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PUBLIC – PRIVATE PARTNERSHIP AND INFRASTRUCTURAL DEVELOPMENT IN ANAMBRA STATE: A STUDY OF ANAMBRA STATE MINISTRY OF WORKS: 2018-2024

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Abstract

Infrastructure referred to the basic physical structure needed for the operation of a society which may include industries, buildings, roads, bridges, health services and governance. The broad objective of the research is to examine Public – private partnership and infrastructural development in Anambra State using Ministry of Work as a study (2018-2024. Specifically, the Study ascertained the extent public – private partnership (PPP) could be adopted to enhance infrastructural development in Anambra State Ministry of Work. Examined the extent which Public-Private Partnership (PPP) could be adopted in reducing the financial burden of providing infrastructural development in Anambra State Ministry of Work and identify possible major challenges that might hinder extensive adoption of public – private partnership (PPP) in enhancing infrastructural development in Anambra State Ministry of Works. The study adopted survey design. The population of the study comprised the entire staff of the Ministry of Works. Data generated was analyzed using descriptive statistics like tables, frequency, simple percentage, mean count and standard deviation. The hypotheses were tested using chi-square. The result of the findings revealed that Public–private partnership arrangement could be used to significantly enhance infrastructural development in Anambra State Ministry of Work. Public-Private Partnership arrangement can be used to significantly reduce the financial burden of providing infrastructural development in Anambra State Ministry of Work and that there are major challenges that might significantly hinder the extensive adoption of public - private partnership in enhancing infrastructural development in Anambra State Ministry of Work. Amongst the recommendations is that organizational movement should be away from the current merit pay reward system to an organizational structure that promotes challenges and accomplishments, that to say, management motivational techniques such as praises, pay, recognition for achievement and challenging work enhance employee performance in the organization.

Key Words: Public–Private Partnership, Anambra State Ministry of Works

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Introduction

In Nigeria today, the decline in the price of crude oil has adversely affected all the facets of the national economy including the capital investment sector which supposed to take care of the infrastructural developmental needs of the country. Thus, the state of infrastructure in the country needs to be improved. The situation is such that may suggest that certain percentage of the gross domestic product Gross Domestic Product (GDP) of the country, should now be devoted for infrastructural development if meaningful positive development should continue to be recorded in Nigeria (Umetiti,. & Ogini, 2025).

For instance, recent development in Nigeria resulting from the recent economic down turn in the national revenue earnings appeared to have created huge infrastructural deficit in the country particularly, in public establishments and institutions such as the universities. There are reasonable signs that the state of infrastructural development in public institutions in the country have become quite dilapidated and obsolete (Umetiti, et al, 2025). The government whose primary responsibility is to provide critical infrastructure for the socio-economic development of the nation appeared so far not to be meeting up with public expectations due to paucity of funds. Thus, it has become obvious that the earlier conventional practice whereby the government alone was expected to deliver infrastructural facilities and services to the nation and its numerous institutions including those of institutions of higher learning in the country can no longer suffice (Nwafor et al, 2023). .

The increasing demands of the citizens on government coupled with the declining oil revenue accruable to government as well as the inability of the government to efficiently discharge its statutory responsibility of adequately providing infrastructural facilities and services have all combined to induce the call for a reappraisal of government's capacity to achieve the concrete goal of providing public goods to the people. In the light of the above, particularly with regards to the infrastructural demand gap already existing in the country, it is evident that the government alone even at the best of times can no longer provide all the infrastructure required for the economic development of the country, hence the call for involvement of and intervention from the private sector in the provision of public infrastructure to service the country's economy effectively and efficiently. (Musa Magaji & Umar, 2022).

Infrastructure is a compound term that describes the primary structure of facilities and utility services needed by the citizens of a society to survive and to function effectively. In concrete terms, it refers to roads, housing/accommodation, water and electricity supply, bridges, dams, irrigation systems, schools and transportation services to mention but a few. Provision of these facilities and services entail huge budget from government which keeps expanding as the population of the society expands. The humongous financial outlay required to provide infrastructural development for the growth of the society's socio-economic wellbeing was hitherto within the sole purview of the government in Nigeria (Orizu, 2018).

This orientation is increasingly changing with the exigencies of time. Today, the private sector participation in the provision of infrastructural facilities and services has become an accepted practice and an imperative hence the much call that have gone out for their increased involvement participation in this regard (Baidoo, Dankwa & Eshun, 2018).

The call for private sector involvement in the development and provision of public infrastructure is on the increase and this has necessitated a paradigm shift based on the new approach whereby the private sector contributions in the development of public utility, social facilities and infrastructure will be well accommodated. This new arrangement is what is referred today as Public Private Partnership (PPP). As observed by Abdulhamid and Lawal (2015), this new approach has made available a menu of options some of which include: public – private partnership, performance contracting, decentralized management, citizens' charter, privatization etc. In Nigeria, the most current and popular contractual arrangement for providing infrastructural development to the people by government or the state is referred to as public – private partnership (PPP).

PPP appeared to be the generic term used to describe a myriad and structures that facilitate the participation of the private sector in the provision of public infrastructure and services. It involves a contract between a public sector authority and a private sector party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. To Fadeyi, Agwu and Ogbonna (2016), PPP refers to a specific type of arrangement that involves a long term agreement between a private sector partner and a government in which the private sector party designs, builds, finances and operates public infrastructure in exchange for some form of paymen (Mohammed, 2019).

Statement of the Problem

Infrastructural development is the birth of basic and foundational utilities which serve the general public to stimulate growth in economy and standard of living (Babatunde, 2018). It is also the provision of essential facilities which enable activities of man in all walks of life and which in fast tracking both physical development and socio-economic engagement (Thacker, Adshead, Fay, Hallegatte, Harvey, Meller, & Hall, 2019). Fulmer (2009) contends that infrastructure in general is the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions and maintain the surrounding environment. Common focus on infrastructural development falls under basic infrastructure such as road networks, schools and critical infrastructure such as facilities for agriculture, housing, electricity generation and transmission, portable water supply, transportation and public health (Morozova, Popkova, & Litvinova, 2019).). Although, private sector may be involve in the provision of infrastructure and the development of same, government through the process of governance are the primary provider of infrastructure in any country and state.

Many have decried the state of infrastructure in Anambra State especially in Anambra State Ministry of Work. This may be evidenced with collapse of road networks as visible in Awka the State Capital and other important cities in the State such as Onitsha, Nnewi and Nkpor. The flood menace due to blocked drainages and canals has increased; gridlock has become the order of the day due to bad roads. These observed problems have affected the public opinion and without empirical examination of the administration.

Another infrastructural challenge which the public has decried in the State is the collapse of the local vigilante groups in the rural areas which was visible in the State in almost all the communities of Anambra State. However, it is a common sight now to see dilapidated security vehicles of those vigilante securities in almost all crannies of the state either abandoned or vandalized. The situation is an indication of the infrastructural decay in the security sector of the has increased geometrically the activities of criminals in the State.

Equally, infrastructure in the education sector may not be said to have received uplift. Many school bus and utility vehicles which were presented to schools are now seen in abandoned in their damaged state without efforts to repair them for their use in the schools. These observed problems have created room for examining the infrastructural development of Anambra State Ministry of Work especially with the hope of provides empirical evidence that can fill gaps in literature.

Academically, the lack of studies on this regard creates academic gaps in literature as there is dearth of information on studies evaluating full infrastructural development impacts of Public – private partnership and infrastructural development in Anambra State Ministry of Work

These gaps can be seen in literature as shortcomings regarding holistic public administration assessment especially that of state governments. The lack of holistic assessment of Public – private partnership and infrastructural development in Anambra State Ministry of Work has generally limited genuine and accurate assessment of democratic dividends in Nigeria and Anambra State in particular.

Review of Related Literature

Conceptual Framework

Public – Private Partnership

Nigeria suffers from a big problem of infrastructural deficit and this condition has seriously affected the state of infrastructure of Universities in the country. As observed by (Ozohu – Suleiman and Samaila, (2018), successive governments in Nigeria have invested heavily in all aspects of infrastructure in Nigeria. However, the level of development in the infrastructure provision is not commensurate with government investment and more importantly the needs of the populace as well as the fact that the required support for the economy are not being met. Nevertheless, for government to be able to take care of the huge financial burden which the provision of adequate infrastructure entails, a more dependable financing system needs to be put in place. Arguably, Public – Private Partnership provides a more dependable system of providing sustainable infrastructural facilities and services in the country. As noted by Fadeyi, et al (2021), initially, delivery of public services and provision of infrastructure has been the sole responsibility of the government. However, with the growing population, coupled with the needs for development in other areas, governments have been found wanting in effectively providing all the infrastructural needs of the people adding, that governments all over the world in this new dispensation (embodying the spirit of the New Public Management (NPM) which allows business/market orientation in public management), now cooperate with the private sectors in the provision andws management of infrastructural facilities in their respective countries. This contractual arrangement is referred to as public Private Partnership (Umetiti, et al, 2025).

A public – private partnership (PPP) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. These schemes are sometimes referred to as Public – Private Partnership or P3 (Modu-kumshe, et al. 2015). Also, Public – Private Partnership is defined by (The National Council for Public – Private Partnership (2022) as a contractual agreement between a public agency (Federal, state or local) and a private sector entity. Through agreement, the skills and assets of each sector (public and private) are shared in delivery a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risk and rewards potential in the delivery of the service and or facility.

Public – Private Partnership as opined by Barlow, Roehrich and Wright (2021) is one of the economic strategies among others employed by most national governments to avoid the forward capital payment of expenditure for infrastructure and to harness private – sector efficiencies, while the private sector partners' benefit better a return on investment on public infrastructure. Modu-kumshe, et al (2021) gave a detailed description of the different types of PPP modus operandi as follows: PPP involves a contract between a public sector authority and private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. In some types of Public – Private Partnership P, the cost of using the service is borne exclusively by the users of the service and not by the tax payer. In other types (notably the private finance initiative), capital investment is made by the private sector on the basis of a contract with government to provide agreed services and the cost of providing the service is borne wholly or in part by the government. Government contributions to a Public – Private Partnership may also be in kind (notably the transfer of existing assets). In projects that are aimed at creating public goods like in the infrastructure sector, the government may provide a capital subsidy in the form of a onetime grant, so as to make it more attractive to the private investor. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by removing guaranteed annual revenues for a fixed time period.

Infrastructural Development

In its attempt to deliver public services and facilities in fact, public good to the citizenry in the country, the Nigerian government was challenged by the humongous financial burden. High population rate and rapid urbanization have so raised their ugly heads as to make it impossible for government to provide all the infrastructural needs of the people. Transportation, housing, healthcare, electricity and water supply are basic infrastructural facilities and services the people cannot do without and it is the responsibility of government to same to its people (Abonyo, 2020). Infrastructure is a term which describes certain essential facilities within the human society (Ozohu–Suleiman & Oladimeji, 2015). Oluwafemi in Obi-Aneke, Ofobruku and Okafor (2020) asserted that infrastructure referred to the basic physical structure needed for the operation of a society which may include industries, buildings, roads, bridges, health services and governance, just to mention a few. Infrastructure in developing countries connotes roads, electricity networks, servers and transport infrastructure. He argued that the provision of infrastructure has been the conventional responsibility of the government using Taxpayer's money through budgetary allocations. However, with a growing phenomenon world – wide the inability of the government to adequately finance the ever-growing infrastructure needs now pose serious consequences in developing countries.

Umetiti, et al, (2025) posited that infrastructure according to World Bank is an umbrella term for many activities referred to as "social overhead capital' and characterized by peculiar technical features (such as economics of scale) and economic features (such as spillovers from users and nonusers). Fulmer (2022) defined infrastructure as the physical component of inter related systems providing commodities and services essential to enable, sustain or enhance societal living conditions.

Infrastructure is also referred to social overhead capital. Improvement in infrastructure apart from making life comfortable for the people can be used to among others attract industries to a disadvantaged area. To Ozohu-Suleiman and Olamdimeji (2022) infrastructure as an umbrella term for many activities referred to as social overhead capital and characterized by peculiar technical and economic features which include:

Public Utilities – Power, piped water supply, telecommunications, sanitation and sewage, solid waste collection and disposal and piped gas. Public works – roads and major dams and canal works for irrigation and drainage; and Other transport sectors – Urban and inter urban railways and airports (Oladimeji, 2022).

Infrastructural Financing

Finance plays a critical role in infrastructural and human capital development in organizations. Finance has been described as life wire for infrastructure development. Where there is poor financing, provision of new facilities and maintenance of already existing ones become a herculean task that could be difficult achieve. On the other hand, easy accessibility and availability facilitate investment in infrastructure development and maintenance resulting in further wealth creation through returns on investment.

Infrastructure is generally seen as the physical framework of facilities through which goods and services are provided to the public (Dabara, Okorie, Ankeli & Alabi, 2012). The infrastructure sector therefore represents a source through which infrastructural facilities and services are provided to the citizens of a country. Dabara , Ankeli, Guyimu, Oladimeji and Oyediran (2022) opined that the infrastructure sector covers a wide spectrum of services such as telecommunication, sewage disposal, roads, water supply, agricultural, medical, educational and other facilities, etc. most of these services have a direct impact on man's life, from his health, safety, wellbeing and societal point of view. Similarly, it contributes to economic development by increasing productivity and, by providing amenities that enhance the quality of life.

Infrastructure is costly to provide. Thus, financing infrastructural projects pose difficult challenges as the sourcing of huge funds are often not an easy undertaking. Yet, adequate financing is imperative for infrastructure supply. Infrastructure financing is a subset of project finance and refers to a limited recourse or non-recourse finance that consists of financing very specific assets or projects, with repayment coming only from the cash flow generated by the project asst, without claims on the investors that own the company (UN-HABITAT, 2011).

Project financing has been employed in almost all capital intensive industries particularly in transportation (aircraft, rail and shipping), independent power projects (electricity), mineral and other natural resource exploration, water projects etc. it has been observed that infrastructure financing is also mostly used in countries whose domestic capital markets are small relation to their project development requirements or are relatively immature, especially in developing countries like Nigeria (Blanc-Brude,2010). Kingsley (2011) maintained that infrastructure financing involved a combination of both equity and debt where the split between the two usually depends on the individual project and most importantly, on the risk profile of each project. Furthermore, infrastructure finance generally requires finances with tenors ranging from 7-25 years or even longer period.

Nigeria is still experiencing infrastructure deficit, particularly in the various higher institutions in the country. Fatai, Omolara and Taiwo (2023) affirmed that Nigeria is experiencing a stunted growth due to sluggish infrastructure development. Resources channeled to the provision of infrastructure services were largely inadequate and sub optimal. However, funds directed to the provision of infrastructure were either embezzled or out rightly diverted to less productive needs which are susceptible to corruption. This, however, create a lacuna in infrastructure development process. Although |Nigeria has the potential to attract and retain huge number of world's investments to improve on her poor state of her infrastructure development, this potential has been highly underutilized. Particularly, the deplorable conditions of infrastructure in Nigeria's higher institutions are nothing to write home about.

Challenges Facing Public – Private Partnership

Although research has shown that infrastructural deficit in society in general and the University education in particular could be effectively tackled through the implementation of public-private partnership (PPP) for infrastructural development (Fadeyi, et al, 2016, Babatunde et al, 2012, Odeleye, 2012), most universities in Nigeria are yet to embrace Public – Private Partnership as a panacea for resolving problems of poor and inadequate infrastructure in their institutions. Arguably, this could be as a result of the many challenges they may face or be facing in the course of contemplating and / or adopting the scheme. Dabak (2014) maintained that Public – Private Partnership in Nigeria is faced with various challenges ranging from financial limitations, dominance of public companies, corruption, inability of private companies to access local currency and affordable long term loan. Odeleye (2012) lamented that in spite of the efforts of the Nigeria government at equipping and revamping public universities all over the country, infrastructure is still grossly inadequate. Hostel accommodation, library facilities and lecture rooms / halls are either not enough or are in poor state adding, that utilities such as water electricity and roads are usually a great challenge.

One of the major hindrances in the way of Public – Private Partnership adoption is finance. Nigeria's infrastructure challenge is huge. Recent reports suggest that the country requires between $12 and $15 billion annually for the next six years meeting the standard infrastructure requirements. However, Umetiti, et al, (2025) agreed that it has become evident that the government alone cannot muster the resources (Finance and expertise) to meet this need and involvement of the private sector is not just desirous but necessary. It is no wonder therefore that majority of infrastructure projects currently underway at both state and Federal levels are powered by Public – Private Partnership. Political instability and leadership change constitutes a serious challenge to Public – Private Partnership. Frequent changes in leadership and lack of continuity of projects have given rise to many abandoned projects in Nigeria Universities. As posited by Afolabi (2011), the lack of continuity in administrative policies by political office holders over the years has affected Public – Private Partnership negatively. Frequent changes in important office holders and Chief Executives of Regulatory agencies impact adversely on Public – Private Partnership projects.

There is also the challenge of lack of proper legal framework for Public – Private Partnership operation in the country. As observed by Odeleye (2012) as at present in Nigeria, there is no system whereby the government can engage the private sector for the primary purpose of revamping Nigeria's education industry. To this end, infrastructure concession Regulatory Commission (2015) has decried as follows: There is lack of sound legal and institutional framework backing public private partnership in the country, in a situation where there is problem with the agreement(s) the private investors are left to bear the burden financially and otherwise.

The frequent arbitrary actions and policy somersault of governments also pose a serious challenge to Public – Private Partnership in Nigeria. This is confirmed by Okpara (2012) thus: Premature termination of concession right by government is another major challenges, a typical example is the termination of the concession right between Lagos State and the Lekki Concession Company (LCC) over the Lekki-Epe express road.

Other challenges to the PPP include but not limited to fear of private of projects, lack of expertise on the part of governments and their agencies. Despite all these identified challenges, Public – Private Partnership remains a veritable and innovative instrument for developing infrastructure in Anambra State Ministry of Work.

Empirical Review

Idumauge and Nwaeke (2023) conducted a qualitative research into the "Mercerization of University Education in Nigeria: Implications for Access and Equity". The study argued that the unquestionable adherence by most developing countries to the World Bank not to invest massively in higher education led to the neglect of the sub sector in terms of funding, management and control. The study maintained that in Nigeria, university funding suffered grave neglect since the 1980s and argued that the expansion of university education in Nigeria in tandem with the increasing demand in the past two decades precipitated the problem of chronic under finding. The study insisted that presently, the Nigeria university system also suffers from a crisis of confidence, pedagogy and quality hence the general perception that the quality of university education has drastically diminished. The

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study examined the mercerization of university education and its implications for access and equity. The study maintained that emergence of private university as product of the PPP policy is capable of bridging the demand supply gap. The study insisted that the mercerization of university education is a necessary evil that will ultimately usher in liberalization of university education as well as bring about improvement of university education as a result of competition.

Aja-Okorie and Onele (2023) conducted a study titled: Sustainable finding of Higher Education in Nigerian Universities in the Austere period: Institutional analysis; The study adopted a survey design. The study aimed at investigating the finding of Ebonyi State University, Abakaliki. The population of the study was made up of six thousand, seven hundred and twenty-one (6721) academic and non-teaching staff of the university. The sample size of the study comprised of two hundred (200) academic and non-teaching staff purposively selected for the study based on their qualification and experience. A structured questionnaire titled: "Sources of Revenue Inflow into finding Ebonyi State University" (SERIFESU) was use for data collection. The instrument was face validated by three specialists – one from measurement and Evaluation and two from Educational Administration and planning. The reliability coefficient of 0.66, 0.69, 0.70 and the reliability index of 0.68 were obtained. Findings of the study revealed that the University Management complement through students' school and levies to find capital and recurrent budgets of the University. It was also revealed that the University Management's exploitation of external grants and international services are low. It was recommended that the university should explore other alternative means including PPP mechanism to improve on revenue generation for infrastructural development.

In a related Study, Odeleye (2022) examined engineering public private partnership (PPPs) in university education service delivery in Africa. The study was a qualitative survey. The study noted that education remains a major player in the socio-economic revamping of Africa even though most African national governments have not leveraged the high output of the private sector educational development. For the most part to date, private universities are running parallels to their public counter parts. With fewer infrastructures, the private schools seem to be thriving much more than their industrial action infested public funded school, the study further observed. The study went on to argue that it was on record that private schools seem more proficient and effective in service delivery than their private sector in evolving cutting-edge service delivery in tertiary education. The study suggested that specific PPP (3Ps) approaches such as privatization of selected public institutions, private sector endowments and partnership of property developers among others are adopted. It also proposed that synergy could be encouraged between public and private universities in linkage programs and sabbatical appointments.

Obi-Aneke, et al. (2020) conducted a research with title: "Public – private Partnership and Infrastructural Development: Implications for Economic Diversifications in Abuja, Nigeria". The adopted a quantitative methodology. The study observed that public private partnership (PPP) as a present day substitute to the conventional tactic where the government delivers infrastructural facilities and services to it citizens has become prevalent practice providing the needed infrastructure in most nations. The study investigated the public – private partnership and infrastructural development as instruments for economic diversification in Abuja. The questionnaire was adopted for the collection of the survey data. Data collected was analyzed using the bivariate correlation (r) statistic technique. The findings of the study showed that public private projects would improve infrastructure for economic diversification. The study therefore recommended that to ensure a permanent solution to the persistent challenges of infrastructural deficit that impedes economic growth and diversification in Abuja, the government has to boost the involvement of private investors on infrastructural development.

In another study, Fadeyi, et al (2021) carried out an; "Assessment of public – private partnership on infrastructural development in Nigeria: Challenges and prospects.

The study adopted the qualitative method. The study noted that the era of government single handedly providing infrastructural facilities are long gone. The study further noted that governments all over the world in this new dispensation cooperate with the private sectors in the provision and management of various infrastructural facilities in their respective countries. The study aimed at assessing the role of PPP in the growth of various infrastructural facilities in Nigeria, with a view to evaluating in specific terms the challenge of the partnership on infrastructural development in Nigeria and to proffer solutions to them. Findings of the study revealed that public – private partnership in Nigeria are faced with challenges ranging from death of financing and when such is in place, it carries high interest rate. Another string challenges hinges on lack of experience in project financing by bank officials and technical expertise. The findings further revealed lack of sound legal and institutional framework as a backing for public private partnership in Nigeria. Despite the challenges, the study finds that a mutual relationship between the public and private sector had contributed immensely to the growth of infrastructure in the country as revealed by extant literature review.

Ozohu – Suleiman and Oladimeji (2020) conducted a study titled: Public – private partnership and infrastructural development in Nigeria: The Rail Transportation sector in focus". The study is of the view position that the global movement for the transformation of governance has brought about sundry innovations in public administration. One of such innovations according to the study is the public – private partnership (PPP), which is fast becoming an attractive menu in the list of global best practices. The study maintained that the initiative recognizes the potency of the private sector in the good governance project and therefore seeks to encourage the synergy between the private sector and public sector for improve service delivery. The study called out that need to arrest the continuing infrastructural decay in Nigeria has compelled the government to key into this approach. The study employed the descriptive / analytical approach to review related literature which serves as basis to generate and discuss findings. The study revealed that the Nigerian rail way in facing both internal and external challenges resulting in poor performance.

Modu-kumshe, et al. (2022) conducted a study with the title: "Public – private partnership and Nigeria's infrastructural development: a panacea for Economic Growth". The study which adopted qualitative methodology examined public private partnership and Nigeria's infrastructural development as a panacea for economic growth. The study maintained that the task of infrastructural provision is too important to be left to the hands of government alone, hence the need for private sector to key in the provision of the infrastructure in Nigeria to complement government effort. The study revealed that PPP represents a veritable means of achieving adequate infrastructural development. However, to succeed as a nation, the study is of the view that improving infrastructural provision, there must be sincerity of purpose on the part of the parties involved in the contracts.

Theoretical Framework

The focus of this study is the investigation of the extent to which Public-Private Partnership (PPP) could be adopted to facilitate infrastructure development in Anambra State Ministry of works. Although there exists several theories pertinent to Public – Private Partnership such as the Theory of Collaborative Advantage; Governance theory; X-efficiency theory; Public choice theory; the Principal-agent theory, the theoretical framework of this study is anchored in the New Public Management (NPM) model.

The New Public Management (NPM) has its origin in the public choice theory and managerialism. Wilenski (1988) and (Cohen, Duberley & Mc Auley, 1999) were among early researchers who introduced NPM to public sector organizations management in the late 1970s. NPM is a set of assumptions and value statements relating to how public sector organizations should be redesigned, organized, managed in a quasi-business manner in order to function effectively, efficiently and economically. The basic idea of the NPM is to make public sector organizations – and the people working in them – much more business –like and market-oriented; that is performance; cost; efficiency – and audit-oriented (Cohen, et al, 1999).The NPM as a movement began in the late 1970s and early 1980s. Its first practitioners emerged in the United Kingdom under Prime Minister Thatcher and in the municipal governments in the U.S. based on the postulations of Woodrow Wilson (185-1924). The 28th President of the United States was also called the Father of Public Administration as a result of his idea of separating politics and administration made public in 1887.

Woodrow Wilson's ideas on new public administration (NPM) can be summarized in his idea that government must discover first, what it can properly and successfully, how it can do these proper things with the utmost possible efficiency and the least possible cost either of money or energy. The New Public Management represents a paradigm shift from the traditional model of organization and delivery of public service to a market – based public services management. It explores the use of market incentives to root out the pathologies of government bureaucracy.

Tenets of the Theory

The basic tenets of the theory include: Economy, Efficiency and effectiveness. These can be translated to mean:

- To emphasize economy, efficiency, and effectiveness by downplaying the importance of regulation
- Reorganizing the bureaucracy into different agencies
- Increase competition through the introduction of quasi-market systems and contract systems
- Reducing expenses and facilitating income growth
- Shift to greater competition in public sectors
- Emphasizes more on private sector styles of management
- Managerialism that means the role of the administrator transforms as manager
- Increasing the flexibility and mobility of organizational structure, personnel and working conditions
- Greater emphasis on consumerism whereby citizens are considered as consumers
- Securing participation of people through the decentralization process.

In Nigeria, the philosophy and thrust of the reform of public service suggest an orientation towards the underlying doctrines of: Economy, Efficiency and effectiveness. To Ozohu-Sulieman and Oladimeji (2015), the doctrines of NPM include: emphasis on entrepreneurial management in contrast to traditional bureaucracy; explicit standards and measures of performance; the promotion of competition in the provision of public services; and the promotion of discipline and parsimony in resource allocation.

The New Public Management approach to managing public organizations starts with setting objectives in terms of operational budget and, with resource allocation, whereas implementation efforts will continue to produce and provide goods and services in competitive fashions. To this end, emphasis is laid on achieving results and success rates and goals that are measurable. Thus, while the traditional model of bureaucratic management of

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public administration has been criticized for its sluggish adherence to rules and procedures which results in inefficiency, wastes and public service delivery deterioration, the NPM holds lot attractions for governments and public institutions that are poised for revolutionary charges and quantifiable achievement results.

New Public Management has some principles which include:

1. Emphasis on management skills for active, objective and voluntary control of organizations.

2. Defining standards and criteria for measuring performance through determining the objectives and success indicators.

3. Emphasis on the use output controls, instead of using input controls.

4. Moving towards separation of units and decentralization in public sector.

5. Moving towards greater competition in the public sector that leads to lower costs and better standards.

6. Emphasis on private sector management styles.

7. Emphasis on efficiency, effectiveness and economy in the use of organization's resources.

Methodology

Research Design

The study adopted survey design. The field investigation was carried out in Anambra State Ministry of Works. It is located both at number 1-5 works road Awka, Anambra State.

The Ministry was first created in 1928, and then known as Public Works Department (PWD). Then In 1963, it was renamed as the Ministry of Works. It is located both at number 1-5, Worksroad and secretariat Awka in Anambra State. Data generated will be collated and analyzed using descriptive statistics like tables, frequency, simple percentage, mean count and standard deviation. The hypotheses were tested using chi-square.

Data Analysis

Test of Hypotheses

The hypotheses stated in chapter one of this study, was tested using chi-square method of analysis.

The formular for chi-square:

$$X^2 = \frac{\Sigma(fo-fe)^2}{Fe}$$

Where X^2 = Chi-square

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Σ = Summation

Fo = Observed frequency

Fe = Expected Frequency

Decision Rule

a. Reject Null Hypothesis (Ho) and accept Alternative Hypothesis (Hi) if the calculated chi-square (X^2) is greater than the table value chi-square (X^2).

b. Accept Null Hypothesis (Ho) and reject Alternative Hypothesis (Hi) if the calculated chi-square (X^2) is less than the table value chi-square

Hypothesis One

Ho: Public – private partnership (PPP) arrangement could not be used to significantly enhance infrastructural development in Anambra State Ministry of Work.

This hypothesis was tested using the analysis in table 4.2.1.

Calculation of Observed Frequency (Fo) Table

S/N	Responses					total
	SA	A	SD	D	U	
6	99	21	7	2	3	132
7	97	12	17	6	0	132
8	118	8	3	0	3	132
9	83	19	15	5	10	132
10	52	16	30	14	20	132
Total	449	76	72	27	36	660

Calculation of Expected Frequency (Fe) Table

S/N	Responses				
	SA	A	SD	D	U
6	89.8	15.2	14.4	5.4	7.2
7	89.8	15.2	14.4	5.4	7.2
8	89.8	15.2	14.4	5.4	7.2
9	89.8	15.2	14.4	5.4	7.2
10	89.8	15.2	14.4	5.4	7.2
Total	449	76	72	27	36

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Calculation of chi-square (X^2) Table

Fo	Fe	Fo-Fe	$(Fo – Fe)^2$	$(Fo – Fe)^2/Fe$
99	89.8	9.2	84.64	0.94
21	15.2	5.8	33.64	2.21
7	14.4	-7.4	54.76	3.80
2	5.4	-3.4	11.56	2.14
3	7.2	-4.2	17.64	2.45
97	89.8	7.2	51.84	0.58
12	15.2	-3.2	10.24	0.67
17	14.4	2.6	6.76	0.47
6	5.4	0.6	0.36	0.07
0	7.2	-7.2	51.84	7.2
118	89.8	28.2	795.24	8.86
8	15.2	-7.2	51.84	3.41
3	14.4	-11.4	129.96	9.03
0	5.4	-5.4	29.16	5.4
3	7.2	-4.2	17.64	2.45
83	89.8	-6.8	46.24	0.51
19	15.2	3.8	14.44	0.95
15	14.4	0.6	0,36	0.03
5	5.4	-0.4	0.16	0.03
10	7.2	2.8	7.84	1.09
52	89.8	-37.8	1428.84	15.91
16	15.2	0.8	0.64	0.04
30	14.4	15.6	243.36	16.9
14	5.4	8.6	73.96	13.70
20	7.2	12.8	163.84	22.76

X^2cal=**121.6**

Table value chi-square (X^2)

Degree of freedom = (R-1) (C-1)

= (5-1) (5-1)

= 4 x 4 = 16

Therefore, level of significance at 16 degree of freedom at 0.05 is 26.296

The table value chi-square is 26.296. Since the calculated value chi-square (X^2cal) which is 121.6 is greater than the table value chi-square (X^2) which is 26.296, the Alternative Hypothesis (Hi) is accepted, while the Null Hypothesis (Ho) is rejected. The decision reached therefore is that Public

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– private partnership (PPP) arrangement could be used to significantly enhance infrastructural development in Anambra State Ministry of Work.

Hypothesis Two

Public-Private Partnership arrangement cannot be used to significantly reduce the financial burden of providing infrastructural development in Anambra State Ministry of Work This hypothesis was tested using the analysis in table 4.2.2.

Calculation of Observed Frequency (Fo) Table

S/N	Responses				total	
	SA	A	SD	D	U	
1	**96**	**44**	**0**	**0**	**4**	**144**
2	**88**	**48**	**2**	**0**	**6**	**144**
3	**94**	**42**	**0**	**4**	**6**	**144**
4	**124**	**18**	**0**	**0**	**2**	**144**
5	**74**	**32**	**8**	**6**	**24**	**144**
Total	**476**	**184**	**10**	**10**	**42**	**720**

Calculation of Expected Frequency (Fo) Table

S/N	Responses				
	SA	A	SD	D	U
1	**95.2**	**36.8**	**2**	**2**	**8.4**
2	**95.2**	**36.8**	**2**	**2**	**8.4**
3	**95.2**	**36.8**	**2**	**2**	**8.4**
4	**95.2**	**36.8**	**2**	**2**	**8.4**
5	**95.2**	**36.8**	**2**	**2**	**8.4**
Total	**476**	**184**	**10**	**10**	**42**

Calculation of chi-square (X^2) Table

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$\frac{(Fo-Fe)^2}{Fe}$
96	**95.2**	**0.8**	**0.64**	**0.01**
44	**36.8**	**7.2**	**51.84**	**1.41**
0	**2**	**-2**	**4**	**2**
0	**2**	**-2**	**4**	**2**
4	**8.4**	**-4.4**	**19.36**	**2.30**
88	**95.2**	**-7.2**	**51.84**	**0.54**
48	**36.8**	**11.2**	**125.44**	**3.41**

2	**2**	**0**	**0**	**0**
0	**2**	**-2**	**4**	**2**
6	**8.4**	**-2.4**	**5.76**	**0.69**
94	**95.2**	**-1.2**	**1.44**	**0.02**
42	**36.8**	**5.2**	**27.04**	**0.73**
0	**2**	**-2**	**4**	**2**
4	**2**	**2**	**4**	**2**
6	**8.4**	**-2.4**	**5.76**	**0.69**
124	**95.2**	**28.8**	**829.44**	**8.71**
18	**36.8**	**-18.8**	**353.44**	**9.60**
0	**2**	**-2**	**4**	**2**
0	**2**	**-2**	**4**	**2**
2	**8.4**	**-6.4**	**40.96**	**4.88**
74	**95.2**	**-21.2**	**449.44**	**4.72**
32	**36.8**	**-4.8**	**23.04**	**0.63**
8	**2**	**6**	**36**	**18**
6	**2**	**4**	**16**	**8**
24	**8.4**	**15.6**	**243.36**	**28.97**
				X^2cal=**107.31**

Table value chi-square (X^2)

Degree of freedom = (R-1) (C-1)

= (5-1) (5-1)

= 4 x 4 = 16

Therefore, level of significance at 16 degree of freedom at 0.05 is 26.296

The table value chi-square is 26.296. Since the calculated value chi-square (X^2cal) which is 107.31 is greater than the table value chi-square (X^2) which is 26.296, the Alternative Hypothesis (Hi) is accepted, while the Null Hypothesis (Ho) is rejected. The decision reached therefore is that Public-Private Partnership arrangement can be used to significantly reduce the financial burden of providing infrastructural development in Anambra State Ministry of Work.

Hypothesis Three

There are no major challenges that might significantly hinder the extensive adoption of public - private partnership (PPP) in enhancing infrastructural development in Anambra State Ministry of Work

This hypothesis was tested using the analysis in table 4.2.3.

Calculation of Observed Frequency (Fo) Table

S/N	Responses					total
	SA	A	SD	D	U	
6	**106**	**27**	**4**	**0**	**7**	**144**
7	**64**	**42**	**16**	**8**	**14**	**144**
8	**58**	**22**	**24**	**12**	**28**	**144**
9	**125**	**16**	**0**	**0**	**3**	**144**
10	**88**	**48**	**2**	**0**	**6**	**144**
Total	**441**	**155**	**46**	**20**	**58**	**720**

Calculation of Expected Frequency (Fo) Table

S/N	Responses				
	SA	A	SD	D	U
6	**88.2**	**31**	**9.2**	**4**	**11.6**
7	**88.2**	**31**	**9.2**	**4**	**11.6**
8	**88.2**	**31**	**9.2**	**4**	**11.6**
9	**88.2**	**31**	**9.2**	**4**	**11.6**
10	**88.2**	**31**	**9.2**	**4**	**11.6**
Total	**441**	**155**	**46**	**20**	**58**

Calculation of chi-square (X^2) Table

Fo	Fe	Fo-Fe	$(Fo-Fe)^2$	$\frac{(Fo-Fe)^2}{Fe}$
106	**88.2**	**17.8**	**316.84**	**3.59**
27	**31**	**-4**	**16**	**0.52**
4	**9.2**	**-5.2**	**27.04**	**2.94**
0	**4**	**-4**	**16**	**4**
7	**11.6**	**-4.6**	**21.16**	**1.82**
64	**88.2**	**-24.2**	**585.64**	**6.64**
42	**31**	**11**	**121**	**3.90**
16	**9.2**	**6.8**	**46.24**	**5.03**

8	**4**	**4**	**16**	**4**
14	**11.6**	**2.4**	**5.76**	**0.50**
58	**88.2**	**-30.2**	**912.04**	**10.34**
22	**31**	**-9**	**81**	**2.61**
24	**9.2**	**14.8**	**219.04**	**23.81**
12	**4**	**8**	**64**	**16**
28	**11.6**	**16.4**	**268.96**	**23.19**
125	**88.2**	**36.8**	**1354.24**	**15.35**
16	**31**	**-15**	**225**	**7.26**
0	**9.2**	**-9.2**	**84.64**	**9.2**
0	**4**	**-4**	**16**	**4**
3	**11.6**	**-8.6**	**73.96**	**6.38**
88	**88.2**	**-0.2**	**0.04**	**0.00**
48	**31**	**17**	**289**	**9.32**
2	**9.2**	**-7.2**	**51.84**	**5.63**
0	**4**	**-4**	**16**	**4**
6	**11.6**	**-5.6**	**31.36**	**2.70**
				X^2cal=**172.73**

Table value chi-square (X^2)

Degree of freedom = (R-1) (C-1)

= (5-1) (5-1)

= 4 x 4 = 16

Therefore, level of significance at 16 degree of freedom at 0.05 is 26.296

The table value chi-square is 26.296. Since the calculated value chi-square (X^2cal) which is 172.73 is greater than the table value chi-square (X^2) which is 26.296, the Alternative Hypothesis (Hi) is accepted, while the Null Hypothesis (Ho) is rejected. The decision reached therefore is that there are major challenges that might significantly hinder the extensive adoption of public - private partnership (PPP) in enhancing infrastructural development in Anambra State Ministry of Work

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Conclusion

The result of the study revealed that Public–private partnership arrangement could be used to significantly enhance infrastructural development in Anambra State Ministry of Work. Public-Private Partnership arrangement can be used to significantly reduce the financial burden of providing infrastructural development in Anambra State Ministry of Work and that there are major challenges that might significantly hinder the extensive adoption of public - private partnership (PPP) in enhancing infrastructural development in Anambra State Ministry of Work. The study therefore concludes that Public – private partnership have positive and significant influence on infrastructural development in Anambra State Ministry of Work.

Recommendations

Amongst the recommendations is that Organizational movement should be away from the current merit pay reward system to an organizational structure that promotes challenges and accomplishments, that to say, management motivational techniques such as praises, pay, recognition for achievement and challenging work enhance employee performance in the organization, therefore, Anamnbra Ministry of Work Awka should improve employee motivation in the organization through reasonable remuneration for the employees. Since employee reward and productivity cannot work without each other, reward management for manufacturing firms should be designed such that employee are entitled to percentages of profit earned by the firm as a means of promoting productivity amongst employees, enhancing loyalty and ensuring employee devotedness to performing assigned task and employee in manufacturing firms should not be paid fix salaries as it could result in a high rate of tardiness and reluctance of employee within a group to put in anything more than the performance of an average performer in the group. It should be made up of a fix base followed by other rewards that are based on performance. This will enhance creativity and the desire to acquire new knowledge amongst employee.

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