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Public-Private Partnership in Project Development and Implementation: A Prolusion to Socio-Economic Development in Nigeria

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Abstract: This paper examined Public-Private Partnership (PPP) in project development and implementation as a prolusion to socioeconomic development in Nigeria. The high level of infrastructural deficit with its concomitant effect on socioeconomic development in Nigeria is often associated with poor project development and implementation occasioned by the problem of inadequate government resources, bureaucratic bottleneck especially in the area of decision making, the penchant of some public officials to divert public fund to private pockets, the recognition that government cannot do it alone among others have made the government to search for an alternative model of providing infrastructure for the teeming population - public-private partnership model. To shed more light on this, this paper adopted the consociationalism theory as conceptualized by Arend Lijphart; it utilized the qualitative research design; relied on secondary data; and analyzed the collected data using the qualitative content method of data analysis. The findings of the study revealed that the adoption of PPP model in Nigeria has its own benefits and challenges as mentioned in the study; and therefore, recommends that there is need for a regulatory environment as currently there is no independent PPP regulator in Nigeria. Again, lack of adequate information should be addressed due to the fact that PPP program needs a comprehensive database regarding the projects/studies, feasibility reports, concession agreements and status of various clearances and land acquisitions usually awarded under PPP among others.

Keywords: Public Sector, Private Sector, Public-Private Partnership, Project Development, Project Implementation, Socioeconomic Development

INTRODUCTION

Public-private partnerships, or PPPs, are a way for the government to work with the private sector to offer public services with the goal of benefiting communities and the nation as a whole. The segment of the economy that consists of public services, such as government services and public commodities, as well as public companies, which are self-financing commercial businesses owned by the government, is known as the public sector, often referred to as the state sector in any given nation (Estache & Rossi, 2004).

Corbett & Smith (2006) define public companies, often known as state-owned firms, as self-financing commercial businesses under public ownership that sell a range of private goods and services and typically run on a business model. Services provided by the government include the military, law enforcement, infrastructure (such as public roads, bridges, tunnels, water supplies, sewage systems, electrical grids, telecommunications, etc.), public transportation, public education, and health care. Services that benefit society as a whole rather than just the user like street lighting may be provided by the public sector. These services may not be barred from the reach of non-payers.

Non-public sector entities fall into either the private sector or the voluntary sector. The private sector primarily consists of businesses aimed at generating profits for their owners. Conversely, the voluntary, civic, or social sector encompasses a broad spectrum of nonprofit organizations focused on civil society endeavors. Over recent decades, recognizing the untapped potential within public service initiatives, there has been a trend towards engaging the private sector in the execution of public sector projects. This involvement varies, sometimes entailing partnership arrangements and other times subcontracting roles for governmental bodies. Such endeavors, where the private sector contributes, regardless of its specific involvement, in delivering public projects, are commonly labeled as Public Private Partnership projects (PPPs) (Estache & Rossi, 2004).

In developing nations, the persistent lack of access to fundamental public goods remains a pressing concern requiring immediate attention. Current data reveals staggering figures: 2.5 billion individuals lack sanitation services, 1.6 billion live without electricity, 1 billion lack access to roads, and 900 million consume unsafe water. Projections indicate that within the next 25 years, an additional 2 billion people, predominantly from developing countries, will require access to essential

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services such as water, electricity, and transportation (AIM working paper, 2013, Public Private Infrastructure Advisory Facility). Within the Asian context, there is a growing demand for infrastructure development amidst constrained public budgets, underscoring the necessity for private sector involvement in financing, managing, and executing public infrastructure projects through Public-Private Partnerships (PPP) (Vera et al., 2013).

The establishment of PPPs is motivated by the recognition that many societal challenges transcend traditional sector boundaries and necessitate collaborative efforts. For instance, endeavors aimed at fostering economic development are more likely to succeed when both public and private sectors are engaged, given the latter's significant role as a primary source of employment and economic activity. Similarly, the private sector's substantial contribution to healthcare provision in numerous countries, accounting for approximately 50% of healthcare services in several African nations, underscores its potential to enhance service delivery and health outcomes (Wang et al., 2017).

Governments globally have long acknowledged the pivotal role of infrastructure in fostering economic growth and reducing poverty. In response to escalating infrastructure demands, PPPs emerge as a vital mechanism for enhancing efficiency in public service delivery, thus narrowing the infrastructure deficit. Historically, transferring the risks associated with project development, maintenance, and operation to the private sector has often resulted in superior quality and outcomes compared to government-led initiatives (Wang, et al, 2017). Traditionally, through its intervention, government has taken a leading role in the allocation of investment, controlling the growth and development of the economy and producing certain goods and services at it's for the communities to operate and also for export. However, it has been argued that some of the governmental products and services could have been more efficiently and professionally produced if better managerial practices could be brought in. (Krueger, 1990).

Historically, poverty eradication, public health improvement, and educational advancement have been viewed as government prerogatives. However, reliance solely on governmental intervention has yielded limited success. Collaborative endeavors involving the public, private, and civil sectors have proven more effective in addressing major societal challenges. By leveraging diverse approaches and expertise, these sectors have demonstrated the capacity to achieve outcomes surpassing those achievable by any single sector operating in isolation. It is against this background that the study seeks to investigate public-private partnership in project development and implementation and how it serves as a prolusion to socio-economic development in Nigeria.

LITERATURE REVIEW

Conceptual Review:

- *Private Sector Company* defined as a company where at least 51% of the equity is owned and controlled by a private entity.
- *Public-Private Partnership* refers to collaborative, long-term partnerships between public and private sector entities. These partnerships aim to finance, design, implement, and operate infrastructure facilities and services traditionally provided by the public sector. They are characterized by contractual agreements that outline the allocation of resources, risks, and returns between the partners. Essentially, PPPs leverage the expertise and capabilities of both sectors to meet defined public needs efficiently (Department of Economic Affairs, 2020).
- *Public Private Partnership (PPP) Project* involves a contract or concession agreement between a government or statutory entity and a private sector company. These agreements facilitate the delivery of infrastructure services, often financed through user charges. PPPs entail risk-sharing arrangements between the public and private sectors, utilizing private sector resources beyond just construction to encompass operation and management stages. This allows the private partner to recover costs through user charges or government procurement of services (Barua, 2012).

METHODOLOGY

Our study employed a qualitative research design, chosen due to the utilization of data sourced from documented materials. Qualitative research design embodies a naturalistic approach, aiming for a profound comprehension of social phenomena within their natural contexts. This method explored the reasons (why) behind social occurrences rather than simply describing the occurrences themselves (what) (Berg, 2001).

Furthermore, our research utilized secondary data extracted from various sources such as books, journals, and newspapers. To analyze this data, we employed content analysis, a research methodology focused on the subjective interpretation of textual data. This approach involves systematically coding and identifying themes or patterns within the text (Hsieh & Shannom, 2005). Our theoretical framework is based on the consociationalism theory as envisioned by Arend Lijphart which is further applied subsequently.

Theoretical Framework and Application

The research paper embraces the consociationalism theory as envisioned by Arend Lijphart in the 1960s, which remains relevant today both as an analytical tool and a normative framework. Consociationalism, as defined by Saurugger (2016), represents a form of stable democratic governance in deeply divided societies, emphasizing power-sharing among elites representing various social groups. This

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model manifests differently across nations, often drawing criticism for its perceived limitations.

Consociational democracy typically emerges in societies deeply segmented along religious, ethnic, racial, or regional lines – conditions traditionally viewed as adverse to democratic stability. Social divisions, be they ideological, religious, ethnic, class-based, or linguistic, are commonly perceived as hindrances to the establishment of enduring democratic structures. Yet, when these divisions intersect, with individuals belonging to multiple social segments, the risk of instability diminishes due to the moderating influence of intersecting pressures. Conversely, when social cleavages align, the prospects for stable democracy diminish considerably. Despite this, instances of such stable systems do exist, often attributed to elite coordination aimed at conflict avoidance in cases where social cleavages are not aligned (Saurugger, 2016).

In the Nigerian context, the democratic landscape is marked by profound divisions, with power-sharing among elites spanning both public and private sectors. Such deep-seated public-private cleavages are commonly perceived as impediments to fostering a stable democratic framework conducive to national development. Consequently, achieving socioeconomic progress necessitates the contractual collaboration and coordination of elite groups across sectors in project development and implementation. This approach, under the auspices of Public-Private Partnerships (PPPs), mitigates conflicts of interest and fosters a robust partnership between the public and private sectors, laying the groundwork for socioeconomic advancement in Nigeria.

The Need for Public Private Partnership as a Prolusion to Socioeconomic Development

Service delivery and availability in Nigeria are generally inadequate, characterized by inferior services and insufficient financing for infrastructure upkeep, maintenance, and repair. This situation has exacerbated poverty levels in the country, particularly in rural areas (Itu & Kenigua, 2021). According to Nwambuko et al. (2023), rural poverty in Nigeria encompasses various dimensions, including persistent communal conflicts, substandard health conditions, lack of clean water supply, limited access to basic education, gender disparities, inadequate housing, superstitions, diseases, poor sanitation, hunger, and high fertility rates. This paradoxical state of rural poverty is striking in a country like Nigeria, abundant in natural resources and considered one of the wealthiest in Sub-Saharan Africa. Itu and Kenigua, (2021) highlight that these challenges are exacerbated by rapid urbanization. Efficient and effective urban infrastructure and service provision are important for realizing significant benefits in economic growth, poverty reduction, environmental sustainability, and overall sustainable development. African nations, including Nigeria, must enhance basic services such as water supply, sanitation, waste management, transportation infrastructure, and healthcare to meet the needs of their populations. Improved service delivery is essential for sustainable growth, development, and poverty alleviation, as it enhances living standards and contributes to overall sustainable development.

However, Krueger (1990) opined that public sector provision of these services has often been inadequate and unsustainable due to various factors inherent in the public sector. Historically characterized by inefficiency and ineffectiveness, the public sector has struggled with poor performance, attributed to factors such as political interference, unclear objectives, limited operational autonomy, inadequate managerial skills, lack of accountability and transparency, bureaucratic red tape, low worker morale, inappropriate economic conditions, insufficient capital, and a lack of appreciation for market dynamics. Consequently, the public sector has been unable to effectively, efficiently, and sustainably produce, deliver, and improve the quantity and quality of goods and services (Krueger, 1990). It is in addressing these shortcomings that public-private partnerships (PPPs) have emerged.

Ismail et. al (2013) identified several justifications for adopting PPPs, including reducing upfront costs for the government, improving public facilities and services, and encouraging innovation by the private sector. PPPs aim to harness the skills, expertise, and experience of both the public and private sectors to deliver higher standards of service to citizens. While PPPs do not absolve the government of responsibility and accountability, they redefine the government's role as a facilitator and enabler, while the private sector assumes the roles of financier, builder, and operator of services or facilities. PPPs involve a shared allocation of resources, risks, and rewards based on predetermined agreements formalized through contracts.

In other words, Public-Private Partnerships (PPPs) do not diminish the government's responsibility and accountability; rather, they continue to represent public infrastructure projects dedicated to fulfilling citizens' critical service needs. The government remains responsible for ensuring service quality, price stability, and cost-effectiveness (value for money) within the partnership. Throughout the project's lifecycle, the government maintains active involvement. In the PPP model, the government's role is redefined as that of a facilitator and enabler, while the private partner assumes the roles of financier, builder, and operator of the service or facility. PPPs aim to leverage the skills, expertise, and experience of both the public and private sectors to provide a higher standard of services to customers or citizens. The public sector contributes stable governance, citizen support, financing, and assumes social, environmental, and political risks. Meanwhile, the private sector brings operational efficiencies, innovative technologies, managerial effectiveness, access to

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additional finances, and shares construction and commercial risks (Heald and Geaughan, 1997).

It's essential to distinguish PPPs from privatization. PPPs involve long-term contracts between private operators and public authorities, while privatization entails selling public services or facilities to the private sector. PPPs offer opportunities for private sector innovation in design, construction, service delivery, and asset utilization. To succeed, PPPs require clearly defined objectives, revenue-generating mechanisms, and private sector capacity revenue, and sufficient capacity in the private sector to successfully deliver project objectives

Types of PPP:

Various types of Public-Private Partnerships (PPPs) can be implemented to foster socioeconomic development in Nigeria (Anjana, 2021). These include:

a) *Build-Operate-Transfer (BOT)***:** Under this model, exemplified by toll road construction projects, a private company constructs the road, collects toll revenue for a specified period, and then transfers ownership to the government.

b) *Build-Own-Operate (BOO):* Similar to BOT, the private entity retains ownership of the facility.

c) *Build-Own-Operate-Transfer (BOOT):* The private firm retains possession of the facility after construction to recover costs and earn profits, then transfers ownership to the public sector.

d) *Build-Lease-Operate-Transfer (BLOT):* The private company leases public property to develop a facility, operates it to recoup costs and generate revenue, and returns the property to the government after the lease expires.

e) *Design-Build (DB):* In this fundamental PPP model, the private company designs and constructs the facility according to government requirements, assuming fixed charges.

f) *Design-Build-Finance (DBF):* The private sector firm designs, builds, and finances the project.

g) *Design-Build-Finance-Operate (DBFO):* The private company plans, constructs, finances, and operates the facility for a specified period, generating revenue to cover costs and yield profit.

h) *Design-Build-Finance-Maintain (DBFM):* Also known as a management contract, this model involves the public sector entity overseeing the project from inception to maintenance, with the private firm either charging a fixed sum or sharing profits.

i) *Design-Build-Finance-Maintain-Operate (DBFMO):* An extended version of DBFO, where the private firm also handles long-term maintenance.

j) *Design-Construct-Maintain-Finance (DCMF):* The private entity designs, develops, maintains, and invests in a facility leased to the government.

k) *Operation and Maintenance(O&M):* This model involves Private companies are subcontracted to manage and maintain facilities.

Benefits of PPP to Private and Public Sectors

PPP is beneficial to both the private sector and the public sector. The PPP conceptual framework (figure 1) below captured their perspective:

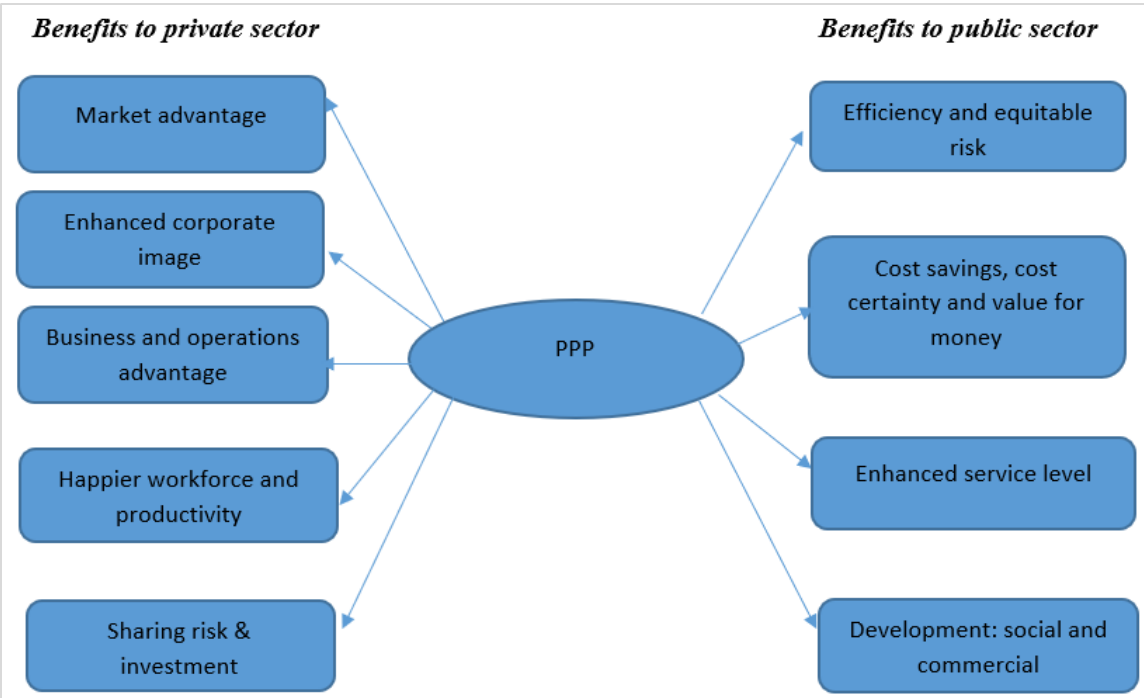

Figure 1. Conceptual Framework: PPP associated benefits to Public and Private Sector
Source: *Researcher, 2023*

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Public-Private Partnership (PPP) as a Socioeconomic Change Process

The notion of public-private sector collaboration is ever-evolving, taking different forms worldwide; fundamentally, it involves private entrepreneurs participating in or supporting the provision of public infrastructure (Adetola et al., 2011). The private sector, defined as the segment of the economy owned and operated by individuals, groups, or businesses primarily for profit, contrasts with the public sector, which encompasses entities owned, controlled, and managed by various levels of government or their agencies (Adetola et al., 2011). Public sector organizations, as described by Nwambuko and Nnaeto (2023), serve as legally constituted entities administering programs and delivering services for governmental units, essentially government agencies funded by public resources or private contributions for rendered services.

In recent years, the private sector has been playing a significant role and significantly engaged in delivering public services, driving innovative projects and development, particularly in developing and less developed countries (LDCs). The surge in global population, coupled with globalization, technological advancements, and socioeconomic challenges, has heightened demands on government institutions to enhance service efficiency (Akintoye and Beck, 2009). It is noteworthy, that National governments have made concerted efforts to increase private sector involvement, ranging from privatization of state-owned industries to outsourcing services and leveraging private finance for social infrastructure provision. The concept of Public-Private Partnership (PPP) emerged from the idea of private firms financing public sector projects, driven by the need to meet rising stakeholder expectations beyond government revenue capacity (Akintoye et al., 2003).

Developing countries in Africa and Asia predominantly favor concessions (concession PPP) for their developmental projects, recognizing PPP as an indispensable and sustainable approach to improving social infrastructure. PPPs enhance capital investment, operational efficiency, and risk management, ultimately optimizing public assets and taxpayer funds utilization (Li and Akintoye, 2003; Adetola et al., 2011). The infrastructure deficit remains a significant impediment to economic growth, international trade, and poverty reduction in Sub-Saharan Africa (World Bank, 2010). Consequently, many countries are increasingly exploring public-private collaborations to finance, design, build, operate, and maintain public infrastructure and community facilities (Adetola et al., 2011).

In this regard, many governments are currently striving to fund new infrastructure projects with private sector participation. For instance, Nigeria established the Infrastructure Concession Regulatory Commission (ICRC) in 2005 and enacted the ICRC Act to facilitate private sector participation in financing, constructing, operating, or maintaining federal government infrastructure projects through concession or contractual arrangements. The ICRC regulates, monitors, and supervises infrastructure contracts and project implementations (Adetola et al., 2011).

Appraisal of PPP Development and Implementation Projects in Nigeria

Public-private partnerships (PPPs) have emerged as a significant catalyst for economic development and growth worldwide. These collaborations operate across various sectors, including infrastructure, healthcare, education, women empowerment, and vocational training. Particularly, the emphasis on physical infrastructure development has positioned PPPs as a priority for governments seeking socioeconomic advancement (Olatunji et al., 2016).

In Nigeria, as in many other countries, there has been a notable rise in private sector involvement in PPP initiatives. The Nigerian government has increasingly utilized the PPP model to deliver infrastructure projects. This recognition stems from the acknowledgment that private sector engagement is indispensable for successful infrastructure development and implementation. However, while some PPP contracts have achieved success, others have encountered challenges such as administrative incompetence, corruption, low productivity, and inadequate professionalism, among others (Nwambuko & Amoke, 2021). These issues underscore the importance of strengthening administrative capabilities in both the public and private sectors to ensure the effectiveness and sustainability of PPP projects.

The table below shows the ongoing PPP Projects in different parts of Nigeria.

Table 1. 2013 PPP Project List Up-to-date

S/N	PROJECT AND DESCRIPTION	PHASE A PROPOSED PPP MODEL	MDA
1	2nd Niger Bridge a Greenfield bridge and associated approach access road over the river Niger connecting Asaba and Onitsha	-Implementation Phase -Build Operate Transfer	Fed. Min. of Works
2	Rehabilitation and Upgrade of the Murtala Mohammed International Airport (MMIA) Road to Apakun Junction,	-Procurement Phase: Selection of preferred bidder concluded -Build Operate Transfer basi	Fed. Min. of Works

3	Rehabilitation and Upgrade of Lagos-Iseyin-KishiKaiama Road	-Development Phase: Outline Business Case Preparation -Build Operate Transfer basis	Fed. Min. of Works
4	Rehabilitation and Upgrade of Kaiama-Bahana-KaojeGwanbe-Fokku_Sokoto Road	-Development Phase: Outline Business Case Preparation -Build Operate Transfer basis	Fed. Min. of Works
5	River Benue Bridge @ Ibi, Taraba State	-Development Phase: Outline Business Case Preparation -Build Operate Transfer basis	Fed. Min. of Works
6	Dualization of Enugu (9th Mile)-	-Development Phase: Outline Business Case preparation -Build Operate Transfer basis	Fed. Min. of Works
7	Rehabilitation and Dualization of Ilorin-Jebba-MokwaTegina-Birnin-Gwari Road	-Procurement Phase: Outline Business Case preparation -Build Operate Transfer Basis	Fed. Min. of Works
8	Upgrade, Operations and Maintenance of Federal Government of Nigeria (FGN) Agro-Value Chain Infrastructure Centres.	Procurement Phase: Engagement of Transaction Advisers in progress	Fed. Min. of Agric.
9	Development of Mechanic Villages	-Development Phase: Outline Business Case preparation	Fed. Min. of Trade & Investment (National Automotive Council)
10	Upgrade and Modernization of Kiri kiri Lighter Terminals 1 and 2, in Lagos	-Procurement Phase: Engagement of Transaction Adviser completed. PPP procurement activities in progress. -Rehabilitate Operate Transfer basis	Fed. Min. of Transport and the Nigeria Ports Authority
11	Operations and Maintenance of Onitsha Inland Water Port in Anambra State	-Procurement Phase: Engagement of Transaction Adviser completed. PPP procurement activities in progress. -Rehabilitate Operate Transfer basis	Fed. Min. of Transport and the Nigeria Ports Authority
12	Operations and Maintenance of Western and Eastern NRC Narrow Gauge Railway	-Procurement Phase: -Supply Operate and Maintain	Fed. Min. of Transport/Nigerian Railway Cooperation
13	Abuja District Infrastructure Project Mabushi, Districts Financing, construction, operation and maintenance of urban engineering infrastructure starting with Mabushi, district of Abuja	Procurement Phase: Procurement of concessionaire awaiting approval	Federal Capital Development Authority (FCDA)/ Federal Capital Territory Administration (FCTA)
14	Abuja Mass Transit Railway Lot 2 (Red Line)	-Development Phase: - Build Operate Transfer	FCDA/FCTA
15	FCT Roads Network Development and Modernization covering the following roads	-Development Phase viability and Options review	FCDA/FCTA
16	Concession of Strategic Grain Reserve Silo facilities:	-Development Phase: Procurement of Transaction Adviser in progress	Fed. Min. of Power
17	Concession of the Multi-purpose components of the Gurara 1 Dam, Kaduna stat	- Development Phase: Preparation of outline business case for the irrigation and hydropower components in progress	Fed. Min. of Water Resources

Table 2. 2014 PPP Pipeline Project List Up-to-date

S/N	PROJECT AND DESCRIPTION	PHASE AND PROPOSED PPP MODEL	MDA
1	PPP High Voltage Transmission Projects Pipeline for TCN	Phase 1 (2017), Built Transfer (BT) or other	Transmission Company of Nigeria (TCN)
2	Completion of 60 on-going 330KV & 132KV transmission lines and 330KV/132KV and	Phase 1 (2017), Built Transfer (BT) or other	Transmission Company of Nigeria (TCN)

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	132KV/33kv substations projects. These projects are located nation wide		
3	New projects for 10GW Grid System Capacity consisting of 61 new 330KV & 132KV lines and 330KV/132KV & 132KV/33KV primary/secondary substations together with multiple reactive compensation projects. These projects are located in Kainji, Birnin Kebbi, Gusau, Lagos, Jos, Gombe, Damaturu, Awka, Ugwuaji, Benin & Katampe	Phase1 (2017), Built Transfer (BT), Build Own Transfer (BOT), Build Own Operate Transfer (BOOT), Build Own Operate (BOO) or other	Transmission Company of Nigeria (TCN)
4	New projects for 13GW Grid System Capacity consisting of 40 new 330KV & 132KV lines and 330KV/132KV & 132KV/33KV primary/secondary substations together with multiple reactive compensation projects. These projects are located in Makurdi, Apir, North Bank, Igando, Ugbegu, Zungeru, & Kaduna	Phase2 (2018), Built Transfer (BT), Build Own Transfer (BOT), Build Own Operate Transfer (BOOT), Build Own Operate (BOO) or other	Transmission Company of Nigeria (TCN)
5	New projects for 16GW Grid System Capacity consisting of 32 new 330Kv & 132KV lines and 330KV/132KV & 132KV/33KV primary/secondary substations together with multiple reactive compensation projects. These projects are located in Kano, Dutse, Damaturu, Jos, Samenaka, Asoada & Degema	Phase4 (2020), Built Transfer (BT), Build Own Transfer (BOT), Build Own Operate Transfer (BOOT), Build Own Operate (BOO) or other	Transmission Company of Nigeria (TCN)
6	New projects for 20GW Grid System Capacity consisting of 33 new 330KV & 132KV lines and 330KV/132KV & 132KV/33KV primary/secondary substations together with multiple reactive compensation projects. These projects are located in Mambila, Makurdi, Birnin Kebbi, Arugungu & Calabar	Phase4 (2020), Built Transfer (BT), Build Own Transfer (BOT), Build Own Operate Transfer (BOOT), Build Own Operate (BOO) or other	Transmission Company of Nigeria (TCN)
7	Bakalor Irrigation Project Commercial Farming on 23,000Ha through PPP. Bakalori Dam is located in Zamfara state	Development Phase	Fed. Min. of Water Resources
8	Jibiya Irrigation Project Commercial Farming on 3000Ha of Farmland through PPP. Jibiya Dam is located in katsina State	-Development Phase -Commercial Farming on 3000Ha of Farmland through PPP	Fed. Min. of Water Resources
9	Middle Rima Valley Irrigation Project Commercial Farming on 1,118Ha of Farmland through PPP	-Development Phase -Commercial Farming on 1,118Ha of Farmland through PPP	Fed. Min. of Water Resources
10	Dasin Hausa Dam Dasin Hausa is a dam projected for the Benue River about 30km upstream from the city of Yola. The Federal Government wants to develop 150mw of electricity from this dam	Development Phase	Fed. Min. of Water Resources
11	Elele Prison Farm Commercial Farming on 2900Ha of Farmland through PPP	-Development Phase -Commercial Farming on 2900Ha of Farmland	Fed. Min. of Water Resources
12	Tede Dam Greenfield project with potentials for irrigation and hydropower	Development Phase	Fed. Min. of Water Resources
13	Peremabiri Irrigation and Land Reclamation Commercial Farming on 1280Ha of Farmland through PPP	-Development Phase -Commercial Farming on 1280Ha of Farmland through PPP	Fed. Min. of Water Resources
14	Owena Multi-purpose Dam Water supply Provision of water treatment and reticulation via PP	Development Phase	Fed. Min. of Water Resources

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15	Development of the Marina Car Park and the Marina Water front The Marina Quayside Strip Project seeks to develop the FG owned lands on Lagos Marina in a world class marina strip development with office towers, marinas, cruise handling facilities, etc	Development Phase	Fed. Min. of Lands, Housing and Urban Development
16	Redevelopment of the Ministry's Land on St.Gregory Road, Onikan-Ikoyi, Lagos	Development Phase	Fed. Min. of Lands, Housing and Urban Development
17	Development of Ministry's Land behind the National Stadium, Surulere, Lagos.	Development Phase	Fed. Min. of Lands, Housing and Urban Development
18	Reconstruction, Rehabilitation and Expansion of LagosIbadan Dual Carriageway Expansion and Redevelopment of the 127km Lagos to Ibadan Expressway	-Procurement Phase -Reconstruction, Rehabilitation and Expansion is in progress via Traditional Procurement. Additional private sector finance required for completion and to operations & maintain	Fed. Min. of Works
19	Construction of a Bridge over River Niger at Nupeko, Niger State	Development Phase	Fed. Min. of Works
20	Bodo Bonny road with a bridge across Opobo channel to the Island of Bonny in Rivers state	Development Phase	Fed. Min. of Works
21	Keffi-Akwanga-Lafia-Makurdi Road (Nasarawa and Benue States)	Development Phase	Fed. Min. of Works
22	Lokoja-Ajakuta-Ogbulafo- 9th Mile Road	Development Phase	Fed. Min. of Works
23	Akwanga-Jos Road	Development Phase	Fed. Min. of Works
24	Dualization of Enugu (9th Mile)-Otukpa-Lokoja	Development Phase	Fed. Min. of Works
25	Phase 1: 2nd Lagos outer ring road; Tincan Island-Igando Lagos/Otta road interchange-Lagos/Ibadan Expressway	Development Phase	Fed. Min. of Works
26	Phase 2: 2nd Lagos outer ring road; Lekki-Ikorodu Shagamu/Benin Expressway	Development Phase	Fed. Min. of Works
27	Abuja-Kaduna-Kano Dual Carriage way	Development Phase	Fed. Min. of Works
28	Lagos-Badagry-Seme Border Expressway	Development Phase	Fed. Min. of Works
29	Shagamu-Benin-Asaba Expressway	Development Phase	Fed. Min. of Works
30	River Benue Bridge @ Ibi, Taraba state This proposed bridge across River Benue at Ibi town is about 2.4km long and lies on the Jos-Shendam-IbiWukari-Katsina Ala road. This bridge would replace current movement of goods and services across the river by motorized ferry	Development Phase	Fed. Min. of Works
31	Ibom Deepsea Port An integrated, multi-purpose deep sea port in Akwa Ibom State	Development Phase	Fed. Min. of Transport, Nigerian Ports Authority and Akwa Ibom State Government
32	Badagry Deepsea port An integrated, multi-purpose deep sea port in Badagry, Lagos state	Development Phase	Fed. Min. of Transport, Nigerian Ports Authority and Lagos State Government
33	Inland Container Depot, Gombe	Development Phase	Fed. Min. of Transport and Nigerian Shipper's Council
34	Greenfield Highspeed Land Railway Lines across Nigeria *Lagos-Shagamu-Ijebu-Ode-Ore-Benin City (300km) (standard gauge) *Benin-Agbor-Ogwashi Uku-Asaba-Onitsha-NnewiOwerri-Aba with additional	Development Phase	Fed. Min. of Transport

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	line from Onitsha-EnuguAbakaliki (500km) (standard gauge) *Ajaokuta (Eganyi)-Obajana-Jakura-Baro-Abuja with additional line from Ajaokuta-Otukpo (533km) (standard gauge) *Zaria-Funtua-Tsafe-Gusau-Kaura-Namoda-Sokoto-IllelaBirnin Koni (520km) (standard gauge) *Lagos-Ibadan-Oshogbo-Baro-Abuja (615km) (high speed)		
35	Development of 23 Industrial development Centers Across Nigeria	Development Phase	Fed. Min. of Trade & Industry (Small and Medium Enterprises Development Agency
36	National Trade and International Business Centre Project This project is a twenty-five (25) storey brown field project in Lagos. The facility built around 1959 occupies approximately 8,100sq meters and also with a parking lot of 2,650 sq meters. The building is planned to be remodeled to an international business center.	Development Phase	Fed. Min. of Trade and Investment (Tafawa Balewa Square Management Board
37	National Stadium Lagos Renew of Facilities & Management of the national stadium by the private sector on PPP basis	Development Phase	National Sports Commission
38	National Stadium Athletes Hostel, Abuja Completion and management of Athletes Hostel	Development Phase	National Sports Commission
39	Calabar-Kano Gas Pipeline The Nigerian Gas Master Plan proposes major expansion of gas infrastructure to increase gas supply and delivery. Strategic pipelines will link the eastern and western gas networks and deliver gas to northern Nigeria	Development Phase	Fed. Min. of Petroleum Resources/NNP
40	National Theatre Masterplan Complementary Facilities Realization -Four Start Hotel, Multi Level Car Park, High Rise Office	Development Phase	Fed. Min. of Culture, Tourism and National Orientation/National Theatre Management
41	Abuja Medical Mall Provision of World Class Medical Facilities and Services	Development Phase	Fed. Min. of Health
42	Development of Mechanic Villages The project is aimed at developing the automotive value chain via the provision of 6pilot modern mechanic villages in the nation's geopolitical zones	Development Phase	Fed. Min. of Trade & Investment (National Automotive Council)
43	Development of Olokola Deep Seaport FGN determination to transform the maritime sector and increase the operational capacities of the Nigerian ports	Development Phase	Fed. Min. of Transport/NPA
44	Development of Lekki Deep Seaport FGN determination to transform the Maritime sector and increase the operational capacities of the Nigerian ports	Procurement Phase	Fed. Min. of Transport/NPA

Source: *Infrastructure Concession and Regulatory Commission (ICRC), Abuja, Nigeria.*

Socio-economic Development Benefits of PPP in Project Development and Implementation in Nigeria

Dabak (2014) highlights several advantages associated with PPP endeavors in Nigeria. These benefits encompass value optimization, expedited project completion, risk mitigation, augmented investment inflow, enhanced financial predictability, elevated service standards, political advantages, fostering private sector expansion and stability, as well as combating corruption. Others include:

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a) *Promotes Infrastructure Development and Local Development*: PPP reduces the enormous expense needed to support infrastructure projects that transfer private capital to the general population. This study also found that, despite private parties' lack of desire to travel to the most remote regions of the nation, it may reach grassroots and central levels as well. However, it offers chances to enhance local development and infrastructure. Once more, this clause facilitates the construction of social infrastructure, including medical equipment, educational facilities, jails, and other types of housing (Abdel Aziz, 2007).

b) *Increased Technical and Technological Cooperation:* Private sector partners often bring specialized technical knowledge and expertise in various fields, such as engineering, information technology, and research. Collaborating with these partners allows governments to leverage their expertise, leading to improved technical capabilities within the public sector.

c) *Outsourcing:* It provides opportunities for the government to cut back on its burden by hiring private companies to handle non-core tasks.

d) *Provide Elastic Services Reducing Service Costs:* The alignment of operational and maintenance costs (projects that are necessary) facilitates the provision of elastic services to stakeholders by both sectors.

e) *Build Cooperative Growth through Private Sector Integration:* A strong GDP increase will be facilitated by cooperative growth, which will ensure private sector integration and investment.

f) *Risk Sharing with Private Partners*: The public sector finds it difficult at times to assume the greatest risks for any project while neglecting the provision of public services and the efficient operation of standard administrative procedures. PPP has the potential to be quite beneficial in this area.

g) *Help to Lessen Public Sector Budget Constraints*: The government is a massive organization with even more functions. Therefore, fiscal restrictions frequently affect the government. PPP helps to address this problem by employing fewer government workers, which facilitates the provision of development services.

h) *Promote Innovation, Creativity and Quality:* The quality and innovation that PPP delivers are not guaranteed by traditional procurement. The majority of people in the study region were seen to be satisfied with PPP's services.

i) *Consume Less Time and Improve Monitoring:* By using PPP projects, it's possible that the old perception of public administration as having a snail-paced service delivery pace was abandoned. Once more, our production was more feasible due to a third-generation system that was widespread and quick. Tools for Total Quality Management (TQM) and Quality Management (QM) are employed in PPP projects that achieve a satisfactory degree of quality. Additionally, the private sectors' responsibility for development and timely payments linked to the availability of services provide significant incentives to private parties.

j) *Mobilization of Private Resources:* Every privatization initiative demonstrates that it is more effective at both mobilizing insufficiently utilized private resources and holding auctions.

k) *Risk Sharing Opportunity:* If we anticipate watching the problems with risk sharing, there is a chance for both the public and private sectors. When risks are assumed, the consequences are more severe. Although the government is capable of assuming any risk, it makes assumptions about its employees who work for the government. Being one of the most illiterate and corrupted nations on Earth, we have a difficult time finding competent public servants who can handle all of the issues without showing bias or regard for financial gain. Furthermore, the private sector has developed into a more mature entity, capable of sharing risks and using opportunities—a concept known as "risk and opportunity go hand in hand."

l) *Viability Gap Financing:* Viability Gap Financing (VGF) refers to projects that lack financial feasibility despite having great socioeconomic viability. It is frequently used as a method of capital distribution once private parties have increased their equity contributions. Proper PPP selection and promotion may take effect in this regard (Zhang, 2005).

Challenges and Solutions of PPP in Nigeria

In general, the challenges to PPP can be country specific. In Nigeria for instance, challenges to PPP can relate to the following needs:

a) *Regulatory environment is needed:* Nigeria lacks an independent PPP regulator, which is critical for attracting both domestic and foreign private investment in infrastructure projects. Establishing a thorough and user-friendly regulatory framework, monitored by an independent regulator, is critical to increasing participation in PPP projects.

b) *Lack of information should be addressed:* The PPP programme requires a complete database of projects/studies to be awarded through PPP. All bidders will benefit from an up-to-date online database that contains all project papers, such as feasibility assessments, concession agreements, and the status of various clearances and land acquisitions.

c) *Project development:* The concessioning authorities should assign sufficient priority to the project development operations, which include obtaining environmental and forest clearances, acquiring land, and conducting a thorough feasibility assessment. If this is not present, the private sector's interest is lowered, pricing is incorrect, and execution is delayed.

d) *Lack of institutional capacity:* The complete capacity to undertake projects at state and local bodies level are needed.

e) *Financing availability:* The private sector relies on commercial financial institutions to raise finance for PPP projects. With commercial banks approaching sectoral exposure limitations and large Nigerian infrastructure businesses heavily leveraged, finance for PPP projects is becoming increasingly problematic.

f) Financial crimes: Nigeria has struggled to address the issue of financial crimes since its independence. It affects the entire population, from the grassroots to the political authorities. Even the most insane individuals in the country could see the damage created by financial crimes. Evidence suggests that the rate of financial crimes committed in Nigeria, particularly corruption, advanced fee fraud (419), and money laundering, is worrying (Nwambuko et al, 2022). If the government and its authorities do not appropriately monitor financial crimes, the progress towards the socioeconomic benefits of PPP in project development and implementation for national development may stagnate.

CONCLUSION

Despite genuine efforts by the government to utilize PPP for infrastructural development, there is often a lack of public confidence, leading to the stagnation of such projects. The widespread adoption of Public-Private Partnership (PPP) as a solution to Nigeria's infrastructural deficit and its consequent socioeconomic advancement remains a formidable challenge. Years of deep-rooted distrust in government have significantly hindered the successful implementation of PPP initiatives in the country.

Addressing this challenge requires a rigorous approach. Stakeholders must undergo comprehensive training to fully understand the contents of PPP, and there is need for widespread public education on the benefits of PPP. Also, the enactment of enabling laws at the state level is imperative to provide a legal framework for PPP projects, ensuring the protection of public assets and promoting governance continuity. Furthermore, the collaboration between public and private sector entities should be leveraged to maximize knowledge transfer. This can lead to improved project outcomes and alleviate capacity constraints within the economy and also ensuring quality service delivery.

In conclusion, while the adoption of PPP holds promise for addressing Nigeria's infrastructural challenges, and also serving as a prolusion to socio-economic development, significant efforts are needed to overcome existing barriers and maximize its potential for socioeconomic development. Through strategic implementation strategies, PPP can become a powerful tool for driving infrastructure development and fostering economic growth in Nigeria.

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