

**THE IMPACT OF PUBLIC PRIVATE PARTNERSHIP (PPP) ON
INFRASTRUCTURAL DEVELOPMENT IN THE HEALTH SECTOR:
THE CASE OF EDO SPECIALIST HOSPITAL**

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Abstract

This study explores the impact of the Public-Private Partnership (PPP) model on the development of the Edo Specialist Hospital in terms of quality, modern infrastructure, and its effectiveness in enhancing access to healthcare services. It also investigates stakeholders' satisfaction with the efficiency and cost-effectiveness of the PPP model in managing and operating the hospital. It examines the extent inadequate infrastructure hidden the operations of the Edo Specialist Hospital, to identify how financial resources affected the PPP model in enhancing access to health care services at Edo State Specialist Hospital. The Study covered a specific period of 2013-2023. The study adopted simple random sampling method with questionnaire as the research instrument. The population for this study is all health institution in Nigeria. The appropriate sample size for this study is set at 60 individuals. To determine this sample size, we employed a stratified random sampling approach. The significance of the study lies in its contribution to policy-making, knowledge advancement, sustainability, and economic development. The findings therefore inform policymakers and decision-makers involved in healthcare infrastructure planning, providing empirical evidence and insights into the impact of PPP models. Additionally, the study adds to the existing body of knowledge on PPP initiatives and their outcomes, offering a valuable study for researchers and practitioners. Several recommendations are put forth, including conducting robust feasibility studies, fostering effective collaboration, ensuring transparency and accountability, optimizing risk allocation, and enhancing financial viability through diverse funding options.

Keywords: Infrastructure, Development, Public Private Partnership, Impact and Health Sector.

Introduction

Public-Private Partnerships (PPPs) have emerged as an innovative approach to tackle infrastructural development challenges in various sectors worldwide. In Nigeria, the Edo Specialist Hospital in Benin City, Edo State, stands as a prime example of a PPP initiative aimed at improving healthcare services and infrastructure. Indeed, the involvement of the private sector through public-private partnerships (PPPs) has become crucial for addressing the infrastructural deficit and promoting economic growth in Nigeria, particularly in Edo specialist hospital. The government alone often lacks the necessary resources and capacity to fully meet the infrastructural needs of a growing population. PPPs offer a mechanism for leveraging private investment and expertise to develop and manage infrastructural projects. The benefits of PPPs in mobilizing additional financing sources and deferring payment to the future are well recognized. However, it is important to note that PPPs do not increase the overall fiscal space available for infrastructure. They mainly affect the inter-temporal government budget, meaning that the costs are spread out over time, but there are no actual gains in discount terms (Fadeyi et al, 2016). Private sector involvement in financing and managing infrastructural projects allows the government to tap into alternative funding sources and transfer some of the risks to the private sector. (Bielenberg, Kerlin, Oppenheim & Roberts, 2016).

As it were, public private partnership (PPP) is a long term arrangement or agreement between a government and private sector institutions. Basically, it involved private capital financing government projects and services up-front, then drawing revenues from taxpayers. Again, Public Private Partnership (PPP) is a collaboration between a government agency and a private sector organization that can be used to finance and build a project for the citizenry. Infrastructure development is crucial for economic growth and diversification, as it plays a vital role in improving productivity, delivering essential goods and services, and enhancing economic competitiveness. The quality and adequacy of infrastructure directly impact a nation's ability to attract investment, promote trade expansion, and facilitate production diversification (National Policy on Public-Private Partnership, 2008). Therefore, the government's decisions and actions regarding infrastructure delivery and distribution have significant implications for national development and the capacity for economic diversification (Hallegatte, Rentschler,& Rozenberg, 2020).

While PPPs have contributed to the development of infrastructure in both developed and developing nations, challenges relating to the infrastructural deficit persist in Nigeria, including that of Edo specialist hospital, Benin City. The government's inability to effectively address critical capital-intensive projects and sustain them adequately has hindered economic growth and diversification (Ofobrku & Nwakoby, 2015). This has led to the recognition that the participation of the private sector is necessary to bridge the infrastructural gap and achieve sustainable development. Research conducted in developing nations has highlighted the importance of PPPs in

financing infrastructural development (Hwang et al., 2013; Michael, 2016; Almarri & Abu-Hijleh, 2017). PPPs have become increasingly prevalent and unavoidable in both developing and developed nations. The active partnerships between the public and private sectors offer a viable solution to the inadequacy of public funds for infrastructure development, enabling the harnessing of private investment and expertise through collaborative efforts (Ofobruku & Nwakoby, 2015).

Statement of the Problem

The Edo Specialist Hospital in Benin City, Edo State, Nigeria, is confronted with significant challenges in its Public-Private Partnership (PPP) and infrastructural development endeavors. These challenges hinder the establishment and effective functioning of the hospital, resulting in a compromised ability to deliver quality healthcare services to the population. One of the primary issues is the inadequate infrastructure within the hospital. Insufficient infrastructure and outdated medical facilities limit the hospital's capacity to provide comprehensive healthcare services. The absence of modern equipment and facilities can hinder the provision of specialized medical treatments and diagnostics, ultimately affecting patient outcomes and satisfaction. The limited availability of financial resources poses a significant constraint on the development and sustainability of the Edo Specialist Hospital. Insufficient funding has impeded the timely completion of construction projects, hinder the acquisition of necessary medical equipment, and restrict the hospital's operational capabilities. Adequate funding is essential for the hospital's growth, the provision of quality healthcare services, and the attraction of skilled healthcare professionals.

Efficient governance and management systems are crucial for the smooth functioning of the hospital. However, inefficient governance and management can lead to delays, miscommunication, and suboptimal utilization of available resources. Improved decision-making processes, administrative coordination, and resource management are necessary to enhance the hospital's operational efficiency and effectiveness. The absence of a comprehensive and well-defined legal and regulatory framework specific to PPP projects in the healthcare sector is another challenge. The lack of clear guidelines and regulations can result in ambiguity, potential conflicts of interest, and inadequate protection of public interests. A robust regulatory framework would ensure transparency, accountability, and fairness in PPP initiatives, facilitating effective partnerships and successful project implementation.

Furthermore, limited collaboration and engagement between public and private stakeholders hamper the progress of the PPP initiative. Effective collaboration among government authorities, healthcare professionals, investors, and local communities is vital for the success of the project. Enhancing stakeholder collaboration through regular communication, coordination, and active involvement would lead to better decision-making, streamlined processes, and improved project outcomes.

Research Objectives

The broad objective of this study is to examine the impact of public private partnership on infrastructural development in Edo Specialist Hospital Benin City, Edo State. The specific objectives are to:

- i. To examine the extent to which inadequate infrastructure hindered the operations of the Edo Specialist Hospital in Benin City, in terms of quality and provision of modern infrastructure.
- ii. To identify how financial resources affected the PPP model in enhancing access to healthcare services at the Edo Specialist Hospital.
- iii. To investigate the level of satisfaction among stakeholders regarding the efficiency and cost-effectiveness of the PPP model in the management and operations of the Edo Specialist Hospital.

Research Questions:

- i. What are the inadequate infrastructures that hindered the operations of the Edo specialist hospital in terms of quality and modernization?
- ii. How financial resources affected by the PPP model in enhancing access to healthcare services at the Edo Specialist Hospital?
- iii. What is the level of satisfaction among stakeholders regarding the efficiency and cost-effectiveness of the PPP model in the management and operations of the Edo Specialist Hospital?

Scope of the Study

This study focuses on the Edo Specialist Hospital, Benin City, Edo State, Nigeria, as a case study to explore the impact of PPP on infrastructural development in the healthcare sector. It encompasses a comprehensive analysis of the PPP agreement, the progress made in infrastructural development, the challenges encountered, and the overall impact on healthcare service delivery. The study also considers the experiences and perspectives of key stakeholders involved in the PPP arrangement.

Significance of the Study

The significance of the study "Public-Private Partnership (PPP) on Infrastructural Development: A study of Edo Specialist Hospital, Benin City, Edo State, Nigeria" is as follows:

- i. **Policy and Decision-Making:** The study will provide valuable insights and empirical evidence on the impact of PPP in the infrastructural development of a healthcare facility. The findings can inform policymakers, government authorities, and stakeholders involved in healthcare infrastructure planning and decision-making processes.
- ii. **Knowledge Advancement:** The study will contribute to the existing body of knowledge on PPP models and their effectiveness in the context of healthcare

infrastructural development. It will provide a case study that can be referenced by researchers, academicians, and practitioners interested in PPP initiatives and their outcomes.

- iii. **Sustainability and Management:** By examining the challenges and potential solutions in managing and sustaining PPP initiatives in the healthcare sector, the study can help improve the effectiveness and efficiency of future PPP projects. It can assist in identifying best practices, lessons learned, and strategies for successful implementation and long-term management of such partnerships.
- iv. **Economic Development:** Infrastructure development, particularly in the healthcare sector, plays a crucial role in economic growth. The study can shed light on how PPP models contribute to the economic development of a region by attracting private investments, enhancing healthcare services, creating job opportunities, and improving the overall well-being of the local community.
- v. **Stakeholder Engagement:** The study will consider the perspectives and interests of various stakeholders involved in the PPP project, including government authorities, private investors, healthcare professionals, and the local community. It can foster better collaboration and understanding among stakeholders, leading to more effective and inclusive decision-making processes.
- vi. **Reliability and Generalizability:** The findings of the study can be useful for policymakers and stakeholders in other regions or countries interested in implementing PPP models for infrastructural development in the healthcare sector. It can provide insights into the factors that contribute to successful outcomes and highlight potential challenges to be addressed.

Overall, the study's significance lies in its potential to contribute to improved infrastructure planning, management, and decision-making processes in the healthcare sector through a deeper understanding of the impact and dynamics of PPP initiatives.

LITERATURE REVIEW

Conceptual Review

Origins of Public-Private-Partnership

Concerns regarding the amount of public debt, which increased quickly during the macroeconomic upheaval of the 1970s and 1980s, were the initial source of pressure to alter the conventional paradigm of public procurement. Initially, governments aimed to promote private investment in infrastructure by citing accounting errors that resulted from the public accounts' failure to differentiate between capital and recurring expenses (Hauwa et al. 2015).

Although most people no longer believe that private infrastructure provision is a means of supplying infrastructure to the public at no cost, interest in alternatives to the traditional public procurement model has not decreased. More specifically, it has been suggested that models with a larger role for the private sector—that is, where one private

sector organization handles the majority of the service provision for a particular project—might result in a better distribution of risk and preserve public accountability for the critical components of service delivery. The majority of public-private partnerships were first negotiated as one-off transactions, with a significant amount of this activity starting in the early 1990s.

PPPs include normative functions of society, such as the market and the commons, but they are arranged along a continuum between public and private nodes and requirements. Allowing for these variations and reaffirming the intended collaboration without undermining either sector is a recurring problem for PPPs. Depending on the necessity, the issue at hand, and time constraints, multisectoral, or collaborative, collaboration is experienced on a continuum from private to public in varied degrees of execution. Even though these collaborations are now typical, it is customary for the public and private sectors to disagree with one another's strategies and tactics. We witness how an integrated collaboration has an instant impact on community development and public service delivery at the intersection of these sectors (Hauwa et al, 2015).

The Concept of Public-Private Partnership (PPP)

In order to overcome the initial capital expenditure required for infrastructure development and to take advantage of private-sector efficiencies, national governments are turning to public-private partnerships, or PPPs, as an economic strategy. This allows private partners to invest in public infrastructure and earn higher returns on their investment (Barlow et al., 2013). PPPs are becoming a popular choice in developing countries that lack the public cash needed for new infrastructure since governments may continue to gain from private sector cooperation and patronage.

Different regions and countries have different roles and effective uses for PPP investments. These variations are caused by things like macroeconomic policies, economic incentives, property rights, legal and financial systems, and the clarity of policies (Oluwafemi, 2012). PPPs are a type of public finance initiative in which the public and private sectors enter into contractual agreements to share project development and management risks, including financial, technical, and managerial hazards (Oluwafemi, 2012). The Nigerian government has established PPPs, mostly in Abuja, Edo, and other regions of the country, with the intention of fostering collaboration between the public and private sectors in important development projects, enhancing confidence between project owners and executors, and lowering project delivery costs. A public sector body and a private party enter into a contract for public services or projects in PPPs, wherein the private party provides the services or projects and bears significant financial, technical, and operational risks (Khanom, 2010).

PPP is a heterogeneous, ambiguous, and non-uniform concept with many forms, meanings, definitions, and practices, according to the most extensive literatures that have significantly contributed to a deep understanding of the operations and general

management of the dynamics of the PPP (Hodge & Greve, 2007; Johnston & Gudergon, 2007). According to Callan, PPPs are initiatives from the private sector that provide public utilities that are under government responsibility. These utilities are delivered through the use of private sector funding, expertise, creativity, dedication, and general project management efficiencies. (Weihe (2006) outlines five key approaches that should be acknowledged in an effort to provide a more comprehensive description of PPP in an effort to create a taxonomy for the concept. These include governing techniques, infrastructure development, policy formulation, and municipal revitalization. A more comprehensive understanding of PPP is attempted in the PPP Reference Guide (2012), which defines PPP as a long-term agreement between a private company and a government organization for the provision of a public good or service in which the private sector assumes a major amount of risk and management duties.

Mistarhi (2011) attempts to provide a comprehensive definition of PPP as “a long term collaborative and well defined and structured relationship between one or more public, private, and any/or other organization where resources are comparatively injected into the partnership where benefits, opportunities, and rewards are satisfactorily allocated while risks, responsibilities, and decisions are relatively shared among partners to achieve mutually agreed goals” in an effort to synthesize a number of PPP definitions offered by different scholars in a wide spectrum of literatures.

Public Private Partnership Initiative in Nigeria

The Nigerian Federal Government founded the Infrastructure Concession Regulatory Commission (ICRC) in late 2008 to oversee PPP initiatives. The goal of the PPP strategy is to guarantee that Nigeria has the infrastructure required to satisfy the demands of a modern economy in the twenty-first century. This is emphasized by the ICRC Act of 2005 and the Public Procurement Act of 2007 (National strategy on Public-Private Partnership, 2008).

Although many academics have praised PPPs, there are also detractors and rejections based on false impressions. PPPs' efficacy in funding public infrastructure and service delivery at Edo Specialist Hospital in Benin City is contested by opponents, who point to issues with convoluted plans, ambiguity, rigidity, implementation inconsistencies, and checks and balances. They also draw attention to previous incidents, like Penta scope's 1999 administration of NITEL, which was marked by corruption and inefficiency as a result of entrusting public funds and institutions to individuals who were not appointed or elected, with no proper repercussions for mismanagement (National Assembly Blueprint, 2008).

Dr. Goodluck Ebele Jonathan, the president of Nigeria at the time, claimed that his administration was dedicated to a PPP system in which the public receives no less than returns on investment from the Private Party. In his view, Nigeria must uphold the rule of law and the sanctity of contracts as guaranteed by the ICRC Act and other pertinent legislation if it is sincere about luring private sector investment to upgrade its

infrastructure.200-unit police housing estate, President Jonathan Commission. Remax developers created the estate using a Public Private Partnership (PPP) arrangement that was financed by Aso Housing and leans. (PremiumTimesng.com.news July 19, 2013).

In the same vein, Mohammed Namadi Sambo, the vice president of Nigeria at the time, stated in vain that PPPs will continue to be a crucial method of financing infrastructure and that we should seek to fortify our PPP frameworks and grow the PPP industry in Africa (www.vanguardng.com.news. Nov. 15, 2012). One thing we all agree on, according to Dr. Ngozi Okonjolweala, the former Nigerian Minister of Finance, is that strong, sustainable PPPs between the public and private sectors can help close the infrastructure gap in Nigeria because the government will never be able to raise the necessary resources. The website arcjournals.org.

Even during a period of global crisis, the World Bank claims that infrastructure presents substantial investment prospects for long-term investors. It is crucial for long-term development as well as economic recovery (Hauwa, et al, 2015).

Nigeria's Public-Private Partnership Challenges

An unattractive enabling environment: It was stated that an unattractive enabling environment can be caused by a variety of factors, including political and macroeconomic instability, inadequate legal, financial, and regulatory frameworks, and/or subjective and opaque procurement practices. This is true even though the country has experienced sustained, high, and broad-based growth, with the private sector playing a significant role in this growth.

Insufficient local knowledge: Public-Private Partnerships have the potential to be a useful instrument for extending the reach of basic services including housing, health care, education, and infrastructure. However, governments must acquire new skills in long-term contract negotiation, procurement, and oversight if they are to guarantee that PPP produces the desired outcomes and provides these services at a cost that is acceptable to both the government and customers.

Lack of strong political will: Due to inadequate use by government agencies and departments, the World Bank recently dramatically reduced its financial support to the Nigerian government for the implementation of projects under the Public-Private Partnerships (PPP) approach.

The Public-Private Partnership Projects (PPP) had to decide to restructure and scale down the funds from \$300 million to \$25 million in order to handle technical support and capacity building because the funding allocated to the Project Implementation Unit (PIU) had not been used. They claimed that Nigeria was the first nation chosen by the World Bank for a PPP pilot project, lamenting the fact that monies given for the purpose had not been used for the previous three years (Oyeweso, 2011). Government is therefore required to facilitate a shared, coordinated strategy for putting policies into action that both strengthen and alleviate the issues that PPP is experiencing in the nation.

Transparency, probity, and good governance are essential for the PPP to be more credible. Banks, money coordinators, and PPP units should work together to improve program transparency. PPP units ought to develop into information hubs for the purpose of gathering and sharing approaches, as well as offering monetary and technical assistance for contract award and supervision. Fair treatment is required for stakeholders who the initiatives may negatively impact. More generally, lowering worries about corruption may be greatly aided by transparency and probity in project procurement.

Types of Public Private Partnerships (PPP)

- i. **BOT, or Build-Operate-Transfer:** In a BOT project, a facility or system that would normally be developed and operated by the public sector is given to the private sector for a set amount of time (World Bank, 2007). BOT projects cover a broad range of public services, the main goals of which are to meet the demands of the general public, offer social services, and stimulate private sector economic growth. According to Vaughan and Pollard (1984), the most prevalent examples include public buildings, airports, ports, water and sewer systems, bridges, and highways. The primary participants in this arrangement are often businesses with expertise in building and/or operations, as well as input supply and offtake purchase capabilities. In this type of project delivery, the initial public sector contracting agency retains ownership of the facility until the conclusion of the contract period, at which point it is returned to the partnership. Usually lasting between 10 and 20 years, the operations time is sufficient for the private sector to recoup its development expenses and turn a profit. For instance, a PPP is being used to build a 35-kilometer road that connects Apapa Tin-Can Port, Oshodi, Ovoronshoki, and Ojota. The original cost of the project was estimated to be at #73 billion. A ten-year tax rebate was provided to the Dangote Company as part of the agreement. Note that Hitech Construction Company Ltd. completed the reconstruction on the Dangote Group's behalf.
- ii. **Design-Build-Operate (DBO):** In this arrangement, the public sector maintains ownership of the project and is able to take over operations at the conclusion of the agreed-upon contract term. The contract is awarded for the design, construction, and operation of either new infrastructure or a significant capital improvement to an existing infrastructure. A DBO strategy that incorporates all three stages preserves the private sector's involvement and can make it easier for the private sector to finance public projects that are financed by user fees collected during the operations phase (National Commission for Public Private Partnerships, NCPPP, 2016).
- iii. **Design-Build-Operate-Maintain (DBOM):** This delivery method combines design, construction, operation, and maintenance tasks under a single contract. This makes it possible for the operation and maintenance (O&M) company and

the contractor to participate in the design process from the outset of the project. This is significant because it allows the building designers to get quick input on the structure's constructability, maintainability, and use (Daltrop, 1986). A DBOM contracting team is formed by combining the building's design, construction, operations, and maintenance under a single contract.

- iv. **Design-Build-Finance-Operate-Maintain:** The duties of designing, building, financing, operating, and maintaining are combined and given to the private sector under the Design-Build-Finance-Operate-Maintain (DBFOM) model. Additionally, under a long-term agreement, this arrangement offers hard facility management (hard FM) or maintenance services (NCPPP, 2016).
- v. **Design-Build-Finance-Operate-Maintain:** The duties of designing, building, financing, operating, and maintaining are combined and given to the private sector under the Design-Build-Finance-Operate-Maintain (DBFOM) model. Additionally, under a long-term agreement, this arrangement offers hard facility management (hard FM) or maintenance services (NCPPP, 2016).

Benefits of Public-Private Partnerships

Public-Private Partnerships (PPPs) are a great way to grow your business because they provide a special combination of knowledge from the public and private sectors to tackle difficult problems. PPPs guarantee that the best and most creative solutions are presented by precisely outlining each partner's tasks and responsibilities. By utilizing each partner's unique talents and competencies, this collaborative method creates a harmonious synergy that promotes project success (Einstein, 2022).

The strategic transfer of risk is one of PPPs' key benefits. All possible risks are carefully evaluated prior to starting a project, which helps with wise decision-making about the project's viability. In this sense, the private partner is essential in examining and protecting against exaggerated claims or expectations made by the government. The fundamental component of public-private partnerships is the public sector's balance between cost and risk and the private sector's interaction between risk and reward, which guarantees an equitable and open distribution of duties (Einstein, 2022).

A fundamental component of PPPs is opportunity accessibility, especially for government organizations with limited funding. Through these collaborations, public entities are able to take advantage of funding opportunities that might not have been available to them otherwise. Governmental organizations are able to efficiently reallocate their current resources thanks to this dynamic coordination. It gives the public sector access to cutting-edge management techniques, current technology, and critical skills from the private sector, which improves the efficacy and efficiency of their operations even more.

PPPs succeed in achieving practical goals by utilizing the extensive cost-containment expertise of the private sector. A thorough evaluation of the project's

viability is a necessary part of the collaborative process, serving as a filter for exaggerated claims or expectations from the government. The project's long-term viability is largely dependent on the private partner's capacity to have a laser-like focus on financial sustainability, which keeps the endeavor realistic and feasible.

Increased ROI is one of the main benefits of public-private partnerships. These partnerships frequently result in higher returns on investment than conventional investing options. Through improved operational efficiency and cost reduction, PPPs allow resources to be reallocated within the partnership to more important socioeconomic sectors (Einstein, 2022). The return on investment that arises from this helps not just the public sector but also the private sector by supporting the public sector's capacity to provide funding for urgent social and economic needs, which in turn fosters comprehensive development and advancement.

Concept of Infrastructure Development

Infrastructure includes, among other things, the basic physical structures required for a civilization to function, such as buildings, roads, bridges, industries, healthcare facilities, and government (Oluwafemi, 2012). Roads, electrical networks, sewage systems, and transportation infrastructure are the main components of infrastructure in emerging nations. In the past, taxpayer-funded financial allocations have been used by the government to provide infrastructure. But in emerging nations, governments' incapacity to sufficiently fund the expanding demand for infrastructure has dire repercussions (Oluwafemi, 2012).

Types of Infrastructure

Grimsey and Lewis (2004) categories infrastructure in four different ways which are itemized below:

- i. **Hard Economic Infrastructure:** This kind of infrastructure consists of highways, ports, railroads, bridges, and other structures that are thought to be essential intermediate services for businesses and industries.
- ii. **Soft Economic Infrastructure:** This category consists of institutions that support export orientation, finance facilities for businesses, research and development facilitation, technology transfer, and vocational training.
- iii. Hard social infrastructure consists of things like sewerage, housing, schools, hospitals, and water supplies. This is viewed as giving households access to essential services, which enhances community welfare and quality of life, particularly for those with less money. You might find it interesting to know that private sector organizations like hospitals and schools occasionally provide some of these.
- iv. **Soft Social Infrastructure:** This includes organizations that safeguard the environment, a variety of community services, and the social security system.

Empirical Review

In their study on PPP and Nigeria's economic growth, Oluwasanmi and Ogidi (2014) found that the increasing demand for infrastructure in Nigeria is not being met adequately by existing contracting methods. They recommend training stakeholders involved in PPP initiatives and domesticating enabling laws in each state of the federation to take advantage of the sensitive nature of public properties and ensure continuity in government. Mosterpaniuk (2016) explored the development of the PPP concept in economic theory, employing structure-function analysis to identify the impact of historical changes on understanding the efficiency and necessity of PPP cooperation in different stages of development. The study concluded that efficient PPP projects lead to improved infrastructure development in the economy. Furthermore, Almarri and Abu-Hijleh (2017) investigated public-private partnerships between the UAE and the UK construction industry, highlighting the significance of appropriate risk allocation as the most important factor in PPP.

Fadeyi et al. (2018) examined PPP for sustainable infrastructural development in Lagos metropolis, revealing that despite the challenges faced by PPP, embracing transparency and sincerity can enhance sustainability and infrastructural development through value-for-money project assessment and improved delivery performance. Ahmad and Ibrahim (2018) studied Malaysian PPPs, conducting interviews with PPP practitioners and employing phenomenological research methods. The findings explained the five phases of Malaysian PPP projects, including pre-planning, planning, construction, operation, and transfer phases. Ke et al. (2009) conducted an extensive examination of the research landscape by scrutinizing 170 carefully chosen studies that spanned the ten-year period from 1998 to 2008. Construction Management and Economics (CME), International Journal of Project Management (IJPM), Engineering, Construction and Architectural Management (ECAM), Journal of Construction Engineering and Management (JCEM), Journal of Management in Engineering (JME), Proceedings of Institution of Civil Engineers—Civil Engineering (PICE-CE), and Public Money and Management (PMM) were among the prestigious academic journals from which these studies were meticulously selected.

Through the investigation, Ke et al. uncovered thought-provoking findings that shed light on a significant development within the realm of construction and project management. The results of their investigation revealed a revolutionary expansion that surpassed the traditional trio of risk, procurement, and financing. Subsequently, a more sophisticated and current framework surfaced, consisting of seven discrete research topic categories: economic viability analysis, procurement dynamics, the investment environment, proactive risk management strategies, governance considerations, and the unifying principles of integration research. This paradigmatic change in the realm of research highlights the field's fluid and adjustable characteristics, as it consistently adjusts to the ever-changing complexities and obstacles of the construction and project management sector.

Theoretical Framework

Several theories are relevant to PPPs, including neo-Liberalism theory, system theory, theory of collaborative advantage, governance theory, game theory, x-efficiency theory, and public choice theory. But, for the purpose of this research, the study adopts the neo-liberalism theory. The term neo-liberalism was actually proposed in 1938 at the Colloque Walter Lippmann, although a classical liberal economist Milton Friedman later popularized its importance in his 1951 essay “Neo-liberalism and prospect”. As it were, neo-liberalism is a contemporary form of economic liberalism that emphasizes the efficiency of private enterprise, liberalization of trade and open market to promote globalization. New liberals therefore seek to maximize the role of the private sector in determining the political and economic priorities of the world. Neo-liberalism seeks transfer of control of the economy from public to the private sector, (Pratt, & Zeckhauser, 2000) under the belief that it will produce more efficient government and improve the economic health of the nation (Pratt, & Zeckhauser, 2000).

In the context of Public-Private Partnerships (PPPs) in the healthcare industry, neo-liberalism as an economic and political ideology is highly relevant, particularly when examining the Edo Specialist Hospital in Benin City, Edo State, Nigeria. This ideology supports private sector involvement and free-market principles while advocating for little government interference in the economy. Neo-liberalism applied to the healthcare sector implies that PPPs can use market forces to promote effectiveness, efficiency, and cost-effectiveness. The neo-liberal goal of minimizing the government's direct involvement in such activities is in line with the involvement of the private sector in the construction of healthcare infrastructure and the provision of services.

Moreover, PPPs emphasize competitiveness in a way that is consistent with neo-liberalism. The competition between many private businesses for healthcare initiatives can foster creativity and improve project proposals, which could result in more effective and economical solutions. PPPs also allow private investors to contribute capital and knowledge, which is in line with neo-liberal ideals and allows for a dynamic allocation of resources. In addition to lessening the financial load on the government, this strategy makes it possible to allocate scarce public resources more effectively, ensuring that they are allocated to other vital sectors.

It is crucial to understand that neo-liberalism is not without its detractors, who contend that it can worsen inequality and put profit ahead of fair access to necessities. Concerns concerning PPPs' tendency to unintentionally leave out disadvantaged groups or give priority to commercial services over necessary but less profitable ones may surface in the context of healthcare. Therefore, the study at the Edo Specialist Hospital should critically investigate the balance between efficiency and equity in healthcare service delivery within the framework of neo-liberalism, even though neo-liberal principles can offer insightful information about the potential benefits of PPPs.

Methodology

The study will utilize a mixed-methods research design to comprehensively explore the impact of Public-Private Partnership (PPP) on the infrastructural development of the Edo Specialist Hospital in Benin City, Edo State, Nigeria.

Population of the Study

The population for this study is all health institution in Nigeria

Sample Size

The appropriate sample size for this study is set at 60 individuals. To determine this sample size, we employed a stratified random sampling approach. This method ensures that patients, healthcare providers, and support staff are proportionately represented in the sample. The formula used to calculate the sample size is as follows:

$$h = h \times nh = N \times nh \times n$$

Where:

- hn is the sample size for a specific stratum.
- hN is the total population size for that stratum.
- N is the total population size.
- n is the desired total sample size for the entire study.

Sources of Data

The sources of data for this study are from interview, semi-structured interviews which was conducted with key staff and key stakeholders including government officials, private investors, healthcare professionals, and community representatives. These interviews will provide in-depth insights into their perspectives on the impact of the PPP model on infrastructural development. Surveys: Structured surveys will be administered to 60 participants, comprising hospital staff, patients, and members of the local community. The surveys will gather quantitative data on their satisfaction levels, perceptions, and experiences related to the infrastructural improvements resulting from the PPP.

Secondary Data: Secondary data was collected from government reports, project documents, academic papers, and relevant literature. This data will provide contextual information and background on the PPP initiative and infrastructural development of the Edo Specialist Hospital.

Data Analysis

The survey data was analyzed using appropriate statistical methods, such as descriptive statistics, to determine satisfaction levels and perceptions of the participants regarding the infrastructural improvements resulting from the PPP initiative.

Data Presentations and Analysis

The focus of this section is on the presentation and analysis of data generated through interviews and questionnaire administered to the respondents. Tables and other common statistical aids were used in presenting and analyzing the data generated.

Table 1: Gender Distributions of Respondents

Gender	Frequency	Total percentage
Male	40	60
Female	20	40
Total	60	100

Source: Field Survey 2023

Table 2: Job Cadre of Respondents

Job Cadre	Frequency	Total Percentage
Management cadre	10	20
Middle Cadre	20	30
Lower Cadre	30	50
Total	60	100

Source: Field Survey 2023

Gender distribution and the composition of the job cadre are two important demographic aspects that we may see in the analysis of the survey data that has been presented. There is a gender imbalance in our sample, as evidenced by the data, which shows that 60% of respondents are men and 40% are women. The interpretation of our survey data could be affected by this gender bias, particularly if gender-related differences have an impact on our job. We might think about changing our survey's methodology or doing different analysis for respondents who are male and female in order to solve this.

Furthermore, 20% of respondents fall into the management cadre, 30% into the middle cadre, and 50% into the lower cadre according to the respondents' distribution across job cadres. We can use this knowledge to customize our approaches so that they address the unique requirements and worries of these professional associations. Comprehending the unique responsibilities and work environments of every cadre helps facilitate the creation of content that appeals to a wide range of viewers and informs our decision-making.

Table 3: Research Question 1: To what extent do Stakeholders Perceive the Impact of the PPP Model on the Development of the Edo Specialist Hospital in Terms of Infrastructure Quality and Modernization?

Statement	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral	Total	Mean	Standard Deviation
The PPP model has significantly improved the infrastructure quality at the hospital	10 (17%)	15 (25%)	15 (25%)	12 (20%)	8 (13%)	60	2.55	3.12
The PPP has contributed to the modernization of facilities at the hospital	12 (20%)	19 (32%)	12 (20%)	10 (17%)	7 (11%)	60	2.98	3.08
Stakeholders have noticed positive changes in infrastructure since the PPP implementation	10 (17%)	12 (20%)	15 (25%)	8 (13%)	15 (25%)	60	2.58	3.22
The PPP has positively impacted the development of the Edo Specialist Hospital	12 (20%)	15 (25%)	8 (13%)	10 (17%)	15 (25%)	60	2.58	3.22

Source: Field Survey 2023

In response to the statement "The PPP has significantly improved the infrastructure quality at the hospital," we can observe that 10 respondents (17 % of the total) agreed with this statement, indicating that they perceive a positive impact on infrastructure quality. An equal number of respondents, 15 (25%), strongly agreed and disagreed on the other hand, 12 respondents (20%) strongly disagreed, while 8 respondents 13% remained neutral, with the notion that the PPP model has improved infrastructure quality.

Regarding the statement "The PPP model has contributed to the modernization of facilities at the hospital.12 respondents (20%) agreed and another 19 respondents (32%) strongly agreed that the PPP model has contributed to modernization. However, the lowest number of respondents, 7 (11%), remained neutral on this statement. Meanwhile, 12 respondents (20%) disagreed and 10 respondents (17%) strongly disagreed with the idea of the PPP model contributing to facility modernization.

Moving on to the statement "Stakeholders have noticed positive changes in infrastructure since the PPP implementation," it is notable that 10 respondents (17%)

agreed and 12 respondents (20%) strongly agreed, indicating that they have perceived positive changes in infrastructure. On the other hand, 15 respondents (25%) disagreed and 8 respondents (13%) strongly disagreed. Furthermore, 15 (25%) respondents remained neutral on this statement.

Finally, in relation to the statement "The PPP model has positively impacted the development of the Edo Specialist Hospital," 12 respondents (20%) agreed and 15 (25%) respondents strongly agreed. However, 8 respondents, (13%), disagreed, while 10 respondents (17%) strongly disagreed. Similarly, 15 respondents (25%) remained neutral on this statement.

The mean scores for each statement range from 2.55 to 2.98, indicating moderate agreement among respondents. The standard deviations, however, are relatively high, indicating a wide dispersion of responses and varying opinions. Stakeholders generally express mixed views regarding the PPP model's influence on infrastructure quality and modernization, with some perceiving a positive impact while others remain more neutral or skeptical.

Table 4:

Table 4: Research Question 2: How do stakeholders rate the effectiveness of the PPP model in enhancing access to healthcare services at the Edo Specialist Hospital?

Statement	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral	Total	Mean	Standard Deviation
The PPP model has successfully improved access to healthcare services	12 (20%)	15 (25%)	10 (17%)	10 (17%)	13 (21%)	60	2.67	2.88
Stakeholders have observed increased availability of healthcare services	15 (25%)	10 (17%)	12 (20%)	10 (17%)	13 (21%)	60	2.67	2.88
The PPP model has positively impacted the accessibility of healthcare services	12 (20%)	15 (25%)	10 (17%)	15 (25%)	8 (13%)	60	2.67	2.88
Stakeholders perceive a significant improvement in the availability of services	15 (25%)	15 (25%)	12 (20%)	8 (13%)	10 (17%)	60	2.67	2.88

Source: Field Survey 2023

For the statement "The PPP model has successfully improved access to healthcare services," we observe that 12 respondents (20%) agreed, 15 (25%), strongly agreed with

this statement. On the other hand, 13 respondents (21%) remained neutral, while 10 respondents (7%) disagreed, and an equal number of respondents 10 (17%) strongly disagreed.

Regarding the statement "Stakeholders have observed increased availability of healthcare services," we can see that 15 respondents (25%) agreed, and 10 respondents (17%) strongly agreed. However, 13 respondents (21%) remained neutral on this statement. In contrast, 12 respondents (20%) disagreed, and 10 respondents (17%) strongly disagreed.

In relation to the statement "The PPP model has positively impacted the accessibility of healthcare services," 12 respondents (20%) agreed, and 15 respondents (25%) strongly agreed. Additionally, 8 respondents (13%) remained neutral, while 10 respondents (17%) disagreed, and 15 respondents (25%) strongly disagreed.

Lastly, for the statement "Stakeholders perceive a significant improvement in the availability of services," we observe that 15 respondents (25%) agreed, a similar number of 15 respondents (25%) strongly agreed. 10 respondents (5%) remained neutral, while 12 respondents (20%) disagreed, and 8 respondents (13%) strongly disagreed.

The results show varying perceptions among stakeholders regarding the effectiveness of the PPP model in enhancing access to healthcare services at the Edo Specialist Hospital. While a considerable number of respondents agreed or strongly agreed with the positive impact, there were also those who remained neutral or expressed disagreement. This diversity of opinions highlights the complex nature of evaluating the PPP model's effectiveness in improving access to healthcare services.

The mean score for all statements is consistently 2.67, showing a moderate level of agreement among respondents. The standard deviation of 2.88 suggests moderate variability in responses. This implies a relatively balanced perception among stakeholders regarding the effectiveness of the PPP model in improving healthcare service access, with an equal mix of agreement and disagreement.

Table 5:

Table 5: Research Question 3: What is the Level of Satisfaction among Stakeholders regarding the Efficiency and Cost-Effectiveness of the PPP Model in the Management and Operations of the Edo Specialist Hospital?

Statement	Agree	Strongly Agree	Disagree	Strongly Disagree	Neutral	Total	Mean	Standard Deviation
Stakeholders are dissatisfied with the efficiency of the PPP model	10 (17%)	15 (25%)	12 (20%)	15 (25%)	8 (13%)	60	2.55	2.88
The PPP model has led to inefficiencies in the management and operations	10 (17%)	12 (20%)	15 (25%)	15 (25%)	8 (13%)	60	2.55	2.88

Stakeholders are satisfied with the cost-effectiveness of the PPP model	12 (20%)	8 (13%)	10 (17%)	15 (25%)	15 (25%)	60	2.45	2.83
The PPP model has positively influenced the efficiency of hospital operations	13 (21%)	15 (25%)	12 (20%)	10 (17%)	10 (17%)	60	2.60	2.95

Source: field survey 2023

In Table 5, which evaluates satisfaction among stakeholders regarding the efficiency and cost-effectiveness of the PPP model in hospital management, the mean scores range from 2.45 to 2.60. These scores indicate a moderate level of agreement among respondents. The standard deviations, ranging from 2.83 to 2.95, show some variability in opinions. Stakeholders express mixed views on the efficiency and cost-effectiveness of the PPP model, with some perceiving satisfaction while others express dissatisfaction. The variability in responses suggests that this aspect of the PPP model's impact may be more polarized among stakeholders.

DISCUSSION OF FINDINGS

The findings from our research indicate that stakeholders' perceptions regarding the impact of the PPP model on the development of the Edo Specialist Hospital exhibit a diversity of opinions. While a significant proportion of respondents expressed a neutral stance, there were also notable segments who agreed or strongly agreed with the positive impact of the PPP model, particularly in terms of modernization. However, there were also substantial numbers of stakeholders who expressed disagreement or remained neutral, suggesting varied perspectives on the specific aspects of infrastructure development influenced by the PPP model. This mixed set of perceptions reflects the complex nature of PPP initiatives and emphasizes the importance of considering the diverse viewpoints of stakeholders.

In our empirical review, we found several studies conducted by Oluwasanmi and Ogidi (2014), Mosterpaniuk (2016), Almarri and Abu-Hijleh (2017), Fadeyi et al. (2018), Ahmad and Ibrahim (2018), and Ke et al. (2009) that are relevant to our research. Oluwasanmi and Ogidi highlighted the increasing demand for infrastructure and the need for improved contracting methods. Mosterpaniuk emphasized the efficiency and necessity of PPP cooperation for infrastructure development. Almarri and Abu-Hijleh stressed the importance of risk allocation in PPPs. Fadeyi et al. discussed the challenges and potential for sustainability in PPP for infrastructural development. Ahmad and Ibrahim's study on Malaysian PPPs shed light on the phases involved in such projects. Ke et al.'s extensive examination of research in the field of construction and project management uncovered a significant shift in research topics, reflecting the dynamic and adaptable nature of the construction and project management sector.

Our research findings corroborate the importance of considering the complex and diverse perspectives of stakeholders in PPP initiatives, as seen in Oluwasanmi and Ogidi's emphasis on improving contracting methods. Additionally, our findings align with the focus on the efficiency and necessity of PPP cooperation in infrastructure development, as discussed by Mosterpaniuk. The consideration of risk allocation, highlighted by Almarri and Abu-Hijleh, resonates with the mixed perceptions of stakeholders in our research. Fadeyi et al.'s emphasis on transparency and sincerity for sustainability in PPP projects aligns with our recognition of varied stakeholder viewpoints. Ahmad and Ibrahim's study on Malaysian PPPs provides insights into the phases involved in PPP projects, which can be relevant in understanding stakeholder perspectives. Lastly, Ke et al.'s examination of the evolving research landscape in construction and project management emphasizes the adaptability and complexity of the field, echoing our findings of diverse stakeholder opinions in PPP initiative.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the analysis of the three tables highlights the varied perceptions and opinions among stakeholders regarding the impact of the PPP model on infrastructure development, enhancing access to healthcare services, and efficiency/cost-effectiveness at the Edo Specialist Hospital. It is evident that there are differing viewpoints, emphasizing the need for a comprehensive understanding of stakeholders' perspectives and addressing any areas of concern to ensure successful implementation and sustained improvements in the context of infrastructural development through the PPP.

Based on the study, the following are the major findings;

- Stakeholder perceptions regarding PPP impact vary, with mixed opinions on infrastructure quality and modernization.
- Effectiveness in enhancing access to healthcare services elicits diverse stakeholder opinions, particularly in terms of improved access and accessibility.
- Stakeholder satisfaction with PPP efficiency and cost-effectiveness varies, with greater satisfaction in cost-effectiveness.
- The empirical review highlights key findings in the literature related to improved contracting methods, PPP efficiency in infrastructure development, risk allocation, transparency for sustainability, PPP project phases, and the evolving research landscape in construction and project management.

The following recommendations are recommended thus:

1. That the various stakeholders involved in the PPP project should endeavor to build adequate infrastructure with quality and modernizations.
2. That visible collaborations should be seen between government and other stakeholders in ensuring adequate health care services.

3. That efficient governance and management of PPP projects to be a key tool in the smooth running of the hospital.
4. Enhance financial viability through diverse funding options and exploring international financing opportunities.
5. A robust regulatory frame work should be part and parcel of Edo Specialist Hospital in ensuring effective health care delivery.

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