

African Journal for the Psychological Studies of Social Issues

Volume 28 Number 4, October/November, 2025 Edition

Founding Editor- in - Chief: Professor Denis C.E. Ugwuegbu
(Retired Professor of Department of Psychology.
University of Ibadan.)

Editor- in - Chief: Professor Shyngle K. Balogun.
Department of Psychology, University of Ibadan.

Associate Editor: Professor. Benjamin O. Ehigie
Department of Psychology, University of Ibadan.

EDITORIAL ADVISORY BOARD

| | |
|-------------------------------|-------------------------------------|
| Professor S. S. Babalola | University of South Africa |
| Professor S.E. Idemudia | University of South Africa |
| Professor Tope Akinawo | Adekunle Ajasin University, Nigeria |
| Professor O.A Ojedokun | Adekunle Ajasin University, Nigeria |
| Professor Catherine O Chowwen | University of Ibadan, Nigeria |
| Professor. Grace Adejunwon | University of Ibadan, Nigeria |
| Professor. A.M. Sunmola | University of Ibadan, Nigeria |
| Professor. B. Nwakwo | Caritas University, Nigeria |
| Professor. K.O. Taiwo | Lagos State University, Nigeria |
| Professor. Bayo Oluwole | University of Ibadan, Nigeria |

PUBLIC PRIVATE PARTNERSHIP FOR EFFICIENT TRANSPORT GOVERNANCE IN NIGERIA

ETO, GABRIEL M. & OKON, NSE B

etogabrielm@yahoo.com.
Maritime Academy Of Nigeria

ABSTRACT

The study examines public private partnerships for efficient transport governance in Nigeria. The objectives were to: evaluate the impact of Public-Private Partnerships (PPPs) on Transport Infrastructure Development in Nigeria; identify best practices and challenges in implementing PPPs in the Nigerian transport sector and analyze stakeholder perspectives on the role of PPPs in enhancing transport governance in Nigeria. The study adopted the Taro Yamane formula to determine the sample size of 392 out of a population of 3,206. The response rate was 96.62%, resulting in an accepting sample of 367. The study used survey design, which involved questionnaire and structured interview for the collection of primary data from respondents selected using convenient and purposive sampling techniques. Quantitative data were analyzed using descriptive statistics, while qualitative data was coded and analyzed using the 4-point Likert Scale. The study finds that the implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria and has led to more efficient resource allocation for transport infrastructure projects in Nigeria. Thus, collaboration between public and private sectors through PPPs has enhanced the maintenance and sustainability of transport infrastructure in Nigeria. However, the challenges and limitations of PPPs in transport infrastructure in Nigeria, which centre on risk allocation, financial feasibility and regulatory framework led to the recommendations that the Nigerian Government should simplify and standardize processes for PPP project development and implementation to reduce delays and attract more private sector investment; Government should encourage the establishment of financial instruments to support long-term investments in transport infrastructure; Government should ensure transparency in project selection, execution, and monitoring to build trust with private sector partners and stakeholders and Government should strengthen the regulatory framework that governs PPPs in Nigeria's transport sector.

Keywords: Transport Infrastructure, Regulatory framework, Public-Private Partnerships, Transport governance, Investment

INTRODUCTION

Central among the numerous benefits of transportation is the mobility of people, goods and ideas from place of origin to point of destination and back (if necessary). Elements of the transportation system make life more bearable as they enable people to move from places of discomfort and insecurity to places of safety and security; from places of scarcity to places of abundance, all things being equal.

Efficient transportation stands on three legs, namely: **infrastructure**, **vehicles**, and **operations**. Transport infrastructure includes the transport networks (roads, railways, airways, waterways, canals, pipelines, etc.) that are in use, as well as the nodes or terminals (such as airports, railway stations, river ports and seaports). The vehicles that use the networks include automobiles, bicycles, tricycles, buses, train, barges, ships and aircrafts. The operations have to do with the way the vehicles are operated in the network (infrastructure) and the procedures set for operations, which include the legal and regulatory environment (Eto, 2021).

In order for transport to play the key role in the economic and social development of any nation, transport governance is vital. A functional and an integrated transport system is a function of efficient infrastructure, which flows from effective transport governance. This is the secret to: stimulating national development and enhancing the desirable quality of life for all; allowing markets to operate by enabling the seamless movement of goods and people; providing vital links between spatially separated facilities and enables social contact and interaction; providing access to employment, health, education and services; alleviating regional inequality and fosters national integration; increasing access to markets and links local, regional, national and international markets; and promoting economic development by increasing access to labour and

physical resources thus facilitating the realization of a country's, comparative advantages" (Eto, 2021).

The different transport modes (road, rail, maritime, air pipeline, and waterways) have specific features and advantages. The overall efficiency and effectiveness of the transport system depends on the functionality of the infrastructure and the efficiency of the different modes and their interfacing/integration. In order to reposition Nigeria's transport infrastructure towards global competitiveness, transport governance fueled by public-private partnerships are a major requirement (Okon & Eto, 2024).

The Problem

It is the crucial functions performed by the transportation system that makes it the backbone of the economy. The ability of transport service to close the territorial gaps between points of production (supply) and points of consumption (demand) makes it a strong factor in production planning. With such inherent advantage that provides access to destinations, the transportation sector occupies a pivotal place in the economy. Consequently, transport infrastructure cannot be left without proper mechanisms (policies) for regulating its functionality considering its socio-economic significance (Eto, 2021).

The crux of the matter is how to combine regulatory functions along with attracting private investment in transport infrastructure. The Government alone cannot provide the enormous resources needed to modernize ports, upgrade the facilities of airports, strengthen maritime and airport security apparatus, expand aquaculture, and build resilient coastal, rail and aviation infrastructures. This calls for public-private partnerships towards effective transport governance. Even though public-private partnerships are vital through collaboration between government and the private sector towards investment in transport infrastructure, it must be acknowledged that the regulatory mechanism for assuring effective transport governance is essential, which is the major thrust of PPPs.

With focus on global competitiveness, PPPs facilitate the construction and maintenance of essential infrastructure like roads, ports, and airports, fostering economic development and connecting communities to markets. While offering benefits like private risk-sharing and potential cost savings, PPPs also require substantial public sector oversight to ensure that such agrees with public interests, manage risks, and prevent potential issues like cost overruns or exploitation (Navalersuph & Charoenngam, 2021).

Public-private partnership (PPP) has been extensively applied in transportation infrastructure projects and the need for private investment involvement in transportation infrastructure projects should motivate governments to apply good governance practices in order to attract private investment (Navalersuph & Charoenngam, 2021). However, public-private partnerships (PPPs) in transportation governance face significant challenges in Nigeria, which include political and legal instability, complex contract management, and conflicting goals between the public and private sectors. These issues can lead to project delays, cost overruns, and public discontent.

Thus, the aim of the study was to examine public private partnership for efficient transport governance in Nigeria towards global competitiveness. The objectives were to: Evaluate the impact of Public-Private Partnerships (PPPs) on Transport Infrastructure Development in Nigeria; Identify best practices and challenges in implementing PPPs in the Nigerian transport sector and analyze stakeholder perspectives on the role of PPPs in enhancing transport governance in Nigeria towards global competitiveness.

LITERATURE REVIEW/CONCEPTUAL CLARIFICATIONS

Transport Governance and Its Essence

Transport is reputed to enable vital access and mobility for individuals and contributes to global economic activity, connecting people and businesses to each other and to markets. Technological advances have further removed natural barriers to the movement of people and goods, thereby changing the way people live, work, and travel. However, the issue to resolve currently is to ensure that governance of transport (which include the institutional, legislative, regulatory, and policy frameworks within which transport is designed, implemented and managed) responds to the dynamic and rapid transformations like the emergence of connected and automated vehicles, big data in transport and the digital transformation of society and the economy in general, which are shaping the sector (International Transport Forum, 2017).

Transport governance is the system of rules, practices, and processes that guide transportation policy, planning, implementation, and regulation. It refers to the frameworks, policies, institutions, and processes that shape decision-making and management in the transport sector. It encompasses a wide range of aspects related to how transportation systems are planned, developed, regulated, and maintained, often with the goal of ensuring efficiency, equity, sustainability, and safety in transportation. Transport governance is a critical aspect of how societies manage their transportation systems, balancing diverse interests and addressing challenges to create effective, safe, and sustainable transport networks (Gijre & Gupta, 2020).

Governance of transport shapes decision-making and policies which affect everything, ranging from local cycling paths to global trade routes. It provides a structure for legislation and regulation as well as offers decisions concerning issues that border on the environment, working conditions, accessibility, and technical solutions. Altogether, governance both impacts and is impacted by organizational and financial challenges. Notably, it aims to guarantee the appropriate balance of responsibilities among all stakeholders, at all levels of authority (International Transport Forum, 2017).

Key Components of Transport Governance

According to International Transport Forum (2017), the key components of transport governance are:

1. **Policy Framework:** This includes the laws, regulations, and guidelines that govern transport systems. Policies can address various issues, such as vehicle emissions, safety standards, land-use planning, and public transport accessibility.
2. **Institutional Structures:** Different governmental and non-governmental organizations play roles in transport governance at various levels—national, regional, and local. These may include transport ministries, regulatory bodies, city councils, and transport authorities.
3. **Stakeholder Engagement:** Effective transport governance involves collaboration among various stakeholders, including government agencies, private sector players, civil society, and the public. Stakeholder engagement helps ensure that diverse perspectives are considered in transport planning and decision-making.
4. **Planning and Investment:** Transport governance involves strategic planning for infrastructure development and investment priorities. This includes assessing current and future transport needs and allocating resources accordingly.
5. **Regulatory Oversight:** This includes the enforcement of laws and regulations governing transport operations, safety, and environmental impact. Regulatory oversight ensures compliance and promotes accountability among transport service providers.

6. Performance Monitoring and Evaluation: Transport governance requires mechanisms to monitor and evaluate the performance of transport systems. This involves collecting data on various metrics, such as traffic flow, safety incidents, and user satisfaction, to inform future policy adjustments and improvements.

7. Sustainability Considerations: Increasingly, transport governance emphasizes sustainable practices, aiming to reduce negative environmental impacts, promote public transport, and encourage active transportation modes (like walking and cycling).

8. Technological Integration: The rise of smart technologies and data analytics is influencing transport governance by enhancing the efficiency of transport systems and improving decision-making processes.

Importance of Transport Governance

Christie et al. (2013) have identified the following importance of transport governance: Efficiency and Mobility: Good governance in transport can lead to more efficient transit systems, reducing congestion and travel times; Safety: Effective regulations and oversight can enhance safety for users of all transportation modes; Equity: Transport governance can help ensure equitable access to transport services for all individuals and communities, particularly marginalized groups and Environmental Impact: By promoting sustainable practices, transport governance can contribute to reducing the environmental footprint of transport systems.

Public-Private Partnerships

The World Bank has defined Public-private partnership (PPP) as “a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance” (Bontur, 2019). The European Union describes Public Private Partnerships as “innovative financing solutions” in between traditionally procured government projects and fully privatized enterprises (European Union, 2015).

It is the view of the World Bank; PPPs are medium/long term arrangement whereby the public and private sector act together to deliver services to the public. By so doing, the two sectors share capital and skills as well as risks, responsibilities and benefits (Leccis, 2015).

The concept of public private partnerships (PPPs) for investment in transport infrastructure has been in use over a long period of time, gaining grounds speedily in Latin America in the 1980s and in the 1990s in the UK. The many forms of PPP identified range from the project finance type (e.g. Design, Build, Finance, Maintain, Operate (DBFMO) contracts) to concessions with economic regulation, with the line between partnership and outright privatization somewhat blurred (Makovsek, Hasselgren & Perkins, 2015). Partial participation of the private sector happened in the port industry in Nigeria in 2006 through the concession of port terminals (Eto, 2023, pp 164 &165).

The introduction of Public-Private Partnerships (PPPs) has sought to bring the trademark of efficiency from private sector management into network industries (namely power transmission, water supply, road and rail infrastructure provision) that had the trappings of natural monopoly and which were traditionally managed by the state in many parts of the worlds (Makovsek, Hasselgren & Perkins, 2015).

Public-Private Partnerships (PPPs) are models that require collaboration between public entities and private companies working together to finance, build, operate, and maintain transportation infrastructure like roads, ports, and airports. The compelling reasons for using PPPs include the private sector's ability to deploy capital and management expertise, share risks, promote innovation, and improve the efficiency of infrastructure delivery, which helps to address chronic funding and expertise gaps in the public sector (Leccis, 2015).

Types of Public-Private Partnerships

According to Bontur (2019), the nature or type of PPP adopted regarding a specific project is determined by a couple of considerations relating to: the nature of public asset to be conceded to the private party which determines its taxonomy - the asset could be new ("Greenfield") or an old one that requires refurbishment ("Brownfield"). Figure 1 shows the different types of PPPs.

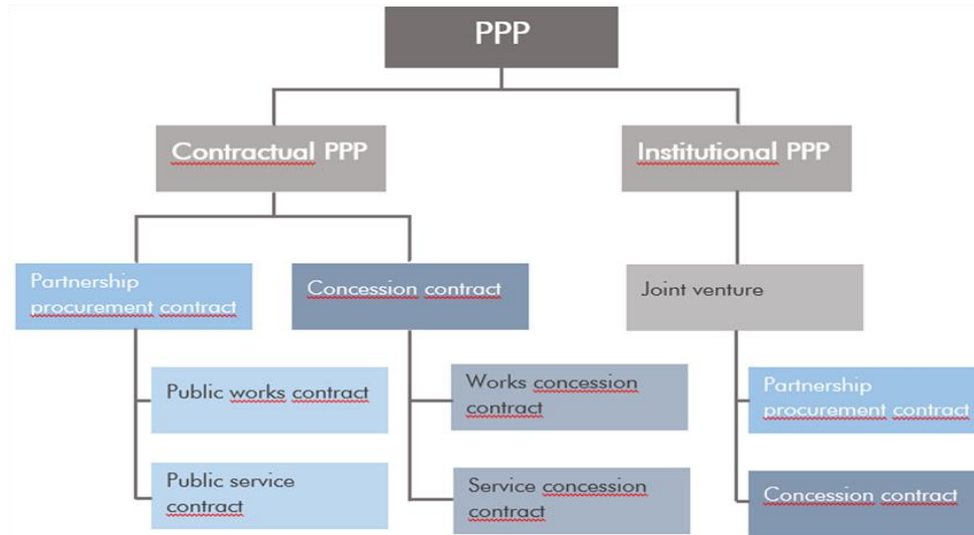


Figure 1: Types of public private partnerships
Source: Leccis (2015)

Public-Private Partnerships (PPPs) play a crucial role in transport governance by mobilizing private investment and expertise to build, maintain, and operate transport infrastructure and services like roads, bridges, and airports. This collaboration allows governments to address funding gaps to finance large projects that might otherwise be unachievable, improve efficiency, and accelerate project delivery, while the private sector contributes technical skills, innovation, and efficiency. The partnership involves negotiated risk sharing, with the private sector often taking on construction and operational risks and the public sector handling regulatory oversight (Adaji, Francis, Okeme & Ijebor, 2025).

Types of Public-Private Partnerships in Transport Sector

Through the various forms of PPPs the Government is able to maintain control over the strategic sectors, yet it benefits from the technical competence and resources of the private sector while also focusing on policy, planning and regulations (Leccis (2015). Figure 2 shows PPPs in the transportation sector and the growing responsibility and risk of the private sector.



Figure 2: PPPs in the transportation sector
Source: Leccis (2015)

Benefits of PPPs in transport governance

In the view of Adaji et al. (2025), the benefits of *PPPs* in transport governance include:

- **Funding and financing:** PPPs help overcome the chronic lack of public funding for major transport projects by bringing in private capital for financing, design, and construction.
- **Infrastructure development:** They are used to build new transport infrastructure, such as highways, airports, and ports, as well as to renovate and upgrade existing facilities.
- **Operational efficiency:** Private companies often bring expertise to operate and manage facilities more efficiently, which can improve service delivery and performance. PPPs can deliver projects more efficiently by combining public sector oversight with private sector expertise
- **Risk management:** PPPs allow for a structured allocation of risks between the public and private sectors. For example, the private sector might assume risks related to construction and operations, while the public sector manages regulatory risks.
- **Innovation and expertise:** The private sector can introduce new technologies, management techniques, and efficiencies that may not be available within the public sector. : Private sector involvement can bring innovative technologies and solutions to transportation challenges
- **Service delivery:** PPPs can be a way to ensure the delivery of transportation services, with performance metrics and standards often built into the partnership agreements.
- **Cost savings:** By sharing risks and responsibilities, PPPs can reduce costs for taxpayers and governments;
- **Increased investment:** PPPs can attract private investment, enabling governments to fund large-scale transportation projects;

Potential considerations and challenges

In the view of Batjargal and Zhang (2021), Public-Private Partnerships (PPP) are considered as the new approach for socio-economic development if more quality infrastructure services will get to more people. The authors have identified nine key challenges in PPP implementation to include (1) the existence of different organizational cultures and goals between the partners, (2) poor institutional environment and support, (3) weak political and legal frameworks, (4) unreliable mechanisms for sharing risk and responsibility, (5) inadequate procedures for the selection of PPP partners, (6) inconsistency between resource inputs and quality, (7) inadequate monitoring and evaluation of PPP processes, (8) lack of transparency, and (9) the inherent nature of PPPs.

Current examples of public-private partnerships that are more commonly used are in transportation, construction, and information technology (IT), education, finance, etc. Furthermore, Okon and Eto (2024) have also identified the following challenges associated with PPPs: Identifying and managing risks associated with PPPs, including financial, operational, and political risks. While PPPs involve risk sharing, poorly structured contracts can lead to an imbalance of costs and benefits or frequent renegotiations, PPPs require careful risk allocation between public and private partners, addressing potential conflicts that may arise between public interest and profit motives of private partners; There can be a risk of a "blurring of lines" between public service and private profit, potentially leading to issues with accountability and user costs; The complex nature of transport infrastructure projects can make it difficult to accurately assess costs and benefits upfront, which is a challenge for PPPs; Ensuring sustained collaboration over the life cycle of transport projects, which can span several decades; **Need for careful management:** For PPPs to be successful, they require careful design of risk-sharing, financing structures, and performance management to ensure they deliver lasting value and public benefit; Inconsistent application and interpretation of laws can create barriers to effective PPP development. Strong regulatory frameworks are necessary to ensure successful PPPs; **Corruption and mismanagement** remain significant concerns that affect trust and efficacy in PPP projects; Limited expertise in managing complex PPP arrangements within public institutions can hinder effective implementation and stakeholders' engagement and effective stakeholder engagement is crucial for PPP success.

The Intricate Relationship Between Public Private Partnership & Transport Governance

PPPs play a significant role in transport governance by leveraging private sector expertise and investment to improve transportation infrastructure and services. This collaboration can enhance efficiency, reduce costs, and promote sustainable transportation solution (Gijre & Gupta, 2020).

Impact of Public Private Partnership in Nigeria

According to Emejor (2025), Public Private Partnership in Nigeria is deployed in exploring and testing innovative methods to improve road infrastructure through public private partnerships. Moreover, Adaji, Francis, Okeme and Ijebor (2025) observe that the implementation of public private partnership in Nigeria's transport sector has shown promising results in improving the quality of transport infrastructure. The government aims to leverage PPPs to improve transport infrastructure, promote economic growth and increase private sector participation. The authors are of the opinion that the outstanding improvement brought about by PPP in transport sector are:

- a. Enhanced efficiency: PPPs have optimized traffic flow and reduced congestion, as seen in the Lekki Toll Road project in Lagos, which improved road infrastructure and reduced travel times.
- b. Increased investment: PPPs have attracted private sector investment, expertise, and
- c. innovation, enabling large-scale infrastructure projects like the Lagos Rail Mass Transit system.
- d. Improved Service Delivery: PPPs have enhanced transportation services, including rail and road network, making them more reliable and efficient.

Examples of Successful PPP Projects In Nigeria

Adaji et al. (2025) have identified examples of successful PPP projects in Nigeria to include:

- a. Lekki Toll Road: A successful PPP project that improved road infrastructure and reduced travel times in Lagos.
- b. Lagos Rail Mass Transit: A PPP project that enhanced urban mobility and reduced congestion in Lagos.
- c. Abuja-Kaduna Railway: A PPP project that improved rail infrastructure and increased connectivity between cities.

Legal Framework

The legal framework for Public-Private Partnerships (PPPs) in Nigeria, particularly in the context of efficient transport governance, involves a combination of federal and state regulations, policies, and institutional frameworks (Alex-Adedipe & Best, 2024). In 2009, the Federal Executive Council (FEC) approved a National Policy on **PPP** which aims to provide an enabling environment for private sector involvement in the delivery of **infrastructure** services in **Nigeria**. It provides general policy guidelines, rules and regulations as it is designed to facilitate the collaboration between public entities and private investors to develop and manage infrastructure projects effectively.

Alex-Adedipe & Best (2024) and Dike, Essang & Oluwasemilore (2023) have provided the following overview of the legal framework governing PPPs in Nigeria:

The **Constitution of the Federal Republic of Nigeria (1999)** provides the foundation for the legal authority of government entities to enter into contracts for public services and infrastructure. It describes the powers of federal and state governments, which is crucial for understanding jurisdictions related to PPP initiatives.

Public Procurement Act (PPA) 2007: This act governs public procurement processes in Nigeria, including PPPs. It establishes guidelines for transparency, accountability, and fairness in the procurement process. While not exclusively about PPPs, it applies to their procurement aspects.

National Policy on Public Private Partnerships (PPP Policy): Issued in 2009 by the Federal Government, this policy provides a comprehensive framework for the implementation of PPPs across various sectors, including transport. It sets out the roles of stakeholders, project selection criteria, risk assessment, and dispute resolution mechanisms.

Infrastructure Concession Regulatory Commission (ICRC) Establishment Act (2005): This act established the ICRC, which regulates and facilitates the establishment of PPPs in Nigeria. The ICRC provides guidance on best practices, evaluates proposed PPP projects, and ensures compliance with the PPP Policy.

Sector-Specific Legislation and Regulations:

- **Federal Road Maintenance Agency (FERMA) Act:** Governs road maintenance and development in Nigeria, allowing for the engagement of private firms in road management via PPP arrangements.
- **Nigerian Railway Corporation (NRC) Act:** Regulates the operations of the railway sector and allows for partnerships with private entities for the rehabilitation and operation of railway services.
- **Aviation Sector Regulations:** The Nigerian Civil Aviation Authority (NCAA) oversees the aviation sector, where specific regulations may guide PPPs in airport management and development.

State-Level Legislation

- Each state in Nigeria may have its own laws or regulations governing PPPs. For instance, Lagos State has enacted the **Lagos State Public-Private Partnership Law (2011)**, which provides a legal framework for the establishment and operation of PPP projects within the state.

Regulatory Institutions

- **Infrastructure Concession Regulatory Commission (ICRC):** Plays a critical role in overseeing and facilitating PPP projects, ensuring that they are aligned with national policies and standards.
- **Sectoral Regulatory Authorities:** Various regulatory agencies oversee specific transport sectors (e.g., aviation, railways) and ensure compliance with both national and international standards.

Contractual Framework

- **Concession Agreements:** These are common contractual arrangements used in PPPs, detailing the rights and responsibilities of both public and private partners, including service delivery expectations, financial arrangements, and duration of the partnership as in the seaport concession arrangement of 2006.
- **Joint Venture Agreements:** Often used when both parties contribute resources and share risks in a more integrated manner than typical concessions.

Dispute Resolution Mechanisms

- **Arbitration and Mediation:** Many contracts include clauses for dispute resolution through arbitration, offering a mechanism for addressing conflicts arising from PPP agreements without resorting to litigation.
- **Investment Dispute Resolution:** The framework also intersects with broader issues of investment law, particularly concerning the protection of private investment. Moreover recently, two additional policies (National Land Transport Policy, 2025 and Marine and Blue Economy Policy (2025-2034) were approved by the Federal Executive Council. The National Land Transport Policy, 2025 recognizes the role of transport governance, which seeks to reposition Nigeria towards maximizing the full benefits of the Africa Continental Free Trade Area and global competitiveness. The Policy aims at creating an effective, efficient and integrated transport system driven by private sector investment and technology. It seeks to create a seamless intermodal transport system that integrates road, rail, and waterways, moving away from over-reliance on road haulage. Furthermore, the National Land Transport Policy, 2025 aims to make Nigeria a logistics hub for West and Central Africa by reducing logistics costs, boosting trade, and attracting private sector investment. It provides a legal and institutional framework to reform the country's land transport system, while promoting sustainable practices. The policy outlines how Nigeria will align with global transport conventions and regional protocols such as African Continental Free Trade Agreement and ECOWAS to enable the country to become more competitive in trade and logistics. Equally, the National Policy on Marine and Blue Economy (2025-2034) emphasizes the crucial role of Public-Private Partnerships (PPPs) in mobilizing capital and expertise towards making the maritime sector globally competitive. The target of training 4,000 seafarers within four years to meet the growing needs of the maritime sector as captured in the National Policy on Marine and Blue Economy (2025-2034) reckons with meaningful collaborations in the spirit of PPP. Both National Land Transport Policy (2025) and the National Policy on Marine and Blue Economy (2025-2034) emphasize the need for collaboration between government and private stakeholders to achieve their goals, which include modernizing infrastructure, such as rail lines and seaports, and adopting digital and greener solutions (Ukuedojor, 2025).

Theoretical Framework

Public-Private Partnerships (PPPs) are collaborative agreements between public sector entities and private sector organizations designed to deliver infrastructure projects, services, or other public goods. Thus, in the context of transport governance, Uzunkaya & Sarmento (2017) and Valila (2020) posit that a theoretical framework for PPPs typically encompasses dimensions, which include economic, managerial, institutional, and social aspects as follows:

Economic Dimensions: (a) **Cost-Benefit Analysis:** Assessing the economic viability of transport projects by considering both direct and indirect costs, benefits, and risks. (b) **Value for Money (VFM):** Ensuring that the partnership delivers better outcomes than traditional public procurement methods by optimizing resource usage and service delivery. (c) **Funding and Financing Models:** Exploring various funding sources (e.g., tolls, government grants, international financing) and risk-sharing arrangements that enhance financial sustainability.

Managerial Dimensions: (a) **Project Identification and Development:** Establishing clear project criteria and selection processes to identify suitable candidates for PPPs within the transport sector. (b) **Contract Management:** Developing robust frameworks for contract negotiation, performance monitoring, and dispute resolution to ensure accountability and transparency. (c) **Stakeholder Engagement:** Involving relevant stakeholders (government agencies, private firms, community groups) in planning and decision-making processes.

Institutional Dimensions: (a) **Regulatory Framework:** Creating an enabling legal and regulatory environment that supports PPPs, addressing issues such as procurement regulations, land use rights, and environmental assessments (b) **Governance Structures:** Defining roles and responsibilities among public and private partners, including the establishment of joint management committees or oversight bodies (c) **Capacity Building:** Enhancing the skills and competencies of public sector officials to effectively engage in PPP arrangements.

Social Dimensions (a) **Equity and Accessibility:** Ensuring that transport services provided through PPPs are accessible and affordable for all segments of the population, particularly marginalized communities (b) **Public Acceptance:** Engaging with the public to build support for PPP projects and address concerns regarding privatization and service quality (c) **Sustainability Considerations:** Integrating environmental sustainability into transport projects, including considerations around carbon emissions, land use, and community impacts.

Implementation Strategies: (a) **Policy Frameworks:** Establishing comprehensive policies that facilitate the integration of PPPs into transport governance and provide guidance on best practices. (b) **Pilot Projects:** Initiating pilot PPP projects to test innovative ideas and refine approaches before scaling up. (c) **Performance Metrics:** Developing clear metrics to evaluate the success of PPPs in meeting transport governance goals, such as efficiency, service quality, and user satisfaction.

Empirical Studies

In the study titled: Public Private Partnerships for Transportation Infrastructure Delivery, Leccis (2015) observes that the highway in Chile is the first case in the world where charges are interoperable among four roads tendered to different concessionaires. The investor is expected to recoup their investment through tolls; however, the Government magnanimously subsidizes complementary projects and offers a minimum income equal to the sum of the 70% of the investment and the costs for management and maintenance. Moreover, the Government has to compensate the concessionaire for the delays caused by local community's opposition to the project (Public Private Infrastructure Advisory Facility, 2009a).

According to Public Private Infrastructure Advisory Facility (2009b), the M6 toll road is the first toll road in UK, besides bridges and tunnels. Since government grants were not available, financial benefits are not shared. This was an agreement reached because the private partner originally took all the risks. Although the project was refinanced by the Public partner, this aspect was not amended. Thus, the M6 is another instance of local opposition caused by the aversion to tolls and by environmental issues (Leccis, 2015).

METHODOLOGY

The study used simple random sampling technique owing to its ease of use and accuracy of representation. Observation and structured 4-point Likert scale questionnaire was used to collect quantitative data and descriptive statistics was used to analyze the data. On the questionnaire, SA: Strongly Agreed; A: Agreed; D: Disagreed; SD: Strongly Disagreed.

Table 1: Population of the study

| S/N | Respondents | Population |
|-----|-----------------------------|------------|
| 1 | Shipping Agents | 178 |
| 2 | AP Moller | 1,450 |
| 3 | Freight forwarders | 79 |
| 4 | Haulage/Logistics Companies | 42 |
| 5 | Nigerian Ports Authority | 1,457 |
| | Total | 3,206 |

Source: Researcher's compilation, 2025

Sampling Technique and Method of Data Collection

The study adopts survey research design and used primary and secondary sources of data.

Structured interview was the instrument used for sourcing primary data. The study adopted the Taro Yamane formula to determine 392 as the sample size, out of population of study of 3,206.

In determining the sample size for this research, the Taro Yamane's formula given as (*equ. 1*) was used:

$$n = \frac{N}{1 + N (e)^2} \quad (\text{equation 1})$$

Where:

n = sample size

N = population size (3,206)

e = level of significance (our level of significance is chosen at 5%) Applying the formula at significant level of 5%;

$$\frac{3,206}{1 + 3,206 (0.05)^2}$$

$$\frac{3,206}{1+8.015}$$

3,206

9.015
= 355.63

Therefore, the sample size = 356. However, 36 (i.e.10%) is added to accommodate non-response and this brings the sample size to 392. From the above calculated value, a sample size of 392 was drawn at 95% confidence level and 0.05 error rate.

Sample Size Determination

The sample size for the study was 225. Below is the number of copies of questionnaire that were administered to each group of respondents. Probability proportional to size (PPS) method was employed in selecting the sample size of respondents from each of the selected group of respondents. This was utilized in order to have an equal sample size representation and adequacy of the respondents in each of the group of respondents. The formula used to achieve this representation from each group of respondents is as follows:

$$\frac{\text{Number of questionnaires} \times \text{population of each group of respondents}}{\text{Grand total}}$$

Table 2: Sample Size Determination

| S/N | Respondents | Population | Proportion | Sample size |
|-----|---------------------------|------------|-----------------------------|-------------|
| 1 | Shipping Agents | 178 | $\frac{392 (178)}{3,206}$ | 22 |
| 2 | Freight forwarders | 79 | $\frac{392 (79)}{3,206}$ | 10 |
| 3 | Haulage & Logistics firms | 42 | $\frac{392 (42)}{3,206}$ | 5 |
| 4 | Nigerian Ports Authority | 1,457 | $\frac{392 (1,457)}{3,206}$ | 178 |
| 5 | AP Moller | 1,450 | $\frac{392 (1,450)}{3,206}$ | 177 |
| | Total | 3,206 | | 392 |

Source: Researchers' computation (2025)

RESULTS AND DISCUSSION

Summary of Questionnaire Distributed

The questionnaire distributed and the number of copies retrieved is presented in Table 3.

Table 3: Copies of Questionnaire Administered

| Number of copies of Questionnaire Distributed | Number of copies of Retrieved Questionnaire | % of Copies of Questionnaire Retrieved |
|---|---|--|
| 392 | 367 | 96.62 |

Source: *Field survey* (2025)

A total of 392 copies of the questionnaire were distributed to major stakeholders in the maritime transport sector. 367 the copies were returned to represent 96.62% response rate as shown in the Table above.

Socio-economic Characteristics of Respondents

Gender Distribution

The gender distribution of the respondents is shown in the Table 2. The distribution shows that 217 or 59% of the respondents were male while 150 or 41% were female. This shows that majority of the respondents were male.

Age Distribution

The age distribution shows that the number of respondents who were less than 18 years of age was nil. Those whose age fell into the age bracket 18-35 years were 113 or 31%. The distribution shows that respondents whose age bracket fell into 36-65 years were 183 or 50%, which happened to be the majority. The respondents whose age was 66 years above were 71 or 19%.

Educational Level

The formal education of respondents is shown in Table 2 shows that all the respondents attained one level of formal education or another. Those who attained Primary School education were 33 or 9%. The respondents who attained Secondary School education were 178 in number and 48% and those with tertiary education were 156 or 43%.

Occupation Distribution

The occupation distribution shows that 22 or 6% were dockworkers. Freight forwarders were 10 or 3%. Haulage & Logistics workers were 5 or 1%. Dockworkers were 32 or 7.58%, civil servants were 164 or 45%, Administrative staff members were 166 or 45%.

Status Distribution

The status distribution of respondents shows that 104 or 28% were of the top-level management. Majority of the respondents (198 or 54%) belonged to the Senior-level management cadre and 65 or 18% were of the junior management level.

Table4: Demographic Analysis of Respondents

| Characteristics | Frequency | Percentage (%) |
|--------------------------------------|------------|----------------|
| <i>Gender</i> | | |
| Male | 217 | 59 |
| Female | 150 | 41 |
| Total | 367 | 100 |
| <i>Age (Years)</i> | | |
| Less than 18 | Nil | Nil |
| 18-35 | 113 | 31 |
| 36-65 | 183 | 50 |
| 66 Above | 71 | 19 |
| Total | 367 | 100 |
| <i>Educational Level</i> | | |
| Primary | 33 | 9 |
| Secondary | 178 | 48 |
| Tertiary | 156 | 43 |
| Total | 367 | 100 |
| <i>Occupation</i> | | |
| Dock workers | 22 | 6 |
| Freight forwarders | 10 | 3 |
| Haulage & Logistics firms | 5 | 1 |
| Civil servants/Civil society Members | 164 | 45 |
| Admin Staff | 166 | 45 |
| Total | 367 | 100 |
| <i>Status</i> | | |
| Top-level Management | 104 | 28 |
| Senior-level Management | 198 | 54 |
| Junior Management | 65 | 18 |
| Total | 367 | 100 |

Source: Researchers Field Survey (2025)

DISCUSSION OF RESULTS

Tables 5 to 9 show the responses to 4-point Likert Scale questions based on objectives 1 to 5.

Table 5: Objective 1: Evaluate the Impact of Public-Private Partnerships (PPPs) on Transport Infrastructure Development in Nigeria

| S/N | Question Item | SA | % | A | % | D | % | SD | % | Total | % |
|-----|--|-----|----|----|----|----|----|----|----|-------|-----|
| 1 | The implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria | 197 | 54 | 68 | 18 | 43 | 12 | 59 | 16 | 367 | 100 |
| 2 | Public-Private Partnerships (PPPs) have led to more efficient resource allocation for transport infrastructure projects in Nigeria | 187 | 51 | 74 | 20 | 50 | 14 | 56 | 15 | 367 | 100 |
| 3 | The collaboration between public and private sectors through PPPs has enhanced the maintenance and sustainability of transport infrastructure in Nigeria | 193 | 53 | 57 | 15 | 48 | 13 | 69 | 19 | 367 | 100 |

Source: Researcher's Computation (2025)

Objective 1 aimed at evaluating the impact of Public-Private Partnerships (PPPs) on transport infrastructure development in Nigeria. The questions under Objective 1 aimed to gauge perceptions regarding the effectiveness and outcomes of PPPs in developing transport infrastructure in Nigeria.

Based on objective 2, Table 5 shows the responses to question 1 which states that: The implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria. The Table shows that 197 (54%) respondents strongly agreed that the implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria; 68 (18%) agreed; 43 (12%) disagreed while 59 (16%) strongly disagreed. This implies that the implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria.

The Table also shows responses to question 2, which states that: Public-Private Partnerships (PPPs) have led to more efficient resource allocation for transport infrastructure projects in Nigeria. The Table shows that 187 (51%) respondents strongly agreed that Public-Private Partnerships (PPPs) have led to more efficient resource allocation for transport infrastructure projects in Nigeria; 74 (20%) agreed; 50 (14%) disagreed, while 56 (15%) strongly disagreed. This implies that Public-Private Partnerships (PPPs) have led to more efficient resource allocation for transport infrastructure projects in Nigeria.

Furthermore, Table 5 shows responses to question 3, which states that: The collaboration between public and private sectors through PPPs has enhanced the maintenance and sustainability of transport infrastructure in Nigeria. The Table shows that 193 (53%) respondents strongly agreed that the collaboration between public and private sectors through PPPs has enhanced the maintenance and sustainability of transport infrastructure in Nigeria; 57 (15%) agreed; 48 (13%) disagreed, while 69 (19%) strongly disagreed. This implies that the collaboration between public and private sectors through PPPs has enhanced the maintenance and sustainability of transport infrastructure in Nigeria.

The challenges and Limitations of PPPs in Transport Infrastructure in Nigeria

Respondents who were interviewed identified the following as the challenges and limitations associated with PPPs in transport infrastructure in Nigeria: Risk Allocation: PPPs require careful risk allocation between public and private sectors to ensure successful project implementation; Financial Feasibility: PPP projects require careful financial planning and management to ensure sustainability; and Regulatory framework: strong regulatory frameworks are necessary to ensure effective implementation and management of PPP projects.

Table 6: Objective 2: Identify best practices and challenges in implementing Public-Private Partnerships (PPPs) in the Nigerian transport sector

| S/N | Question Item | SA | % | A | % | D | % | SD | % | Total | % |
|-----|--|-----|----|----|----|----|----|----|----|-------|-----|
| 1 | Clear communication between public and private partners is essential for successful implementation of PPPs in the Nigerian transport sector | 201 | 55 | 64 | 18 | 49 | 13 | 53 | 14 | 367 | 100 |
| 2 | Inadequate regulatory frameworks pose significant challenges to the effective implementation of PPPs in the Nigerian transport sector | 206 | 56 | 59 | 16 | 51 | 14 | 51 | 14 | 367 | 100 |
| 3 | Sharing risks equitably between public and private sectors is a best practice that enhances the success of PPP projects in the Nigerian transport sector | 203 | 55 | 61 | 17 | 46 | 12 | 57 | 16 | 367 | 100 |

Source: Researcher's Computation (2025)

Objective 2 aimed to identify best practices and challenges in implementing Public-Private Partnerships (PPPs) in the Nigerian transport sector. The questions under Objective 2 aimed to gather insights on both the effective strategies and the obstacles faced during the implementation of PPPs in Nigeria's transport sector.

Based on objective 2, Table 6 shows the responses to question 1 which states that: The implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria. The Table shows that 201 (55%) respondents strongly agreed that the implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria; 64 (18%) agreed; 49 (13%) agreed while 53 (14%) strongly agreed. This implies that the implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria.

The Table also shows responses to question 2, which states that: Inadequate regulatory frameworks pose significant challenges to the effective implementation of PPPs in the Nigerian transport sector. The Table shows that 206 (56%) respondents strongly agreed that inadequate regulatory frameworks pose significant challenges to the effective implementation of PPPs in the Nigerian transport sector; 59 (16%) agreed; 51 (14%) disagreed, while 51 (14%) strongly disagreed. This implies that inadequate regulatory frameworks pose significant challenges to the effective implementation of PPPs in the Nigerian transport sector.

Furthermore, Table 6 shows responses to question 3, which states that: Sharing risks equitably between public and private sectors is a best practice that enhances the success of PPP projects in the Nigerian transport sector. The Table shows that 203 (55%) respondents strongly agreed that sharing risks equitably between public and private sectors is a best practice that enhances the success of PPP projects in the Nigerian transport sector; 61 (17%) agreed; 46 (12%) disagreed, while 57 (16%) strongly disagreed. This implies that sharing risks equitably between public and private sectors is a best practice that enhances the success of PPP projects in the Nigerian transport sector.

Table 7: Objective 3: Analyze Stakeholder Perspectives on the Role of PPPs in Enhancing Transport Governance in Nigeria

| S/N | Question Item | SA | % | A | % | D | % | SD | % | Total | % |
|-----|---|-----|----|----|----|----|----|----|----|-------|-----|
| 1 | Public-Private Partnerships (PPPs) significantly improve accountability and transparency in transport governance in Nigeria | 208 | 57 | 62 | 17 | 51 | 14 | 46 | 12 | 367 | 100 |
| 2 | Engagement of private sector stakeholders in PPPs contributes to better decision-making processes in the Nigerian transport sector | 212 | 58 | 68 | 18 | 54 | 15 | 33 | 9 | 367 | 100 |
| 3 | The inclusion of various stakeholders in PPP initiatives leads to more effective and sustainable transport governance outcomes in Nigeria | 215 | 59 | 59 | 16 | 48 | 13 | 45 | 12 | 367 | 100 |

Source: Researcher's Computation (2025)

Objective 3 aimed to analyze Stakeholder Perspectives on the Role of PPPs in Enhancing Transport Governance in Nigeria. The questions under Objective 3 aimed to assess stakeholder perceptions regarding the impact of PPPs on transport governance and the overall effectiveness of these partnerships in Nigeria.

Based on objective 3, Table 7 shows the responses to question 1 which states that: Public-Private Partnerships (PPPs) significantly improve accountability and transparency in transport governance in Nigeria. The Table shows that 208 (57%) respondents strongly agreed that Public-Private Partnerships (PPPs) significantly improve accountability and transparency in transport governance in Nigeria; 62 (17%) agreed; 51 (14%) agreed while 46 (12%) strongly agreed. This implies that Public-Private Partnerships (PPPs) significantly improve accountability and transparency in transport governance in Nigeria.

The Table also shows responses to question 2, which states that: Engagement of private sector stakeholders in PPPs contributes to better decision-making processes in the Nigerian transport sector. The Table shows that 212 (58%) respondents strongly agreed that engagement of private sector stakeholders in PPPs contributes to better decision-making processes in the Nigerian transport sector; 68 (18%) agreed; 54 (15%) disagreed, while 33 (9%) strongly disagreed. This implies that engagement of private sector stakeholders in PPPs contributes to better decision-making processes in the Nigerian transport sector.

Furthermore, Table 6 shows responses to question 3, which states that: The inclusion of various stakeholders in PPP initiatives leads to more effective and sustainable transport governance outcomes in Nigeria. The Table shows that 215 (59%) respondents strongly agreed that the inclusion of various stakeholders in PPP initiatives leads to more effective and sustainable transport governance outcomes in Nigeria; 59 (16%) agreed; 48 (13%) disagreed, while 45 (12%) strongly disagreed. This implies that the inclusion of various stakeholders in PPP initiatives leads to more effective and sustainable transport governance outcomes in Nigeria.

Implications of the findings

According to majority of respondents, the implementation of Public-Private Partnerships (PPPs) has significantly improved the quality of transport infrastructure in Nigeria and has led to more efficient resource allocation for transport infrastructure projects in Nigeria. This agrees with Adaji, Francis, Okeme and Ijebor (2025) who observe that the implementation of public private partnership in Nigeria's transport sector has shown promising results in improving the quality of transport infrastructure. This also agrees with the view of Leccis (2015) who observes that the

compelling reasons for using PPPs include the private sector's ability to deploy capital and management expertise, share risks, promote innovation, and improve the efficiency of infrastructure delivery, which helps to address chronic funding and expertise gaps in the public sector.

However, respondents identified the challenges and limitations of PPPs in transport infrastructure in Nigeria to include: risk allocation, financial feasibility and regulatory framework. This agrees with Batjargal and Zhang (2021) who have identified nine key challenges in PPP implementation as captured in the literature review.

Majority of the respondents agreed that Public-Private Partnerships (PPPs) significantly improve accountability and transparency in transport governance in Nigeria and that engagement of private sector stakeholders in PPPs contributes to better decision-making processes in the Nigerian transport sector. This is in sync with Christie, (2015) who asserts that good transport governance contributes to economic growth, improved quality of life, and sustainable urban and regional development.

Conclusion and Recommendations

The study spotlights specific case studies of some existing PPP projects, identifies the successes and challenges of PPPs in Nigeria, and determines their overall impact on the efficiency and effectiveness of the transport governance framework. It gathered insights from key stakeholders, including government officials, private sector partners, and civil society, to highlight factors that promote successful partnerships as well as barriers that hinder effective collaboration towards transport governance.

By leveraging PPPs, governments can improve transportation infrastructure and transport governance, enhance public services, and promote sustainable development towards global competitiveness. Thus, the Ministry of Marine and Blue Economy is already on the right trajectory by creating an enabling environment for private sector investment through regulatory reforms, public-private partnerships and this will surely reposition Nigeria's transport infrastructure and lead to effective transport governance for global competitiveness.

Overall, the study provides a comprehensive insight into the potential of public-private partnerships to transform transport governance and generally improve transport outcomes in Nigeria. Thus, through PPPs, the Nigerian Government would be able to maintain control over the transport sector, and would still benefit from the technical competence and resources of the private sector while also focusing on policy, planning and regulations for effective transport governance. To enhance public-private partnerships towards efficient transport governance in Nigeria, the following recommendations could be considered:

- (1) Government should develop capacity-building programmes for local businesses and government agencies should enhance their skills and knowledge in managing PPP projects. This would enable them to effectively partner with the private sector and drive national development;
- (2) Government should encourage the establishment of financial instruments to support long-term investments in transport infrastructure. This can include providing access to low-interest loans, grants, or guarantees to private sector partners, reducing the financial burden and making projects more attractive;
- (3) Government should strengthen the regulatory framework that governs PPPs in Nigeria's transport sector. The Infrastructure Concession Regulatory Commission (ICRC) should work closely with relevant agencies to ensure compliance with PPP laws and regulations, providing a stable and predictable environment for private sector investment;
- (4) Ports are integral hubs in the transport chain, and the efficient movement of goods is crucial to minimizing environmental impact. The adoption of PPPs can help to encourage a shift towards more sustainable transportation modes to reduce congestion and lower emissions from road traffic. Thus, private investment should be directed to rail and inland waterway infrastructure to reduce the reliance on trucks, which contribute significantly to traffic congestion and emissions. Rail and water transport are far more energy-efficient than road transport;
- (5) Through PPPs, government can implement intelligent traffic systems to minimize congestion in and around port areas.

Automated systems can assuage the flow of vehicles, reducing idling times and emissions from trucks waiting to load or unload cargo; (6) Government should simplify and standardize processes for PPP project development and implementation to reduce delays and attract more private sector investment. This would create a more favourable environment for private sector participation; (7) Government should ensure transparency in project selection, execution, and monitoring to build trust with private sector partners and stakeholders. This would help to prevent corruption and ensure that projects are executed efficiently.

REFERENCES

- Adaji, I., Francis, M.O., Okeme, J.U. and Ijebor, G.O. (2025). Exploring the Role of Public Private Partnerships in the Development of Multi-modal Transport Networks in Nigeria: An Operations Research Approach. *International Journal of Advanced Mathematical Sciences*. 11 (2), 38-43.
- Alex-Adedipe, A. & Best, E. (2024). Public Private Partnership: Legal and Regulatory Frameworks in Nigeria. pavestoneslegal.com.
- Batjargal, T. & Zhang, M. (2021). Review of key challenges in public-private partnership implementation. *Journal of Infrastructure Policy and Development* 5(2):1378.
- Bontur, S.L. (2019). KAS African Law Study Library – Librairie Africaine d'Etudes Juridiques 6
- Christie, A., Smith, D., & Conroy, K. (2013). Transport Governance Indicators in Sub-Saharan Africa. Sub-Saharan Africa Transport Policy Program (SSATP) Working Paper; No. 95. © World Bank. <http://hdl.handle.net/10986/16556>.
- Dike, S.G., Essang, E.A. & Oluwasemilore, O. (2023). Appraisal of the Legal Frameworks for Public Private Partnership to Assess the Performance of Nigerian Ports. Lessons from Singapore and China . www.environmentallawyersng.org. *AELN Journal of Environment & Natural Resources Law*. 1 (1), 1-16.
- Emejor, C. (2025). Nigerian Government Pledges to Deploy Public Private Partnerships in Enhancing Transport Sector. Independent. <https://www.independent.ng>
- Eto, G.M. & Okon N.B. (2025). Impact Assessment of Maritime Transportation Infrastructure on Nigeria's Economic Growth and Development, *Global Journal of Arts, Humanities and Social Sciences*, Vol.13, No.3, pp.1-26
- Okon, N.B. & Eto, G.M. (2024). Public-Private Partnership: A Catalyst for Efficient Maritime Transportation System in Nigeria. *FUPRE Journal of Scientific and Industrial Research*. 8(4), 320-338
- European Union (EU) (2010). Developing Public Private Partnerships. http://europa.eu/legislation_summaries/employment_and_social_policy/eu2020/em0026_en.htm
- Gijre, V. & Gupta, S. (2020) Urban Transport Governance Practice and Challenges in an Emerging Economy – Case Study of India Transportation *Research Procedia*. 48 (4): 2435-2445
- International Transport Forum (2017). 2017 Ministerial Declaration on Governance of Transport.
- Irwin, T., Klein, M., Perry, G.E., Thobani, M. (1997). Dealing with Public Risk in Private Infrastructure. In: Dealing with Public Risk in Private Infrastructure: An Overview. The International Bank for Reconstruction and Development/ The World Bank, Washington DC, 1-18.
- Leccis, F. (2015). Public Private Partnerships for Transportation Infrastructure Delivery. *Open Journal of Social Sciences*, 3 (5), 21-27
- Makovsek, D., Hasselgren, B. & Perkins, S. (2015). Ppps for Transport Infrastructure:Renegotiations, How to Approach Them and Economic Outcomes. International Transport Forum. Roundtable Summary and Conclusions. Discussion Paper No. 2014-25.**
- Navalersuph, N. & Charoenngam, C. (2021). Governance of Public-private partnerships in transportation infrastructure projects based on Thailand's experiences. Case Study on Transport Policy. 9 (3), 1211-1218.**

Public Private Infrastructure Advisory Facility (2009a). Urban Highway Concessions in Santiago, Chile.

http://www.ppiaf.org/sites/ppiaf.org/files/documents/toolkits/highwaystoolkit/6/case_studies/chile.html

Public Private Infrastructure Advisory Facility (2009b). M6 Toll, United Kingdom.

http://www.ppiaf.org/sites/ppiaf.org/files/documents/toolkits/highwaystoolkit/6/case_studies/uk.html

Ukuedojor, M. (2025). New Land Transportation Policy Will Advance Road Safety. News Agency of Nigeria.
<https://www.nannews.ng>

Uzunkaya, M. & Sarmiento, E.S. (2017). Theory Based Evaluation of Public Private Partnership Projects and Programmes. People, Planet and Progress in the SDG Era. Proceedings from the National Evaluation Capacities Conference, 2017. <https://nec.undp.org>.

Valila, T. (2020). An Overview of Economic Theory and Evidence of Public Private Partnerships in the Procurement of (transport) infrastructure. Utilities Policy. www.sciencedirect.com.

Yousouph, J. (2025). Oyetola Pushes for Sustainable Finance in Blue Economy, Records 18.6% Rise in Non-Oil Export. Shipping Position.

<https://shippingposition.com.ng/oyetola-pushes-for-sustainable-finance-in-blue-economy-records-18-6-rise-in-non-oil-export/>.