



Research Article

Volume-05|Issue05|2025

From The Slumber of Government Monopoly and Search for Efficacious Public Sector Management Alternative: Exploring the Option of Public Private Partnerships (PPPs).

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Article History

Received: 21.09.2025

Accepted: 03.10.2025

Published: 13.10.2025

Citation

Nnaeto, J.O. (2025). From The Slumber of Government Monopoly and Search for Efficacious Public Sector Management Alternative: Exploring the Option of Public Private Partnerships (PPPs).. *Indiana Journal of Economics and Business Management*, 5(5), 26-33.

Abstract: Government as an institution that controls the affairs of the state may not be versatile and capable enough to effectively and efficiently handle the ever growing socioeconomic needs of the public vis-à-vis the scarce resources in the contemporary milieu, particularly in the Sub-Sahara Africa (SSA). The reason is that government and its officials especially in Nigeria (Africa), have over the years proved its inability to manage public resources given the excruciating incidences of poverty manifest in the steady and significant decline of socioeconomic empowerment of the citizens. The study therefore aimed to examine the benefits of PPPs venture into public sector management in Nigeria especially in the area of service delivery to the public. The study is a qualitative attempt that elicited data from the secondary sources. Through exploration of literature and the phenomenological nature of the study, the study found among others that; government and its officials alone do not have the required expertise and transformative management discipline to manage the scarce resources of the public; public private partnership provided a more efficacious platform to manage and grow public resources which ultimately results to increase in the socioeconomic wellbeing of the citizens and though PPPs projects abound in Nigeria, the public is yet to feel the impact. Based on the findings, the study recommended inter alia; institutionalization of the collaboration between government and the private sector in the management of scarce public resources and ensure citizens' speedy access to the gains of PPPs projects. The study concluded that the only effective approach to curb the recklessness of government officials in the management of public resources is by employing the expertise and discipline of the private sector whose efforts have proved to be the catalyst for socioeconomic development through provision of critical infrastructure in the contemporary world economies. However, impact of PPP projects in Nigeria, especially in health and housing sectors are far more at the embryonic stage.

Keywords: Private sector intervention; Public sector, Socio-economic wellbeing, Citizens; Government monopoly

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INTRODUCTION

After the failure of the eight-point United Nations backed development goals dubbed Millennium Development Goals (MDGs) due to the ineptitude of the authorities of many countries, governments of countries of the world have renewed resolve to engage the private sectors in Public Private Partnerships (PPPs) citing their business-minded approach of operation. Governments think involving them could provide the most feasible means of achieving sustainable development that can ensure socioeconomic wellbeing of the clientele. PPP simply means government(s) forming partnerships with the private sectors in order to leverage on their expertise and prudence to improve public project management. The monopoly of governments in the management of public sector has manifested obvious deficiency, avoidable human and material resources wastages at the expense of the tax payer's socioeconomic happiness. Conversely, the efficiency and discipline in human and resources or project management demonstrated by the private sector appears to have made its partnerships with government the most potent instrument to delivering

services to the public (Klijn & Koppenjan, 2018). Many governments of Africa, especially the Sub-Sahara face the difficulty of being effectively directly involved in the execution of public projects without creating friction in the process through malpractice. It is commonplace that in the core economies, Public Private Partnerships (PPPs) have ensured the initiation and facilitation of development of certain critical infrastructure in the transport, telecommunication; healthcare, education and a lot more which are sine quo non for socioeconomic development of the public (Osei-Kyei & Chan, 2020). With the injection of private sector expertise in project management, risk assessment strategy and time bound project delivery; it is believed that PPPs is likely the best option in improving citizens' access to public services that enhance their standard of living and socioeconomic wellbeing (Sen, 2022).

A Public Private Partnerships (PPPs) success story all over the world is to a great extent traceable to its astute risk management. PPP's effective and strategic risk management approach ensures projects are successfully implemented with minimal or no profit-

threatening risk (Ke & Wang, 2020). Public Private Partnerships has been adjudged as the most veritable development strategy in contemporary economies especially in infrastructure development and critical service delivery to the public (World Bank, 2020). However, it is important to note that the role of effective governance, that is functional efficacy of government or strong institutions, supported with strong regulatory framework are core prerequisites for a successful implementation of Public Private Partnerships (OECD, 2021). It has been observed that the private sector is usually not comfortable forming partnerships with government especially in some developing countries with unstable government policies, questionable and rudderless legal systems. This goes to inform that accountability and transparency will play a leading role in producing the much needed public trust for the achievement and sustenance of PPPs (Hodge & Greve, 2022).

The governments of countries and their bureaucratic institutions that were hitherto adjudged as the sole authority to provide the much needed socioeconomic succor to the citizens, have, especially in the SSA, failed to live up to the expectations of the citizens, especially with sudden resurgence of blatant misappropriation of public resources inherent in poor adherence to bureaucratic rules by public servants who are negligent of such public service core rule as accountability (Oviasuyi, 2021). There is a growing concern among development scholars that given the availability of scarce resources in the public sector that the management approach of many governments on the African continent, especially SSA, exacerbated by weak institutions, cannot come close to salvaging the socioeconomic demands of the citizens. Besides, there is strong indication that no matter how endowed a country may be with human and material resources, it may not be capable enough to manage them to the optimal performance without the contributions of the private sector, especially in critical infrastructure. For instance, a certain study has it that in some African economies, Public Private Partnerships (PPPs) have contributed significantly to the growth of ICT which at present, stands as the hub of socioeconomic development in Africa (Awad, 2022). The apparent failure of most governments of the SSA in the management of public sector resources has necessitated suggestions of many that government institutions should be absolved of sole managerial responsibility and position in the management of public sector resources. Citizens have continuously suffered lack or gross inadequacy of such basic infrastructures as affordable healthcare; education; transportation; communications, and other vitals that could help in achieving the physiological as well as other needs which ultimately bring happiness among citizens. Owing to the aforementioned, there has been strong agitation for government to assume the position of providers of enabling environment and form partnership with the private sectors to do the planning,

implementation and management of public resources under the auspices or aegis of Public Private Partnerships (PPPs). The current study, therefore, aimed to investigate the outcome of Nigerian government partnerships with the private sector under PPPs and how the citizens have been impacted. Besides, the current study will contribute to the ongoing debate on the most rational approach to the management of public sector, whether solely by government or PPPs.

THEORETICAL FRAMEWORK AND REVIEW OF RELATED LITERATURE

Making a choice of theoretical framework for this article is somewhat difficult because of the multidimensional or dynamic nature of Public Private Partnerships, especially with respect to the obvious inconsistencies that becloud the operations of public institutions in developing countries. However, the study adopted the Public Value Theory as framework for analysis.

The theory, championed by Moore M.H; Kelly G; Alford J and O'Flynn J is foremost in dealing with the multifaceted performance expectations of PPPs predominantly when the achievement of sustainable development which is critical for citizens well being and enhanced survival rate is a major goal. The theory further discloses that its major thrust is to create sustainable value for the citizens and stakeholders with little attention to profit maximization. The performance measurement content of Public Value Theory offers a tremendous pressure on PPPs to accept accountability, transparency and efficiency as its core values that will ensure the provision of high quality service delivery to the citizens.

The contribution of PPPs in enhancing provision of critical infrastructure like education, healthcare, transportation facilities cannot be overemphasized both in developing and developed economies because it has been construed as the major driver of economic growth and social welfare (Smith & Khan, 2017). It has been reported that the effort of PPPs in transportation has reduced the frequency people travel and as well done well in improving citizens' connectivity to job, education, and healthcare services faster and seamlessly (Lee, 2019). Education, formal or informal has been identified in a series of studies as the fundamental part of human capital development and a catalyst for socioeconomic development of countries (Nnaeto & Ndoh, 2020). Activities of PPPs have enhanced the quality of education by improving its facility-base through introduction of technology-activated methods of teaching and learning, consequently, lifting the rate of literacy and competence acquisition (Ahmed, 2021).

It is commonplace that government is not a good and sustainable employer of labour. However, through the effort of PPPs, its role in socioeconomic empowerment of citizens come through creating job opportunities usually achieved through the incorporation of local labour in their projects, hence ensuring provision of employment opportunities and acquisition of valuable skills and competence requisite for economic and social development (Nguyen & Sharma, 2022) . The Sustainable Development Goals (SDGs, 2030) insisted that affordable housing and clean energy are core indicators of poverty reduction and PPPs has actionable initiatives that target SDGs numbers 7th and 11th to improve standard of living, especially for low income citizens (Miller & Torres, 2023). In analyzing the potentials of PPPs towards national socioeconomic development, scholars are worried that poor regulatory framework such that touches on transparency, governance and equity in risk sharing, may mar the successes of the efforts, especially if the projects lay more emphasis and preference to profit over the welfare of the public which is most likely to worsen social inequality (Garcia & Mendez, 2018). Consequently, robust regulatory framework that can ensure sustainable good governance, accountability and stakeholder participation are indispensable prerequisites to secure optimal socioeconomic contribution of PPPs (Dlamini & Ross, 2024)

Introduction of innovation and sustainability in PPP projects have been identified as a milestone that aid the efficacy of PPPs. For example, in the evaluation of PPPs smart city projects in Peoples Republic of China, Chen *et al.* (2024) found out that incorporation of digital technologies tremendously improved the urban service delivery and citizen engagement. Furthermore, the efforts of Singh and Verma (2025) in assessing the PPPs renewable energy projects in India shows a significant reduction in carbon emission and increased access to energy which technically is in sync with the one of the goals of SDGs. Corroborating the fears expressed by Dlamini and Ross (2024) on factors that could undermine the success achieved so far by PPPs, the meta-analysis of by Garcia-Lopez and Fernandez (2021) cautioned that unless the PPPs projects are local institution-driven, it will certainly fail. Besides, submission from Latin America expressed similar concern that improperly

placed incentives and transparency concerns are capable of derailing the PPP effort towards socioeconomic development of the citizens (Rodriguez & Silva, 2019)

There are empirical evidences on the positive impact of PPPs in socioeconomic transformation of countries. For example, Zhang and Wang (2019) conducted a comparative study in East Asia on the impact of PPPs in the transport sector aimed at finding out the level of efficiency in the sector. It was, however, revealed that PPPs projects are more cost effective and as well consistently completed faster than those solely publicly funded. Similarly, investigating the situation with Nigerian water supply, Ojo (2021) observed that the private sector partnership significantly improved the efficacy of water supply. In a study to understand the impact of PPPs in health sector in India, especially in the rural areas, Sharma *et al.* (2012) revealed that health infrastructure improved thus positively affected quality of care to patients. Besides, PPPs housing initiative was studies in Kenya by Mbogo and Mwangi (2022). The study reported that homeownership among low income earners increased significantly, stimulating economic activities in the local areas via job creation. Furthermore, some researchers share fears that weak governance which is a major issue in African can easily lead to incidences of contractual disputes and operational-cum-performance inefficiencies (Dlamini, 2023).

METHODOLOGY

The study is a qualitative attempt and it relied heavily on secondary data. Besides, the works, articles, experiences and other available library documents were specific sources of data for the study. Furthermore, these are non- numerical data subjected to critical analysis to interrogate and find answers and solutions sought by the study. Similarly, results of empirical studies conducted on the study before now were equally sources of robust data for the study. Evidences of government efforts to replace its monopoly on public sector management with PPPs were presented and content analysis technique was adopted to interpret and analyze the texts.

Some Public Private Partnerships (Projects) in Nigeria

Table 1: Selected PPPs Projects in Nigeria

S/N	PROJECTS	GOVERNMENT AGENCY	CONCESSIONAIRE	DURATION	STATUS
1	Concession for the Development, Finance, Maintenance, Operate and Transfer(OT) of Port Terminal (Apapa)	Nigerian Ports Authority	Apapa Bulk Terminal Limited "A"	Oct 2005 – Oct 2030	Contract under implementation
2	Concession for the Development, Finance, Maintenance,(OT) (Apapa)	NPA	ENL Consortium Ltd (Terminal C)	June 2005 – June 2015	Contract under implementation

3	Concession for the Development, Finance, Maintenance (OT) (Apapa)	NPA	Green view Development Nigeria Limited (Terminal E)	Oct 2005 – Oct 2030	Contract under implementation
4	Concession for the Development, Finance, Maintenance, (OT)(Apapa	NPA	APM Terminals Apapa Ltd	Sept 2005 – Sept 2030	Contract under implementation
5	Concession for the Operation, Management and Provision of Primary, Secondary and Tertiary Health Care at the Garki Hospital Abuja	FCTA	NISA Premier Hospital Ltd	March 2007- March, 2022	Under Implementation
6	Concession for Build, Own, and Operate a Container Freight Station of Inland Container Depot (Katsina State)	Nigerian Shippers Council (NSC	Equatorial Marine Oil and Gas Company Ltd	2007	Implementation is On-going
7	Concession Agreements for the Operation, Maintenance, Design and Sales	Kainji Hydro Electricity Plc Kainji Hydro Electric Plc (for the Jebba station	Mainstream Energy Solutions Ltd	21st Feb 2013	Contract Under Implementation
8	Concession for the Design, Finance, Build, Operate, Maintain and Transfer the Debt Management Office's Corporate Office Building, Abuja.	The Debt Management Office (DMO	LOH & OR Construction Nigeria Limited	30 years	Contract Under Implementation
9	Concession for the Construction and Development of a Hotel & Conference Centre at the MMA2, Ikeja – Lagos	Federal Ministry of Transportation /Federal Airports Authority of Nigeria	Bi -Courtney Ltd	Nov 2006 – Nov 2046	Contract is Under Implementation
10	Concession Agreements for the Operation, Maintenance, Design and Sales of electricity produce – Niger State	Kainji Hydro Electricity Plc	Mainstream Energy Solutions Ltd	(21st February 2013	Contract Under Implementation
11	Development and Operation of Deep-Water Port (Lekki, Lagos)	Lekki Port LFTZ Enterprise	The Nigerian Ports Authority/Lagos State Government	(April 21st 2011 – April 21st 2056	Construction Phase on-going and Financial close concluded
12	Agreements for the Operation, Maintenance, Design and Sales of electricity produce – Niger State	Shiroro Hydro Electric Plc	North South Power company Ltd	North South Power company Ltd	Contract under Implementation

Sources: Madu, I.T.U & Kenigua W.E (2021) and <https://www.icrc.gov.ng>

Furthermore, according to the Infrastructure Concession Regulatory Commission (ICRC), efforts have been directed towards the rehabilitation, expansion and operation of many critical infrastructures most needed for human capital development and citizens' well being. For example, the Nigerian Prisons Service Shoe Factory (NPS SF) Aba, Abia State has been upgraded following PPPs agreement with Erojim. Besides, The Bakolori Irrigation Project for commercial farming on 23,000HA is a PPPs project in Zamfara State, Nigeria. This arrangement targets robust agricultural activities capable of ensuring food availability, sustainability, affordability and job opportunities for the youths in the agricultural sector.

The study identified more efforts made by government under Public Private Partnerships in the health sector. PPPs health interventions in the recent years include but not limited to;

1. Improvement of Lagos University Teaching Hospital (LUTH) for various services including radiology and cancer treatment.
2. Implementation of PPPs arrangements for various medical services at Federal Medical Centre –Ebute-Metta, Lagos State.
3. At Ibom Specialist Hospital, PPPs has implemented arrangements for improved medical services to the people.
4. Garki Hospital, Abuja has achieved successful implementation of PPPs arrangements for improved medical services to the citizens
5. University College Hospital (UCH), Ibadan, Oyo State, has achieved improved medical services through PPPs
6. Lagos State University Teaching Hospital (LASUTH), Lagos State, has also improved medical services through PPPs interventions (PPPs can help Nigerian hospitals improve maternal health, 2020).

This massive upgrade of medical infrastructure under PPPs has raised great hope for maternal healthcare which is one of the sub-healthcare sectors with daunting challenge in Nigeria.

Public Private Partnerships and Housing Sector in Nigeria

Abraham Maslow hierarchy of needs clearly provided a level called the “Physiological Needs”. The need for comfortable housing/shelter is found in this hierarchy. Consequently, it is the right, as a mark of human dignity for every human mortal to have affordable and comfortable house. The study equally beams at the efforts of PPPs in ensuring availability of affordable and comfortable homes for Nigerians across socioeconomic levels.

Some PPP Projects in the Housing Sector Across Nigerian States

S/N	NAME	LOCATION	PARTNERS	STATUS
1	Udenwa Estate (Nekede Exclusive Gardens)	Owerri, Imo State	Imo State Government in partnerships with Nkechris Builders Ltd; PrimeWest Construction Ltd; Highest Investments etc	Started as sole government project during Achike Udenwa administration. PPPs introduced later and the project is 97% complete, arguably the best estate in Owerri, currently.
2	Ilubirin Estate	Lagos (Ikoyi Island)	Between Lagos State Government and First Investment Property Company	Under construction, with some phases completed.
3	Unity Housing Estate, Bauchi	Bauchi State	PPP between Bauchi State Government and Terraquest Development Company Limited	Partial phases completed; government default affected the project leading to increased costs
4	Graceland Estate/Coal City Eastern Extension Layout	Enugu State	Enugu State Government and COPEN Groups	This project is on-going
5	Karsana Renewed Hope City (3,112 units)	Federal Territory Capital (FCT) Abuja	PPP between FMH & Continental Civil & General Construction and Ceezali Ltd	Government facilitating off-takers via FMBN.
6	100,000 Housing Units	Delta State	Between Delta State Government & KYC Inter Project Limited	Project is on-going.

7	Qatar Charity Housing Project (Phase 1)	Kaduna State	Kaduna State Government & Qatar Charity	Completion of Phase 1 expected in 2025
8	Monguno LGA Housing & Shelter Projects	Borno State	Between Borno State Government & the trio of UNDP; Germany & Fg support	This housing project includes solar streetlights. Project on-going
9	Benue Free Trade Zone-2,000 Housing Units	Benue State	Between Benue State Government, Golden Shaik Ltd & Bonnie Delta Communication Ltd/ Foering partners	The project is on-going
10	Medaville Estate, Alagbaka, Akure	Ondo State	Federal Government Housing Project under PPP arrangement with Medaville Construction Company Ltd	Some conflicts arose over land title and other issues that halted construction

Source: Compiled by Researcher, 2025

The above table shows a few out of the numerous PPP projects in the Housing Sector. However, many of these critical projects are on-going without definite date of completion.

Important findings-benefits and challenges of PPPs

The study made some findings that are inclusive of both benefits and challenges of PPPs. Proper constitution and execution of PPPs projects have immense benefits both to the government and citizens in many ways. These benefits comprise the following; **first**, it increases and improves service delivery to the citizens of the state, therefore, enhancing quality of life and higher life expectancy as a result of access to infrastructures that ensure quality of life and socioeconomic empowerment. On the side of government, since the increased service delivery is not free of charge, such service turns to be a source of revenue (IGR) to government as well as making the government popular among the citizens which is one of the most desires of any government for political stability. **Second**, there is availability of jobs or job opportunities as a result of PPPs intervention in public sector management. The massive and usually time-bound projects execution by PPPs creates job opportunities for the citizens of the country, thus, empowering them for self sustenance. On the side of government, the daunting burden of creating job opportunities for the teeming population of Nigeria will be lessened. Besides, government collects income tax from the employees of PPPs projects and also collects same from the projects when functioning, however, depending on the type of infrastructure. These actions are capable of stimulating socioeconomic great in the state. **Third**, as a joint venture, PPPs reduces the financial burden for

provision of infrastructure since the private sector usually provides the bulk of funding for PPPs projects, thus, making it possible for government to channel its scarce resources to tackling other aspects of governance. **Fourth**, PPPs introduce great innovation and creativity in the design, delivery and operation. These bring positive flexibility in project management, thus, making such projects attractive to clients. **Fifth**, PPPs improves cost saving in project management. The preoccupation of private sector in business engagement is first, to make profit through saving of cost, among others. Therefore, with partnerships with the private sector and with introduction of its trademark expertise in efficient service delivery methods, government and tax payers will experience cost benefits in transactions as well as risk sharing. **Sixth**, partnerships with the private sector have attracted funding for huge projects that governments of countries would not have been able to fund. For example, at the turn of the 21st century when revolutionizing ICT and Mobile Telecommunication was inevitable for the century's human operations, the Nigerian government could not fund the inevitable trend, thus investors like MTN, GLOBACOMM, ETISALAT, AIRTEL etc partnered with government to achieve the goal. Besides, government could not fund the transformation of MTEL that was supposed to represent the moribund NITEL into a telecommunication giant obviously because of its lack of funds and the tomfoolery that private sectors abhor.

Challenges of Public Private Partnerships (PPPs) in Nigeria

There are obvious challenges to human endeavours, especially when such are geared towards collective interests. PPPs is basically a merger of two

entities (Public and Private Sectors) aiming at one goal. Along the trajectory of partnerships, the following challenges may ensue. **One**, accountability and transparency question may arise. The PPPs' efforts could be rendered ineffective and inefficient if openness and its application are not made the bedrock of contractual agreement. Ke and Wang, (2020), opined that the complexity involved in PPPs management must be guided by transparency and accountability. **Second**, the ineffective governance and regulatory framework can be great challenges to successful PPPs. Absence of implementable policies to regulate the activities of the partnerships may generate crisis capable of collapsing the partnerships. Therefore, strong legislation and policy frameworks must be present to effectively check operations of the union (OECD, 2021). **Third**, it is important to note the challenge of readiness to adapt to change. Both parties (Public and Private) should be able to understand and adjust to the reality of a new normal, which is partnership; no one should act in isolation. Government should know it is no longer the usual frivolities fashionable among its officials. Similarly, private sectors need to understand the need to double their business-oriented trademark to ensure economic spark in the country and importantly, to realize that the fundamental goal is not profit maximization but service delivery. For PPPs to record appreciable success, they should ensure significant adjustment to every new normal required for record-breaking success to be made. **Fourth**, lack of trust between government and the private sector could derail the partnerships. Government must convince the private sector to trust it, perhaps, through its legislation and legal stability. This is vital because partnerships with countries with judicial instability usually suffer setbacks after a change of government. Similarly, the private partner should ensure investing the level of commitment contractually required of it. **Fifth**, poor monitoring and evaluation of PPPs projects can kill the programme and expected results. The partnerships should set up effective machinery to monitor and evaluate the input of each other towards the realization of the objective on regular basis. Many governments in the SSA lack the manpower to monitor and evaluate the process leading to implementations of policies principal to achieving critical infrastructure (Nnaeto & Ndoh, 2020). **Sixth**, the most disturbing challenge to PPPs is corruption. Every dimension of corruption is a threat to the success of PPPs. Corruption means doing what is not right or refusing to do what is right. At this juncture, the attitudes of PPPs towards shared responsibility matter immensely, and to a great extent, determine how successful or otherwise the partnerships will be. **Finally**, it is germane to note that of all the PPP projects, the health and housing sectors and their actualization are eagerly anticipated by the citizens because of the role of the duo in human existence and survival. Regrettably, however, the two, though good progress, is yet to make desired impact in enhancing existential happiness in the citizens. For example, some healthcare and housing

provisions are not easily affordable by the teeming population of Nigeria.

CONCLUSION AND REMARKS FOR POLICY DECISIONS

Through a secondary source, the study x-rayed important realities about the existence of Public Private Partnerships (PPPs), as a new normal in the socioeconomic transformation of a state. Many pieces of literature contacted proved PPPs is the most effective and innovative means through which governments can bring about economic transformation especially in provision of critical infrastructures that help in many ways to sustain both micro and macro economies of the state. Available data proved that PPPs operation is not new in the Nigerian economy. As far back as before the turn of 21st century, Power Sector (NEPA) and other critical infrastructure had undergone concession. Today, it is construed as the most effective means government can deliver services and good governance to the tax payers. The tables and other contents stated above showed that there are quite a lot of PPPs projects going on in diverse sectors of Nigerian economy. There are many in health; education; aviation; ICT and Telecommunication; transportation; Maritime; agriculture; housing; urban development; security etc. These are being pursued in order to create socioeconomic transformation capable of improving the standard of living of citizens. From the empirical perspective, it is doubtless that Nigerian government is in a serious partnership with the private sector for provision of critical infrastructure capable of driving sustainable development in Nigeria. However, efforts to access statistics of jobs created by PPPs projects (which remain one of the principal targets of PPPs) in Nigeria did not yield significant result. Two things may be responsible. One, the projects may be in the pipelines and thus yet to be able to boost expected number of job opportunities for the people. Two, the partnerships may be failing in their commitment to the course.

Policy implications can be elicited from this study. First, it is important to note that PPPs is the best and most economical route for governments of countries to provide critical infrastructure that ensure inclusive development. They should therefore, continue to engage more private sector investors for possible socioeconomic transformation capable of contributing robustly to the realization of SDGs. Second, the partnering sectors (public and private sectors) must be dutifully and conscientiously committed to the course of the partnership by maintaining unflinching support to each other to always yield to the terms of the contract. Exclusive efforts should always be made to eschew possibility of contractual breach. With the aforementioned strongly held and practiced, the PPPs will deliver. Third, policymakers should ensure presence of strong transparent legislation to guide the process of PPPs execution to avoid idiosyncratic infiltrations

capable of derailing the project. Similarly, the judiciary should be timely ready to give accelerated hearing and justifiable verdict to matters concerning PPPs to avoid judiciary dilly dallying capable of delaying and negatively affecting PPPs performance. Besides, decision makers should always ensure the PPPs projects are citizens-centric. Projects that can ably and directly address the major needs of the citizens should be the preoccupation of PPPs. Attention, however, should be paid on the timeline for the finishing and delivery of PPPs projects.

Despite the contributions and implications discussed in the study, it is apt to note that it suffers from a fundamental limitation: one of the major reasons for PPPs projects is for generation of job opportunities which is a precursor for economic transformation but the study was not able at the moment, to lay hand on statistical evidence (data) on job created by PPPs projects in Nigeria. Besides, the importance of healthcare delivery and affordability of housing cannot be over-emphasized. Citizens are in great need of actualization of such PPP projects to have a sigh of relief. Consequently, relevant PPPs are expected to give dedicated attention to such critical areas that determine prosperous and happy living of citizens. Further studies may be extended to identify the input of PPPs in job creation as one way of rating its input in socioeconomic transformation of Nigeria.

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