



## Public-Private Partnerships in Entrepreneurship Development in Nigeria

\*Dr. Mbaeze Roseline Uzoamaka<sup>1</sup>, Dr. Izims Tochi<sup>2</sup>, Dr. Michael Ogana<sup>3</sup>

<sup>1,3</sup> Department of Human Resource Management, School of Business and Management Technology, Delta State Polytechnic, Ogwashi Uku

<sup>2</sup> Department of Business Administration, School of Business and Management Technology, Delta State Polytechnic Ogwashi Uku

DOI: 10.5281/zenodo.17212750

Submission Date: 10 Aug. 2025 | Published Date: 27 Sept. 2025

\*Corresponding author: **Dr. Mbaeze Roseline Uzoamaka**

Department of Human Resource Management, School of Business and Management Technology, Delta State Polytechnic, Ogwashi Uku

### Abstract

*This study undertakes a nuanced examination of the symbiotic relationship between Public-Private Partnerships (PPPs) and entrepreneurship development in Nigeria, a nation beset by infrastructural deficits and entrepreneurial stagnation. This research interrogates the efficacy of PPPs in fostering deficits and entrepreneurial stagnation. This research interrogates the efficacy of PPPs in fostering entrepreneurial growth, innovation, and job creation in Nigeria's burgeoning economy. Furthermore, the paper highlights the critical role of PPPs in addressing Nigeria's infrastructure gaps, promoting innovation, and enhancing entrepreneurial capacity. Three research questions in concurrence with the specific objectives and hypotheses guided the study. Methodologically, the study made use of secondary sources of data collection and used content analysis to analyze data. The findings of this study reveal that PPPs can serve as a potent catalyst for entrepreneurship development, particularly when underpinned by robust institutional frameworks, effective governance structures, and stakeholder engagement. The study recommends among others that the Nigerian government should establish clear guidelines and regulations for PPP governance and stakeholder engagement, ensuring transparency and accountability. Thus, this research provides a paradigmatic shift in the discourse on PPPs and entrepreneurship development in Nigeria, and offers actionable insights for stakeholders seeking to promote entrepreneurial growth and economic development in the country.*

**Keywords:** Public, Private, Partnership, Entrepreneurship, Development. Entrepreneurship, Development.

## INTRODUCTION

The role of Public-Private Partnerships (PPPs) in entrepreneurship development has garnered significant attention in recent years, particularly in developing economies such as Nigeria. PPPs involve collaborative arrangements between government agencies and private sector entities to achieve mutually beneficial objectives, often aimed at promoting economic growth and development (World Bank, 2020). In Nigeria, PPPs have been increasingly recognized as a vital mechanism for driving entrepreneurship development, enhancing innovation, and creating jobs (Amaeshi & Idemudia, 2019). Entrepreneurship development is crucial for Nigeria's economic growth, as it can help reduce unemployment, increase GDP, and promote economic diversification (Afolabi, 2020). However, the country faces significant challenges in creating an enabling environment for entrepreneurship to thrive, including inadequate infrastructure, corruption, and limited access to finance (World Economic Forum, 2019). PPPs can help address these challenges by leveraging the strengths of both the public and private sectors to create a more conducive business environment.

PPPs can facilitate entrepreneurship development in Nigeria by providing access to funding, expertise, and resources (KPMG, 2020). For instance, PPPs can enable the development of business incubators, accelerators, and innovation hubs, which can provide entrepreneurs with the necessary support to start and grow their businesses (OECD, 2019). Additionally, PPPs can promote innovation and technology transfer, enabling Nigerian entrepreneurs to access new

technologies and expertise (UNCTAD, 2020). Despite the potential benefits of PPPs in entrepreneurship development, there are also challenges and risks associated with these partnerships. For example, PPPs can be complex and require significant resources and expertise to manage (World Bank, 2020). Additionally, there is a risk of unequal distribution of benefits and risks between the public and private sector partners, which can undermine the effectiveness of the partnership (Amaeshi & Idemudia, 2019).

In Nigeria, the government has implemented various initiatives to promote PPPs in entrepreneurship development, including the establishment of the Infrastructure Concession Regulatory Commission (ICRC) and the Nigerian Investment Promotion Commission (NIPC) (Nigeria Government, 2020). These initiatives aim to create an enabling environment for PPPs and promote entrepreneurship development in the country.

However, despite these efforts, there are still significant challenges to implementing effective PPPs in Nigeria, including corruption, inadequate infrastructure, and limited capacity (Transparency International, 2020). Therefore, there is a need for further research and analysis to identify the key factors that can promote the effectiveness of PPPs in entrepreneurship development in Nigeria. Recent studies have highlighted the importance of institutional frameworks, governance structures, and stakeholder engagement in promoting effective PPPs (OECD, 2019; World Bank, 2020). Additionally, research has shown that PPPs can be more effective when they are designed to address specific development challenges and are aligned with national development priorities (UNCTAD, 2020).

PPPs have the potential to play a significant role in promoting entrepreneurship development in Nigeria, but there are also challenges and risks associated with these partnerships. Further research and analysis are needed to identify the key factors that can promote the effectiveness of PPPs in entrepreneurship development in Nigeria.

The study of PPPs in entrepreneurship development in Nigeria is a complex and multidisciplinary field that requires insights from various fields, including economics, business, politics, and sociology. By exploring the role of PPPs in entrepreneurship development, this research aims to contribute to the existing body of knowledge and provide insights that can inform policy and practice.

## **STATEMENT OF THE PROBLEM**

The implementation of Public-Private Partnerships (PPPs) in entrepreneurship development in Nigeria is fraught with several challenges that can undermine the effectiveness of these partnerships. One of the major problems is the lack of a robust institutional framework to support PPPs (OECD, 2019). In Nigeria, the institutional framework for PPPs is still evolving, and there is a need for clearer guidelines and regulations to govern these partnerships (Amaeshi & Idemudia, 2019). The absence of a robust institutional framework can lead to confusion, duplication of efforts, and inefficiencies in the implementation of PPPs.

Another significant challenge facing PPPs in entrepreneurship development in Nigeria is the issue of corruption and lack of transparency (Transparency International, 2020). Corruption can undermine the effectiveness of PPPs by diverting resources away from their intended purposes and creating an uneven playing field for private sector participants (World Bank, 2020). In Nigeria, corruption is a major challenge that affects all sectors of the economy, and PPPs are not immune to this problem. Therefore, there is a need for robust anti-corruption measures to be put in place to ensure that PPPs are implemented in a transparent and accountable manner.

The lack of capacity and expertise in the public sector is another challenge facing PPPs in entrepreneurship development in Nigeria (KPMG, 2020). PPPs require specialized skills and expertise, particularly in areas such as contract management and risk analysis (World Bank, 2020). However, the public sector in Nigeria often lacks the necessary capacity and expertise to effectively manage PPPs, which can lead to poor implementation and outcomes. Therefore, there is a need for capacity building and training programs to enhance the skills and expertise of public sector officials involved in PPPs.

Furthermore, PPPs in entrepreneurship development in Nigeria are also challenged by inadequate infrastructure and limited access to finance (World Economic Forum, 2019). Entrepreneurship development requires a supportive ecosystem, including adequate infrastructure, access to finance, and a favorable business environment (Afolabi, 2020). However, Nigeria's infrastructure is inadequate, and access to finance is limited, which can make it difficult for entrepreneurs to start and grow their businesses. PPPs can help address these challenges by investing in infrastructure and providing access to finance for entrepreneurs.

Finally, the sustainability of PPPs in entrepreneurship development in Nigeria is also a major concern (UNCTAD, 2020). PPPs require a long-term commitment from both the public and private sector partners, and there is a need for mechanisms to ensure that these partnerships are sustainable over time (OECD, 2019). In Nigeria, the sustainability of

PPPs is threatened by factors such as corruption, lack of transparency, and inadequate institutional frameworks. Therefore, there is a need for robust mechanisms to ensure that PPPs are sustainable and can deliver long-term benefits for entrepreneurship development in Nigeria.

## RESEARCH QUESTIONS

1. What are the critical success factors for Public-Private Partnerships (PPPs) in entrepreneurship development in Nigeria?
2. How do PPPs impact entrepreneurship development in Nigeria, particularly in terms of job creation and economic growth?
3. What role does institutional framework play in facilitating effective PPPs for entrepreneurship development in Nigeria?

## OBJECTIVES OF THE STUDY

The broad objective of the study is to explore the role of public-private partnerships in promoting entrepreneurship development in Nigeria. While the specific objectives are as follows:

1. To identify the critical success factors for PPPs in entrepreneurship development in Nigeria.
2. To evaluate the impact of PPPs on entrepreneurship development in Nigeria.
3. To examine the impact of institutional framework on the effectiveness of PPPs in entrepreneurship development in Nigeria.

## HYPOTHESES

1. There is a significant positive relationship between PPPs and entrepreneurship development in Nigeria.
2. The success of PPPs in entrepreneurship development in Nigeria is dependent on effective governance structures and stakeholder engagement.
3. A robust institutional framework is essential for facilitating effective PPPs in entrepreneurship development in Nigeria.

## LITERATURE REVIEW

### Public-Private Partnerships

Public-Private Partnerships (PPPs) have emerged as a vital instrument for fostering entrepreneurship development in developing economies, including Nigeria (Kwak et al., 2020). Theoretically, PPPs are grounded in the principles of collaborative governance, where the public and private sectors pool their resources, expertise, and risks to achieve mutually beneficial objectives (Hodge & Greve, 2017). In the context of entrepreneurship development, PPPs can facilitate access to finance, infrastructure, and markets, thereby creating an enabling environment for entrepreneurs to thrive (Adegbite et al., 2020). By leveraging the strengths of both sectors, PPPs can help address the infrastructure gaps and entrepreneurial capacity constraints that often hinder economic development in Nigeria.

The concept of PPPs is also closely linked to the notion of entrepreneurial ecosystems, which emphasizes the importance of networks, institutions, and resources in supporting entrepreneurial activity (Isenberg, 2010). In Nigeria, PPPs can play a critical role in building a robust entrepreneurial ecosystem by providing access to funding, mentorship, and markets, as well as promoting innovation and job creation (OECD, 2019). By examining the theoretical frameworks and conceptual issues underpinning PPPs, researchers can gain a deeper understanding of how these partnerships can be designed and implemented to support entrepreneurship development in Nigeria.

### Key Benefits of PPPs in Entrepreneurship Development

- Improved Infrastructure: PPPs can facilitate the development of critical infrastructure, such as roads, bridges, and healthcare facilities, which are essential for entrepreneurship growth.
- Increased Efficiency: PPPs can bring in private sector expertise and efficiency in managing public facilities and delivering goods and services.
- Risk Sharing: PPPs allow for risk sharing between the public and private sectors, reducing the burden on government finances and promoting more effective project management.

## THEORETICAL FRAMEWORK

The system theory, propounded by Von Bertalanffy (1950), provides a useful framework for understanding the complex relationships between different actors in PPPs. This theory emphasizes the interconnectedness of different subsystems and the need for effective collaboration and coordination. PPPs have the potential to play a significant role in promoting entrepreneurship development in Nigeria. However, addressing the challenges and limitations of PPPs, such as inadequate institutional frameworks, corruption, and limited capacity, is crucial for their success. Further research is needed to explore the impact of PPPs on entrepreneurship development in Nigeria and to identify best practices for implementing effective PPPs.

## APPLICATION OF THEORY

The system theory, propounded by Von Bertalanffy (1950), provides a useful framework for understanding the complex relationships between different actors in Public-Private Partnerships (PPPs) for entrepreneurship development in Nigeria. In this context, the system theory views PPPs as a complex system comprising multiple subsystems, including government agencies, private sector organizations, and entrepreneurs. These subsystems interact and inter-depend on each other to achieve a common goal of promoting entrepreneurship development. The system theory highlights the importance of effective collaboration and coordination among these subsystems to ensure the success of PPPs.

By applying the system theory to PPPs in entrepreneurship development in Nigeria, policymakers and practitioners can better understand the dynamics of these partnerships and identify potential areas of improvement. For instance, the system theory can help identify potential bottlenecks in the PPP process, such as inadequate communication between government agencies and private sector organizations, or insufficient capacity building for entrepreneurs. By understanding these dynamics, policymakers and practitioners can develop targeted interventions to improve the effectiveness of PPPs and promote entrepreneurship development in Nigeria. This might include establishing clear communication channels, providing training and capacity-building programs for entrepreneurs, and fostering a collaborative environment among stakeholders.

## METHODOLOGY

The study made use of secondary sources of data collection which includes text books, journals, newspapers, magazines, seminar papers, etc. The study adopted descriptive research also known as content analysis to analyze data therein.

## DISCUSSION

### Hypothesis 1

#### **There is a significant relationship between PPPs and entrepreneurship development in Nigeria**

The relationship between Public-Private Partnerships (PPPs) and entrepreneurship development in Nigeria is a complex one, with various studies suggesting a significant positive correlation between the two. According to a study by Obi-Anike et al. (2020), PPPs have a significant positive relationship with infrastructural development in Abuja, Nigeria, which in turn can promote entrepreneurship growth. Another study by Fadeyi et al. (2018) highlighted the prospects of PPPs in sustainable infrastructural development in Lagos metropolis, which can also contribute to entrepreneurship development. These studies suggest that PPPs can play a crucial role in promoting entrepreneurship development in Nigeria by providing access to funding, expertise, and resources. The significance of the relationship between PPPs and entrepreneurship development in Nigeria can be attributed to the ability of PPPs to address the country's infrastructure deficit and promote economic diversification. According to a report by the World Bank (2020), PPPs can help bridge the infrastructure gap in Nigeria, which is essential for entrepreneurship growth. Additionally, PPPs can also promote innovation and technology transfer, which can contribute to entrepreneurship development (UNCTAD, 2020).

Furthermore, the relationship between PPPs and entrepreneurship development in Nigeria can also be influenced by the level of stakeholder engagement and participation. According to a study by Amaeshi and Idemudia (2019), stakeholder engagement is critical for the success of PPPs in Nigeria, which can in turn promote entrepreneurship development. Therefore, it is essential to ensure that all stakeholders, including government agencies, private sector organizations, and entrepreneurs, are engaged and participate in the PPP process.

The impact of PPPs on entrepreneurship development in Nigeria can also be measured in terms of job creation and economic growth. According to a report by the Nigerian Investment Promotion Commission (2020), PPPs can create jobs and stimulate economic growth in Nigeria, which can contribute to entrepreneurship development. Additionally, PPPs can also promote innovation and entrepreneurship, which can lead to the creation of new businesses and industries (OECD, 2019). The relationship between PPPs and entrepreneurship development in Nigeria is significant, and PPPs can play a crucial role in promoting entrepreneurship growth and development in the country. By addressing the infrastructure deficit, promoting innovation and technology transfer, and ensuring stakeholder engagement and participation, PPPs can contribute to entrepreneurship development in Nigeria. From the analysis above, we accept the first hypothesis.

### Hypothesis 2

#### **The success of PPPs in entrepreneurship development in Nigeria is dependent on effective governance structures and stakeholder engagement**

The success of PPPs in entrepreneurship development in Nigeria is dependent on various factors, including effective governance structures and stakeholder engagement. According to a study by KPMG (2020), effective governance structures are critical for the success of PPPs in Nigeria, which can in turn promote entrepreneurship development. Governance structures refer to the systems and processes that govern the relationship between the public and private

sector partners, including contract management, risk allocation, and dispute resolution. Stakeholder engagement is also essential for the success of PPPs in entrepreneurship development in Nigeria. According to a study by Amaeshi and Idemudia (2019), stakeholder engagement is critical for building trust and ensuring the success of PPPs in Nigeria. Stakeholder engagement involves identifying and engaging with all stakeholders, including government agencies, private sector organizations, and entrepreneurs, to ensure that their needs and expectations are met.

Effective governance structures and stakeholder engagement can contribute to the success of PPPs in entrepreneurship development in Nigeria by promoting transparency, accountability, and trust. According to a report by the World Bank (2020), transparency and accountability are essential for the success of PPPs, which can in turn promote entrepreneurship development. Additionally, trust is also critical for building strong partnerships between the public and private sector partners (OECD, 2019).

Furthermore, effective governance structures and stakeholder engagement can also help to mitigate the risks associated with PPPs, such as corruption and lack of transparency. According to a report by Transparency International (2020), corruption is a major challenge facing PPPs in Nigeria, which can undermine their success. Effective governance structures and stakeholder engagement can help to prevent corruption and ensure that PPPs are implemented in a transparent and accountable manner. The success of PPPs in entrepreneurship development in Nigeria is dependent on effective governance structures and stakeholder engagement. By promoting transparency, accountability, and trust, effective governance structures and stakeholder engagement can contribute to the success of PPPs and promote entrepreneurship development in Nigeria. The above discussion supports the second hypothesis.

### Hypothesis 3

#### **A robust institutional framework is essential for facilitating effective PPPs in entrepreneurship development in Nigeria**

A robust institutional framework is critical for facilitating effective Public-Private Partnerships (PPPs) in entrepreneurship development in Nigeria. According to a report by the OECD (2019), a well-established institutional framework is essential for promoting PPPs, which can in turn drive entrepreneurship growth and development. An institutional framework provides the necessary structure and guidelines for PPP implementation, ensuring that all stakeholders are aware of their roles and responsibilities.

In Nigeria, a robust institutional framework can help address the challenges facing PPPs, such as inadequate infrastructure and limited access to finance. According to a report by the World Bank (2020), a robust institutional framework can help promote PPPs by providing a stable and predictable environment for private sector investment. This can lead to increased investment in entrepreneurship development initiatives, creating jobs and stimulating economic growth.

Furthermore, a robust institutional framework can also help mitigate the risks associated with PPPs, such as corruption and lack of transparency. According to a report by Transparency International (2020), a robust institutional framework can help prevent corruption by establishing clear rules and procedures for PPP implementation. This can promote transparency and accountability, ensuring that PPPs are implemented in a fair and equitable manner.

In addition, a robust institutional framework can also facilitate effective stakeholder engagement and participation. According to a study by Amaeshi and Idemudia (2019), stakeholder engagement is critical for the success of PPPs in Nigeria. A robust institutional framework can provide the necessary mechanisms for stakeholder engagement, ensuring that all stakeholders are involved in the PPP process.

A robust institutional framework is essential for facilitating effective PPPs in entrepreneurship development in Nigeria. By providing a stable and predictable environment for private sector investment, promoting transparency and accountability, and facilitating stakeholder engagement, a robust institutional framework can help drive entrepreneurship growth and development in Nigeria. From the analysis above, we accept the third hypothesis which states that a robust institutional framework is essential for facilitating effective PPPs in entrepreneurship development in Nigeria.

### FINDINGS

1. PPPs have a significant positive impact on entrepreneurship development in Nigeria, creating jobs and stimulating economic growth.
2. Effective governance structures and stakeholder engagement are critical for the success of PPPs in entrepreneurship development in Nigeria.
3. A robust institutional framework is essential for facilitating effective PPPs in entrepreneurship development in Nigeria.



4. PPPs can help address infrastructure deficits and promote innovation in entrepreneurship development in Nigeria.
5. Capacity building and training programs are necessary for enhancing the skills and expertise of entrepreneurs and public sector officials involved in PPPs.

## RECOMMENDATIONS

1. The Nigerian government should prioritize PPPs in entrepreneurship development initiatives, providing necessary support and incentives for private sector participation.
2. The Nigerian government should establish clear guidelines and regulations for PPP governance and stakeholder engagement, ensuring transparency and accountability.
3. The Nigerian government should strengthen its institutional framework for PPPs, establishing clear rules and procedures for PPP implementation and providing necessary support for private sector participation.
4. The Nigerian government should prioritize PPPs in infrastructure development and innovation initiatives, leveraging private sector expertise and resources to drive entrepreneurship growth.
5. The Nigerian government should establish capacity building and training programs for entrepreneurs and public sector officials, enhancing their skills and expertise in PPP implementation and entrepreneurship development.

## CONCLUSION

The study of Public-Private Partnerships (PPPs) in entrepreneurship development in Nigeria has revealed the transformative potential of collaborative efforts between the public and private sectors in driving economic growth and development. By leveraging the strengths of both sectors, PPPs can unlock new opportunities for entrepreneurship growth, innovation, and infrastructure development, ultimately contributing to the country's economic diversification and sustainable development. The study underscores the importance of effective governance structures, stakeholder engagement, and institutional frameworks in ensuring the success of PPPs in entrepreneurship development in Nigeria.

The insights gained from this study have significant implications for policymakers, entrepreneurs, and private sector stakeholders seeking to promote entrepreneurship development in Nigeria. By harnessing the potential of PPPs, stakeholders can create a conducive environment for entrepreneurship growth, job creation, and economic development. Ultimately, this study contributes to the ongoing conversation on sustainable economic development in Nigeria and provides a foundation for future research on PPPs and entrepreneurship development in the country.

## REFERENCES

1. Adegbite, S. A., & Monehin, A. S. (2019). Public-private partnerships and sustainable development in Nigeria. *Journal of Sustainable Development*, 12(4), 12-24.
2. Amaeshi, K., & Idemudia, U. (2019). Public-private partnerships and sustainable development in Nigeria. *Journal of Sustainable Development*, 12(5), 1-15.
3. Edwin, I. E., & Okoli, O. J. (2024). Systematic Review of Human Resource Management Strategic Role in Enhancing Public-Private Partnerships for Infrastructure Development in Nigeria. *Global Journal of Research in Business Management*, 4(6).
4. Fadeyi, O. I., Kehinde, O. J., Nwachukwu, C., Adegbuyi, A. A., & Agboola, O. O. (2018). Public Private Partnership for Sustainable Infrastructural Development in Lagos Metropolis: Prospects and Challenges. *Journal of Sustainable Development*, 11(3), 45-57.
5. KPMG. (2020). *Public-Private Partnerships in Nigeria*.
6. Nigerian Investment Promotion Commission. (2020). *Investment Opportunities in Nigeria*.
7. Obi-Anike, O. H., Ofobruku, S. A., & Okafor, C. N. (2020). Public-Private Partnership and Infrastructural Development: Implications for Economic Diversification in Abuja, Nigeria. *Journal of Economics and Sustainable Development*, 11(6), 1-11.
8. OECD. (2019). *Public-Private Partnerships for Sustainable Development*.
9. Transparency International. (2020). *Corruption Perceptions Index*.
10. Uzochukwu, O. A., & Okoli, I. C. (2020). Public-Private Partnerships and Sustainable Entrepreneurship Development in Nigeria. *Journal of Sustainable Development*, 13(2), 34-46.
11. Victor, O. O., & Nwankwo, S. N. (2019). Public-Private Partnerships and Entrepreneurship Development in Nigeria: Challenges and Opportunities. *Journal of Entrepreneurship and Business Innovation*, 6(1), 1-12.
12. World Bank. (2020). *World Development Report 2020: Global Value Chains in a Post-COVID-19 World*.
13. Yakubu, A. A., & Muhammad, S. (2020). Public-Private Partnerships and Economic Development in Nigeria: A Critical Review. *Journal of Economics and Sustainable Development*, 11(5), 12-24.
14. Zubairu, U. M., & Sakariyahu, O. R. (2019). Public-Private Partnerships and Entrepreneurship Development in Nigeria: A Conceptual Framework. *Journal of Business and Management*, 14(3), 45-57.
15. World Bank. (2020). *Public-Private Partnerships in Infrastructure*.

#### CITATION

Mbaeze, R. U., Izims, T., & Ogana, M. (2025). Public-Private Partnerships in Entrepreneurship Development in Nigeria. In *Global Journal of Research in Business Management* (Vol. 5, Number 5, pp. 28–33).  
<https://doi.org/10.5281/zenodo.17212750>



## Global Journal of Research in Business Management

### Assets of Publishing with Us

- **Immediate, unrestricted online access**
- **Peer Review Process**
- **Author's Retain Copyright**
- **DOI for all articles**