

Public-Private Partnership and Public Service Delivery in Delta State, Nigeria

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Abstract

Public-Private Partnership refers as a strategy of public service delivery in Delta State, Nigeria. It is the responsibility of the government to provide essential services to the citizens but considering the enormous responsibilities on the part of the government with limited resources, it has become clear that government alone cannot bear all the responsibilities. It is as a result of too many responsibilities and other factors that made the Delta state government to adopt the Public-Private Partnership Model to provide some services to its citizens. Data for the study were obtained through secondary sources. Historical and descriptive methods were adopted for the analysis of data gathered. The public choice theory was adopted as theoretical framework in this paper. The paper found out that despite the adoption of PPP Model, the level of infrastructural development and job creation in Delta state is still low and this is due to corruption, ineffective leadership and lack of transparency in the implementation of the PPP. It is recommended amongst others from the study that corruption should be reduced to the barest minimum through the establishment of state anti-corruption agency.

Keywords: *Public-Private Partnership; Public Service Delivery; Development; Infrastructural Development; Leadership; Corruption*

INTRODUCTION

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New Public Management was introduced to replace the traditional mode of Public Administration because of the need to get the public sector to perform much better. According to Hughes (1998:22) “there are several reasons for the replacement of the traditional model of public administration, and they include the fact it tended to be rigid and bureaucratic, was based on process instead of focusing on results”. These and other factors drastically and adversely affected the performance of the public sector hence the need to replace the traditional model of public administration with the New Public Management.

The features of the New Public Management according to Hughes (1998:52-53) include the following: (1) it represents a major shift from the traditional public administration with far greater attention paid to the achievement of results and the personal responsibility of managers, (2) there is an expressed intention to move away from classic bureaucracy to make organizations, personnel, and employment terms and

conditions more flexible, (3) organizational and personal objectives are to be set clearly and this enables measurement of their achievement through performance indicators. (4) senior staff is more likely to be politically committed to the government of the day rather than being non-partisan or neutral, (5) governmental functions are more likely to face market tests, such as contracting out; government involvement need not always mean government provision through bureaucratic means, and (6) there is also a trend towards reducing government functions through privatization and other forms of market testing and contracting, in some cases quite radically”.

Similarly, there is more systematic evaluation of programmes. Driving these are the “virtuous three Es: economy, efficiency and effectiveness (Pollit 1990 cited in Hughes 1998:52). The essence of the New Public Management in the management of the public sector is to make it more effective and efficient in delivering of services to the citizens. This view was corroborated by Sharma et al (2013:46) when they said that “if the task of garbage collection is given to a bureaucracy, people end up paying for huge municipal department employing thousands of people, from sweepers to clerks to officers, which will purchase trucks, brooms and other necessary tools. For all this, it will have a budget- which, as we now know, it will be economically rational on the part of the bureau chief to maximize. Worse, if we examine the work done by the bureau chief, we find that he spends all his time processing ‘bureau inputs’; leave, discipline, promotion, transfers and purchases. He has little time to process ‘bureau output’ and see to it that the town is cleaned up”.

From the foregoing, it is very obvious and glaring that public-private partnership which virtually all governments all over the world have adopted as a means of delivering services to the citizens is a product or feature of the New Public Management model. According to Dibie (2014:75) “the New Public Management theory also proposed alternative service delivery methods. At one end of the spectrum is completely public finance and delivery of the service. At the other end are goods and services through private finance and delivering. Between these two points are many alternatives that combine private and public resources to varying degrees. Alternative service delivery methods include: (i) public delivery, (ii) manage competition, (iii) outsourcing, (iv) voucher programmes, (v) public-private partnerships, (vi) government enterprises, and (vii) asset sales and load sharing. Osborne and Gaebler cited in Dibie (2014:73-74) have made a distinction between “steering” and “rowing” when considering the role of government. They argue that the role of government should be one of steering society,

and that in order to steer society, government does not need to row for it, work directly itself to deliver services. According to Dibie, “Osborne and Gaebler (2014:73-74) suggest that a government’s excessive allocation of resources to rowing inhibits its ability to steer. Ultimately, they suggest that government would be able to steer better if it also allowed others to row”. This is what the Public-Private Partnership stands for in the delivery of services; the government enters into an agreement with the private sector to deliver services that the government would have ordinarily done. This arrangement is made partly as a result of the enormous responsibility on the part of government as well as shortage of finances; it is more or less a division of labour which leads to specialization and in turn increased productivity and service delivery. Under New Public Management, there would be no bureau- just a single public official awarding contracts to private garbage disposal companies and then spending his entire time seeing that these companies perform as per their contracts. (Sharma etal, 2013:46).

Governments at all levels are under pressure by the citizens and world governance bodies such as United Nations and World Bank to improve the quality of service delivery to their citizens. Delta state government is not exempted; it is partly as a result of this that governments are adopting the Alternative Service Delivery (ASD). Dibie (2014:74) sees ASD as a process in which public policy makers evaluate and implement service delivery methods from a spectrum of alternatives. One of such alternatives is the Public-Private Partnership.

According to Jennings cited in Amujiri, B.A. (2011:114) research conducted by several development agencies (World Bank, Canadian International Development Agency, United States Agency for International Development, International Regulatory Development Partnership) suggests that there are so many benefits to be gained through Public-Private Partnership. These studies suggest that while participatory development projects may have high startup costs, they will be less expensive and more sustainable in the long run. There is no gainsaying the fact that Delta State government decided to adopt the PPP in service delivery because of the derivable benefits as well as other factors. Okoli cited in Amujiri (2011:113) specifically noted that partnership is very necessary and inevitable whenever the owner of the project or service is unable to execute or provide the service in the face of competing demands. In other words, funds are at the root of partnership. In addition to the requirements of funds, technical expertise is another overriding consideration, especially in projects or services requiring high technology and expertise. Along with technological know-how, is managerial

technology and skill. These can be pooled together to the advantage of the project or services. The paper is aim at assessing Public-Private Partnership as a strategy of public service delivery in Delta State, Nigeria.

LITERATURE REVIEW

Public-Private Partnership

The concept “Public-Private Partnership” has attracted a plethora of definitions from different scholars. Akintoye et al cited in Anayo and Okon (2011:90) consider Public-Private Partnerships to be any “contractual arrangement between a public sector agency and a for-profit private sector concern, whereby resources and risks are shared for the purpose of delivery of a public service or development of public infrastructure”. In this vein, Anayo and Okon (2011:90) opined that Public-Private Partnership refers to a long-term contractual relationship between the public and private sector agencies, specifically targeted towards financing, designing, implementing, and operating infrastructure facilities and services that were traditionally provided by the public sector. These collaborative ventures are built around the expertise and capacity of the project partners and are based on a contractual agreement, which ensures appropriate and mutually agreed allocation of resource, risks and returns. According to Okoli cited in Amujiri (2011:112), “PPP is an arrangement where the government enters into a form of agreement or memorandum of understanding with companies or individuals to provide for the public. The nature of the agreement or understanding, the composition or membership of the partnership, the sharing of responsibilities or profits, and the contribution of funds and other inputs are clearly spelt out in the agreement or memorandum of understanding abinitio, and they also depend critically on the projects or services to be executed or rendered.

The Canadian Council for Public-Private Partnerships gives a clear definition of Public-Private Partnership as “a cooperative venture between the public and private sectors, built on the expertise of each partner, that best meets clearly defined the public needs through the appropriate allocation of resources, risks and rewards”. To the Organization for Economic Cooperation and Development (OECD) “Public-Private Partnership is an agreement between the government and one or more private partners (which may include the operators and the financiers) according to which the private

partners deliver the service in such a manner that the service delivery objectives of the government are aligned with the profit objectives of the private partners and where the effectiveness of the alignment depends on a sufficient transfer of risk to the private partners. On this note, it is very obvious that there is a symbiotic relationship between government and the private sector organization engaged in public-private partnership in the sense that each of the partners is expected to benefit in relation to its objectives and goals for engaging in such.

Anayo & Okon (2011:91-92) identified the benefits of Public-Private Partnerships as follows:

- i. Improve service delivery by allowing both sectors to do what they do best. Government's core business is to set policy and serve the public. It is better positioned to do that when the private sector takes responsibility for non-core functions such as operating and maintaining buildings.
- ii. Improve cost-effectiveness: By taking advantage of private sector innovation, experience and flexibility, PPP can often deliver services more cost-effectively than traditional approaches. The resulting savings can then be used to fund other needed services.
- iii. Increase investment in public infrastructure: Investments in hospitals, schools, highways and other provincial assets have traditionally been funded by the province and, in many cases, have added to levels of overall debt. PPP can reduce government's capital costs, helping to bridge the gap between the need for infrastructure and the province's financial capacity.
- iv. Reduce Public Sector risk: By transferring to the private partner those risks that can be better managed by the private partner. For example, a company that specializes in operating building may be better positioned than the government to manage risks associated with the changing demands of commercial real estate.
- v. Deliver capital projects faster: Making use of private partners increases flexibility and access to resources.
- vi. Improve budget certainty: Transferring risk to the private sector can reduce the potential for government cost overruns from unforeseen circumstances during project development or service delivery. Services are provided at a predictable cost, as set out in contract agreements.

- vii. Make better use of assets: Private sector partners are motivated to use facilities fully, and to make the most of commercial opportunities to maximize returns on their investments. This can result in higher level of service, greater accessibility, and reduced occupancy costs for the public sector.

PPPs give the private sector access to secure long-term investment opportunities. Private partners can generate business with the relative certainty and security of a government contract. Payment is provided through a contracted fee for service or through the collection of users fees- and the revenue stream may be secured for as long as 50years or more. Private sector partners can profit from PPPs by achieving efficiencies based on their managerial, technical, financial and innovative capabilities. They can also expand their PPP capacity and expertise- or their expertise in a particular sector- which can then be leveraged to create additional business opportunities. For example, the company can market its experience in other jurisdictions, once it has established a track record of working successfully with the public sector in a particular area.

From the foregoing, it is clear that public-private partnership in public service delivering is beneficial to both the public and private sectors. It is a strategy adopted by government to ensure that it succeeds in its service delivering functions to the citizens. It is clear that government does not have all the funds as well as expertise to perform all its functions and as a result of this, government therefore decide to seek the partnership of the private sector in the discharge of its responsibilities. On this note, Okoli cited in Amujiri (2011:113) is of the view that “partnership is very necessary and inevitable whenever the owner of the project or service is unable to execute or provide the service in the face of competing demands. In other words, funds are at the root of partnership. In addition to the requirements of funds, technical expertise is another overriding consideration, especially in projects or services requiring high technology and expertise. Along with technological know-how, is managerial technology and skill. These can be pooled together to the advantage of the project or services”. He went further to assert that partnership is required to diffuse or remove altogether the adverse environmental pathologies like corruption, embezzlement and favouritism.

One of the reasons for the reform of the public sector which public-private partnership is a product stems from the ills associated with the traditional Public Administration and such ills include embezzlement of public fund, favouritism and

nepotism. All these combined to weaken the ability of the public sector to provide essential services to the citizens and as a result of this and other factors the citizens and world governance institutions like World Bank and United Nation Organization had mounted and still mount pressure on government across the globe to live up to expectation particularly in the area of service delivery. This also explains the need for the adoption of the PPP strategy for public service delivery.

Panayotou and Okon cited in Okoye & Oghoghomeh (2011:5-6) identified the benefits of PPP for public service delivery in developing countries and they include:

- i. Introduction of private sector innovations and efficiency into the provision of public services. The private sector has access and exposure to technology and operations management that the public sector may not have, especially when the private partner is a foreign participant from the developed world. Efficiency in the private sector comes from greater accountability and financial discipline which are occasioned by the drive to maximize profit.
- ii. Government inability to provide sufficient financial resources for the provision of public services creates an enabling environment for the increasing reliance on the private sector to do so. The private sector will tend to impose capital market discipline and rigorous budget controls over the projects, which are often missing from publicly funded projects. This frees enormous resources for the government to finance other priority needs, such as administration. According to Haley in Okoye and Oghoghomeh (2011:6), “the provision of additional finance for public services through PPP enables economically justifiable projects to be freed from public expedition constraints and brought forward in time, thus generating economic benefits.
- iii. Public-Private Partnership when linked with a foreign technical expert service provider, has the potential of transferring technology and expertise to the local economy.
- iv. The financing needs of public service are better met through innovation in financial technology and the globalization of financial markets which introduced a large pool of resources and a more diversified array of entrustments. This will stimulate the local capital markets and increase the investment potential of local participants
- v. Public services provided by private entity are quickly available to the people than those provided by the government, because there is a drive to off-set the

initial investment as soon as possible and maximize profit thereafter. PPP assists in closing this gap. This apart from broadening the tax base of the government could initiate faster economic growth.

- vi. Public-Private Partnership usually lead to the enhancement of achievement of value for money mainly through an appropriate allocation of risk. This often necessitates the transfer of risk between partners, allocation of resources, risk and rewards.

Despite the desirable benefits from the PPP arrangement, there is still the fear that it could lead to some unfavourable outcomes to certain categories of people and institutions. The civil servants are in this category because they view the PPP arrangement as having the capacity to lead to their loss of jobs. Because by the time the government decides to incorporate and involve the private sector in the delivery of public services hitherto done by them, the government may decide to lay-off some of its workers. This fear becomes real because the over-bloated nature of the public service is one of the reasons why the government decides to carry out reforms. The citizens also on their part have some reservations concerning the PPP arrangement because of their understanding that the private sector is motivated by the idea of profit making and in order for them to make profit there is the tendency for them to increase the price charged for the services they render. It means that the citizens would be made to pay more for the services to be rendered in the Public Private Partnership arrangement.

THEORETICAL FRAMEWORK

According to Hughes (1998:10), “the most important economic theory applied to the bureaucracy is public choice theory. This gives the theorists a plausible weapon to use in support of their views that government is too big and inefficient”. The major proponents of the public choice theory are James Buchanan and Gordon Tullock, they explained how public decisions are made. To them it involves the interaction of the voting public, the politicians, the bureaucracy and political action committees. According to Mitchell and self-cited in Olaopa (2007), public choice theory, variously referred to as social choice theory, rational choice theory and the economics of politics has had an immense impact on public policy and public administration during the past three decades. According to Mclean cited in Olaopa, public choice theory has focused on four major themes, namely; the problem of aggregating individual preferences

studies of formal social choice, focusing particularly on the spatial theory of voting; studies that focus on individuals as rational actors (voters, politicians, bureaucrats, lobbyists, and so on) and seek to explain how these actors will behave in different institutional settings with different incentive structures, and the analysis of collective action problems (that is, problems that arise because the pursuit of individual interest produces sub-optimal outcomes for the collectivity). The central tenet of the public choice approach is that all human behaviour is dominated by self-interest. Individuals, in other words are rational utility maximizers. This view was corroborated by Hughes (1998:11) when he said that “the key assumption of public choice is a comprehensive view of rationality”. According to Stigler (1975:171), a rational man must be guided by the incentive system within which he operates. No matter what his own personal desires, he must be discouraged from certain activities if they carry penalties and attracted toward others if they carry large rewards. The carrot and the stick guide scientists are politicians as well as donkeys.

It is apt to state that the public choice theory enables us to understand the attitude of bureaucrats particularly of the Nigerian stock in the sense that we have a situation where the politicians and bureaucrats in Nigeria are more interested in what they would benefit than thinking of how best to serve the people. According to Niskanen cited in Olaopa (2007), “politicians will pursue their own particular objectives at the expense of many of their constituents, interest groups will engage in rent-seeking behaviour to the disadvantage of the wider community; and government officials, in their attempt to expand their budgets, will acquire an ever-increasing quantity of resources”. This type of behaviour no doubt would hinder the growth and development of the polity as well as that of the citizens. This is because Olso (1982) puts it “powerful interest groups will capture a disproportionate share of national income. And institutional rigidities will be created, thereby reducing economic growth and necessitating reforms.

The public choice theory has made us to understand that the attitude of the politicians and the bureaucrats whereby they are interested in themselves in terms of using their positions to corner to themselves resources meant for the state and the citizens is partly the reason for the reform of the public sector manifesting partly in the Public-Private Partnership arrangement for service delivery. According to Niskanen cited in Sharma et al (2013:45-46) “just as businessmen maximize profits and consumers utility, bureaucrats maximizes budgets. The bureaucratic was identified as public enemy

No.1”. It was because of his “economic rationality that government budgets were refusing to go down. The ‘bureaucrat must go’, this became the rallying cry of a new movement in the field of administration called the New Public Management” (Sharma et al, 2013:46).

Public-Private Partnership was introduced as a method of public service delivery to reduce the activities and role of the public servant in direct service delivery and thereby reducing the avenues through which political and bureaucrats embezzle public fund. To Sharma et al (2013:46) “at its basic level, New Public Administration says that whatever the public good or service to be ‘provided’ by the government, the same good or service should be ‘produced’ by the private sector. The government should not be both the provider as well as the producer. The government should produce nothing at all; the government should only regulate. It should create proper environment for free play of competition. Whatever it has to provide, it should do so by ‘outsourcing’ to the private sector”.

The public choice theory succeeded in giving part of the reasons why the public sector engages in Public-Private Partnership arrangement in the delivery of public service. But this theory failed to analyze and explain the nitty-gritty of Public-Private Partnership in terms of the relationship between the public sector and the private sector engaged in a partnership.

METHODOLOGY

Methodology has to do with the science of studying how research is done scientifically. For a research exercise to be worthwhile certain steps and techniques must be followed and adopted in order to arrive at certain and reasonable conclusion which would serve as knowledge. No doubt, research of this nature would definitely involve data gathering, the methods of obtaining such data from the study area. The paper adopted secondary method of data collection in the sense that data gathered for the study were from secondary sources such as textbooks, magazines, newspapers, journals and other government publications, and data gathered were analyzed using the historical and descriptive methods.

Public Private Partnership in Delta State

Delta state was created in 1991, by the Military Regime of President Ibrahim Babangida with headquarters in Asaba. Since then the state has been led by different Administrations. Delivering of services to the people of the state had been done through solely contract awards by the government to the contractors and also financed by the government. Considering the enormous responsibilities on the part of the government as well as the dwindling resources of the state and factors such as corruption on the part of the public officials and the contractors leading to abandonment of projects and poor execution of projects, the Government of Delta State decided to officially adopt the Public Private partnership as a model of delivering some services to the people of the State.

Inadequate infrastructural facility is one of the factors that made the Uduaghan's Administration to adopt the PPP model for infrastructural development. On this note the state government entered into partnership with some private investors to provide some infrastructural facilities and other services. The Uduaghan Administration in Delta State entered into partnership with miral group in Israel and Norsworthy investment Ltd to construct an Agro-Industrial Park at Aboh Ogwashi-Uku in Aniocha South Local Government Area. According to the then commissioner for information, Mr. Patrick Ukah, the Agro-Industrial Park was designed to promote economic diversification and growth of the state, including creating more than 5,000 jobs along the agricultural value chain.

According to Okonji (2016) "following the dearth of technology skills among Nigerian Youths, government across all levels are beginning to drive new ways of developing human capacity, skills in information and communication technology. ICT is designed to drive technology innovation across the country". In the Information and Communication Technology (ICT), sector, the Delta State government entered into a partnership agreement with mobile Software Solutions limited to drive technology innovation through a dedicated hub, to help diversify the state's economy beyond oil. The mobile software solutions limited is to train people of the state through the Delta State innovation Hub (DS-IHUB) located in Asaba. According to the commissioner for Science and Technology, Joyce Overah, the ICT Hub would help in actualizing the dream, aside building colony of software developers that would disrupt the existing

technology status of the state and position the state for technology innovation that would help diversify the state's economy beyond oil. To the commissioner, Joyce Overah, the DS-IHUB, as an accredited PPP project initiative, is positioned to showcase a world-class technology facility with interconnected knowledge resources, targeted at Enterprises, small and medium Enterprises (SMEs) businesses, government and leadership economy, youth Entrepreneur, women and girl-child empowerment, investment and finance, Science and Technology-based education, research institutions, social media, among others.

At the DS-IHUB, there are several faculties, with facilities attached to the faculties. The faculties include. E-Government Academy, software and Autocard Academy, ICT Innovation Platform, Electronics and Multi-media Development Center, CBT practice and monitoring center, E-library, Research and E-learning Center, ICT Process Center, as well as oil and Gas Training Center. The Software and Autocard Academy has about 70 installed and connected computer systems, while the Electronics and Multi-Media Development Centre also has about 70 installed and internet connected computer systems. The E-Government Academy will be concerned about new trend towards reforming the public sector, while the ICT innovation platform will address various innovations that will drive business ideas. The Electronics and Multimedia Center will train students on acquiring expertise in various technology disciplines, while the Business Process Center Comprises of a team of mentors, business coaches and strategic thinkers that will grow and mentor start up business and SMEs-Emma Okonji (2016).

In the power sector, the Delta State Government has approved the development of a 8.5 megawatts Integrated Power Project (IPP) to be executed through the Public-Private Partnership model to boost power supply in Asaba and environs (Ijeh, 2016). According to the State Commissioner for Information, Mr. Patrick Ukah, the partnership is with Bastan-Cherry power solutions limited, and it will generate 8.5 megawatts to power government establishments, estates and infrastructure, Mr. Ukoh said the project was intended to improve power supply in Asaba and its environs, stressing that government would only provide guarantee to utilize the 8.5 MVA generated for a period of ten years. Commissioner for Power and Energy, Mr. Newworld Safugha Stated the benefit to be derived from the project to include generation of jobs for the use of the youths and also reduced electricity tariffs paid by government as well as improve electric supply in Asaba.

In the transportation sector, Delta State government decided to adopt a public private partnership (PPP) arrangement to completely overhaul the transport company (Delta line) after carefully studying its activities. According to the Chief Press-Secretary to Gov. Ifeanyi Okonwa, available report on the operation of the Delta line company showed that the company over the years had not lived up to expectation, adding that it was rather indebted to organizations including government tax agency. He said that the preferred bidder was “God is Good Motors” which was chosen because of its expertise in the motor transport business. He said that the equity holding was 60 to 40 percent for the preferred bidder and to government.

The decision of the Delta State government to privatize the state transport owned company-Delta line did not go down well with the workers because of the fear that it could lead to job loss. The workers under the Amalgamated Union of Public Civil Service Technical and Recreational Employees (AUPCTRE), protested over the planned takeover of Delta line by God is Good Motors. Nwanze and Mgbodo (2017), the Senior Special Assistant (SSA) to the Governor on Transport, Comrade Chibuzor Uwajeh, has explained how workers of the Delta Transport Company, Operators of Delta line, allegedly ran down the company, necessitating the need to partner with the private sector to revamp it. According to Uwajeh, since assumption of office in March, 2016, some of the workers have been either sacked or suspended for allegedly stealing motor engines and other motor spare parts, selling company’s vehicles and non remittance of money from outstations.

In the Agricultural sector in Delta State, element of PPP is visible particularly in the area of ownership of tractors by the farmers. There is the transfer of government owned tractors to Farmer’s Cooperative Societies. This involves the redeployment of newly-acquired tractors and implements for repurchasing and management by selected farmers’ cooperative societies under public-private partnership known as “manage, repay and own” MRO. It is expected that the intervention will create jobs for tractor drivers and tractor mechanics and increase farmers’ ability to cultivate more lands and employ more persons. Under this type of Public-Private Partnership arrangement, the farmer’s cooperatives will manage the tractor hire services, repay a share of the purchase cost and own the tractor upon full repayment. Farmer’s cooperative will be invited to repurchase the tractors at 60% of cost (40% subsidy), paid over a given period until completion and thereafter take ownership. The tenor will be determined after the

actual cost of purchase is determined and a proper cash flow crafted. The price charged by farmers' cooperatives will be regulated at 60% discount of market price, equivalent to subsidy on purchase price.

The Delta state government is also partnering with the World Bank under the Delta State Nigeria Erosion and watershed management project (NEWMAP) to control Erosion in different parts of the State. A major challenge of managers of most urban centres in any developing society, including Nigeria, is the environmental and related challenge posed by automobile mechanics. Delta State has had its fair share of this challenge, especially in and around its sprawling urban centers as Asaba, Agbor, Warri, Sapele, Ughelli and others. In response to this situation, the Okowa administration has seized the initiative and hammered out an agreement with a private interest for the development of a modern mechanic village in Asaba, the State Capital. The State government has approved the construction of an ultra-modern mechanic village through the partnership with a private operator under the Build, operate and Transfer (BOT) option, Rehomes property Development co Ltd is developing the property. According to commissioner Uduaghan, the Ultra-modern facility will have 82 mechanic workshops, 992 auto spare parts shops, a police post, a fire service post, a bank, a clinic, a designated motor park, car wash, central refuse dump, union house etc.

FINDINGS AND DISCUSSION

The findings of this paper include the following:

- i. Corruption among public servants, dearth of technical know-how amongst the public officials/servant, enormous responsibilities on the part of Delta State Government necessitated the adoption of PPP model of service delivery.
- ii. The implementation of PPP model has enhanced infrastructural development and job creation in Delta State but despite that, there is still huge infrastructural gap and unemployment in Delta State.
- iii. Relationship exists between effective service delivery and improved citizen's economic activities and well-being.
- iv. Leadership problem, inadequate sensitization of stake-holders and corruption constitute major challenges to the implementation of PPP model in Delta State.

v. In the course of our analysis and interpretation of data for this study, some findings were revealed. Below are the major findings.

Firstly, the paper found out that many factors such as corruption amongst Delta state public servants, dearth of technical know-how amongst the public officials/servants and the fact that the responsibilities of the Delta state government are enormous which made the state government to adopt the public-private partnership model for the delivery of service for the residents of the state. On the issue of corruption, the public choice theory by James Buchanan and Gordon Tullock made us to understand that politicians and bureaucrats are more interested in using their positions to corner to themselves resources meant for the state and citizens. According to Niskanen cited in Sharma et al (2013:45-46) “just as businessmen maximize profits and consumers utility, bureaucrats maximize budgets. The bureaucrat was identified as public enemy No. 1”. To guard against this situation, the Delta state government adopted the public-private partnership model of service delivery.

Secondly, it was discovered from the paper that the implementation of the PPP model has contributed to the enhancement of infrastructural development and job creation in Delta state but despite that there is still huge infrastructural gap and unemployment in Delta state. For example on the issue of housing, Delta state vision 2020 executive summary, stated that there is a housing deficit of about 400,000 units. It also stated that inadequate infrastructural facilities, limited incentives for investors as well as financial constraints threaten the commerce and industry sector which have been identified as the major hub of economic development globally.

Thirdly, it was also found out in this paper that a relationship exists between effective service delivery and improved citizens’ economic activities and well-being. The need for government to provide effective and efficient service delivery to the citizens is well captured in the Social Contract Theory by Thomas Hobbes, John Locke and J.J. Rousseau. Infact, they submitted that the state came into being purposely to serve the interest of the citizens. For instance, when government spends money in the provision of infrastructure, the multiplier effects would manifest in increased economic activities, job creation and general well-being of the citizens.

Finally, public-private partnership being a policy cannot be without some challenges. According to Eminue (2005:296-297) “it is not enough to have well-designed policies and programmes, these policies and programmes must be effectively

implemented and systematically monitored and evaluated after they have been adopted. But experience with policy implemented in third world countries is that there is usually a yawning gap between intentions and results, between expectations and actual performance”. In this paper, it was found out that the implementation of the public-private partnership in Delta state is faced with some challenges which include ineffective leadership and leadership change, inadequate sensitization of the stakeholders and hence not being carried along in the implementation as well as corruption and lack of transparency.

CONCLUSION

The need and desire for the Delta State government to provide services efficiently and effectively to its citizens necessitated the adoption of the Public-Private Partnership. This is because of the inherent benefits associated with Public-Private Partnership as service delivery strategy. Public-Private Partnership strategy no doubt has led to improvement in the level of infrastructure and other services which has also boosted job creation. When people are gainfully employed, it will reduce the number of people that would want to go into crime, thereby reducing the crime rate with its attendant positive effect on security. No doubt, development can only take place in an environment where there is relative security of lives and property. In recognition of these facts, it is therefore incumbent on the Delta state government not to rest on its oars in ensuring the effective and efficient implementation of the public-private partnership model because that is the only way to derive the benefits of the public-private partnership model of service delivery.

RECOMMENDATIONS

In the course of the research, some major findings were revealed. The recommendations therefore are based on the major findings of this research. The issue of corruption was identified as one of the reasons why government of Delta state adopted the public-private partnership model of service delivery, it was also discovered that corruption is still rearing its head in the implementation of the public-private partnership model. The Delta state government should try as much as possible to eradicate or reduce corruption to the barest minimum. This can be done by setting up

anti-corruption agency like the Economic and Financial Crime Commission (EFCC) in the state. This would go a long way in the fight against corruption in the state.

The success of any public-policy lies in the commitment and political will of the implementers of the policy. Public-Private Partnership is not an exception, it is therefore recommended that the Delta state government should show enough commitment, sincerity of purpose and the political will to make public-private partnership model of service delivery to be successful. There should be a legal framework in place in the implementation of the public-private partnership arrangement to ensure that change in the leadership of the state does not adversely affect the implementation of the public-private partnership contract.

There should be transparency in the public-private contract, this is to ensure that the process is open and devoid of bias to guide against a situation where government officials will enter into a contract with the private sector that is ill-equipped to execute its own side of the contract. An open and transparent process of contractual arrangement would make it possible to attract qualified and equipped private sector partners needed for the success of the public-private partnership contract.

Experience has shown that when the government ignores or neglects the stakeholders in the implementation of the public-private partnership arrangement, the stakeholder might likely not to support the idea and this can lead to its failure. To guard against this, it is recommended that Delta state government should try as much as possible to carry the stakeholders along in the implementation of the public-private partnership contract. Government needs to inform and sensitize the stakeholders about the public-private partnership in order to get the needed support that would lead to the success of the public-private partnership arrangement.

The utilitarian value of this paper in terms of social and economic benefits cannot be overemphasized. This is because when there is effective and efficient implementation of the public-private partnership model, more jobs would be created as well as the enhancement of infrastructural development. Infrastructural development is very important in the economic development of any state.

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