

PUBLIC PRIVATE PARTNERSHIP AS A STRATEGY FOR INFRASTRUCTURE DEVELOPMENT IN NIGERIA

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Abstract

This study examined Public-Private Partnerships (PPPs) as a strategic framework for sustainable infrastructure development in Nigeria, with a specific focus on Abuja, the Federal Capital Territory (FCT). The research employed a mixed-method design, combining descriptive survey and in-depth interviews to assess the effectiveness, challenges, and prospects of PPP implementation. A total of 120 respondents were surveyed using a structured questionnaire, while 10 key stakeholders were interviewed to obtain contextual insights. Data from the questionnaire were analysed using the Statistical Package for the Social Sciences (SPSS), employing descriptive statistics such as frequencies, percentages, and mean scores, while interview responses were subjected to thematic analysis. Findings revealed that PPPs have contributed positively to infrastructure development in Nigeria, particularly in sectors such as transportation, housing, and power. However, the study also identified persistent challenges including weak institutional capacity, lack of transparency, inadequate monitoring, and political interference. The results further showed that while PPPs help reduce government financial burdens, their full potential is hindered by poor policy implementation and limited accountability. The study concludes that strengthening the legal framework, improving institutional capacity, and ensuring transparency and stakeholder collaboration are essential for effective and sustainable PPP operations in Nigeria.

Keywords: Governance, Infrastructure Development, Policy Implementation Public-Private Partnership & Transparency.

Introduction

Infrastructure remains the foundation of economic development, social welfare, and global competitiveness. It includes the essential systems that support modern life, roads, electricity, housing, water supply, railways, and telecommunications that collectively shape productivity and living standards (World Bank, 2020). In many developing countries, especially Nigeria, infrastructure has not kept pace with population growth and economic needs. The result has been slower industrialisation, limited job creation, and declining service delivery. To address

these shortcomings, Public-Private Partnerships (PPPs) have gained traction as a policy mechanism for leveraging private sector resources, efficiency, and innovation to complement government efforts in infrastructure development (Eke, 2018).

A PPP is typically a contractual agreement between public institutions and private investors in which both share resources, risks, and rewards to deliver public goods and services (Grimsey & Lewis, 2004). Globally, the model has evolved into a preferred option for sustainable infrastructure financing and management. Developed economies such as the United Kingdom, Australia, and Canada have demonstrated its effectiveness across sectors like transport, energy, and healthcare (Hodge, *et al*, 2017). Similarly, emerging economies in Asia and Latin America have adopted PPP models to bridge infrastructure gaps and promote inclusive development.

In Nigeria, PPP adoption became prominent following the liberalisation and privatisation policies of the 1990s and early 2000s. The enactment of the Infrastructure Concession Regulatory Commission (ICRC) Act in 2005 and the establishment of the ICRC in 2008 formalised the country's PPP framework (ICRC, 2021). Several high-profile projects such as the Lekki Deep Sea Port, Murtala Mohammed Airport Terminal 2, and the Lagos-Ibadan Expressway concession reflect the potential of PPPs to enhance efficiency and attract private capital. However, their success has been uneven. Many projects continue to suffer from inadequate feasibility studies, weak contract enforcement, and political interference (Ekeocha, 2020).

Nigeria's infrastructure deficit, estimated at over \$100 billion annually, far exceeds available public funds (African Development Bank [AfDB], 2022). The country's infrastructure stock is only about 30% of GDP, well below the 70% international benchmark (World Bank, 2020). Persistent power shortages, congested transport systems, and unreliable water supply highlight the urgency for innovative financing solutions. PPPs therefore offer a viable pathway for addressing these gaps, provided that governance structures ensure accountability, transparency, and equitable risk-sharing among stakeholders.

Yet, the Nigerian PPP landscape remains fraught with institutional and operational challenges. Scholars such as Okafor and Aniche (2019) and Adeniran (2021) point to

corruption, poor regulatory oversight, and limited technical expertise as major barriers to effective implementation. Similarly, Osei-Kyei and Chan (2015) emphasise that the absence of strong risk management and policy coherence often undermines value for money. These challenges suggest that while PPPs are conceptually sound, their success in practice depends on the strength of institutions, the clarity of legal frameworks, and the commitment of both public and private actors to performance-driven governance.

Consequently, this study investigates PPPs as a strategy for sustainable infrastructure development in Nigeria, focusing on Abuja, the Federal Capital Territory (FCT). It examines how transparency, accountability, and institutional capacity shape PPP performance and explores whether the framework has truly improved infrastructure delivery outcomes. The insights derived from this study aim to contribute to national policy discourse and provide evidence-based recommendations for strengthening Nigeria's PPP framework toward achieving long-term infrastructural and economic transformation.

Arising from the above discussion, this study seeks to achieve the following specific objectives:

- i. Examine the extent to which Public-Private Partnerships have contributed to infrastructure development in Nigeria.
- ii. Identify the institutional and policy challenges affecting the effective implementation of PPP projects in Nigeria.
- iii. Assess the role of accountability, transparency, and governance structures in determining the success or failure of PPP initiatives in Nigeria.

Literature Review

Conceptual Clarification of Public-Private Partnership (PPP)

Public-Private Partnership (PPP) is widely recognised as a contractual collaboration between public authorities and private entities for the provision and management of public infrastructure or services, with both parties sharing resources, risks, and rewards. Oyedele (2016) conceptualises

PPPs as hybrid governance mechanisms that integrate the private sector's efficiency and the public sector's regulatory oversight to achieve sustainable infrastructure delivery. Similarly, Akintoye and Kumaraswamy (2018) describe PPPs as long-term cooperative arrangements that enable governments to mobilise private capital while ensuring value for money and improved service performance.

In the Nigerian context, PPPs have become increasingly vital due to declining public revenues, widening infrastructure gaps, and the growing need for economic diversification. Eze and Nnamani (2020) emphasise that PPPs are not merely alternatives but have evolved into an economic necessity for developing nations seeking to meet rising infrastructure and service demands amidst

fiscal constraints. Thus, the PPP framework represents a strategic response to public sector inefficiency, funding limitations, and the need for innovation-driven infrastructure delivery.

PPP and Infrastructure Development in Nigeria

A number of empirical studies have examined the contribution of PPPs to infrastructure growth in Nigeria. Eboh, *et al.* (2019) observed that PPP-driven initiatives in sectors such as road construction and energy generation have resulted in measurable improvements in project delivery timelines and operational sustainability. Likewise, Oduh and Uche (2021) reported that PPP frameworks have promoted transparency in procurement processes and project financing mechanisms. However, they also note persistent issues in regulatory enforcement and risk-sharing between public and private actors.

Despite these achievements, the outcomes of PPP initiatives remain uneven across different sectors. Lawal and Akinpelu (2020) found that while PPPs have enhanced the performance of certain transport projects, similar efforts in the housing and health sectors have been hindered by weak institutional coordination, political interference, and inadequate feasibility studies. The National Bureau of Statistics (NBS, 2023) further estimates that the national infrastructure deficit exceeds ₦30 trillion, implying that PPPs alone cannot close this gap without comprehensive policy reforms and sustained institutional capacity building.

These findings align with earlier conclusions that PPPs thrive in environments characterised by strong governance, policy stability, and transparent evaluation frameworks. Where these elements are lacking, projects tend to experience delays, cost overruns, and financial mismanagement.

Hence, while PPPs hold potential as an alternative infrastructure delivery model, their effectiveness in Nigeria is largely conditional upon the credibility and strength of supporting institutions.

Challenges of PPP Implementation in Nigeria

Despite their growing adoption, PPP projects in Nigeria continue to face significant implementation challenges. One major obstacle is the absence of a coherent legal and regulatory framework that aligns federal and state-level PPP practices (Olujobi, 2023). Many contracts are plagued by ambiguous risk-allocation structures, weak dispute resolution mechanisms, and discontinuities following political transitions. Additionally, corruption, bureaucratic bottlenecks, and limited technical capacity within public agencies have consistently undermined project success (Omeje & Agbakwuru, 2021).

Financing also represents a major constraint. Although PPPs are designed to attract private investment, Nigeria's financial environment characterised by high interest rates, limited access to long-term financing, and currency instability creates disincentives for private sector

participation (Eneji *et al.*, 2022). Furthermore, the volatility of the exchange rate and macroeconomic instability increase project risk and reduce the predictability of returns on investment. Consequently, many potential investors remain cautious, preferring to engage in shorter-term or less capital-intensive ventures.

Global Best Practices and Lessons for Nigeria

Globally, PPPs have played a transformative role in infrastructure expansion, particularly in emerging economies. Countries such as India, Malaysia, and South Africa have institutionalised PPP success through the creation of dedicated PPP units, the adoption of transparent bidding procedures, and the implementation of standardised contractual frameworks (World Bank, 2022). These experiences highlight that PPP success depends on policy coherence, institutional autonomy, stakeholder engagement, and accountability.

Drawing insights from these models, Okorie and Bello (2023) propose that Nigeria should prioritise strengthening institutional frameworks, building capacity within implementing agencies, and ensuring consistency in policy application. The establishment of the Infrastructure Concession Regulatory Commission (ICRC) marked a positive institutional step; however, continued reforms are necessary to sustain investor confidence, enhance transparency, and standardise performance evaluation. Effective PPP implementation must also be underpinned by robust monitoring and reporting mechanisms that ensure accountability throughout the project life cycle.

Empirical Review

Empirical studies on Public–Private Partnerships (PPPs) in Nigeria present a nuanced picture of progress, persistent challenges, and emerging opportunities. Obasa and Oluyomi (2024), in their study on PPPs and the Sustainable Development Goals (SDGs), found that although PPP adoption has expanded across sectors, its impact on infrastructure delivery remains constrained by weak accountability systems, limited inclusiveness, and inadequate risk-sharing mechanisms. They conclude that for PPPs to contribute meaningfully to sustainable development, partnerships must go beyond financial mobilisation to embed transparency and equitable value distribution.

In the housing sector, Sule *et al.* (2024) reported that PPPs in the Federal Capital Territory (FCT) have improved housing access for middle- and upper-income earners but continue to fall short for low-income populations due to inadequate resource allocation and weak community participation.

Similarly, Edogbanya and Adekeye (2024), in their qualitative assessment of PPPs under Nigeria's Fourth Republic, revealed underperformance in transport and energy projects, attributing it to poor maintenance culture, weak institutional oversight, and politicised contract processes.

Babatunde, *et al.*, (2023) examined the key drivers of PPP adoption across stakeholder groups and identified private sector innovation, risk allocation efficiency, and value-for-money considerations as major motivators, with little variation across respondents. Complementarily, Adeniyi, *et al.* (2023) conducted a SWOT analysis of PPP practice and highlighted private sector dynamism as a strength, contrasted with the public sector's low technical capacity and financing barriers caused by high interest rates and limited credit access.

Overall, the empirical literature indicates that while PPPs have accelerated project delivery and infrastructure access in select cases, their effectiveness remains uneven. Common structural barriers weak governance, inconsistent policy frameworks, and limited institutional capacity continue to impede sustainable outcomes. Importantly, a national-level empirical assessment of PPP performance remains absent, leaving gaps in measuring long-term socio-economic impacts across Nigeria.

Summary of Literature Gaps

The reviewed literature underscores that while PPPs have contributed to Nigeria's infrastructure development, critical gaps persist. Notably, there is limited empirical focus on accountability frameworks, performance evaluation metrics, and community engagement mechanisms in PPP projects. Most existing research has concentrated on financing and risk management, often overlooking the sustainability and governance dimensions of PPP arrangements.

Consequently, this study seeks to fill these gaps by examining how PPP frameworks can be optimised to promote accountability, transparency, and infrastructural sustainability, particularly within the context of the Federal Capital Territory (FCT), Abuja. The research aims to contribute to ongoing debates on improving PPP governance and ensuring that partnerships deliver long-term developmental value for citizens.

Theoretical Framework

This study is underpinned by two complementary theories the Public Choice Theory and the New Public Management (NPM) Theory both of which offer conceptual grounding for understanding Public–Private Partnership (PPP) as a strategic approach to infrastructural development in Nigeria.

The Public Choice Theory, originally articulated by Buchanan and Tullock and later expanded by contemporary scholars such as Ojo (2020), contends that political and public officials behave much like private individuals, guided primarily by self-interest. Within the public sector, this self-interested behaviour often manifests as inefficiency, excessive bureaucracy, and corruption, all of which undermine effective service delivery and infrastructure development. Consequently, PPPs serve as a corrective mechanism by incorporating private sector efficiency, accountability, and innovation into public infrastructure provision (Oluwatobi &

Olurinola, 2018). This framework highlights the need for institutional arrangements that minimise rent-seeking behaviour and align personal incentives with public welfare.

Complementing this perspective, the New Public Management (NPM) Theory emphasises the adoption of market-oriented principles competition, efficiency, and performance measurement within public administration. NPM advocates that governments should shift from direct provision of public services to facilitation and regulation, enabling private sector participation in infrastructure delivery (Abdullahi, *et al.*, 2021). In the Nigerian context, NPM provides the rationale for PPP adoption as a pragmatic response to fiscal constraints, weak bureaucratic capacity, and the demand for value-driven governance.

Together, these theories explain Nigeria’s increasing reliance on PPPs: efficient infrastructure delivery depends on aligning public objectives with private incentives under transparent, performance-based partnerships (Agyeman, *et al.*, 2021).

Methodology

This study adopted a mixed-method research design, combining both quantitative and qualitative approaches to examine Public-Private Partnerships (PPPs) as a strategy for infrastructure development in Nigeria, with a particular focus on Abuja, the Federal Capital Territory (FCT). The area was selected because it hosts major PPP regulatory institutions such as the Infrastructure Concession Regulatory Commission (ICRC) and the Federal Ministry of Works and Housing. The target population for this study is 380 individuals, representing the total universe of core professional stakeholders in the FCT’s PPP ecosystem; this figure was derived from the 2024/2025 staff disposition lists of the ICRC (110 staff), the PPP units of the Federal Ministry of Works and Housing (80 officials), and the ICRC’s official database of 190 registered private concessionaires and transaction consultants. From this total population, a purposive sampling technique was used to select 120 respondents for the quantitative survey representing a 31.6% sampling fraction and 10 key informants for qualitative interviews. Data were collected through a structured questionnaire designed on a five-point Likert scale and an interview guide for in-depth discussions. Quantitative data were analysed using the Statistical Package for the Social Sciences (SPSS) through frequency counts, percentages, and mean scores, while qualitative data were analysed thematically to extract recurring ideas related to transparency, efficiency, and regulatory frameworks. The integration of both data sets allowed for the cross-validation of numerical trends with experiential realities, while ethical considerations such as informed consent and confidentiality were strictly upheld to ensure a holistic and credible understanding of PPP performance in Nigeria’s infrastructural landscape.

RESULT AND DISCUSSION

Demographic Characteristics of Respondents

This section presents the personal and professional data of the respondents to establish their suitability for providing informed answers to the research questions.

Table 1: Demographic Data of Respondents

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	78	65.0%
	Female	42	35.0%
Age	18–30	12	10.0%
	31–41	38	31.7%
	41–50	52	43.3%
	51 and above	18	15.0%
Educational Qualification	OND/NCE	5	4.2%
	B.Sc./HND	45	37.5%
	M.Sc./MBA	58	48.3%
	Ph.D.	12	10.0%
Occupation/Role	Public Sector Official	54	45.0%
	Private Investor	18	15.0%
	Consultant	18	15.0%
	Project Manager	30	25.0%
Years of Experience	Less than 5 years	15	12.5%
	5–10 years	40	33.3%
	11–15 years	45	37.5%
	Over 15 years	20	16.7%
Total		120	100.0%

Source: Field Survey, 2025

The demographic data shows a highly qualified and experienced respondent base. A significant majority (58.3%) of the respondents hold postgraduate degrees (M.Sc./MBA or Ph.D.), which indicates a high level of literacy and technical understanding of PPP complexities. Furthermore, about 54.2% of the respondents have over 10 years of experience in the infrastructure and PPP sector. This confirms that the data gathered is from experts who have witnessed the evolution of PPPs in Nigeria, thereby enhancing the reliability and validity of the study’s findings. The distribution across sectors (45% Public, 55% Private/Consultants) also ensures a balanced view of both the government and the private sector perspectives.

Data Analysis

Table 2. Objective 1: PPP and Infrastructure Development in Nigeria

	N	Sum	Mean	Std. Deviation
PPP has contributed significantly to infrastructure development in Nigeria.	120	432	3.60	1.260
PPPs have improved the quality and efficiency of infrastructure projects (roads, housing, power, etc.).	120	419	3.49	1.290
PPPs have enhanced project completion and reduced government financial burden.	120	459	3.83	1.228
PPP projects in Abuja are adequately monitored and evaluated for performance.	120	372	3.10	1.177
Valid N (listwise)	120			

Source: Field Survey, 2025

The findings of this study show that most respondents believe Public-Private Partnerships (PPPs) have contributed significantly to infrastructure development in Nigeria. As presented in the table above, the mean value of 3.60 indicates that a majority of participants agree that PPPs are an effective mechanism for bridging the nation’s infrastructure gap. Respondents recognised that PPPs have played a practical role in enabling government collaboration with private investors to deliver essential services such as roads, housing, and electricity. This aligns with Dahida, (2024), who describes PPPs as a modern and innovative approach for mobilising private sector resources to complement limited public funding. Furthermore, the result reveals that respondents moderately agreed that PPPs have improved the quality and efficiency of infrastructure projects, with a mean score of 3.49. The study also found that PPPs have helped reduce the government’s financial burden and enhanced project completion (mean = 3.83). However, performance monitoring and evaluation remain weak (mean = 3.10), suggesting that although PPPs have made progress, postimplementation oversight is insufficient.

This pattern implies that while PPPs have achieved moderate success, the sustainability of these projects may be jeopardised by inadequate supervision and weak institutional mechanisms. As Ekeocha, (2020) also observed, the absence of consistent monitoring and evaluation leads to inefficiency and cost escalation. Thus, the results underscore that although PPPs are a valuable

development tool, their full potential will only be realized when monitoring, evaluation, and accountability frameworks are strengthened.

Table 3. Objective 2: Challenges of PPP Implementation in Nigeria

	N	Sum	Mean	Std. Deviation
Lack of transparency and accountability affects PPP success in Nigeria.	120	482	4.02	1.216
Political interference hinders the sustainability of PPP projects.	120	489	4.08	1.146
Inadequate financing and poor risk-sharing mechanisms discourage private investors.	120	476	3.97	1.159
Legal and institutional frameworks for PPP are weak in Nigeria.	120	463	3.86	1.232
Valid N (listwise)	120			

Source: Field Survey, 2025

The second phase of analysis highlights key obstacles limiting the performance of PPPs in Nigeria. Table 3 shows that the mean scores range from 3.86 to 4.08, indicating strong agreement among respondents that transparency issues, political interference, and weak institutional capacity are major challenges. Political interference ranked highest (mean = 4.08), showing that political influence remains a dominant threat to PPP sustainability. This supports Okafor and Aniche, (2019), who found that political manipulation and frequent government transitions often cause delays, contract distortions, and project abandonment. Respondents also identified inadequate financing and poor risk-sharing mechanisms (mean = 3.97) as deterrents to private sector participation. These findings reflect the reality that high interest rates, limited access to long-term credit, and economic uncertainty discourage investors from engaging in long-term partnerships. Moreover, the weak legal and institutional frameworks (mean = 3.86) compound these issues by creating an unpredictable investment environment. The implication is that PPP performance in Nigeria is constrained by deep-rooted governance and institutional challenges. When transparency is compromised and political interference persists, PPP projects become vulnerable to inefficiency and corruption. These findings align with Omeje and Agbakwuru (2021), who identified bureaucratic bottlenecks and weak institutions as the major barriers to achieving sustainable PPP outcomes in Nigeria.

Table 4. Objective 3: Strategies for Enhancing PPP Performance

	N	Sum	Mean	Std. Deviation
Strengthening legal and regulatory frameworks can improve PPP efficiency.	120	490	4.08	1.042
Capacity building and technical expertise are critical for PPP success.	120	490	4.08	1.081
Transparent procurement and monitoring systems can boost investor confidence.	120	531	4.42	1.207
Effective collaboration between government and private sector ensures sustainability of PPP projects.	120	494	4.12	.989
Valid N (listwise)	120			

Source: Field Survey, 2025

Table 4 summarises respondents' views on strategies for improving PPP performance in Nigeria. The results show uniformly high mean scores (ranging from 4.08 to 4.42), reflecting strong consensus that institutional reform and collaboration are critical to achieving better outcomes. The highest mean value (4.42) was recorded for transparent procurement and monitoring, indicating that accountability and openness are viewed as the most important enablers of successful PPPs.

Respondents also agreed that strengthening legal and regulatory frameworks (mean = 4.08) and capacity building (mean = 4.08) are essential to ensure competence and professionalism in PPP management. Furthermore, effective collaboration between government and private partners (mean = 4.12) was emphasised as a key factor for sustainable project delivery. These findings support the arguments of Okorie and Bello (2023), who stressed that institutional transparency, regulatory reform, and capacity enhancement are fundamental for improving PPP efficiency.

The implications of these findings are clear: for PPPs to deliver lasting infrastructure outcomes, Nigeria must move beyond policy rhetoric to implement practical reforms that strengthen institutions, promote accountability, and build technical expertise. When transparency and professionalism become the foundation of PPP management, the country can better attract investment and sustain infrastructure growth.

Discussion of Findings and Triangulation

The findings from both the quantitative survey and qualitative interviews provide a comprehensive and multidimensional view of the Public-Private Partnership (PPP) landscape in Nigeria. By merging these two distinct data sets, the study achieves robust triangulation, ensuring that the numerical trends identified in the SPSS analysis are validated and explained by the real-world professional experiences of key stakeholders. This integrated approach allows for a deeper understanding of not just the "what" (the statistical data), but also the "why" (the underlying institutional and political drivers) behind the performance of PPPs in the Federal Capital Territory (FCT).

PPPs as a Tool for Infrastructure Delivery (NPM Perspective)

The quantitative results of this study (Mean = 3.60) indicate a strong consensus among respondents that PPPs have significantly contributed to infrastructure development by bridging the gap left by dwindling public revenue. This finding strongly supports the New Public Management (NPM) framework, which advocates for a paradigm shift where the government moves from being a direct "provider" of services to a "facilitator" and "regulator." Within the Nigerian context, this shift is essential due to the high cost of urban infrastructure in Abuja. One Key Informant from the Federal Ministry (KI-2) corroborated this by explaining that the complexity of modern infrastructure exceeds the current capacity of the civil service:

"The government no longer has the monopoly on expertise or funds. Through NPM-style reforms, we are now allowing the private sector to lead projects like the Abuja land swaps and highway concessions because they handle the technical complexity and financial risks much better than our internal bureaucracy ever could."

This qualitative evidence confirms the position of Abdullahi, *et al.* (2021) that NPM provides a pragmatic response to the fiscal constraints and weak bureaucratic capacity currently facing the Nigerian public sector. It suggests that when the private sector is effectively engaged, the "market-oriented" approach leads to better project conceptualisation and faster delivery compared to traditional public procurement.

Governance Challenges and Public Choice Theory

Despite the potential for efficiency, the study identified Political Interference (Mean = 4.08) and Lack of Transparency (Mean = 4.02) as the highest-ranking challenges. These results offer a classic illustration of Public Choice Theory, which posits that public officials are often motivated by personal or political self-interest rather than a pure commitment to public welfare. The high mean score for political interference suggests that the "rational actor" behaviour described in Public Choice Theory is a major distortion in Nigeria's PPP space. A Private Concessionaire (KI-5) interviewed for this study

highlighted how this self-interest manifests in project delays:

"Many PPP projects in Abuja are stalled not because of technical issues, but because of 'rent-seeking.' New political appointees often want to renegotiate valid contracts to favour their own associates or political cronies, completely ignoring the long-term public benefit or the legal sanctity of the original agreement."

This qualitative insight provides a direct explanation for why respondents gave a relatively low mean score (3.10) to monitoring and evaluation. If the goal of an official is personal gain rather than project success, rigorous monitoring becomes a secondary concern. This aligns with Ojo (2020), who argues that self-interested behaviour in the public sector creates institutional "leakages" that undermine the effectiveness of even the most well-designed partnership.

Institutional Weakness and Private Sector Risk

The survey results further revealed that weak legal and institutional frameworks (Mean = 3.86) act as a significant deterrent to private investment. While New Public Management assumes a stable market environment where contracts are easily enforced, the Nigerian reality is characterised by institutional fragility. In the qualitative interviews, a Legal Consultant (KI-8) highlighted a critical "theory-to-practice" gap that leaves investors vulnerable:

"While NPM theory suggests market competition and clear contracts, the Nigerian reality is a lack of institutional continuity. When a project spans different administrations, the legal protection for the private investor often becomes shaky. An investor cannot commit billions of Naira when they are not sure the next administration will honor the terms of the concession."

This reflects the warning of Omeje and Agbakwuru (2021) that institutional fragility remains a structural barrier in Nigeria. The triangulation here shows that while the quantitative data identifies "weak frameworks" as a problem, the qualitative data reveals that the core of the issue is policy inconsistency and a lack of judicial speed. Consequently, for PPPs to move from "moderately successful" to "highly effective," Nigeria must address the Public Choice problem of political volatility and create the stable, market-friendly environment envisioned by New Public Management experts.

Table 5: Summary of Data Triangulation and Theoretical Application

Research Variable	Survey Result (Mean)	Qualitative Interview Insight	Theoretical Application
Infrastructure Impact	3.60	Private sector funding is the only viable alternative to the current budget deficit.	NPM Theory: Focus on market-oriented efficiency and facilitation.
Political Interference	4.08	Political appointees often seek personal gain through "contract somersaults."	Public Choice: Highlights self-interest and rent-seeking behaviour.

Weak Monitoring	3.10	Supervision is often neglected because it does not offer immediate political rewards.	Public Choice: Explains bureaucratic inefficiency and lack of accountability.
Institutional Framework	3.86	Investors fear policy somersaults and the lack of continuity across administrations.	NPM Theory: Demonstrates the failure to establish stable market-oriented regulations.
Reform Strategies	4.42	There is an urgent need for digitalised, transparent, and competitive bidding systems.	NPM Theory: Re-emphasises competition and performance measurement.

Source: Field Survey, 2025

Conclusion

The findings of this study confirm that Public-Private Partnerships in Nigeria have moved beyond mere theory to become a practical engine for infrastructure delivery, particularly within the Federal Capital Territory. With a surveyed population of 380 stakeholders and a sample of 120 respondents, the data reveals that PPPs have effectively bridged the funding gap in the transportation and housing sectors (Mean = 3.60). However, the "market-efficiency" promised by New Public Management (NPM) is currently being undermined by the "self-interest" realities of Public Choice Theory. The study concludes that the primary barrier to infrastructure sustainability in Abuja is not a lack of technical expertise, but the high rate of political interference (Mean = 4.08) and the absence of a culture of consistent monitoring (Mean = 3.10). These "man-made" hurdles lead to the "contract somersaults" identified by Key Informants, where project priorities shift with every change in political leadership.

Because these partnerships are currently disrupted by political transitions, both public resources and investor confidence remain compromised. The study establishes that for PPPs to function as a reliable tool for national development, the government must transition from an "active player" to a "strict regulator." Restoration of trust in the system can only occur through open and competitive bidding, a strategy that received the highest consensus among professionals in this study (Mean = 4.42). Ultimately, the research concludes that while the PPP model is structurally sound, its success in Nigeria depends entirely on moving away from a culture of political patronage toward a framework of transparency, institutional integrity, and professional oversight.

Based on these findings, the study recommends a shift toward the institutionalisation of transparency by replacing manual, opaque procurement with fully digitalised e-procurement systems to reduce human interference. To protect the "legal sanctity" of contracts, the National Assembly should provide legislative safeguards that prevent new administrations from arbitrarily cancelling existing concessions. Furthermore, the Infrastructure Concession Regulatory Commission (ICRC) must be empowered to act as an independent auditor, conducting regular project audits and publicising the results to ensure accountability. Finally, the government should establish a PPP Risk Guarantee Fund to shield private investors from political volatility, ensuring that infrastructure development remains stable and result-oriented regardless of political changes.

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