

Full Length Paper

Maintenance Culture in Nigeria – A Case Study of National Stadium, Surulere, Lagos, Nigeria

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Infrastructural decay is fallout of Nigerian's attitude to maintenance. The gradual or permanent deterioration of most, if not all the public facilities explains the level of abandonment they have suffered over the years. This paper examined this challenge on the National Stadium, Surulere, identifying the level of decay, determined the causes and proffer possible solutions to prevent further damage and restoration of the facility. A close examination revealed that maintenance plan was neither designed alongside or implemented after construction, leaving the facility to suffer severe infrastructural decay. Data for the study were collected through well-structured interviews and questionnaire administered to both users and sport professionals. The findings revealed that the main bowl of the stadium is the most neglected as no visual maintenance can be observed to have taken place since the Ghana-Nigeria 2000 game. Considering the extent of deterioration and the loss of economic value of this facility, a holistic approach to maintenance is the only solution for public facilities to maintain and function optimally for both economic and social purposes. Hence the need to design the three levels of maintenance of preventive, corrective and routine alongside all public facilities with a strong maintenance policy structure for its implementation.

Keywords: Defects, Deterioration, Facilities, Maintenance culture.

INTRODUCTION

Maintenance is the sum of all the activities and processes required to retain the good qualities and functions of a building or facility. BS 3811(1974) defined building maintenance as work done to keep a building in, or restore it to its initial state, or to a currently acceptable standard. Poor building maintenance is widely regarded as the result of people's nonchalant attitude to repair and restoration of their structures. However, public and private buildings in Nigeria are faced with maintenance challenges resulting in deteriorations and ultimate defects at various degrees (Olanrewaju, 2015). It is however very important to carry out the right type of maintenance at the right time as, 'a stitch in time saves nine' (Olajide, Adenuga, 2012). Failure to do this portends a security risk as most of these facilities have been converted to hideouts for criminals.

National Stadium, Lagos is a multi-purpose infrastructure built in 1972, with capacity of 55,000 which was reduced to 45,000 in 1999 and one of the notable public facilities in the country that have somewhat seemed

to be forgotten. Located in Surulere, the heart of Lagos mainland and directly opposite the state-owned Teslim Balogun stadium, which is in a better maintenance state. The current state of the stadium however shows how forgotten the stadium has been since the 2009 under-17 FIFA World Cup. With the turf being left out unattended to and the seats at the spectator's stand of the main bowl falling off and littered among others. Other spaces like the lawn tennis court is covered with bush and the swimming pool is also earnestly pleading for maintenance leaving the stadium with no economic value. Currently, no functional toilet facility is available within the stadium as water supply does not even exist within the facility, leaving users to defecate indiscriminately at any convenient space. Roofs of the main bowl and some offices are already falling off and others carving in. Everything is now in the shadow of itself. The ripple effects of the negligence have thus cumulated to breakdown of virtually all public facilities



Ghana-Nigeria 2000, Last Match Played on the Main Bowl Before Abandonment



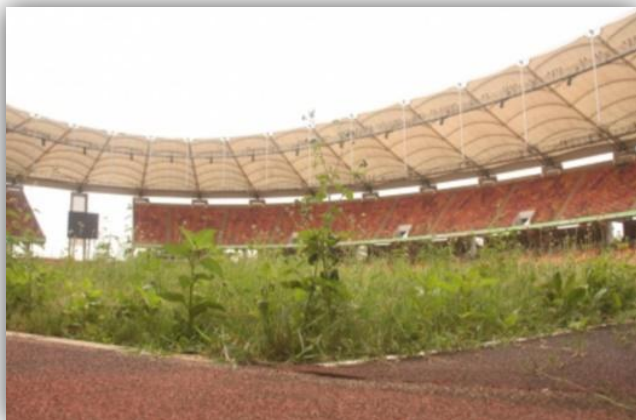
Bushes within the Stadium Facility



Falling Off Spectator's Seats of the Main Bowl



Turf Replaces With Wild Grasses on the Pitch



Turf Replaces with Wild Grasses on the Pitch



Falling off Spectator's Seats of the Main Bowl



Falling Off Roof of Part of the Main Bowl



Long Tennis Covered with Wild Grass

Figure 1: Pictures of Deteriorated State of the Stadium

Source: Author's Field Survey 2020

LITERATURE REVIEW

Oyedele (2012) posits that infrastructure is generally a set of interconnected structural elements that gives rise to the framework supporting an entire structure of development which is a means of attaining set of objectives and considered so much in judging a nation's development status. Infrastructural development is the basis and bedrock of any development effort in the world today. It is important to stress that, it is not enough for facilities of development to be put in place; it is more than enough for these facilities to be adequately and properly maintained so that the purpose for which they are meant would be accomplished. The altitude of Nigerians to maintenance has led to loss of economic values that are originally supposed to be attained from public infrastructures. Disgustingly, most infrastructures in Nigeria are decayed and need repairs, rehabilitation or replacement (Oyedele, 2012).

Ajibola (2009) defined maintenance as "The work that is done regularly to keep a machine, building or a piece of equipment in good conditions". He explained further that maintenance is a combination of actions carried out to retain an item in or to restore the item to an acceptable condition. Adeleye (2009) sees maintenance as involving keeping equipment and mechanized infrastructure in operational conditions for continual use as a well maintained building has numerous economic benefits to both the owners and occupants. It is quite obvious that the goals of adequate maintenance of residential and commercial structures are that, it raises the greatest benefit as it attracts consumers if it is for commercial purpose; brings about utmost performance at a very minimal cost and provides comfort and decency to the occupants. Enofe (2009) points out that one of the major problems in developing countries is inadequate maintenance. Obeng-Odoom and

Amedzro (2011) reiterated that poor maintenance is a challenge in both public and private buildings in Nigeria and Africa as a whole. Maintenance is aimed at retaining the status quo of an infrastructure to continue to ensure adequate satisfaction for which was put in place. Without maintenance, nothing can be sustained.

Maintenance culture is seen as a way of life to reduce unnecessary waste of economic resources which could have being diverted to better and more profitable use for the benefit of the masses. 'The positive attitude on maintenance culture will curtail the delay in tackling problem of decay at the early stage, in the sense that 'a stitch in time saves nine' (Olajide, Adenuga, 2012). Nigerians in this direction need be reformed, revived, re-changed and repackaged to ensure the realization of sufficient benefits of infrastructural investment. This is why property managers should give maintenance a high priority in their day to day activities (Lai et al., 2009).

Maintenance should be planned and well-structured in a way that facility doesn't get to the point of losing its value before being considered for repairs. Olatunde (2009) is of the view that understanding the importance of project sustainability will mean incorporating long term facility management agreements in all major projects. He went further that Nigeria was littered with laudable but failed projects due to lack of maintenance culture. A thorough adherence to a well-structured and developed maintenance strategy will take care of facility breakdown or malfunction thereby allowing facility managers to concentrate on capitalization (Akinyemi, et.al. 2016). However, the attitude of people towards public facilities is that government property that does not belong to anybody (Adeleye, 2009). This mindset should be changed..

NATIONAL STADIUM, SURULERE, LAGOS

The National Stadium, Surulere is currently on a lockdown as the current state cannot be harnessed for any tournament. Quite tragically, the same fate has befallen all the other National stadia, including Ibadan, Enugu, Bauchi, Kaduna and Abuja, all of which are huge economic waste. The situation of Abuja stadium is more pathetic, built in 2003 at the cost of \$360million (more than N100 billion in 2018), the 60,491 capacity edifice is one of the most expensive of such projects in the world. Renovated severally with billions of naira from 2009-2012, when it hosted the Junior World Cup, after which it went into disuse, the stadium is now an unofficial grazing reserve for cattle (This day Newspaper, 2018). A recent interview with the Sport Minister on Abuja National Stadium states “we approached AEPB to come to see what can be done to clear the grass and weed and they told us 81m. (Sunday Dare, 2020). What a waste! It is unfortunate that these facilities, like many other government assets, continue to lay waste even when they could be converted to profitable economic assets that could generate incomes for the nation.

Stakeholders in the sports industry are constantly making clarion call for something to be done immediately to restore the initial glory of these sport facilities. Lagos state government has severally bided to take over the National Stadium Surulere, in an attempt to resuscitate the facility (Punch, 2017). Sport Ministers over the years have also made promises of renovating and returning it back to its initial glory. Sunday Dare, the current Minister for Sport stated that “Lagos National stadium is to be concessioned” (October 12, 2019). He further stressed that “Surulere Stadium Is Not a Shopping Mall” and there is need for a total change in the operation of the government facility. (June 10, 2020). Thus going ahead and bulldozing all the illegal structures within the facility being used as shops as he promised to commence work. Though there are pictorial evidences that work is about to start, few months down the line, no presence of contractor on site except the project board and evacuation of shops erected illegally within the stadium..



Project Board for the Rehabilitation



Space Showing open Space where Retail Shops were Bulldozed

Figure 2: Pictures of Current State of the Stadium

Source: Author's Field Survey January, 2021

METHODOLOGY

In an attempt to gathering accurate information for the identified problem, a two section questionnaire called Maintenance Culture Research Questionnaire (MCRQ) was used as one of the data collection strategy. The instrument consisted of two types of

questionnaires. The first sample containing 25 questions on issues relating to maintenance culture in National Stadium, Surulere, Lagos. Respondents were asked to score factors affecting building maintenance and defects, according to the degree of importance

RESULTS

Mean Responses
 Users and athletes - $\sum n=81+65=146$

Exterior Space

Façade (wall finishes) - 2.76
 Grass - 2.82
 Drive way - 2.67
 Mean response = $\frac{\sum \text{mean} = 2.76 + 2.67 + 2.75}{3} = 2.73$

Interior Spaces

Sports hall - 2.5
 Offices - 2.32
 Spectator stands - 2.74
 Mean response = $\frac{\sum \text{mean} = 2.5 + 2.32 + 2.74}{3} = 2.52$

DATA PRESENTATION AND ANALYSIS

The data were presented using tables and graphs for clarification and better interpretation. The analysis tools included both descriptive and inferential statistics.

Table 1.1: Presence of Maintenance Policy in the Institution

Categories	Frequency	%
Yes	0	0
No	10	100

Table 1.2: Types of Maintenance Adopted

Types	Frequency	%
Periodic	0	0
Routine	7	70
Preventive	0	0



Figure 3: Operational State of The Facility

Source:: Author's Field Survey 2018

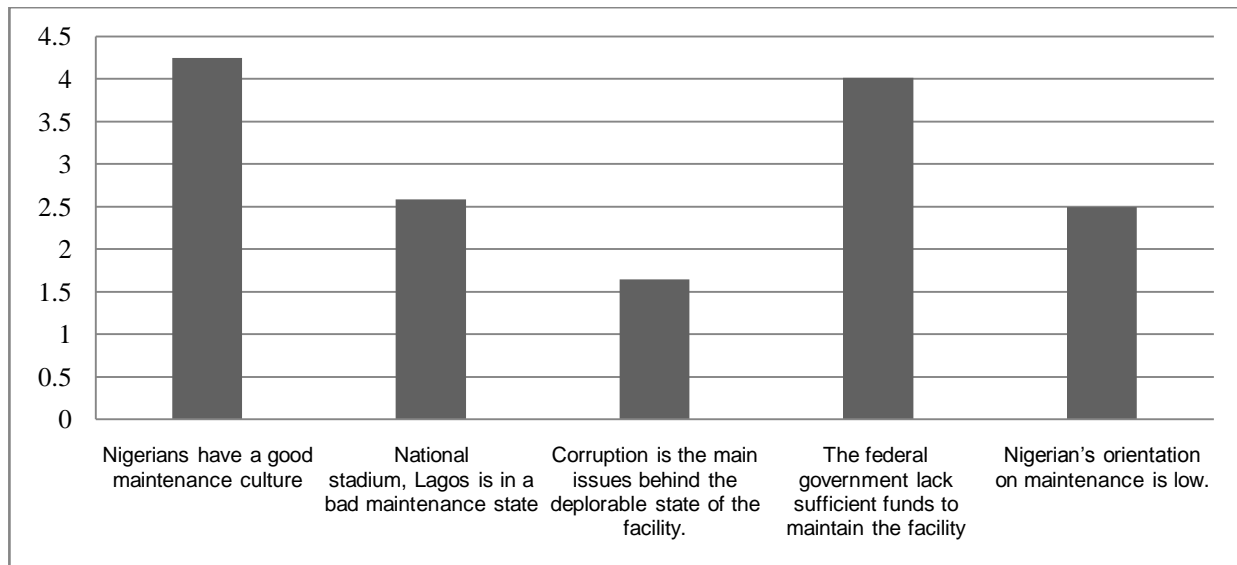


Figure 4: User's View on Maintenance Culture

Source: Author's Field Survey 2018

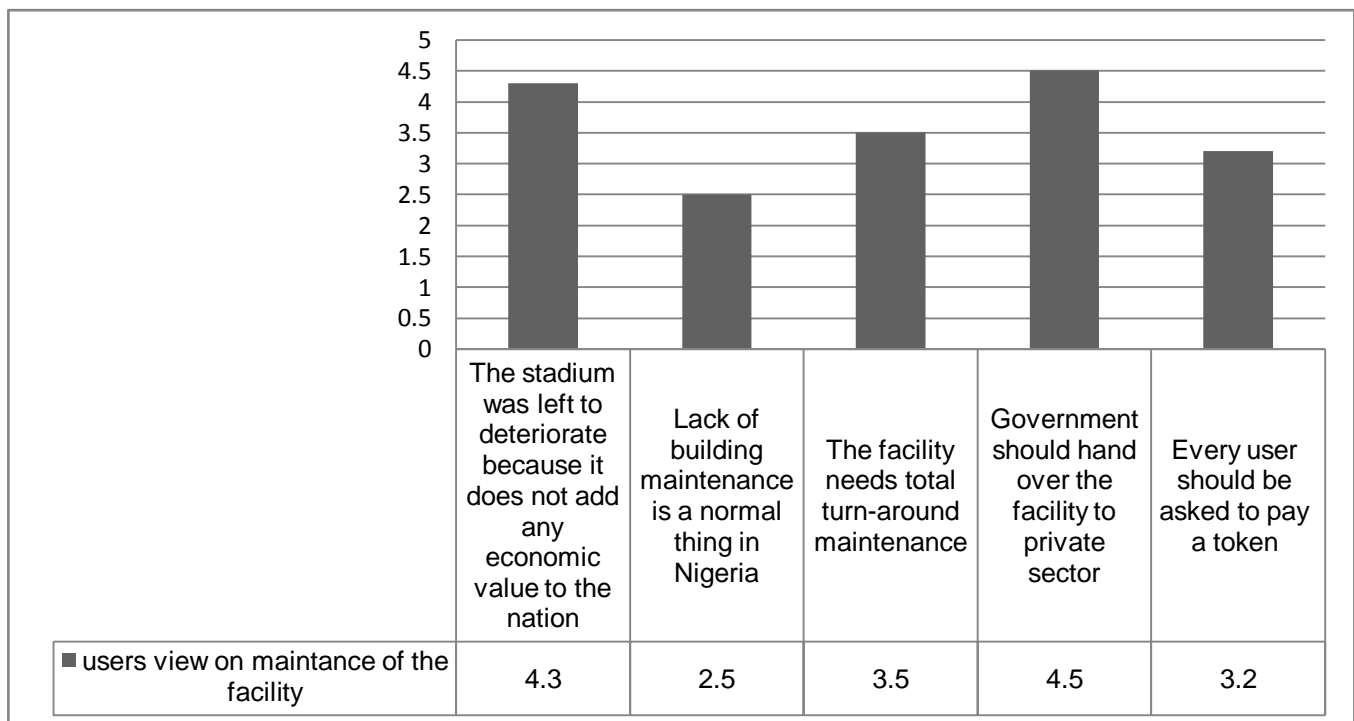


Figure 5: User's View on Maintenance of the Facility

Source: Author's Field Survey 2018

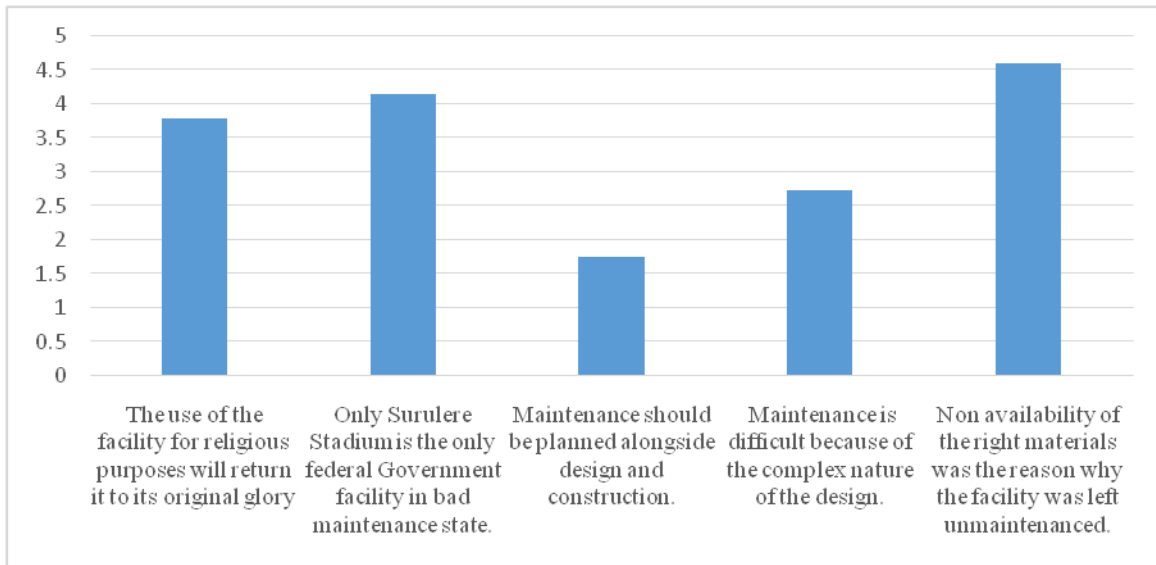


Figure 6: User’s View on Maintenance of the Facility

Source: Author’s Field Survey 2018

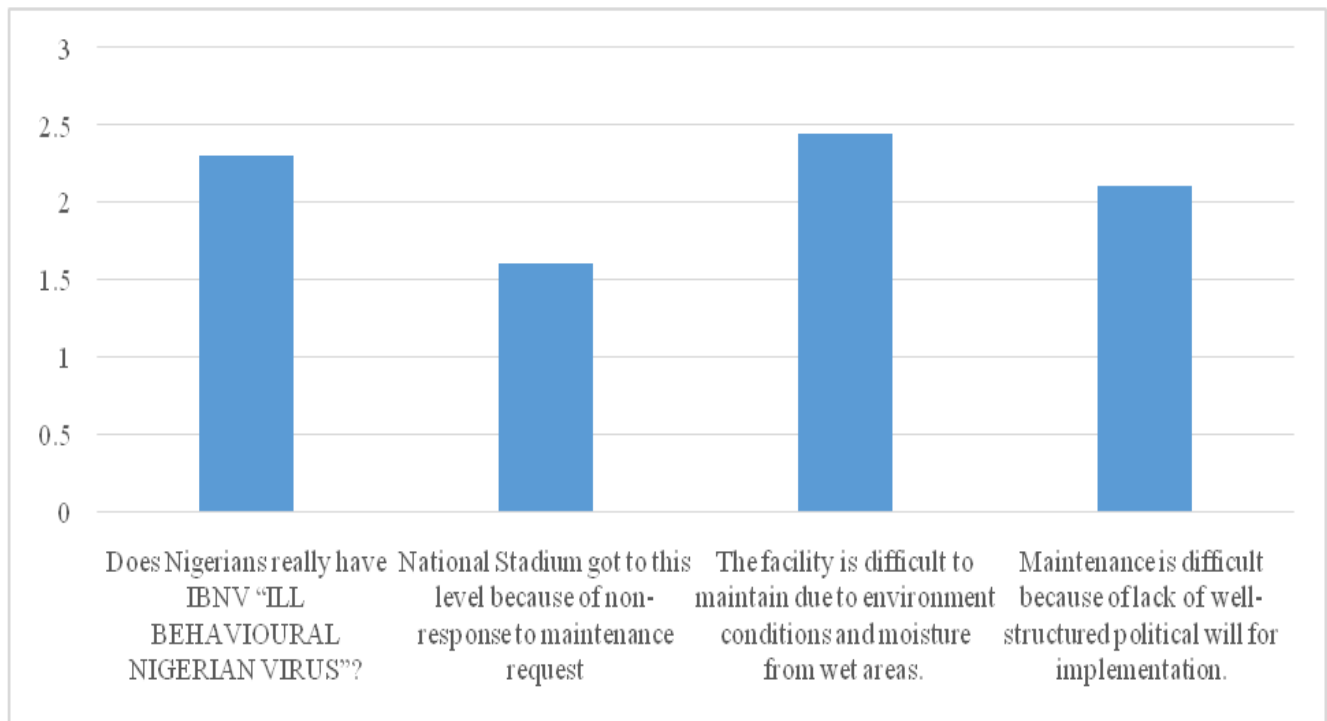


Figure 7: User’s View on Maintenance Structure

Source: Author’s Field Survey 2018)

In general, the results of the surveys as discussed are found to reflect the true situation of the maintenance of the National Stadium, Lagos. It shows that the users of the facility responded to the questionnaires based on their experience over the years.

It began with a brief discussion of the survey participants and the descriptive

FINDINGS

The result revealed that almost all the buildings needed one form of maintenance or the other. This is due to the fact that maintenance strategies were not implemented after construction and has led to severe infrastructural decay. This has ripple effects on the structural health and functional integrity of the infrastructure system. The attitude of Nigeria to maintenance has dragged the country backwards in infrastructural development as lack of planned preventive maintenance usually results in huge loss of

tax payer money. A close look at the level of decay of the stadium thus shows the need for an urgent, holistic maintenance work. Several problems has thus being discovered to be militating against maintenance which include lack of maintenance policy, inadequate provision of funds for maintenance, poor execution of maintenance work by designated responsible units/agencies, corruption, lack of experienced staff (man power) and lack/ misuse of facilities by athletes and visitors

RECOMMENDATIONS AND CONCLUSION

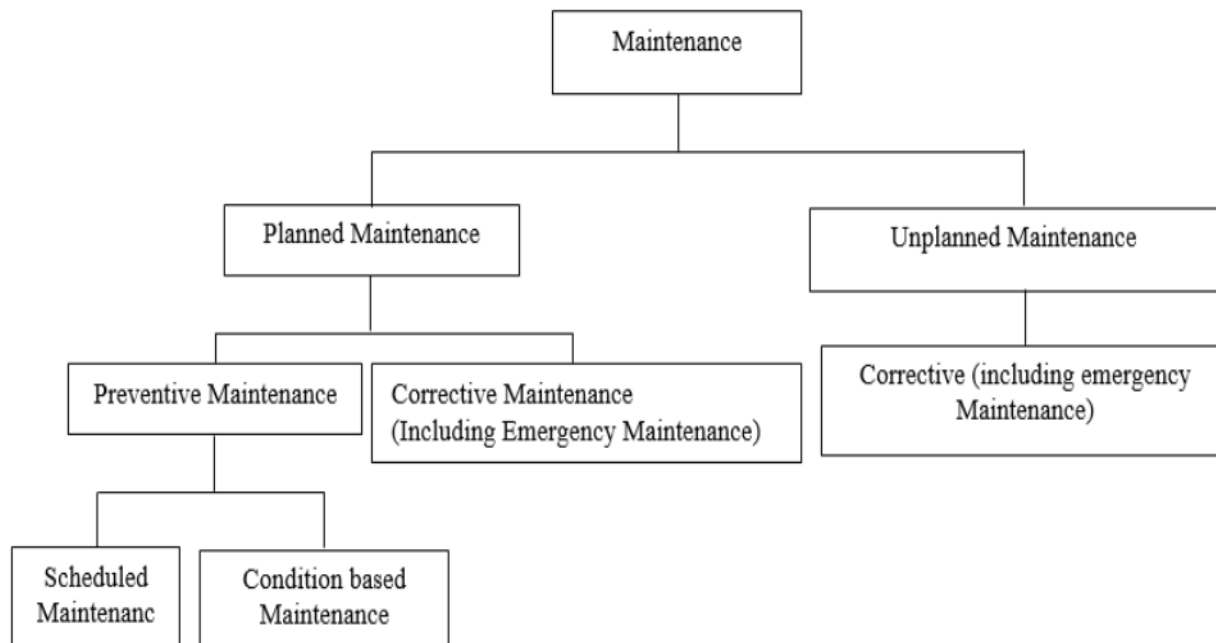


Figure 8: Classification of Maintenance

Source: British Standard Institute, 1974

- Maintenance should be planned with manuals designed submitted alongside upon completion of new projects for proper implementation as this will prevent fire-brigade approach.
- Preventive and corrective types of maintenance should be implemented on all public facilities at all levels for a sustainable infrastructure and economic value.
- Maintenance policies and orientation on the issue of maintenance should be given a key priority.
- Projects executed should be inspected and certified by an independent body of professionals who would ensure that new projects are properly executed with the right specified materials of high quality; this body will ensure that completed projects are properly handed over to facility managers that will be responsible for the maintenance. And finally, it is imperative for the

government to chart a new framework in ensuring a different approach to maintenance and stop lip service delivery after facilities has finally fallen out of use.

The paper has unraveled that lack of maintenance culture has adversely affected public facilities in Nigeria and National Stadium, Surulere being one of them. It is obvious that public infrastructures put in place in Nigeria generally were left unmaintained and they gradually decay without reaping all the benefits there from due to lack of adequate maintenance. In consideration of the colossal losses in varieties of ways emanating from poor attitude to maintenance culture, it becomes absolute necessary that facility managers have to strictly consider the implementation of the suggested ways forward articulated in this paper

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