taking any action, in a situation where maintenance of these facilities collaborated with private sector, an immediate action will take place without following any bureaucracy.

PPP practise in Nigeria is beset by a slew of problems that have hampered the scheme's success. As a result, PPP in Nigeria is not too pessimistic, but it is also not doomed. This is due to the fact that although some PPP projects were completed successfully, others were not. The implementation of PPP infrastructure projects in Nigeria has been marred by scandals, failures, delays, lawsuits, and revocations, among other things (Oyewobi, Isa & Ibrahim, 2012; Nehemiah t, Al., 2016).

Huge amount of money used to spend by both the three tiers of government in Nigeria in providing facilities in rural and urban areas within the continent, but maintenance those facilities are lacking a proper maintenance by the government or by the users of those facilities, as a result of these most of these facilities are affected by the obsolescence within short period of time. The facilities provided will be dilapidated, while some are about to collapse due to lack of proper maintenance, and the facilities has little or no value and cannot be enjoyed for long period of time. As we all known with proper maintenance the facilities are expected to last for long period of time and to be enjoyed and last for a different stages in its life cycle from newly developed, middle life, old age to obsolescence. It is at this background this study seeks to review the conceptual framework of Public Private Partnership in Facility Management

2. Methodology

Secondary source of data was used as method of data collection, to achieve above objectives, various relevant articles and journal literature was reviewed and selected the most relevant materials. All the data was analysed using qualitative method. The research answers the following questions

1. What are the main components that enabling the PPP institutional framework?
2. What are the objectives of the FM in PPP?
3. What are the keys of FM PPP considerations that government and private sector should concentrate on?
4. What are the PPP procurements?

3. Conceptual Framework

3.1 Introduction

According to Takim *et al.* (2011), PPP may be characterized as an innovative approach to defining the long-term negotiated relationship between the public and private sectors in the

provision of public facilities and services. Okoroh *et al.* (2001), states that the FM relationship agreement will secure additional revenue and have a substantial positive effect on the quality of the service. Throughout the PPP project, facility managers tend to concentrate on processes and repairs, preparation and implementation of programs, scheduling, funding, quality control, running of buildings, human and environmental considerations, planning of spaces and departments, budgeting, renovation or architectural planning and design (El-Haram and Agapiou, 2002). Facilities Management or Operations and Maintenance (O&M) in the PPP context presents certain efficiencies to the government. As a result, it is generally the Facilities Management Provider or Operations Subcontractor (OSC) who is directly or indirectly penalizing the weakening to meet the minimum requirements, and the FM provider usually publicly identified where such unfortunate circumstances arise. Brewer *et al.*, (2014) explained that it is important that the contractors to notified the FM during the PPP projects design phase so as to help in adopting the highest and quality product and materials which will reduce the risk during the operational and management phase. As reported by Brewer *et al.* (2013), PPP facility management should comply with two conditions: maximizing the consortium's profitability and compliance with the minimum criteria for customer service. Therefore, PPP's FM acquisition will focus on the approach of selecting the best providers of FM services.

3.2 FM Via Public Private Partnerships - Spectrum of Soft and Hard FM

Based on public sector needs and the long-term consequences for Value for Money (VfM), availability and flexibility requirements, the range of FM services provided by a PPP contract may differ. FM services shall take into consideration of the hard and soft FM services. Hard FM activities are often an important part of PPP policies that are initiated by the corporate sector. According to Almarri and Abuhijleh (2017), due to contractual responsibilities to sustain the asset to an agreed degree of consistency and usable output during the contract duration, Hard FM is implicit in a PPP contract. The provision of Soft FM facilities, on the other side, is less inherently incorporated into PPP contracts and may, thus, be either sustained by the public sector or shifted to the private sector.

At the beginning of a PPP contract, hard FM services and, in particular, performance outcomes related to the provision of hard FM services may be established with a high degree of trust that they will not be subject to significant adjustments over the contract duration (Brown *et al.*, 2001). Soft FM services, on the other side, are usually more prone to improvements. During the contract duration, improvements in soft FM offerings are usually correlated with changes in service quality/level standards, changes in legislation that govern the distribution of facilities, changes in the usage of such spaces within the building, changes in the amount of service demand.

In view of the enhanced vulnerability of Soft FM systems to transition, it is important to evaluate each Soft FM service on the basis of its short-, medium- and long-term capacity to offer

VfM to the public sector. This is basically an evaluation of whether the processes of heterogeneity and the conditions of performance checking contained in PPP contracts will encourage sufficient changes to safeguard VfM on an ongoing basis (Almarri and Abuhijleh, 2017). Soft FM facilities are also removed from the PPP contract and introduced as outsourced short-term contracts that are regularly checked at frequent time intervals. Short-term business outsourcing may lead to the achievement of efficiencies and have greater versatility. Outsourcing outside the framework of the PPP contract must, however, be balanced against the lack of advantages associated with the convergence of the architecture and maintenance of facilities, the requirement for expanded control of several contracts and, above all, the danger associated with the implementation of additional interfaces and dependencies between the numerous service suppliers and the Contracting Authority.

3.3 PPP Key Components of Enabling Institutional Framework

Jomo et al., (2016) explained that improvement in the services delivery, efficiency, and development effects over and above person attained through public procurement make PPPs to become effective tools, due to that, it is important that the public sectors:

- a) Identify and select projects where PPPs would be practice correctly.
- b) To ensure appropriate pricing and risk transfer to private partners, a contract must be structured.
- c) A comprehensive and enhanced fiscal accounting and PPPs reporting standard need to be established.
- d) Legal, regulation, and monitoring frameworks that ensure appropriately pricing and quality of service also need to be established.

Generally, an institutional framework that gives these four interrelated capacities to countries has the benefit to ensure that PPPs are done for the right reason, that is to ensure that the quality and costs efficiency of given infrastructure services are not as an off-budget activities vehicle but also enhanced for the citizens. There is also a need to ensure that all the efficiency improvements were measured and monitored which will help to facilitate good governance in the PPP administration. Selection and implementation of the PPP process are very important and also need to be undertaken based on sound cost-benefit analysis, due to the involvement of private finance is good to avoid any bias. The final cost of the project is reducing through project selection concern and overcoming planning (Jomo et al., 2016).

Many project infrastructures fail due to planning and selection problems as stated by the World Bank PPP reference guide, analysis underneath the selection of a project is sometimes imperfect, due to that, project that appeared to be cost-benefit justified turn out not to be in practice. Benefits are often overestimated, which resulted sometimes cost underestimate projects that are more complicated than the demand for services

justifies. Due to this optimism bias, PPPs will suffer as a strategic overestimation of demand is common practice. It happens due to feebleness incentives for severe analysis from both the sides of the private and public sector (Romera, 2015).

According to IMF (2004) establishment of a credible, transparent, and competitive PPP process for the planning and selection needs to be accompanied by the contract structure that will serve the private partners appropriately in terms of price and risk transfer. The willingness of public and private sectors in identifying, allocating, and risk pricing are among the elements that make money value achieved. OECD, (2008) stated that adequate risk transfer from the government towards the private sector is among the PPP's key requirements in providing government and consumers high-quality and cost-effective services. Risk transfer effectiveness relies on satisfactory competition in both the bidding process and service delivery. It would also benefit from the transparency establishment and comprehensive financial accounting and PPP reporting standard that would counter obstinate incentives which will lead aggression of government to understate risk transfer true value.

Comprehensive disclosure of all risks that include dependent fiscal liabilities, and thereby enhance the effectiveness of the overall process of selecting and implementing projects relies on ensuring transparent and credible evaluation of risks. Non-transparent contingent liabilities (future risk debt) may give rise to the fiscal implications of PPPs and can be enormous. To save the PPP, the public-private sector will be borne the cost (Jomo et al., 2016).

Ultimately, clear fiscal accounting and risk disclosure will oblige to guarantee efficiency gains and value for money by preventing off-budgeting PPP projects by the government, also ensuring project enhancement of medium to long-term implications. However, for PPPs, there is still no uniform accounting and reporting guidelines. Is also likely to be more problematic, due to developing countries in the world still try towards describe their accounting standards dealing with the PPP. Furthermore, the Eurostat rule adopted in Europe on risk transfer assessment standards to support the off-balance-sheet PPPs accounting is among the complicated matters that try to sets a wrong precedent for developing countries, as most European institutions and government through their investment policies and development advise and promote PPPs (Jomo et al., 2016).

Finally, the PPPs institutional framework most contain rules, regulation, and monitoring framework which will allow for the contract enforcement, appropriate pricing, and quality services. To ensure effective quality service and risk allocation during the bidding process, that enables legal and regulation plan need to be ensured the reasonable environment, if possible, the service delivery. However, social externalities and the implications on sustainable development as wider welfare benefits of the project would be taken into account. Besides, control, as well as PPPs functioning monitoring, should be done by independent and professional regulatory authorities (Sarma, 2006).

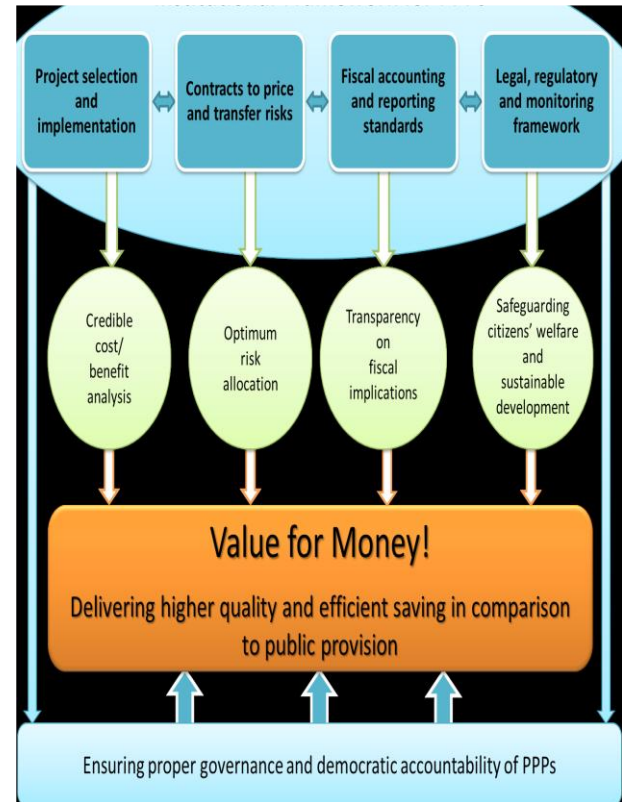


Figure 1. Institutional framework for PPP (Sarma, 2006)

The above figure 1 help the manager to know how the institutional framework of PPP is work for smooth running or execution of the project, it will guide you on how to save your money and the delivering higher quality and efficient saving in comparison to public provision to ensure proper governance and democratic accountability of PPP

3.4 The Objectives of FM in PPP

The objectives of implementing FM through Public Private Partnerships (PPP) included:

- **Obtain whole life cost:** FM facilities by PPP promotes the strategy of 'whole life cost' that takes into account not only the cost of constructing and sustaining the building, but also organizational performance optimization.
- **Access to private sector expertise:** PPPs enable the public sector to benefit from the implementation of technologies and innovation in the private sector, while delivering public services through enhanced FM processes.
- **Budgetary discipline:** In the framework of the PPP, upgrades, rehabilitation of the buildings and other operational costs of the facilities will be determined with better consistency at the start of the contracts, thus allowing the public sector to have a longer-term visibility of the expenditure obligations and to ensure

that the equipment and associated services are adequately managed over the entire contract life cycle.

- **Structured and systematic risk management approach:** A thorough review of project risks at the beginning is needed for the PPP phase. Risk review by both the public and private sectors ensures that expense estimates are robust and better understanding is used to make financial decisions. In addition, PPP will promote an atmosphere where both the public and private sectors are empowered to optimize efficiency and gain efficiencies with sufficient and efficient risk transfer mechanisms.
- **Service delivery focus:** Requires the procurement authority to enter into a long-term contract to provide services as and when necessary. PPP Project Management then insists on the function to be rendered without taking into consideration other priorities or shortcomings characteristic of the public sector background.
- **Accountability:** Payments from the Contracting Authority are based on the PPP Provider delivering the defined outputs at the negotiated cost, quantity, and timeline. If efficiency criteria are not fulfilled, the private sector party's service fees may be limited.
- **Better value for money:** Properly designed PPP ventures have the ability to offer better VfM relative to conventionally procured comparable facilities.

3.5 The Significance of Providing the FM Service

FM has developed into a robust collection of market functions focused on efficiency enhancement and optimum benefit derivation from an asset. Productive FM offers a secure and efficient operating atmosphere on a day-to-day basis. At executive level, it helps deliver strategic and financial targets. Many public authorities have been driven by the expectations for high-quality public service delivery, along with the need to minimize costs and improve productivity, to seek more innovative, sustainable and cost-effective approaches to the delivery of FM services (Roper and Payant, 2014). Through time, this has contributed to the need to modernize public facilities and services delivery. Outsourcing FM service distribution to the corporate sector is one strategy. Outsourcing the FM operation helps the public organization to concentrate on delivering the public service, whilst the FM service supplier works on providing the optimal operating atmosphere to accomplish that purpose (Kadefors, 2008).

3.6 FM and the Position of the Private Sector

FM facilities for public assets have historically been procured, operated and funded in advance by the local public authority. Although stability and responsiveness to demand modifications and retaining complete autonomy and ownership of operations are also benefits of this strategy, it is also often criticized for being decentralized because of the isolation of planning, development and operating activities (Roper and Payant, 2014).

As the entire existence of the asset has not been prioritized by the design and development of the infrastructure, this difference has also resulted in poor performance of the infrastructure. It is most sometimes claimed that the public sector, compared to the private sector, can be wasteful and overwhelmingly hierarchical in performing ancillary (non-core) public services.

3.7 Conceptual Framework of FM in PPP

The conceptual framework of facilities management (FM) under Public Private Partnerships (PPP) has been established and shown in Figure 2.

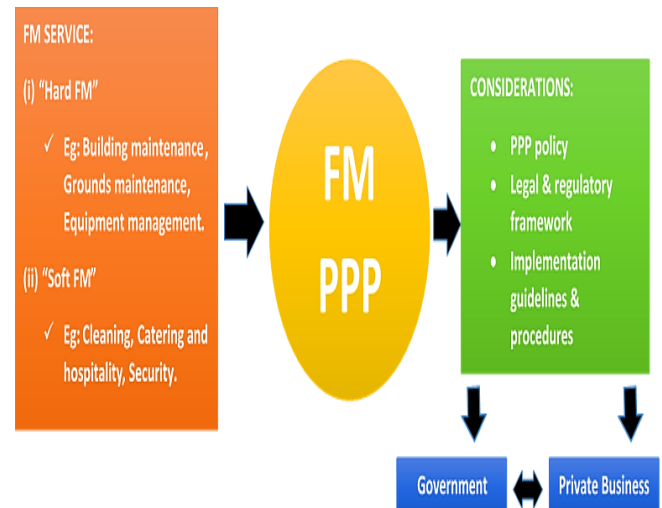


Figure 2. Conceptual framework of FM via PPP (authors adopted; 2023)

3.8 The Key Considerations of FM in PPP

According to Kwak *et al.* (2009), the key FM PPP considerations that government and private sector should concentrate on:

a) Strengthening the framework of the PPP policy

It is crucial that policies emphasize that the integration of FM systems in PPP initiatives is being followed to include enhanced service delivery, the new best-practice strategies and modern service facilities. A specific policy statement that would describe the rationale and this could be greatly resolved by the limitations of private sector participation in the delivery of public services through PPPs. This will help provide a stronger mandate to the PPP programme in relation to the inclusion of FM services in PPPs. The policy structure will also allow governments to more explicitly signal a long-term commitment to public sector demand for FM services to private sector stakeholders. A strong policy commitment to private sector involvement in FM delivery could leverage private sector investment in capacity and infrastructure development. Governments may also, by regulation, recognize and resolve other areas of the larger PPP system that obstruct or discourage the successful implementation of FM services through PPP. This may involve

problems with the legal and regulatory system and systemic change or reinforcement. In addition, the proposal should also provide clarity on other aspects, such as the feasibility evaluation strategy, the assessment of VfM for FM services and the transfer of risks. Policy setting may also promote dialogue among various stakeholders on key issues, fostering an improved understanding of FM's key attributes under PPP, benefits, and disadvantages.

b) Legal and regulatory structure alignment

Examples of restrictions that could be enforced by the legal and regulatory framework in determining the spectrum of FM facilities to be used in a PPP project include:

- Limitation of power to delegate public services - The procuring authority can be prohibited by statute from delegating to the private sector certain rights or public services. This is particularly prevalent when services are delegated from central government to local government or to specific public bodies, where there could be restrictions on sub-delegation.
- Unilateral early termination of services - Contracting Agencies have the power by statute to cancel service contracts immediately in many jurisdictions. For PPP FM business providers, this involves networks that need substantial initial capital investment (for example, health diagnostic and laboratory services). PPP Contractors will require the development of adequate mechanisms to protect against unilateral termination of operation and, where necessary, compensation.
- Payment restrictions - it is not unusual in emerging markets where there are regulatory constraints on long-term contracts allowing inflation-adjusted payments and/or proposing forex currency indexation. These provisions are very necessary for projects to be bankable.

c) Guidelines for applying PPP and system procedures

In order to facilitate an effective procurement process, minimize transaction costs and increase contractual efficiency, the need for uniform protocols, procedures and pro forma tender documents has become recognized as fundamental for PPP projects. Due to the difficulty of the integration of services with public sector operations, this is especially important for FM implementation. Guidelines and procedures can promote the standardization of project implementation and also enable a shared understanding of typical project issues, the identification, assessment and structuring of projects and, more significantly, the treatment of PPP-related political, legal, technological, operational and commercial risks. At the national PPP programme-wide level, the creation of clear FM guidelines is not usual.

3.9 Procurement Process

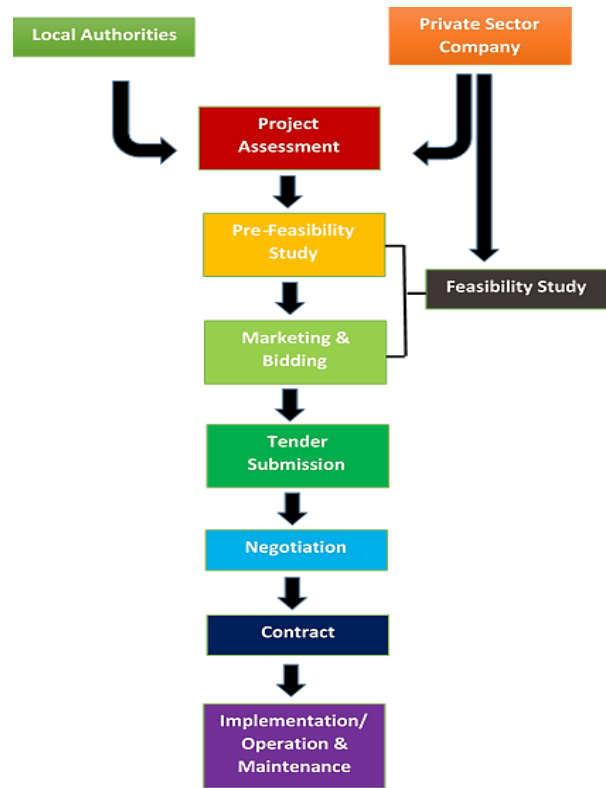


Figure 3. Basic stages in PPP Procurement (Source: Rahman et al., 2014)

Based on the figure above, the Public Authority is accountable for the first stage of the PPP programme. They are expected to appoint a project management team; identify the private partner selection process; receive the requisite approvals; define assessment criteria; and develop a plan for public engagement (Government Agencies PPP Malaysia Guideline, 2009). Firstly, they have to identify a suitable project and make project assessment. While the same assessment principles will apply to the provision of FM services through PPP, some aspects of FM may require a more detailed consideration of the essence of the reach of the services and of the potential effect (positive or negative) on the probability of a VfM project being feasible or profitable for the public. The standards of assessment that may be implemented to decide if PPP distribution should be accepted for a project are defined as follows:

- **Screening assessment:** A high-level evaluation of project specifications to requirements that help evaluate a project's possible suitability for the delivery of PPP.
- **Strategic assessment:** A more thorough review of the threats, expenses, the competition of service suppliers, and the priorities and limitations to be defined at the strategic level as to whether a proposal can be procured as a PPP, the most effective PPP implementation model(s) and whether further consideration is warranted or not.

- **Procurement assessment:** determination of the suitability of the PPP project with a view to further advancement of the project and confirmation of assumptions. The procurement review carried out shortly before the closing of the deal is sometimes referred to as the 'last business event'.

The second step of the PPP process deals with project appraisal through which local councils are expected to carry out assessments to ensure that the planned PPP project is sustainable and that it achieves investment value. It also requires pre-feasibility and feasibility studies, the study of the true cost of the facilities, and the review of contracting possibilities. Before the procurement procedure, a pre-feasibility step takes place. Works are conceived and organized at this level in terms of their conceptual architecture and support. This stage is very critical because it can decide the whole PPP phase, including determining the project's hazards and structuring public procurement (Rahman *et al.*, 2014). Detailed feasibility tests are performed in the feasibility stage until proposals achieve financial closure. At this point, for final design and project finance, the research is carried out in depth. In addition, there is a detailed analysis of the project's scientific, fiscal, legal viability. To assess the present and potential need for the facilities, a demand survey is often performed. Thus, in deciding the required PPP layout, the precision of the feasibility stage can aid.

The third section of the PPP process includes the marketing and bidding process of the project. The government has adopted a plan to enable investors and participants to engage in the PPP initiative.

Documents pertaining to the Request for Proposal (RFP) are prepared after the conclusion of the evaluation and planning of the bidding phase and are provided to pre-qualified bidders. As claimed by Rahman *et al.* (2014), RFP covers:

1. Guidance to bidders
2. Initial architecture, requirements for productivity and economic parameters such as discount rate, exchange rate and inflation factor.
3. A proposed contract statement that represents the contractual framework by which the agreement is to be carried out.
4. Project estimate, contract terms, bid modes and performance bonds.
5. Laws and regulations applicable; and all required records of interest to the authorities. Other materials, such as financial templates, spreadsheets, slide shows, and images, are also included in RFPs.

The professional plans provided by the contractors shall be determined on the basis of preliminary technical details and estimates, including protocols for the management and maintenance of the plant, and requirements for the return of the properties in good condition to the Authority. The appraisal not only involves the offer cost calculation for the financial proposal, it also incorporates other considerations into consideration, such

as contract length, tariff arrangement, equal benefit rate, and profit sharing. It is therefore important to include detailed descriptions of income streams, such as the estimation of the fare/toll price and the expected elevation, with all the conditions laid down in the reference terms. Full detail is also given on the costs of deployment, service and repair. It also contains cash balances for the life of the whole project, benefit and loss. The Final Financial Statements do not include information of interest rates, exchange rates, inflation, price escalation, debt facilities or other related details. This is because it is critical that adequate arrangements be made for the procurement of FM by PPP in order to promote the assessment of both the technological and financial aspects of FM tender elements (Grant, 1996).

Negotiations are the next step of the PPP process. Local authorities launch discussions with the bidder on the win-win rule after the selection of the potential bid. The purpose of the agreement is to finalize the parameters of the deal that will preserve the government's interest and to enable the private sector to make marginal profits (Rahman *et al.*, 2014). Throughout the negotiation process, it is important to clarify performance/quality measures and penalties for non-performance. Once the arrangement is accepted by the two sides during the negotiating period, the last steps of the PPP, i.e. the execution step, are initiated. In this process, the local council is liable for success management and ensuring that the provisions of the contract are fulfilled by private parties. In this respect, the organizations shall ensure that the physical works conform with the requirements of production, design principles, accordance with applicable laws and planning execution timetable.

4. Conclusion

The research is based on the review of a conceptual framework for facilities management public-private partnership (PPP) where various relevant materials were reviewed. The study finds out that

1. The main components that enabling the institutional framework of PPP are; identify and select projects where PPPs would be practice correctly, to ensure appropriate pricing and risk transfer to private partners, a contract must be structured, comprehensive and enhanced fiscal accounting and PPPs reporting standard need to be established, Legal, regulation, and monitoring frameworks that ensure appropriately pricing and quality of service also need to be established
2. Obtain whole life cost, Access to private sector expertise, Budgetary discipline, are among the objectives of the FM in PPP
3. the key FM PPP considerations that government and private sector should concentrate on: Strengthening the framework of the PPP policy, Legal and regulatory structure alignment and Guidelines for applying PPP and system procedures
4. PPP procurement comprises 4 stages that include Public Authority is accountable for the first stage of

the PPP programme. The second step of the PPP process deals with project appraisal. The third section of the PPP process includes the marketing and bidding process of the project. Negotiations are the next step of the PPP process

PPP strategies were adopted by the different government for a different purpose in the world aimed to provide facilities and services which are traditionally provided by the public. And also, the FM profession is among the profession that involved in PPP where private sectors are responsible for the operational phase of PPP, and they are expected to plan and incorporate sustainable practice in the services. Therefore there is need for federal government, state government and local government in Nigeria to adopt it which will assist in improving the quality, life span of the public facilities properties, as most of the conditions of these properties are in stage of dilapidated, old stage or are about to be affected by obsolescence.

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