

The Success Factor of Public-Private Partnerships in Malaysia and Nigeria's Housing Sectors

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Abstract

The use of public-private partnership (PPP) strategies in the delivery of public works projects has grown in popularity as an alternative delivery model, although its implementation has met with inconsistent success. Numerous studies have linked the effectiveness of public-private partnerships (PPPs) to the unique characteristics of various administrative environments. This comparative research used a case study technique to analyze the similarities and contrasts between the essential elements that determine the success of public-private partnership (PPP) housing projects in Malaysia and Nigeria. However, whereas 'equitable risk allocation', 'stable political system', and 'reputable developer' are the most key success variables in Nigeria, 'action against errant developer', 'consistent monitoring, and homebuyer demands' are still the most crucial success aspects in Malaysia, according to the research. The results contribute to a better understanding of the environmental factors that affect the relative relevance of CSFs in public-private partnerships in underdeveloped countries.

Keywords: Housing development; Public-Private Partnership; Malaysia; Nigeria

1.0 INTRODUCTION

The limit of most governments to deliver acceptable housing and accompanying facilities for their residents is considerably surpassing their population and urban development in emerging nations. Asia and Sub-Saharan Africa are predicted to have the largest increases of about 90%, in urban population, with a combined total of 2.5 billion people projected by 2050 (Aalbers, 2019). In these areas, there is a far higher need for funding for infrastructure improvements that the government cannot complete on its own. As a consequence, numerous governments in these areas have turned to public-private partnerships (PPPs) as a delivery strategy for shelter and urban development schemes (Agyemang & Morrison, 2018). PPP is a long-term public-private collaboration in which the collaborating parties decide to share liabilities, expenditures, and profits in the delivery of goods or services. According to worldwide experience, PPP may provide several advantages if it is well-designed (Alexander et al., 2019). Risk transfer, value for money, improved efficiency, and private funding are all possible advantages of PPP.

PPP decreases costs and boosts productivity for infrastructure schemes such as cheap homes, roadways, potable supply, and healthcare, particularly in developed countries. Nevertheless, notwithstanding its appeal, the literature contains contradictory accounts of both successes and failures (Asher & Wainwright, 2019). As a result of the disparate results found in the usage of PPP, an investigation has been initiated to determine the elements that influence the success of PPP schemes (Belke & Keil, 2018). The effectiveness of PPP schemes differs from nation to nation, industry to industry, and program to program according to a significant body of study on the subject (Chileshe et al., 2020).

Several researchers had focused on a specific country or sector of PPP transactions. Although the authors recognize a few notable differences, they contend that inter-region and detailed study on the causal variables of PPP performance is lacking (Boyd et al., 2018; Muhammad & Johar, 2019). The goal of this

article was to compare important Critical Success Elements (CSEs) between Malaysia and Nigeria to identify related problems that influenced the efficiency of PPP housing schemes in both countries. This was done by rating the impact of CSEs on the performance of a PPP housing scheme in Nigeria, then comparing them with the previous study on CSEs in Malaysia (Bui, 2020). The study's distinctive addition is that it offers contextual information that underlines the influence of the building environment on the success of PPP schemes by comparing the relative importance of Malaysian and Nigerian CSEs.

2.0 CASE STUDIES

The research, reviewed case studies of PPPs in Nigeria and Malaysia that were utilized to supply houses. These were selected based on the two nations' socioeconomic, political, and PPP growth levels. By economic and political development, Malaysia, for example, has parallels and contrasts with Nigeria as a developing nation. Malaysia, like Nigeria, has had substantial success with PPPs (UN-Habitat 2005), notably in the housing industry (Cai et al., 2020).

2.1 PPP housing scheme, Abuja (Nigeria)

It is estimated that Nigeria has more than 170 million people, making it the most populated African nation. Very recently, the nation's pace of urban increase has been phenomenal. Even though over half of Nigerians were already living in urban areas by 2008 (UN-Habitat, 2008), the UN (2013) now schemes that this number would rise to almost 60 % in 2015. This rapid urbanization has generated a significant disparity in residential supply and demand (Cerutti et al., 2017). Nigeria is categorized as a third-world nation, having a Gross National Income (GNI) of \$175.6 billion and an Economic development rate of 3.0% (World Bank 2010). According to OPEC (2009), Nigeria is the seventh crude-oil producing country in the world, accounting for 25% of Africa's crude oil production (Muhammad & Johar, 2019).

In 1991, the Nigerian government enacted the National Housing Policy (NHP) to

promote the delivery of appropriate, reachable, and reasonable housing throughout the country. The policy was modified in the year 2000 to address issues such as inadequate finance and weak institutional structures that had been identified (Federal Government of Nigeria 2012) (Xiao, 2019). The 'new' policy took a more market-oriented approach, aiming to promote the private sector in the housing industry while limiting the government's role to "enabler and regulator." The Federal Capital Territory Administration (FCTA), Abuja, established the mass housing scheme under its PPP program under the new housing policy (Aalbers, 2019). The initiative, which intended to close the large gap between housing supply and demand, underlined the need of building an enabling environment for more active private sector engagement (Alexander et al., 2019). The government, under the scheme, would supply basic infrastructure and assign land to private developers, who will then provide secondary and tertiary infrastructure as well as construct and sell finished residences to members of the general public (Jahangir Alam, 2018). However, the initiative had minimal success (FCT Committee on Mass Housing 2007), due to a lack of sufficient planning and execution (Q. Chen et al., 2019). With a success rate of 32.25%, the scheme was unable to provide the Federal Capital Territory's population with the much-needed dwelling units (Chileshe et al., 2020). The Malaysian Garden housing estate, for example, is one of the partnerships agreed between Nigeria and the Malaysian government in 2004 to create 10,000 housing units in Abuja, the federal capital area. After eight years, the scheme, which was supposed to be finished in ten years, has made less than 2% progress (Chileshe et al., 2020). Because of this poor performance, several allocations under the scheme were suspended and later revoked in 2008 (Xiao, 2019).

2.2 PPP housing scheme, Kuala Lumpur (Malaysia)

Upon independence in 1957, the population of Malaysia increased to 7.3 million, but by 1980 it had risen to 13.3 million, reaching 27.0 million by 2008 (World Bank 2010). Like

the rural population, the city population is estimated to rise to 75% by 2015, growing at a yearly pace of 4.5% (Abd Hamid et al., 2018). Malaysia, like many other newly independent nations, was commercially impoverished. However, via a succession of innovative programs, Malaysia was able to transform its economy from one that was heavily reliant on the subsistence sector to one that was more diversified and powered by an industrialized sector (Tahir et al., 2019). In the 1980s and 1990s, the New Economic Policy (NEP) helped the economy thrive by attracting international growth (Yuliastuti et al., 2018). With an annual GDP of US\$13,740 per person, Malaysia is categorised as an upper-middle-income economy by the World Bank's report on the development and climate change. Economic and demographic growth was accelerated as a result of population shifts and the NEP's implementation (Muhammad & Johar, 2019). Migration from rural to urban areas, notably among "Bumiputera" (sons of the soil), accounted for a staggering 75% of the total rural-to-urban migration (Al-Ashmori et al., 2020). For Malaysia's growing low-income population, the third Malaysia plan saw the introduction of a public-private partnership (PPP) to meet the country's housing needs (Ismail et al., 2021). The Kuala Lumpur City Hall (KLCH) was the first city hall in Malaysia to use public-private partnerships (PPPs) to offer shelter after the national privatization policy was implemented in 1983. KLCH completed 80 thousand low-cost residential units in under 3 years, to its credit (Mohd Ariffin et al., 2019). Since then, the private sector's housing performance has been impressive in terms of the number of completed units. Over 90% of Malaysia's housing is provided by the private sector, while a larger percentage of low-cost housing is provided by the private sector (Al et al., 2017).

2.3 Similarities and Differences Between the Two Cases

There are several similarities between the PPP housing concept used in Nigeria and Malaysia. In both nations, the private developer assumes all scheme liabilities (planning, building,

and financing), as well as the supply of facilities and housing for a wide range of income levels (Li, C. Z., Xue, F., Li, X., Hong, J., & Shen, 2017). While private developers are responsible for acquiring land, creating infrastructure, and setting output criteria, the government accepts these responsibilities (housing types, communal facilities, and building regulations) (Muhammad & Johar, 2019). Though Malaysians have reason to be optimistic about the success of their PPP housing initiative, various studies in Nigeria have questioned whether private sector engagement in Nigerian housing delivery can meet its goals. Each country's economy has seen significant transformations since its independence in 1960, for example (Garcia-Teruel, 2019). In the 1970s, both Nigeria and Malaysia went from weak agrarian economies to prosperous oil-dominated and industrial-sector-based economies. In contrast to Nigeria's twenty-five years of political turmoil, Malaysia has experienced political stability since its independence in 1957, with a total of twelve consecutive general elections (Ismail et al., 2021).

3.0 LITERATURE REVIEW

Even though PPPs have grown trendy in the previous four decades, their international implementation has yielded varied outcomes, with both triumphs and failures. Even while PPP has been utilized to successfully implement numerous development schemes in the past, many partnership ventures have had terrible results (Muhammad & Johar, 2019). CSEs have therefore become a popular idea among scholars looking for explanations for why PPP ventures succeed or fail.

3.1 Critical Success Elements of Public-Private Partnership Schemes

CSEs are those critical aspects that, if taken seriously, would ensure the effectiveness of an and if ignored, may contribute to its failure. The CSE technique seeks to identify critical success elements for management or initiatives (Agyemang & Morrison, 2018). Identifying CSEs is a critical starting point in creating a successful PPP framework. Several researchers (Agyemang & Morrison, 2018; Li et al., 2017; Narendra Kumar Bhoi, 2017) have examined the CSEs of various PPP schemes to explain the diverse outcomes. Examples of success elements in PFI schemes in the UK. Detailed risk assessment and risk transfer, scheme finish time, cost containment, planning innovation, and management responsibility. For BOT in China, (Ismail et al., 2021) identified 8 independent CSEs: proper scheme specification, stable political and economic condition; appealing financial incentives; appropriate toll/tariff levels; and fair risk distribution (Roslan et al., 2019). They include a strong consortium with extensive knowledge, extensive experience, high profile, and a good reputation, an effective approval procedure that helps stakeholders promptly, and innovative funding ways. Glaeser et al., (2017) found 47 CSEs for PPP schemes that he subsequently divided into five (5) key characteristics, which are; economic viability, appropriate risk allocation via reliable contractual arrangements a robust financial package, a credible concessionaire consortium with great technical strength, and a favorable investment climate are the five elements.

Table 1 gives a summary of CSEs identified in the reviewed literature.

Table 1: Identification of CSEs of PPP Schemes.

S. no.	CSEs	Authors
1	Transparent procurement process	(Liu et al., 2016; Pagán et al., 2019; Zhou et al., 2017)
2	Good procurement procedures	(Bicer & Hagspiel, 2016; Bogataj et al., 2016; Spekman et al., 2018)
3	Good governance	(Alabool et al., 2018; Al-Rahmi et al., 2020; Santoso et al., 2014)
4	The well-run and dedicated public agency	(Chileshe et al., 2020; Ding et al., 2018; Khraisat & Alazab, 2021; Meri et al., 2019; Zeemering, 2021)
5	Confidence and honesty between partners	(Gong & Lee, 2020; Jonnagaddala et al., 2021; Malmqvist et al., 2019; Tavakolizadeh et al., 2015)
6	Strong democratic structures	(Fan et al., 2017; Villalón-Huerta et al., 2021)
7	Steady economic structure	(Asongu & Tchamyou, 2018; Luu et al., 2016)
8	Effective legal structures	(Asif et al., 2018; Mohd Ariffin et al., 2019; Raskin, 2017)
9	Adequate financial market	(Bui, 2020; Gangi et al., 2019; Kelley et al., 2019)
10	Communal backing	(Atazadeh et al., 2019; Gangi et al., 2019; Gerald et al., 2020)
11	Government assurance	(Gokhe, 2012; Ho, 2019; Martínez-ferrero & Martínez-ferrero, 2016)
12	Effective approval procedures	(Al-Saeed et al., 2020; Varshneya & Das, 2017)

For the research, the review identified and approved 18 CSEs. The 18 CSEs were chosen because they are often cited in a variety of publications (Aalbers, 2019; Abd Hamid et al., 2018; Li et al., 2017; Muhammad & Johar, 2019). It would also be possible to compare variables across Nigeria and other nations if the 18 CSEs were adopted.

4.0 METHODOLOGY

The research used a sequential mixed research method to determine and score the critical success elements (CSEs) of a PPP housing scheme and then compared those results with those from a similar scheme in Malaysia. PPP housing schemes were compared side by side in this article to see how important CSEs were to each one. For the Nigerian PPP housing scheme, the authors assessed CSEs that had previously been studied in Malaysia, then compared the Nigerian ratings to the Malaysian ratings. The similarities in political and economic growth between the two nations motivated the comparative research. To find and rate the PPP housing scheme in Abuja, Nigeria, researchers used a hybrid approach that included a qualitative

interview first, trailed by a quantitative questionnaire survey. Experts in PPP were asked to conduct a focus group discussion to validate the CSEs that are relevant to Nigeria from the available literature. The respondents were chosen for their relevant PPP scheme experience (Glasson et al., 2021). The discussion confirmed 15 CSEs which were utilized as inputs to develop a questionnaire survey. One of Nigeria's most prominent cities for PPP housing schemes and a concentration of construction industry specialists, Abuja is the topic of this research. Abuja is a pioneer in Nigeria for private involvement in housing delivery. This means that participants from both government and private sector organizations who engaged in the PPP housing scheme in Abuja would be included in the study's sample frame. Purposive sampling was employed to identify participants for the structured interview who had appropriate PPP scheme knowledge across industry and academia. Survey respondents who had participated in the PPP housing scheme were selected by convenience sampling. There were surveys for both public and private partners involved in the PPP housing scheme in Abuja's Federal Capital Territory (FCT). Given the purpose of the research and the

choice of a study size of 100, each of the five public sector departments involved in the PPP housing construction in Abuja was given 20 questionnaires. In the same way, convenience sampling was used to pick 60 private sector organizations to administer 5 questions each.

Therefore, 400 designed questionnaires were given to the main players in Abuja's PPP housing scheme, both public and private (Ekpenyong, 2020). The data was examined utilizing the analytical hierarchy process (AHP) with help of Expert Choice 2000 software, which questioned respondents to determine the significance of the 15 CSEs in Nigeria. It is possible to "normalize" the values of the CSEs by assigning the highest value component a value of

1 to the other elements (Table 3). Finally, Malaysian research was compared to the rating of comparable CSEs. To enable apples-to-apples comparisons of the relative relevance of the CSEs in the two nations, the adoption of identical success criteria is necessary. It was found that of the 163 filled-out questionnaires that had been returned, nine had been rejected because of incomplete replies or duplicate entries. The optimum return rate for questionnaire surveys is 25–36%, therefore a response rate of 39% (Table 2) is regarded as satisfactory by this standard (Granath Hansson, 2019). Similar studies have found response rates of 36% (Guo et al., 2020), 23% (Immergluck & Balan, 2018), and 40% (Jahangir Alam, 2018).

Table 2. Survey response rate

	Public sector	Private sector	Total
Amount of questionnaires given	100	300	400
Amount of questionnaires brought back	69	94	163
Amount of invalid questionnaires	3	6	9
Amount of useable questionnaires	66	88	154
	66%	38%	39%

5.0 RESULTS AND DISCUSSION

For the Abuja PPP housing scheme, the research prioritized each discovered CSE based on its relevance to the scheme's performance in Nigeria. By use of the normalized results (Table 3), we can see just how critical the CSEs are to the overall performance of the Abuja PPP housing scheme. There is a strong correlation between the performance of PPP housing schemes in Nigeria and the following elements: "Fair risk distribution," "openness and excellent leadership," and "a functioning democratic system." Due to the absence of openness and excellent leadership in Nigeria's PPP procurement and distribution of duties to the parties engaged in the agreement, the criteria are regarded as highly significant. The allotment of land under the plan was dependent on personal contacts with the FCT administrator rather than due procedure (Kan, 2021). Nigeria's political system is unstable owing to frequent changes in FCT ministers and the PPP policy, which is why the element 'strong

democratic structures' is graded high (0.077). Private developers are unsure of the new government's willingness to meet contractual agreements because of the government's numerous replacements of ministers and policies. Communal backing (0.024), regular supervision (0.023), and punishment for delinquent developers (0.023) are Nigeria's three lowest-ranked criteria (0.018). There is less emphasis on "local support" in Nigeria owing to Nigeria's authoritarian leadership and its land ownership policies. All land has been given to the government under the Land Use Act of 1979. Since property possession and land development initiatives are not a concern for the FCTA, Continuous supervision and punishment for delinquent developers were ranked low because the FCT PPP regulations have sufficient room for inspection and the FCTA has punished delinquent developers by demolishing houses that have violated the terms of the partnership, which is why these elements were ranked low.

Table 3. Rating of the CSEs.

Critical success elements	Priorities	Normalized	Rating
Fair risk distribution	0.118	1	1st
Openness and excellent leadership	0.082	0.695	2nd
Strong democratic structures	0.077	0.653	3rd
Experienced private sector	0.071	0.602	4th
Steady economic structure	0.060	0.508	5th
Good procurement procedures	0.058	0.492	6th
Government assurance	0.049	0.415	7th
Accessibility of financial market	0.045	0.381	8th
Effective legal structures	0.041	0.345	9th
Well-run and dedicated public agency	0.036	0.305	10th
Effective approval procedures	0.033	0.280	11th
Confidence and honesty between partners	0.031	0.263	12th
Communal backing	0.024	0.203	13th
Constant supervision	0.023	0.195	14th
Punishment for delinquent developers	0.018	0.153	15th

5.1 Rating of the CSEs of PPP housing scheme in Malaysia

According to (Kauko, 2017), 15 success variables for PPP housing delivery in Malaysia were explored in depth. The authors observed that the 7 most essential elements have a major influence on the performance of the PPP housing schemes in Malaysia. "Punishment for delinquent developer," "Constant supervision," "home-buyers desire", "Trustworthy developer," "strong and unambiguous agreement," "continuous information sharing," and "developer's profit-sharing accountability" are some of the elements (Table 4).

5.2 Comparison and Lessons Learnt

The rating of CSEs in Nigeria and Malaysia were compared to discover parallels and variations in the proportionate relevance of CFSs of PPP housing schemes in the 2 nations. Whereas the CSEs rated in the research (for Nigeria) are not similar to those in Malaysia, the results in Figure 1 show that the variables selected by the authors complement those employed by (Kim, 2020) for Malaysia. The terms "fair risk distribution" and "Effective legal structures" were found to coincide with the CSE's "strong and unambiguous agreement" since they are all tied to the concise definition and distribution of

liabilities and responsibility in a PPP procurement contract. A robust PPP contract should fully outline scheme features, responsibilities and obligations, risks and rewards, and dispute resolution methods. The success element, 'efficient financial market' is also believed to be related to long-term demand for goods or services. Because of the long-term demand for goods and services generated by a healthy financial market, public-private partnerships will attract private investors (Y. Chen et al., 2019; Senaratne & Ruwanpura, 2016). If the private developer's demand projections are correct, the financial market would absorb all of the PPP development scheme's goods. The "private developers' technical skills" and "financial resources" complement those of the "Trustworthy developer." A private-sector partner contributes significantly more to the efficient execution of PPP schemes than a single contractor by making far more promises and assuming far higher risks (Liang et al., 2020). As a consequence, the participation of a reputable (technologically skilled and economically beneficial) private sector partner is vital to scheme success. 'Communication between partners' is connected to 'trust and openness' among partners. Parties that lack trust is less likely to share information, which might lead to even more mistrust between

them (Md Dahlan et al., 2019). The communication channels between partners are crucial to the success and sustainability of a PPP scheme. Consistent communication between parties assists in the understanding of each partner's interests, enabling more effective decision-making and successful PPP implementation (Md Dahlan et al., 2019). The 'Political control' and the 'strong democratic structures' elements go hand in hand. PPP schemes have a better chance of success when the government provides strong support (Mohd Ariffin et al., 2019). Also, in places where the analysis in Figure 1 reveals that the authors' criteria complement those employed by (Ismail et al., 2021) for Malaysia, PPP housing

schemes cannot work well. Since they are all related to a PPP procurement contract that clearly describes and allocates risk and responsibilities, the CSE's "strong and unambiguous agreement" and the "Effective legal structures" coincide. A robust PPP contract should precisely outline scheme components, responsibilities and obligations, risks and rewards, and dispute resolution methods. The success criterion "efficient financial market" is analogous to long-term demand for goods and services. The development of a vibrant financial market will promote long-term demand for goods and services, enticing private investors to PPP schemes.

Table 4. Rating of CFSs of PPP Housing Scheme in Malaysia.

Critical success elements	N	Mean	Rating
Punishment for delinquent developers	14	4.50	1st
Constant supervision	19	4.47	2nd
Home-buyers' demand	17	4.42	3rd
Trustworthy developer	17	4.41	4th
Strong and unambiguous agreement	16	4.31	5th
Continuous information sharing	17	4.24	6th
Developer's responsibility in profit-sharing	13	4.23	7th
Developer's societal responsibility	15	4.13	8th
Government negotiating abilities	17	4.12	9th
Requisite government negotiation workers	17	4.11	10th
Harmony between associates	19	4.10	11th
Achievable goals	18	4.06	12th
Competition	16	4.00	13th
Sufficient period for evaluating proposals	17	3.88	14th
Political control	12	3.33	15th

If the demand projections made by the commercial developer are correct, the financial market will capture all of the PPP development scheme's services. 'Trustworthy developer' is complemented by the private developer's specialist knowledge and financial capabilities. A private-sector partner contributes more to the success of PPP schemes than a typical contractor by making significantly more commitments and taking more liabilities. As a result, having a respected (technically proficient and economically capable) private sector partner is

critical to scheme success. 'Continuous information sharing' is linked to 'Confidence and honesty.' Because trust and information have a positive relationship, people who lack trust are less likely to exchange information, perhaps leading to further mistrust (Muhammad & Johar, 2019). The communication routes between partners determine the likelihood of a successful and long-term PPP scheme result (Mwathi & Karanja, 2018). Effective information sharing between parties helps to understand one other's interests, which leads to more effective

decision-making and successful PPP execution. Political control is an element that may be grouped along with 'strong democratic

structures'. PPP ventures with strong governmental backing have a better chance of succeeding (Ngoc & Tien, 2021).



Figure 1. Evaluation of the CSEs identified by studies in Nigeria and Malaysia

When there is political meddling in the PPP housing scheme, it will not work successfully, particularly when a dishonest and corrupt political government is in charge. Additionally, a 'well-organized and dedicated public agency' has PSO negotiating abilities and enough negotiation personnel. Because of the commercial partner's stronger position, it is common for the government to be more adept in its engagement (Nzau & Trillo, 2021). In commercial talks, the public agency's abilities must be on par with those of the private sector. To get the most out of a PPP deal, it's important to have good bargaining abilities (Nzau & Trillo, 2019). A private developer may win local support by appropriately performing his social responsibilities toward the community if he

exhibits "social support," which is linked to "developers' social accountability". Customers, employees, and members of the general public are all increasingly concerned about the quality, cost, and effect of goods and services on the environment (Owusu-Ansah et al., 2019). For this reason, the government should guarantee that the private developer is held responsible for satisfying the needs and aspirations of the people while participating in a PPP scheme.

The top seven top-ranked CSEs in Nigeria and Malaysia comparison of seven top-ranked CSEs in both Nigeria and Malaysia. Comparing the highest-ranked variables in Nigeria and Malaysia helped the writers understand the variations and connections between the CSEs (Figure 2).

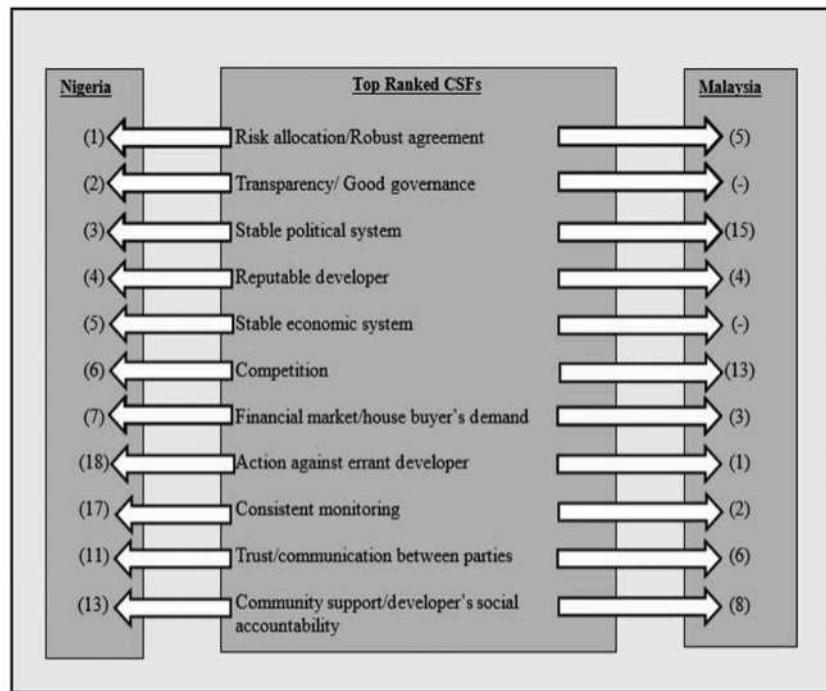


Figure 2. Rating of the CSEs in Nigeria and Malaysia

Though the idea, procedure, and core concepts of PPP are largely comparable, several features of housing in the two nations investigated are unique. The relevance of certain criteria in Nigeria's PPP ventures is high, whereas the same characteristics are less important in Malaysia. The most important variables in Nigeria were rated higher than they were in Malaysia, except for 'Trustworthy developer' (which was ranked the same in both nations). The CSEs were ranked according to a comparative analysis:

Trustworthy Developer: It was found that in both nations, the criteria "Trustworthy developer" was deemed relatively significant in the fourth place (Peshkov, 2019). As part of the PPP, a private company assumes responsibility for all or part of the government's duties. Because of this, a thriving private partner is critical to scheme success. The government should make sure that the private sector partners it hires for PPP schemes are both technically and financially capable of completing the work (Pow, 2019). Respondents in Nigeria believe this aspect is critical since the country has a dearth of professional building firms. One study found that only a small number of allocations were provided

to well-capitalized international and local firms. Well-placed corporations with limited PPP expertise received most of the allocations. In the FCT's PPP housing program, many private house developers lack the necessary professional skills (Robin, 2018). A similar sentiment was expressed by respondents in Malaysia, where strong private developers are critical to the PPP scheme's success. To ensure that the Malaysian government's housing initiative would not collapse, public institutions had to work solely with recognized developers.

Fair Risk Distribution: Nigerians consider it to be the most important success element, whereas Malaysians consider it to be the fifth most important. Any PPP agreement should distribute liabilities to the partner that is best equipped to handle them efficiently and at a reasonable cost (Seo et al., 2018). Shen et al., (2017) found that the public sector favored more maintaining macro-level risks, such as political, legal, and social concerns, in a study of risk allocation preference in Nigeria. However, in Nigeria's PPP housing scheme, the bulk of the macro-level risks that the public sector wished to retain were transferred to private developers.

According to the respondents, the move has hampered the housing scheme's performance, and as a result, it received a high rating. A country with a long history of public-private partnership housing, Malaysia, has opted for a more balanced risk-sharing arrangement. Private developers were not overburdened by Malaysian governmental authorities who forced them to take their obligations seriously (Erümit & Çetin, 2020). As a result of the PPP housing scheme in Malaysia, they found that there was a 'strong' and 'clear agreement' about the definition and distribution of risk and obligations, which led to a favorable conclusion. As a result, the significance of the element was deemed to be modest. The data from both nations support conclusions that PPP does not just allow the government to shift all risks to the private sector, but also necessitates an effective allocation and management of risks.

Communal Backing/Developers' Social Accountability: The element 'social support/developers' social accountability' was scored considerably lower by interviewees in Nigeria and Malaysia in the 8th and the 13th place, respectively. Because of the developer's social responsibility, the Malaysian government's PPP housing strategy included an allocation for 'bumiputra' (son of the soil) and low-cost homes. Some of the operators, who despised the specific ratio provision, absconded from the requirement which impacted the accomplishment of the scheme (Shen, Zhang, & Zhang, 2017). The low rating of this element in Nigeria is not unrelated to the ground use and acquisition policies in Nigeria. A unique quota for "locals" under Nigeria's PPP was not included in the FCDA Act, which allowed the relocation of existing local communities. Although the PPP agreement included provisions for households of all income levels, developers constructed homes that were too expensive for the ordinary inhabitant (Ekpenyong, 2020).

Openness and Excellent Leadership: 'Openness and excellent leadership' is the 2nd rated element in Nigeria. The interviewees in the country felt that effective governance is crucial since the problem of lack of openness and

improper behavior has badly impacted procurement procedures in the country (Transparency-International 2005). The potential for government employees in Nigeria to be corrupt is quite high, owing to inadequate governance and institutions (Sternik & Sternik, 2017). The significance of openness and strong governance was previously validated by the National Audit Office (2011) that the PFI schemes in the UK are succeeding because the governance structures are operating effectively. Similarly, UN-Habitat (2011) has ascribed the success of scheme goals in the Regent Park housing scheme in Toronto, Canada to the great governing standards of transparency. The criteria 'openness and excellent leadership' were not defined in the list of rating elements in Malaysia. A transparent procedure, on the other hand, would produce a precise scheme brief detailing customer expectation, and the sharing of risk. Lack of clarity and specificity of the legal and economic concerns significantly influenced the success of the PPP contract in Palestine (Tang & Wang, 2017). Because of the government's efforts to enhance openness in the PPP procurement process, Malaysia put the criteria "strong and clear agreement" lower, at number five. In response to the claims of favoritism, corruption, and political meddling, the government maintained an 'open registration system' (Tillyer & Walter, 2019). As reported by (Todes & Robinson, 2020), the open registration method has succeeded in producing a countrywide verifiable waiting list of LIG, standard criteria of selection, control of misbehavior, and developing trust in the openness of the allocation system.

Strong Democratic Structures: The element 'strong democratic structures' is determined to be extremely relevant in Nigeria, rated at the 3rd place, but considerably lower in Malaysia it is listed at the 15th rank. PPP initiatives might be hampered by political disorders or incessant state policy adjustments (Md Dahlan et al., 2019; Muhammad & Johar, 2019). Several PPP rail schemes in Bangkok have fallen victim to political instability, which has been linked to the regular switchover of Thai Premiers (John, 2013). In Nigeria, political unrest and shifting PPP

housing regulations led to the suspension and revocation of several PPP housing plan land grants in 2018 (Muhammad & Johar, 2019). The strong democratic structures also refer to the dedication of the public sector. Policymakers, public bodies, and organizations are important institutional frameworks for effective PPP implementation (Tupenaite, Kanapeckiene, et al., 2017). Managing PPPs on behalf of the public sector requires the involvement of a well-coordinated and dedicated public agency. One of the issues with the FCT PPP housing schemes is a lack of commitment. According to reports, the government was not upholding its end of the leasing deal to provide basic infrastructure. The secondary infrastructure was thus neglected by private sector developers, resulting in the scheme's failure to reach its full potential (Anibasa, 2021). On the other hand, the responder in Malaysia considered the element of considerably less significance than in Nigeria since the present political environment in Malaysia is stable. As noticed by (Tupenaite, Lill, et al., 2017), since the Malaysian government is in favor of PPP, the success aspect is being seen as substantially less essential.

Steady Economic Structure: This element was rated modestly in 6th place in Nigeria. The component is regarded as crucial because difficulties connected to scheme finance are the key to the success of private sector involvement in PPP schemes (Udoka & Kpataene, 2020). It has been shown that the performance of PPP initiatives in African nations is closely linked to macroeconomic indicators like GDP and inflation (Hammami et al. 2006). According to World Bank (2010), Nigeria is categorized as a low-middle-income nation with a GNI of US\$175.6 billion and a GDP growth rate of 3.0 percent. The interviewees stated this element is highly essential owing to weak macroeconomic situations in Nigeria (Udoka & Kpataene, 2020). The unpredictable macroeconomic environment influences the number of risks the private sector would be ready to bear, which would, in turn, make PPP schemes difficult and ineffective. While this element was not named for Malaysia, the authors believe it has some overlap with the

element 'home-buyer's demand,' since a 'stable macroeconomic climate' in a nation would contribute to market confidence that enables for satisfying the long-term need of house purchasers.

Competition: The element 'competition' in the procurement cycle is placed 6th in Nigeria but was rated comparatively extremely low in 13th place in Malaysia. While 'competition' was highlighted as a success element, its failure was negligible, since its absence does not suggest a detrimental influence on the PPP housing schemes in Malaysia (Waldron, 2018). Even though competitive bidding is necessary for PPP schemes to deliver value for money, the FCT PPP housing scheme's procurement procedure did not include an equal playing field. For instance, research shows that Political control and favoritism have played a crucial role in choosing which enterprises obtain the highest allocations. As described by (Yuliastuti et al., 2018), one respondent indicated that 'anyone who walks in with a document from a major guy may receive as much land as they want,' despite the rules of restriction. There is evidence that competitive bidding has resulted in savings of about 20% in Australia and the UK, according to (Gangi et al., 2019).

Accessibility of Financial Market/Home-Buyer's Demand: When it came to the 'financial market/home buyer's demand', the element was placed 7th in Nigeria but 3rd in Malaysia. Even though the finance sector in Nigeria is poor, there is a proven need for houses in Nigeria. With a cumulative homeownership shortfall of 17 million dwellings (FGN, 2012), and a very low occupancy rate of 25%, in the nation, the respondents consider that the housing demand is strong, and this issue is of modest significance (Anibasa, 2021). Conversely, in Malaysia, the participants stated that the component is highly essential since it produced beneficial benefits to the achievement of PPP housing schemes in the nation.

Punishment for Delinquent Developers: However, in Malaysia, the element "Punishment for delinquent developers" was considered as the

most significant success element, while it was placed as the eighteenth least important one in Nigeria (Aalbers, 2019). In the instance of Malaysia's PPP housing scheme, commercial operators delay execution when governmental authorities refuse to take immediate action. Because immediate punitive measures were not taken against commercial operators who failed to finish the final phase of house construction, the scheme was delayed for more than 10 years (Ismail et al., 2021). Contrary to popular opinion elsewhere, participants in Nigeria believe the effect of wayward developers is of little significance since the private sector housing developers were not directly affected. In contrast to private developers who construct homes, the department of development control participated in the subdivision and sold plots to people rather than participating in the demolition activity (Bose et al., 2015).

Constant Supervision: Constant supervision is similarly voted 2nd most essential success criterion for PPP in Malaysia, whereas participants in Nigeria put it in 17th place. PPP housing deals in Malaysia include provisions for regular checks and balances., allowing public agencies to keep tabs on commercial parties' performance and verify that they are adhering to the agreed-upon productivity and conduct. According to (Al et al., 2017), who researched CSEs in Malaysia, the PPP housing scheme benefited from regular monitoring. Respondents in Nigeria, too, believe that the practical limits of the plan make this element of low relevance. Cerutti et al., (2017) ascribed the difficulty to the ad hoc character of the PPP unit that was originally charged with the job of managing the program. Many homes were built on green spaces and road reserves because private developers came into the region without obtaining the proper

approvals. Even with the formation of the Administration of Mass Housing later in 2009 to supervise the plan, the agency could not adequately oversee the scheme owing to the huge region included in the scheme.

Confidence/Information-Sharing Between Partners: When it comes to "confidence/information-sharing between partners," both Malaysia and Nigeria have it at the 6th and 11th spots, respectively. The capacity to create and sustain a high degree of trust amongst stakeholders is crucial to the effective running of partnerships (Aalbers, 2019). The failure in Bangkok, Thailand's PPP elevated transportation system was attributed in part to a lack of confidence between public and private partners, according to (Bozkus Kahyaoglu & Aksoy, 2021). Participants in Nigeria were more concerned with scheme-environment aspects, while participants in Malaysia were more interested in partnership-working elements. Most of Nigeria's top-rating variables have to do with what (Tom, 2018) refers to as 'external elements,' or those connected to the investment climate. The index ranks in Nigeria agree strongly with prior investigations, that the political and economic frameworks in the nation are characterized by fragile institutions and insufficient legal structures; uncertain economic conditions; and prevalent corruption (Yuliastuti et al., 2018). Alternatively, the top 5 variables for Malaysia are all connected to 'interactive processes' connected with the collaborating of the partners in the execution of the PPP schemes for collaborative issue resolution. The top variables in Malaysia supplement the characteristics of interactive processes, as outlined by (Chua et al. 1999), including planning, communication, monitoring, and control.

6.0 CONCLUSION

The rating of the CSEs of PPP housing schemes in various institutional areas was examined to see whether there were any parallels or discrepancies between them. Case study methodology enables for thorough analysis and cross-case comparability of the relative relevance of CSEs of PPP in the Malaysian and Nigerian housing sectors. The utmost important CSEs that determine the success of the PPP housing ventures in Nigeria are "fair risk distribution," "a strong democratic structure," and "a Trustworthy developer." The research found that 'mistrust in the procurement system', major shifts in public policy, recurrent changes in government ministers, bad economic climate, poor governance, corrupt practices, weak institutions, and unqualified private sector are the context-specific individualities in Nigeria that affect the degree of contribution of the CSEs. Instead, the country's relative political stability, effective government policy, and excellent macroeconomic circumstances drew strong business partners. For these reasons, the same set of characteristics is rated lower in Malaysia. The authors found that while the research investigated CSEs in the same housing sector, the relative value of the CSEs for Nigeria varied from that of Malaysia owing to variations in appropriate features between the two nations. The value of the research is in giving more strong and diversified experimental data about the relative importance of CSEs of PPP schemes. The research, then, validates (Ismail et al., 2021) insight that while the idea, procedure, and core concepts of PPP are essentially comparable, many parts of it are country-specific. The results of the research shall aid in extending the knowledge of the explanatory elements that impact the performance of PPP housing schemes that remain little known notably in the context of developing nations. Having recognized the relative relevance of the CSEs and the appropriate features that account for them, future research agenda may seek to examine further case studies towards enhancing PPP policy creation and application in poor nations.

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