



Exploring stakeholder perceptions of public–private partnerships in Nigeria’s healthcare sector: opportunities, challenges, and trust-building mechanisms

Clement Nenge Beetseh

Department of School of Business and Management, University, Guyana, Texila American

Abstract

Purpose: The study explored stakeholder perceptions of Public–Private Partnerships (PPPs) in Nigeria’s healthcare sector, with particular attention to opportunities, challenges and trust-building mechanisms. The aim was to assess how diverse stakeholders including policymakers, private investors, healthcare professionals and community representatives understand and respond to PPP initiatives.

Methodology/Design: The study adopted a qualitative research design underpinned by an interpretivist paradigm. A purposive sampling technique was used to select 25 participants directly involved in or affected by PPP projects. Data were collected through semi-structured interviews and analyzed thematically to capture patterns across stakeholder groups.

Findings: Results indicated that stakeholders perceived PPPs as creating vital opportunities for resource mobilization, improved healthcare infrastructure, and expanded service access. However, governance weaknesses, policy inconsistency, corruption, and limited technical capacity were identified as key challenges hindering effective implementation. Trust emerged as central to PPP sustainability, with mechanisms such as transparency, accountability, inclusive decision-making, and fair contractual agreements highlighted as critical for fostering collaboration.

Implications: The findings underscore the relevance of Stakeholder, Institutional, and Social Exchange Theories in understanding PPP dynamics. Practically, the study highlights the need for stronger institutional frameworks, inclusive engagement, and trust-building strategies to enhance healthcare PPP effectiveness in Nigeria.

Originality/Value: The study provides one of the few empirical investigations into stakeholder perceptions of PPPs in Nigeria’s healthcare sector. By integrating three theoretical perspectives, it offers a nuanced understanding of how opportunities, challenges and trust intersect, thereby contributing to both theory and practice in PPP research.

Keywords: Public–private partnerships, healthcare, stakeholder perceptions, governance, trust-building, Nigeria

Introduction

Public–Private Partnerships (PPPs) have become an important approach for improving service delivery in developing countries. In Nigeria, the healthcare sector faces persistent challenges such as inadequate funding, poor infrastructure, and limited access to quality care (World Bank, 2021) [18]. PPPs are increasingly seen as a way to combine public resources with private expertise and investment to address these gaps. Through PPPs, hospitals and healthcare facilities can benefit from better financing, modern equipment, and improved management practices (Adebayo & Ibrahim, 2020) [2].

However, the adoption of PPPs in Nigeria’s healthcare sector has not been straightforward. While some partnerships have resulted in improved services, others have faced difficulties related to mistrust, policy inconsistency, and lack of transparency (Okafor & Chima, 2022) [13]. Stakeholder perceptions are therefore very important, as their views shape both the acceptance and success of PPP projects. Understanding how policymakers, private investors, healthcare workers, and community members perceive these partnerships can reveal opportunities for collaboration and expose challenges that need to be addressed. This study focuses on exploring these perceptions, with particular attention to how trust can be built to sustain PPP initiatives in Nigeria’s healthcare system.

Problem Statement

Despite the increasing interest in PPPs, Nigeria’s healthcare system continues to struggle with poor service delivery, weak infrastructure, and low public confidence (Onwujekwe *et al.*, 2019) [15]. Many PPP projects in the sector are either not sustained or fail to meet expectations due to conflicting interests between public and private partners, lack of accountability, and limited stakeholder engagement (Ojo & Akande, 2021) [15]. In some cases, communities perceive PPPs as profit-driven arrangements that prioritize financial returns over equitable access to healthcare. Such perceptions often reduce trust and make it difficult for PPP projects to achieve long-term success.

The problem is that while PPPs hold great potential for improving Nigeria’s healthcare services, there is little evidence on how different stakeholders actually perceive these partnerships and what mechanisms can strengthen trust among them. Without a clear understanding of these perceptions, policymakers risk designing PPP frameworks that are not inclusive or sustainable. This research seeks to fill this gap by exploring stakeholder perceptions of PPPs in Nigeria’s healthcare sector, with a focus on identifying opportunities, challenges, and strategies for building trust.

Study Objectives

Public–Private Partnerships (PPPs) are increasingly used to address healthcare challenges in Nigeria, but their success depends largely on how different stakeholders perceive and engage with them. This study is guided by the following

objectives: The study focuses on exploring stakeholder perceptions of PPPs in Nigeria's healthcare sector. Specifically, the study seeks to:

1. Examine stakeholder perceptions of the opportunities created by Public-Private Partnerships in Nigeria's healthcare sector;
2. Identify the challenges that hinder effective implementation of Public-Private Partnerships in Nigeria's healthcare sector and;
3. Explore mechanisms for building trust among stakeholders involved in Public-Private Partnerships in Nigeria's healthcare sector.

Significance of the Study

This study is significant because it provides insights into how different stakeholders perceive Public-Private Partnerships (PPPs) in Nigeria's healthcare sector. By highlighting opportunities, challenges, and strategies for trust-building, the research will add value to policy discussions on improving healthcare delivery. The findings will be useful to policymakers in designing inclusive PPP frameworks, to private investors in understanding community concerns, and to healthcare workers in identifying better ways to collaborate. It will also contribute to academic literature by offering context-specific evidence from Nigeria, which can guide future comparative studies across Africa and other developing regions.

Scope of the Study

The study focuses on exploring stakeholder perceptions of PPPs in Nigeria's healthcare sector. It will cover perspectives from key groups, including government policymakers, private investors, healthcare professionals, and community representatives. The research is limited to the healthcare sector because it is one of the most critical areas where PPPs are needed but often face sustainability challenges. Geographically, the study will focus on selected states in Nigeria where PPP healthcare projects have been implemented. The study will not cover PPP arrangements in other sectors such as transport, power, or education.

Literature Review

Theoretical Foundation

The study is anchored in three theoretical perspectives that help explain stakeholder perceptions, collaboration, and trust-building in Public-Private Partnerships (PPPs) within Nigeria's healthcare sector.

First, the Stakeholder Theory posits that organizations must account for the needs and expectations of all stakeholders, not just shareholders, to achieve sustainable outcomes (Freeman *et al.*, 2021)^[10]. In the context of PPPs, this theory provides a framework for analyzing how government agencies, private investors, healthcare professionals, and communities shape and respond to partnership initiatives.

Second, the Institutional Theory argues that organizational actions are influenced by formal rules, social norms, and institutional pressures (Scott, 2020)^[17]. Applied to Nigeria's healthcare sector, this theory explains how policy frameworks, governance systems, and regulatory environments influence the adoption and sustainability of PPP arrangements.

Finally, the Social Exchange Theory emphasizes reciprocity, trust, and mutual benefit as foundations of cooperative relationships (Blau, 2019)^[6]. This perspective is

critical for understanding how trust can be built among stakeholders to overcome suspicion, enhance collaboration, and ensure the long-term success of PPP projects in healthcare.

Stakeholder Perceptions

Stakeholder perceptions of PPPs in Nigeria's healthcare sector are mixed, with policymakers and private actors highlighting efficiency gains, while health workers and communities raise concerns over equity, costs, and accountability (Dada, 2024^[8]; Abubakar *et al.*, 2022)^[1]. Such perceptions influence acceptance and long-term sustainability of partnerships.

Public-Private Partnerships

PPPs in healthcare offer opportunities for improved infrastructure, innovation, and service delivery, yet challenges such as weak regulation, poor contract management, and political interference often undermine outcomes (Iroz *et al.*, 2024^[11]; Basabih, 2022)^[5]. Strong governance and risk-sharing are therefore critical.

Trust-Building Mechanisms

Trust in PPPs is fostered through transparency, clear contracts, timely payments, joint monitoring, and community engagement, while its absence often leads to conflict and project failure (Ehimen *et al.*, 2025). Sustained collaboration requires deliberate institutional mechanisms.

Stakeholder Perceptions of the Opportunities Created by PPPs in Healthcare

Public-Private Partnerships (PPPs) are increasingly promoted as a solution to address resource gaps in healthcare systems, especially in developing countries like Nigeria. Stakeholders often perceive PPPs as an avenue for mobilizing private capital, improving efficiency, and enhancing access to quality health services (Adebayo & Ibrahim, 2020)^[2]. The involvement of private investors is associated with innovation, modern medical technologies, and better management practices, which can raise the standard of care (Eze & Okoye, 2021)^[9]. For government actors, PPPs are seen as opportunities to reduce the fiscal burden of healthcare delivery while ensuring wider coverage and infrastructure development (World Bank, 2021)^[18]. Communities and patients, on the other hand, often view PPPs as a way to access improved services that may not be available in traditional public hospitals (Ojo & Akande, 2021)^[15]. However, the degree to which these opportunities are realized depends on the inclusiveness of stakeholder participation and the ability to align PPP objectives with public health needs. Therefore, examining stakeholder perceptions provides insight into the actual and potential value of PPPs in Nigeria's healthcare sector.

Challenges Hindering Effective Implementation of PPPs in Healthcare

Despite their potential, PPPs in Nigeria's healthcare sector face numerous challenges that limit their effectiveness. Governance issues such as corruption, weak regulatory frameworks, and inconsistent policies are frequently cited as barriers to implementation (Okafor & Chima, 2022)^[14]. A key challenge is the lack of transparency in procurement and contract management, which erodes confidence among private partners and the public. Financial sustainability is

also a problem, as some PPP projects fail due to inadequate risk-sharing arrangements or unrealistic revenue projections (Onwujekwe *et al.*, 2019)^[14]. Additionally, misalignment of priorities between public and private stakeholders often results in conflict, where governments emphasize affordability and equity while private investors prioritize returns (Adepoju, 2023)^[3]. Limited capacity within public institutions to negotiate and monitor complex PPP contracts further weakens outcomes. These challenges highlight the need for reforms that strengthen institutional capacity, establish clear regulatory guidelines, and ensure stakeholder accountability. Without addressing these issues, PPPs may fail to deliver sustainable improvements in Nigeria's healthcare system.

Mechanisms for Building Trust among Stakeholders in PPPs

Trust is a critical factor in the success of PPPs, as it underpins collaboration and long-term commitment among stakeholders. In Nigeria, mistrust has often undermined PPP initiatives due to perceptions of corruption, lack of transparency, and unequal power dynamics (Ojo & Akande, 2021)^[15]. Building trust requires mechanisms such as open communication, inclusive decision-making, and participatory governance, where all parties feel represented and respected (Chukwu *et al.*, 2020)^[7]. Formal accountability measures, such as transparent reporting systems and third-party monitoring, are also essential in reassuring stakeholders of fair practices (Okafor & Chima, 2022)^[213]. Furthermore, long-term contractual commitments that clearly define roles, responsibilities, and risk-sharing arrangements can reduce uncertainty and foster mutual confidence (World Bank, 2021)^[18]. Studies suggest that when stakeholders perceive fairness and reciprocity in PPP arrangements, they are more likely to sustain cooperation and invest in the success of the partnership (Adepoju, 2023)^[3]. Thus, exploring mechanisms for trust-building is crucial for designing PPP models that are not only functional but also socially acceptable and sustainable in Nigeria's healthcare sector.

Methodology

Philosophical Underpinning

This study was guided by the interpretivist philosophy, which assumed that reality was socially constructed and could best be understood through the meanings that individuals attached to their experiences. The interpretivist stance was appropriate because the study sought to explore stakeholder perceptions, which required understanding diverse viewpoints, values, and interpretations rather than testing predetermined variables (Creswell & Poth, 2018). By adopting this approach, the research acknowledged that knowledge was subjective and context-specific, particularly within Nigeria's healthcare sector where stakeholders had different expectations and experiences of Public-Private Partnerships (PPPs).

Research Design

The study employed a qualitative research design, specifically a phenomenological approach, as it focused on capturing and interpreting lived experiences of stakeholders.

This design allowed the researcher to gain deeper insights into how opportunities, challenges, and trust-building mechanisms in PPPs were perceived (Saunders *et al.*, 2019).

Population and Sampling

The study population comprised policymakers from the Ministry of Health, private healthcare investors, healthcare professionals, and community representatives. A purposive sampling technique was adopted to select participants who were directly involved or affected by PPP initiatives in Nigeria's healthcare sector. A total of 25 participants were engaged in the study, with representation from each stakeholder group. This sample size was sufficient for qualitative inquiry, as it allowed for rich and diverse insights while reaching data saturation.

Data Collection

Data were collected through semi-structured interviews, which provided flexibility to probe further into participants' responses while maintaining consistency across themes. Interview guides were designed based on the research objectives. Field notes and audio recordings were used to ensure accuracy.

Data Analysis

The data were analyzed thematically following Braun and Clarke's (2019) six-step framework. This process involved familiarization with the data, coding, searching for themes, reviewing themes, defining and naming themes, and finally producing the report. *NVivo* software was used to organize and manage the data efficiently.

Ethical Considerations

Ethical approval was obtained prior to the commencement of fieldwork. Informed consent was sought from all participants, confidentiality was ensured, and pseudonyms were used in reporting findings.

Results

Demographic Characteristics of Respondents

The study engaged 25 respondents drawn from key stakeholder groups involved in Public-Private Partnerships (PPPs) within Nigeria's healthcare sector. Of the total respondents, 10 (40%) were healthcare professionals, 5 (20%) were policymakers from the Ministry of Health, 5 (20%) were private healthcare investors, and 5 (20%) were community representatives.

In terms of gender distribution, 14 respondents (56%) were male, while 11 (44%) were female, reflecting a relatively balanced representation. Regarding age, the majority of respondents (11; 44%) were between 36 and 45 years, followed by 7 (28%) between 26 and 35 years, 5 (20%) above 45 years, and 2 (8%) between 18 and 25 years.

Educational background also varied among participants. Fifteen respondents (60%) held at least a bachelor's degree, 7 (28%) had postgraduate qualifications (master's or higher), while 3 (12%) possessed diplomas or equivalent. This distribution indicated that most respondents were well-educated, which strengthened the quality of insights provided. Table 1 presents the results

Table 1: Demographic Characteristics of Respondents (N = 25)

Variable	Category	Frequency	Percent
Stakeholder Group	Healthcare Professionals	10	40
	Policymakers (MoH)	5	20
	Private Healthcare Investors	5	20
	Community Representatives	5	20
Gender	Male	14	56
	Female	11	44
Age	18–25 years	2	8
	26–35 years	7	28
	36–45 years	11	44
	Above 45 years	5	20
Education	Diploma/Equivalent	3	12
	Bachelor’s Degree	15	60
	Postgraduate (Master’s & above)	7	28

Source: Field Data, 2025

Objective One: Stakeholder Perceptions of the Opportunities Created by PPPs

The findings revealed that stakeholders generally perceived PPPs as creating opportunities to strengthen healthcare delivery in Nigeria. Most respondents agreed that PPPs mobilized much-needed private funding and expertise to complement government efforts. Healthcare professionals stressed that such collaborations improved access to medical technologies and better infrastructure. As one healthcare professional explained:

“Without private sector involvement, many hospitals would still lack modern equipment. PPPs have helped us deliver services that government facilities alone cannot” (Healthcare Professional, Respondent 7).

Policymakers also acknowledged the fiscal relief PPPs provided: *“PPPs reduce the financial burden on government while ensuring people get access to quality care”* (Policymaker, Respondent 3).

Community representatives further noted that PPPs expanded access to specialized services previously unavailable in public hospitals. However, a few participants were cautious, observing that these opportunities were sometimes undermined by weak governance and inconsistent implementation.

Objective Two: Challenges Hindering Effective Implementation of PPPs

Despite recognizing the benefits, respondents identified several challenges limiting PPP effectiveness. Weak governance and policy inconsistency were recurring themes, with one policymaker stating:

“Every new administration brings new policies. Many PPP projects collapse because there is no continuity” (Policymaker, Respondent 2).

Corruption and lack of transparency were also emphasized, as noted by a private investor: *“Bureaucracy and hidden dealings make investors skeptical. You cannot invest confidently when processes are not clear”* (Investor, Respondent 12).

Healthcare professional’s highlighted capacity gaps within public institutions, stressing that *“many government*

agencies lack the expertise to negotiate or monitor complex PPP contracts” (Healthcare Professional, Respondent 9).

Community representatives further pointed out exclusion from decision-making: *“Communities are rarely consulted. When decisions are imposed, people distrust the project from the start”* (Community Representative, Respondent 19)

These challenges collectively undermined the long-term sustainability of PPP initiatives.

Objective Three: Mechanisms for Building Trust among Stakeholders

The results showed that trust-building was seen as critical to the success of PPPs. Respondents emphasized open communication and transparency as key mechanisms. As one healthcare professional remarked:

“When information is shared openly, we feel part of the process, and that builds confidence” (Healthcare Professional, Respondent 6)

Policymakers and investors agreed that well-structured contracts were essential: *“Clear agreements that define roles and responsibilities help minimize conflict and ensure fairness”* (Investor, Respondent 14).

Accountability measures such as independent audits and public reporting were also highlighted. A community representative stated:

“If citizens are involved in monitoring, there will be less suspicion and more ownership of projects” (Community Representative, Respondent 21)

Across all groups, long-term collaboration based on fairness, reciprocity, and shared goals was seen as central to sustaining PPPs in Nigeria’s healthcare sector.

Discussion of Findings Opportunities of PPPs and Stakeholder Theory

The findings demonstrated that stakeholders viewed PPPs as opportunities to mobilize financial resources, enhance infrastructure, and expand healthcare services in Nigeria. This aligns closely with Stakeholder Theory, which emphasizes that sustainable outcomes depend on addressing the needs of diverse actors beyond shareholders (Freeman *et al.*, 2021)^[10]. In this study, policymakers perceived PPPs as relieving fiscal burdens, investors highlighted new business

opportunities, healthcare professionals valued improved technologies, and communities noted expanded access to services. These perspectives reinforce the argument that PPPs can only succeed when they incorporate the expectations of multiple stakeholder groups. Failure to balance these interests risks undermining trust and long-term sustainability. Similar studies in emerging economies have also shown that effective PPPs depend on inclusive stakeholder engagement and responsiveness to community needs (Osei-Kyei & Chan, 2020) [16]. Thus, the opportunities identified in Nigeria's healthcare sector illustrate how PPPs can align with Stakeholder Theory in promoting shared value creation.

Challenges of PPPs and Institutional Theory

Respondents identified governance gaps, policy inconsistency, corruption, and limited technical capacity as major barriers to PPP success. These findings are consistent with Institutional Theory, which suggests that organizational actions are shaped by formal rules, norms, and institutional pressures (Scott, 2020) [17]. In Nigeria, weak regulatory frameworks and frequent political changes undermine the stability needed for PPPs to thrive. The observation that every new administration disrupts ongoing projects reflects how institutional instability constrains long-term partnerships. Moreover, issues of corruption and bureaucratic opacity illustrate how informal norms and practices often override formal rules, creating mistrust among investors and communities. Prior research similarly notes that weak institutions in African contexts often impede PPP effectiveness by creating uncertainty and discouraging private sector commitment (Awortwi, 2021) [4]. Therefore, the challenges identified in this study highlight the centrality of institutional quality in determining PPP outcomes, supporting Institutional Theory's focus on the role of governance structures and regulatory environments.

Trust-Building Mechanisms and Social Exchange Theory

The results revealed that trust-building among stakeholders relied on mechanisms such as transparency, accountability, shared decision-making, and fair contracts. These findings resonate with Social Exchange Theory, which posits that social interactions are governed by reciprocal exchanges that build trust and cooperation over time (Blau, 2017) [6]. Respondents emphasized that when information is openly shared and communities are included in decision-making, confidence in PPP projects increases. Similarly, private investors and policymakers pointed to the importance of clear agreements that ensure fairness, while healthcare professionals stressed accountability measures to reduce suspicion. This reflects the principle that sustained collaboration emerges from perceived fairness and mutual benefits. Empirical studies have also shown that trust and reciprocity are vital for PPPs in healthcare to achieve legitimacy and long-term success (Mouraviev & Kakabadse, 2020) [12]. Thus, the mechanisms identified in this study affirm Social Exchange Theory's central claim that trust is constructed through ongoing, balanced exchanges among stakeholders.

Conclusion

The study explored stakeholder perceptions of Public-Private Partnerships (PPPs) in Nigeria's healthcare sector,

focusing on opportunities, challenges, and mechanisms for building trust. The findings revealed that PPPs are widely regarded as offering significant opportunities to improve healthcare delivery by mobilizing private sector resources, introducing advanced medical technologies, and expanding service access. These insights affirm the relevance of Stakeholder Theory, which underscores the importance of balancing diverse stakeholder interests to achieve sustainable outcomes.

At the same time, the study highlighted considerable challenges undermining PPP implementation, including governance weaknesses, policy inconsistency, corruption, and limited institutional capacity. These challenges demonstrate how fragile institutional frameworks constrain effective partnerships, as argued by Institutional Theory. Addressing these barriers requires strong political will, transparent policies, and regulatory enforcement to foster an enabling environment for PPP sustainability.

Finally, the study emphasized that trust-building is central to the success of PPPs. Mechanisms such as transparency, accountability, inclusive decision-making, and fair contracts were identified as crucial for cultivating confidence among stakeholders. These findings align with Social Exchange Theory, which suggests that sustained collaboration is built on fairness, reciprocity, and mutual benefits.

In general, the study concludes that while PPPs present a promising model for strengthening Nigeria's healthcare sector, their success depends on aligning stakeholder interests, strengthening institutional frameworks, and embedding trust-building practices. By addressing these critical dimensions, PPPs can move beyond fragmented implementation and contribute meaningfully to healthcare accessibility, efficiency, and sustainability in Nigeria.

Implications of the Study

The study has some implication for theory, practice and policy

Theoretical Implications

The study contributes to the growing body of literature on Public-Private Partnerships (PPPs) in healthcare by applying Stakeholder Theory, Institutional Theory, and Social Exchange Theory to the Nigerian context. It reinforces Stakeholder Theory by demonstrating that sustainable healthcare outcomes depend on balancing the expectations of multiple actors, including policymakers, investors, healthcare professionals, and communities. It also affirms Institutional Theory's assertion that weak governance and regulatory instability limit the success of PPPs, offering empirical evidence from Nigeria to support existing claims. Furthermore, the study extends Social Exchange Theory by illustrating how fairness, transparency, and reciprocity are critical trust-building mechanisms that foster long-term collaboration in healthcare partnerships.

Practical Implications

The findings provide actionable insights for policymakers, private investors, and healthcare managers. For policymakers, the study underscores the need to design consistent and transparent policies that strengthen institutional frameworks for PPP implementation. For private investors, the results highlight the importance of engaging communities and healthcare professionals early in the planning process to ensure inclusivity and reduce risks.

For healthcare managers, the study demonstrates that building trust through accountability, transparency, and clear role allocation is key to fostering successful collaboration. Taken together, these practical insights can guide the design of PPPs that are both efficient and socially responsive.

Policy Implications

From a policy perspective, the study suggests that Nigeria must prioritize institutional reforms to stabilize the governance environment for PPPs. This includes reducing policy inconsistency, strengthening anti-corruption measures, and establishing independent monitoring systems to enhance transparency. Policies that encourage participatory decision-making and community oversight can also help address mistrust and improve legitimacy. Additionally, embedding capacity-building initiatives within government agencies will enable them to manage complex PPP contracts effectively. Such reforms will not only improve healthcare PPPs but may also serve as a blueprint for other sectors in Nigeria.

Recommendations

Based on the findings, the study recommends as follows:

Strengthen Institutional Frameworks: The government should develop consistent policies and enforce transparent regulations to ensure stability in PPP projects, thereby minimizing disruptions from political transitions.

1. **Enhance Stakeholder Engagement:** Policymakers and private investors should involve healthcare professionals and community representatives in the design, implementation, and monitoring of PPP initiatives to build inclusivity and legitimacy;
2. **Promote Transparency and Accountability:** Establishing independent monitoring bodies and requiring regular public reporting will help address corruption concerns and strengthen trust among stakeholders;
3. **Capacity Building for Public Institutions:** Training government officials in PPP contract management and negotiation will improve technical capacity and enhance collaboration with private partners and;
4. **Foster Trust-Building Practices:** Clear contractual agreements, fair risk-sharing mechanisms, and open communication channels should be prioritized to sustain long-term partnerships in the healthcare sector.

Limitations and Suggestions for Future Studies

This study was limited by its small sample size of 25 participants, which, although sufficient for qualitative inquiry, restricts the generalizability of findings across Nigeria's diverse healthcare landscape. The use of purposive sampling also meant that only stakeholders directly involved in PPPs were included. Potentially this overlooked perspectives from broader segments of the population. Furthermore, the study focused solely on Nigeria's healthcare sector, limiting comparative insights with other sectors or countries.

Future research could adopt a larger, mixed-methods approach to provide more comprehensive evidence on PPP outcomes. Comparative studies across different sectors or regions in Nigeria would also help to identify cross-cutting issues and best practices. Additionally, longitudinal studies tracking PPP projects over time could offer deeper insights into sustainability, trust-building, and institutional reforms in healthcare partnerships.

References

1. Abubakar I, Dalglish SL, Angell B, Sanuade O, Abimbola S, Adamu AL, *et al.* The Lancet Nigeria Commission: investing in health and the future of the nation. *The Lancet*,2022;399(10330):1155–1200.
2. Adebayo T, Ibrahim M. Public–Private Partnerships and health service delivery in Nigeria: Prospects and challenges. *African Journal of Public Administration*,2020;12(3):45–57.
3. Adepaju P. Rethinking healthcare financing in Africa: The promise and pitfalls of public–private partnerships. *Lancet Global Health*,2023;11(4):e520–e522.
4. Awortwi N. Public–private partnerships (PPPs) in developing countries: A review of the critical success factors. *International Journal of Public Administration*,2021;44(4):303–315.
5. Basabih M, Prasojo E, Rahayu AYS. Hospital services under public-private partnerships, outcomes and challenges: A literature review. *Journal of Public Health Research*,2022;11(3):22799036221115781.
6. Blau PM. *Exchange and power in social life.* Routledge, 2019.
7. Chukwu E, Ezenwaka U, Ossai C. Stakeholder engagement and accountability in healthcare PPPs: Lessons for Nigeria. *Health Policy and Planning*,2020;35(9):1201–1210.
8. Dada MO, Ogunlana SO, Anakor CA. Perceptions of Public and Private Sector Stakeholders on the Benefits and Challenges of Public-Private-Partnerships in Nigeria. *African Journal of Housing and Sustainable Development*,2024;5(1).
9. Eze C, Okoye P. Public–private collaborations and innovations in healthcare delivery: Evidence from Sub-Saharan Africa. *International Journal of Health Policy and Management*,2021;10(6):324–333.
10. Freeman RE, Harrison JS, Wicks AC, Parmar BL, de Colle S. *Stakeholder theory: The state of the art.* Cambridge University Press, 2021.
11. Iroz CB, Ramaswamy R, Bhutta ZA, Barach P. Quality improvement in public–private partnerships in low-and middle-income countries: a systematic review. *BMC Health Services Research*,2024;24(1):332.
12. Mouraviev N, Kakabadse N. Public–private partnerships in healthcare: A comparative analysis of institutional and trust-building factors. *Public Management Review*,2020;22(1):17–37.
13. Okafor C, Chima O. Governance and accountability in Public–Private Partnerships: Lessons for Nigeria's health sector. *Journal of African Development Studies*,2022;14(2):89–103.
14. Onwujekwe O, Orjiakor C, Ezumah N. Challenges of health financing in Nigeria and the role of public–private partnerships. *BMC Health Services Research*,2019;19(1):1–9.
15. Ojo T, Akande A. Stakeholder participation and sustainability of Public–Private Partnerships in Nigeria's social sectors. *International Journal of Public Sector Management*,2021;34(7):701–719.
16. Osei-Kyei R, Chan APC. Review of empirical research on public–private partnership critical success factors. *Construction Innovation*,2020;20(1):34–56.
17. Scott WR. *Institutions and organizations: Ideas, interests, and identities.* Sage Publications, 2020.
18. World Bank. *Nigeria health sector diagnostics and financing options.* World Bank Group, 2021.