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Theories, concepts and models of state and municipal administration

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EVALUATION OF THE EFFECTIVENESS OF PUBLIC-PRIVATE PARTNERSHIP MECHANISMS IN MANAGING THE TEXTILE INDUSTRY IN NIGERIA

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Abstract. Problem. Public-Private Partnership (PPP) mechanisms have been widely adopted in Nigeria to improve state administrative performance in the textile industry; however, empirical evidence on their effectiveness across financial, institutional, and technological dimensions remains limited. **Methodology.** A quantitative cross-sectional design was employed, grounded in collaborative governance theory and new public management theory. Data were collected from 384 respondents' across Lagos, Port Harcourt, Abia, Kano, and Abuja using stratified and purposive sampling techniques. Primary data were gathered through Likert-scale questionnaires administered with the support of trained research assistant, corroborated with World Bank primary data on textile and garment industry in Nigeria. Multiple linear regression was applied to assess the predictive effect of Public-Private Partnership mechanisms on administrative effectiveness. **Research Results.** Financial PPP mechanisms significantly predict administrative effectiveness ($R^2 = 0.334$; $F(2,381) = 97.19$, $p < 0.001$), with co-financing as the dominant predictor ($\beta = 0.617$, $p < 0.001$) and loan guarantees yielding a non-significant effect. Institutional PPP mechanisms significantly predict service quality and responsiveness ($R^2 = 0.293$; $F(2,381) = 80.19$, $p < 0.001$). Technology PPP mechanisms significantly predict Small and Medium Enterprises (SME) digital capability ($R^2 = 0.295$; $F(2,381) = 81.28$, $p < 0.001$), with platform partnership ($\beta = 0.300$, $p < 0.001$) and private digital training ($\beta = 0.324$, $p < 0.001$). **Practical Application.** The findings provide policymakers and public administrators with empirical justification for institutionalizing co-financing schemes, formalizing private consultant-led regulatory facilitation, and expanding technology PPP programs to strengthen state capacity in managing Nigeria's textile and fashion industry.

Keywords: public-private partnership, textile industry, public administration, administrative effectiveness, Nigeria, collaborative governance

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Научная статья

ОЦЕНКА ЭФФЕКТИВНОСТИ МЕХАНИЗМОВ ГОСУДАРСТВЕННО-ЧАСТНОГО ПАРТНЁРСТВА В УПРАВЛЕНИИ ТЕКСТИЛЬНОЙ ПРОМЫШЛЕННОСТЬЮ В НИГЕРИИ

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Аннотация. Проблема. Механизмы государственно-частного партнерства (ГЧП) широко применяются в Нигерии для повышения эффективности государственного управления в текстильной промышленности; однако эмпирические данные об их эффективности в финансовом, институциональном и технологическом аспектах остаются ограниченными. **Методология.** Применен метод поперечного среза, основанный на теории совместного управления и новой теории государственного управления. Данные были собраны у 384 респондентов в Лагосе, Порт-Харкорте, Абии, Кано и Абудже с использованием методов стратифицированной и целевой выборки. Первичные данные были собраны с помощью анкеты по шкале Ликерта, заполненных при поддержке обученного научного сотрудника, и подтверждены первичными данными Всемирного банка о текстильной и швейной промышленности в Нигерии. Для оценки прогностического влияния механизмов государственно-частного партнерства на эффективность управления была применена множественная линейная регрессия. **Результаты исследования.** Механизмы финансового ГЧП оказывают значительное влияние на эффективность административной деятельности ($R^2 = 0,334$; $F(2,381) = 97,19$, $p < 0,001$), при этом софинансирование является доминирующим предиктором ($\beta = 0,617$, $p < 0,001$), а гарантии по кредитам оказывают незначительное влияние. Механизмы институционального ГЧП значительно влияют на качество и оперативность обслуживания ($R^2 = 0,293$; $F(2,381) = 80,19$, $p < 0,001$). Механизмы технологического ГЧП значительно влияют на цифровые возможности малых и средних предприятий (МСП) ($R^2 = 0,295$; $F(2,381) = 81,28$, $p < 0,001$), равно как и партнерство с платформой ($\beta = 0,300$, $p < 0,001$) и частное цифровое обучение ($\beta = 0,324$, $p < 0,001$). **Практическое применение.** Полученные результаты предоставляют политикам и государственным служащим эмпирическое обоснование для институционализации схем софинансирования, формализации процессов регулирования под руководством частных консультантов и расширения программ государственно-частного партнерства в сфере технологий с целью укрепления потенциала государства в управлении текстильной и модной промышленностью Нигерии.

Ключевые слова: государственно-частное партнерство, текстильная промышленность, государственное управление, эффективность управления, Нигерия, совместное управление

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Introduction

Public-Private Partnership (PPP) have emerged over the past thirty years as a focal approach in the global reform of public administration, primarily inspired by the New Public Management (NPM) model, collaborative governance, and the development of public value. PPP has become part of the modernization of the public sector in advanced economies, including Canada, South Korea, Singapore, the United Kingdom, and Australia, as governments adopt a non-service-delivery model of operation, serving as a policy facilitator, coordinator, regulator, and planner. The nations exhibit strong administrative capacity, effective regulatory organisations, and robust accountability systems that enable PPPs to serve as vehicles for financing, co-production, and innovation across industries, including the creative and fashion industries [1; 2]. Financial PPP schemes in such environments, including loan guarantees, co-financing, innovation grants, and venture-matching schemes, have a positive impact on state effectiveness due to their ability to reach large numbers, administrative efficiency, high levels of beneficiary satisfaction, and quantifiable increases in SME competitiveness. Institutional PPPs, such as policy facilitation, licensing, and regulatory services provided by approved private bodies, reduce processing time, enhance compliance and increase the responsiveness of public agencies [3]. Digital adoption, capability building, and ongoing innovation of fashion entrepreneurs are enhanced by the use of technology PPPs especially digital training and platform partnerships.

PPP has grown in developing economies such as Brazil, Kenya, India, South Africa, and Indonesia but are limited by weaker institutions of the state, unstable laws and regulations, and inadequate administrative professionalism [4; 5]. Although these countries have been embracing PPP financing models, digital collaborations, and industry-facilitating plans, public-sector agencies commonly face challenges such as bureaucratic inertia, weak enforcement capacity, volatile policy settings, and a lack of inter-agency coordination. Nigeria is a developing nation in which these systemic challenges are evident, but with additional institutional and governance limitations. Despite the established use of PPPs across sectors such as transportation, housing, ICT, agriculture, and creative industries, results have not been uniformly successful. Nigerian fashion sector is a globally recognised cultural force, with a huge number of young people in its workforce, and has a huge economic potential, which has also seen more PPP initiatives in financing, facilitating regulation and digital innovations [6]. However, the sector is still plagued by the lack of administrative bottlenecks, fragmented policy frameworks, overlapping agency mandates, bureaucratic time lags, and ineffective monitoring. These weaknesses highlight wider issues of state capacity, policy coherence, continuity of the leadership, and effectiveness of the public institutions to coordinate the collaborative governance arrangements in a more effective way.

Moreover, Financial PPP mechanisms including loan guarantees, co-financing programmes and credit-support schemes have been implemented to bridge the gaps in funding within the fashion ecosystem. Nevertheless, these mechanisms are not institutionalised in the strong financial governance framework as is the case in the developed countries; hence the Nigerian implementation is weakened by the lack of consistency in eligibility systems, slow disbursement systems, lack of administrative coordination and low satisfaction among the beneficiaries. These limitations indicate the weaknesses of the public financial management, administrative planning, risk-sharing arrangements, and control capacity of the concerned ministries and agencies. Institutional PPPs, such as engaging the services of private consultants in registration, licensing, and facilitation of regulations, have grown but have not made any notable impact in cutting the bureaucratic stalling that is synonymous with Nigerian government [7]. Although developed nations use PPPs to facilitate the administrative processes and improve the responsiveness of regulatory authorities, Nigeria still demonstrates delayed processes, low quality of services, low compliance rates, and the lack of accountability systems. These inefficiencies expose the chronic problems of the public administration such as personnel shortage, red tape in bureaucracy, poor process automation, and ineffective performance management culture.

The relevance of technology PPPs has grown in the Nigerian's fashion industry, especially in digital platform partnerships, and privately facilitated digital trainings. Nonetheless, adoption and continued use levels are low because of a lack of digital infrastructure, ICT competency among government agencies, cross-agency information sharing, and policy inconsistency [8; 9]. All these issues refer to larger issues of governance during Nigeria's digital transition such as the lack of intergovernmental coordination, inadequate investment in public sector digital capacities, and a lack of systematic implementation of e-governance reforms.

Moreover, the abysmal performance of PPPs in the fashion industry in Nigeria shows the interplay of PPP efficiency and the ability of the government to run the economy overall in the country. The higher the governance institutions, the more likely the PPPs are to perform well, the weaker the institutional weaknesses, the more similar the PPP performance will be to those experienced in the administrative weaknesses existing in the state. This correlation explains why the assessment of PPP success in Nigeria is not a sectoral issue alone but a topic of concern of the administration. Despite finding evidence that PPPs improve efficiency in administrative procedures, service delivery and innovation capability, the fashion industry in Nigeria still has a poor performance in PPP due to structural inefficiencies in administration. The administrative inefficiencies, vague guidelines, limited reach and dissatisfaction of beneficiaries are characteristic of financial PPP mechanisms designed to provide loan guarantees and co-financing to fashion entrepreneurs. These shortcomings are indicative of wider weaknesses in the public financial management system in Nigeria, such as poor risk assessment and accountability systems, and poor inter-agency coordination. Consequently, government-based financing has been slow, bureaucratic, and non-conformist with the principles of efficiency, responsiveness, and customer satisfaction [10].

The use of institutional PPPs, such as hiring private consultants to facilitate registration and regulatory processes, has not substantially reduced processing times or improved compliance, implying ongoing bottlenecks in the organization [11]. The further occurrence of the delays, cloudy processes, and low responsiveness reveals the lapses in bureaucratic professionalism, performance control, and administrative reform. Technology PPPs which are meant to promote digital skills, adoption, and innovation in the fashion sector have also failed because of ineffective digital governance, poor infrastructure and ineffective cross-sectoral cooperation. All of these demonstrate that Nigeria lacks an intelligible system that could facilitate the effective design, implementation and assessment of PPP. Therefore, there is an urgent need for empirical data on whether the process of PPPs in Nigeria's fashion sector is functioning as intended or is constrained by weaknesses in the public sector.

The urgency of the given research is explained by the fact that the effectiveness of PPP in the sphere which is economically important and is closely associated with the possibilities of the Nigerian public administration is crucially needed yet. To begin with, although the fashion industry is strategically significant for creating employment opportunities, empowering youth, cultural exports, and the development of MSMEs, empirical research on PPPs in the creative economy remains insufficient. Second, PPPs are the focal point of Nigeria's public-sector reform agenda, particularly improvements in administrative efficiency, strengthening of regulatory institutions, and growth in digital capacity. Assessing PPP results in the fashion industry thus provides information on overall governance performance. Third, evidence-based advice is needed by the policymakers whether Financial, Institutional, and Technology PPP mechanisms enhance administrative effectiveness, based on reach, efficiency, satisfaction, processing time, responsiveness, compliance, digital adoption, and capability development. This research addresses these gaps and provides recommendations to enhance PPP governance organisations and improve public-sector performance in the creative industry.

This study analyses the role of PPP in the success of Nigeria's fashion industry from a public administration perspective. It targets three types of PPPs: Financial PPPs (loan guarantees, co-financing schemes), Institutional PPPs (registration and regulatory facilitation by accredited private consultants), and Technology PPPs (digital platforms and individual digital training programmes). The geographical area would be Lagos, Abuja, Kano, and Aba, the key fashion and textile hubs in Nigeria.

Scientific novelty. The novelty of this study is that it introduces a novel approach to the integrated, tri-dimensional consideration of the PP mechanisms, namely the financial and institutional mechanisms and the technological ones, as joint determinants of the public sector administrative performance in a single empirical model, while literature on Nigeria's creative and textile economy has tended to consider these dimensions separately or studied only infrastructure and manufacturing PPPs, but not administrative performance outcomes. This work is different from previous studies which were largely based on secondary or qualitative data as it adds new primary and cross-regional survey data from five major textile and fashion centers

in Nigeria which enables statistical isolation of the specific role of individual mechanisms including co-financing, regulatory facilitation and partnerships through digital platforms. The study also extends Collaborative Governance Theory and New Public Management Theory by applying to the test of both theories to a developing-economy context; Nigeria, which is an unexplored area in the public administration literature, but is a creative-arts sector context, in which the effectiveness of the two theories was assessed, thereby creating a replicable model for measuring the effectiveness of the two theories in other sectors of the Nigerian economy.

The purpose and objectives of the study

The aim of this study is to evaluate the effectiveness of Public- Private Partnership mechanism: financial, institutional, and technological in improving public sector administrative performance in Nigeria's textile and fashion industry. Theoretically, the research is based on the theories of public administration such as New Public Management and collaborative governance. Based on this, this study tends to:

- i) examine the effect of financial PPP mechanisms (loan guarantees, co-financing) on the state administration effectiveness in fashion support than direct government leading measured by reach, efficiency, and satisfaction;
- ii) determine how institutional PPPs (registration and regulatory facilitation via private consultants) improve service quality, and responsiveness, measured by processing time, and compliance among fashion enterprises in Nigeria;
- iii) analyse the extent to which technology PPPs (platform partnership and private digital training) outperform government-run tech programs of SME digital capability in the Nigerian fashion measured by digital tool adoption, sustained platform use.

Literature Review

Financial PPP Mechanisms and State Administration. Loan guarantees, co-financing packages, and risk-sharing frameworks are all forms of Financial Public-Private Partnership (PPP) and have become increasingly popular as strategic instruments for increasing government subsidisation of specialised sectors, including the creative and fashion industries [8, 9]. In theory, financial PPPs can enable governments to leverage private capital, management expertise, and market incentives to extend the scope of public programmes beyond traditional public finance constraints [7]. The PPP approach is based on the principles of collaborative governance that emphasise resource pooling and collective accountability between the state and private actors. Empirical evidence from developing economies [12; 13] indicates that PPP-based funding schemes are more likely to increase programme coverage, as government funding channels are complemented by private financial institutions. Indicatively, Crawford et al. [14] found that PPP loan guarantees in the creative sector significantly enhanced MSMEs' access to credit relative to non-guaranteed government loans and suggest that the PPP processes can enhance the accessibility of the state fashion-support interventions.

The conceptual implication of financial PPP mechanisms is also to increase administrative efficiency by applying private-sector standards of performance, competition and systems of accountability to public programmes. Quickness in the administration of the masses- in time of delivery, cost-efficiency and diminishing of bureaucratic bottlenecks- is usually limited by strict governmental framework. PPP arrangements assist these by decentralising implementation and bringing in professional financial management by private partners. The study of [7] found that PPP co-financing schemes in Nigeria reduced loan processing time and administrative costs more than direct government lending programmes. Likewise, [15] found that disbursement efficiency was higher in creative enterprise support in states with PPP-supported schemes. This result indicates that financial PPP tools can enhance the administrative efficiency of state-led fashion support programmes. The other conceptual dimension has been made in terms of beneficiary satisfaction, where it is seen that the perception of service quality, fairness, reliability and responsiveness of government support programmes are perceived by users. In developing contexts, traditional government lending schemes may also face low transparency, slow approval processes, and heavy documentation, which undermine beneficiary satisfaction. In contrast, financial PPP mechanisms are more inclined to take into consideration customer-based service process and digitalised tracking systems because it involves the participation of private lenders.

Combined, the conceptual and empirical data point towards the idea that the financial PPP mechanisms, in particular, loan guarantees and the co-financing arrangements would be more effective than direct government lending in terms of programme coverage, administrative effectiveness and the satisfaction of the beneficiaries. By leveraging private-sector resources and processes, PPP models appear to develop more scalable, faster, and user-responsive support systems in fashion enterprises. According to these arguments, the study hypothesis:

H₁: *Financial PPP mechanisms (loan guarantees, co-financing) yield higher state administration effectiveness in fashion support than direct government lending, measured by reach, efficiency, and satisfaction.*

Institutional PPPs and Service Quality and Responsiveness. Institutional Public-Private Partnerships (PPP) deal with the partnership of government departments and private consultants to provide government services like business registration and facilitation of regulations and support compliance [3]. Due to slow processing, shortages of personnel, and strict bureaucracy, government-only service models have struggled to function effectively in several public administration systems [16]. The private consultants, on the other hand, have technical know-how, digital applications, and customer-focused service models that enable them to minimise the administrative bottlenecks. Therefore, institutional PPPs would constitute a hybrid system in which the state has both the power and the efficiency to maximise overall service quality.

Experimental research also attests to the usefulness of institutional PPPs in enhancing administrative performance. In East Africa, Kenya has used private consultants to handle enterprise registration, which has greatly reduced processing times and documentation errors [17]. On the same note, the regulatory facilitation reforms in Rwanda, which involved the use of private intermediaries, resulted in increased satisfaction levels among the SMEs and also enhanced adherence to the statutory requirements [18]. Altogether, these results suggest that institutional PPPs are more informative in communication, support documentation, and responsive than traditional governmental procedures. In the fashion business and other creative industries, prompt registration, licensing, and obeying the law are key issues to the development and formalisation of business. Entrepreneurs have less waiting time, are more satisfied, and comply with administrative regulations better when the services of private consultants help them navigate regulatory issues. These trends have been consistent with New Public Management principles, which promote service delivery models that prioritise efficiency, performance standards, and customer responsiveness. Thus, on theoretical and empirical grounds, the research proceeds as the hypothesis as:

H₂: *Institutional PPPs (registration and regulatory facilitation via private consultants) improve service quality and responsiveness versus government-only services, measured by processing time, satisfaction, and compliance.*

Technology PPPs and Government-Run Tech Programs. Public-Private Partnerships (PPPs) are a growing trend in government administration, particularly for delivering digital services, skills development, and technology adoption to small and medium-sized enterprises (SMEs). Such partnerships are typically between government agencies and privately owned technology providers, including online platforms, ICT service providers, and specialised training organisations, to deliver digital tools, capacity-building programmes, and enterprise support. Theoretically, Technology PPPs are based on Collaborative Governance Theory, which holds that multifaceted societal issues such as digital transformation need the collective experience and resources of various stakeholders. Unlike government-led technology initiatives which tend to be limited by infrastructure, technical expertise and pace of innovation, the partners of the government provide innovative digital systems, current expertise and dynamic learning, which lead to more efficient digital interventions.

Empirical studies [5; 19] have revealed that technology PPPs are more likely to produce better results in technology adoption and strengthening of digital capabilities. Such findings show that Technology PPPs introduce innovation and learning frameworks that contribute significantly to the increased user adoption and long-term participation. In the creative industry such as fashion and design, it is necessary to use digital to be competitive, visible, and grow in the market. Technology PPPs that support systemic digital training, e-commerce onboarding and platform-based support encourage SMEs to adopt technology quickly, maintain its use and integrate it into their business

operations, thereby adding value to its use for their businesses. This is in line with the tenets of new Public management which proposes that the most effective way to improve the provision of public services is to tap into the benefits of the private sector such as efficiency, innovation and problem-solving capacity. Based on the theoretical and empirical data that Technology PPP arrangements are more effective than government-only digital initiatives, the study has the hypothesis as follow:

H₃: *Technology PPPs (platform partnerships, private digital training) outperform government-run tech programs on adoption, sustained use, and SME digital capability.*

Underpinning Theory. The main theoretical background behind this study is Collaborative Governance Theory. The theory, popularised by [20], explains the interactions among actors in the public, private, and civil society sectors in making collective, formal, consensus-based, and deliberative decisions. Collaborative governance occurs when one organisation is unable to successfully deliver policy objectives or service outcomes on its own and involves combining resources, expertise, and power to achieve them. In the context of public administration, the theory emphasises the shift towards partnership-based models of governance through the minimisation of hierarchical, government-focused modes of managing affairs [21]. The basic insight in the theory is that the public problem of lack of service delivery, institutional coordination failure, poor accountability and the complicated problem of society cannot be addressed in the old bureaucratic ways. Rather, collaborative governance promotes development of trust, collective problem-solving, collective ownership of results, and cross-sector collaboration [22]. The model also identifies key process variables such as face-to-face conversation, process commitment, mutual understanding and intermediate outcomes, which are crucial in fostering policy effectiveness.

The theory is especially relevant in public administration to the understanding of multi-agency interactions, community participation, intergovernmental relations and the public-private collaboration. It provides a paradigm in which administrative actors are able to negotiate on mandates, establish expectations and conflict management working towards the achievement of shared objectives. Consequently, the theory is appropriate for this research because it describes the impact of collaboration between organisational actors, administrators, employees, and stakeholders on performance outcomes, decision-making, and organisational effectiveness.

The New Public Management Theory is a complementary theoretical prism that supports the assumptions of efficiency, performance orientation and managerial innovation that are the basis of the modern administrative reforms. New public management theory began with the work of Hood [23] and Osborne and Gaebler [24] who stated that public organisations should embrace private sector management models including performance measurement, decentralisation, accountability tools and customer-driven service delivery. The theory provides insight into how autonomy, flexibility and strategic decision making can be used by public managers in order to improve productivity and responsiveness in organisations. In collaborative governance, New Public Management Theory, public agencies are no longer seen as isolated bureaucracies but as strategic networks based on partnerships, contracting, stakeholder involvement, and collaborative decision making. Collaboration Governance Theory is concerned with the process of cooperation, while the New Public Management Theory details the managerial reforms, incentive programmes, and performance requirements that facilitate this cooperation [25].

The combination of them provides a comprehensive account of how public organisations can achieve better outcomes by employing both managerial efficiency and collaborative processes.

Therefore, New Public Management Theory can be seen as a secondary theoretical foundation for this study, as it emphasises the impact of performance objectives, responsibility mechanisms, and managerial discretion on the success of collaborative arrangements in the public sector.

Conceptual Framework. The conceptual framework explains the theorized relationships between three categories of Public-Private Partnership (PPP) mechanisms and public sector administrative effectiveness of managing Nigeria's fashion industry (Figure 1).

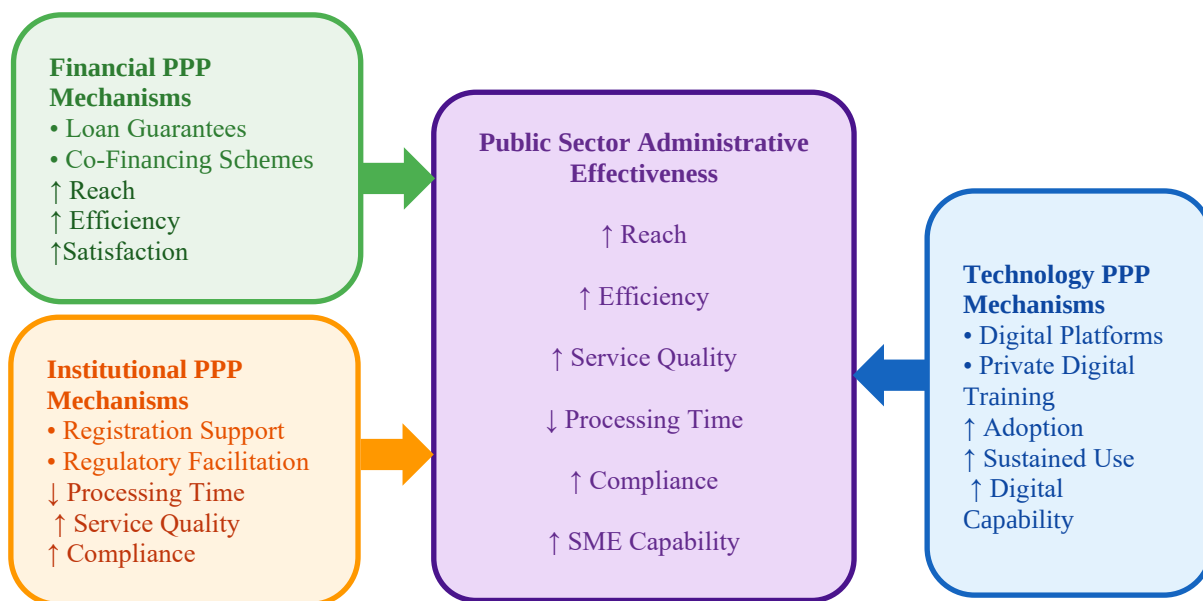


Figure 1 – Evaluation of the effectiveness of public–private partnership mechanisms in managing the textile & fashion industry in Nigeria

Рисунок 1 – Оценка эффективности механизмов государственно-частного партнерства в управлении текстильной и модной индустрией в Нигерии

The framework assumes that mechanisms of Financial PPP, such as loan-guarantees and co-financing schemes, will improve the efficiency of administrative reach and operations and satisfaction of beneficiaries by utilising the capital of private actors and mitigating the constraints of government funding. Institutional PPP mechanisms such as registration support and regulatory facilitation through private consultants are expected to enhance administrative responsiveness by shortening processing time, enhancing compliance and raising service quality beyond that achievable by government-only structures. Similarly, Technology PPP mechanisms, including digital platforms and private-led digital training, are expected to significantly increase adoption, sustain use of Government programmes, and enhance the digital capability of fashion-sector SMEs. At the centre of the diagram, Public Sector Administrative Effectiveness is the dependent construct measured through reach, efficiency, service quality, processing time, compliance, and SME digital capability. The directional arrows from each PPP mechanism towards the central construct indicate the hypothesised positive influence of PPP arrangements on administrative outcomes. Overall, the framework captures the potential for collaborative governance through financial institutional and technological partnerships to build the state's capacity to regulate, support and modernise the fashion industry.

Methodology

The study employed a quantitative and cross-sectional research design in the study of the effectiveness of Public-Private Partnership (PPP) mechanisms on improving administrative performance of the public sector in Nigeria's fashion industry. This design allows the researcher to measure the relations between the financial, institutional, and technological dimensions of PPPs and the administrative effectiveness of government support systems at a single point in time. Given the highly dynamic and informal nature of the Nigerian fashion sector (where businesses often come and go or emerge and disappear), there are no exact figures for the number of existing and active fashion enterprises; the number is neither well known nor officially recorded. Consequently, the population is considered to be infinite, which is statistically justified in cases where the actual number of units cannot be reliably determined, or where the target population is so large and fluid that the enumeration of the entire population is considered impracticable. This assumption justifies the use of Cochran's formula for infinite populations and results in a minimum recommended

sample size of 384 respondents. To enhance robustness and compensate for non-response, a total of 450 questionnaires were distributed across the five selected states.

Sampling was conducted using a stratified and purposive approach to ensure methodological rigour and representativeness. Stratification was done on geographical and economic relevance of the states selected which were Lagos, Port Harcourt (Rivers State), Abia, Kano and Abuja representing a major fashion and commercial hub in a region. Lagos has been identified as the largest creative and fashion market in Nigeria; Port Harcourt for its emerging urban fashion economy; Abia (especially Aba) for its large-scale garment production clusters; Kano for its historical textile and traditional fashion markets; and Abuja for its concentration of formal and high-end fashion businesses. Within each stratum, purposive sampling was used to identify respondents who were owners/managers of fashion enterprises and who had engaged with PPP-related initiatives, such as financial support schemes, regulatory processes, or digital training programmes. This approach ensured that the selected had relevant experiential knowledge of PPP mechanisms, and therefore increased validity and richness of data.

Data collection was based on a structured questionnaire using closed-ended instruments on a five-point Likert scale. To ensure the coverage of all directions and to improve the accuracy of response, the study used trained research assistants who distributed questionnaires in markets, clusters, workshops, and fashion centres in the five states. Their involvement was important since the Nigerian fashion industry is highly informal and many operators do not have regular internet access and engagement. The assistants were trained specifically with regards to ethical procedures and standardisation of administration and guidelines of giving clarification with no influence on responses. This approach also helped minimise missing data, build trust among respondents and ensure balanced coverage across the five study locations. Data collection occurred over 6 weeks in order to allow adequate penetration into major clusters within each state.

To ensure the validity, the questionnaire was checked by experts in public administration, entrepreneurship and PPP studies for clarity and content relevance. Construct validity was measured using factor loading examinations after data collection and reliability was measured using Cronbach's alpha where all constructs achieved values above the 0.70 benchmark recommended in social science research. Data analysis by multiple linear regression was applied to ascertain the predictive of the financial PPP mechanism, institution PPP mechanism and technology PPP mechanisms for the public sector administrative effectiveness. The regression model allowed simultaneous evaluation of the contributions of each dimension of PPP, and various diagnostics including multicollinearity tests, normality tests, linearity evaluation and homoscedasticity evaluation allowed to guarantee the robustness of estimates. Ethical considerations were strictly followed; the respondents were volunteers, informed about the purpose of the study, and their confidentiality and anonymity were guaranteed.

Author's compilation of the research tools and adapted measurement indicators is presented in Table 1.

Table 1 – Summary of research instrument and adapted measurement items
Таблица 1 – Исследовательский инструментарий и адаптированные показатели

Construct	Key Indicators	Source / Adaptation
Financial PPP Mechanisms (FPP)	Access to funds; loan guarantee effectiveness; co-financing participation; program reach; user satisfaction	[1; 14; 17]
Institutional PPP Mechanisms (IPP)	Regulatory facilitation; transparency; reduction in delays; quality of administrative service; compliance level	[3; 20]
Technology PPP Mechanisms (TPP)	Digital training access; platform use; user-friendliness; sustained engagement; enhancement of digital capability	[10; 26; 27]
Public-Sector Administrative Effectiveness (PSA)	Service reach, efficiency, processing time, responsiveness, and beneficiary satisfaction	[7; 10]

Artificial Intelligence Disclosure. The author declare that no generative artificial intelligence tools were used in the preparation of this manuscript. The translation of English language to Russian was done with the aid of Google Translate

Results

The study was able to retrieve and analyse 384 viable responses across the five sampled states, viz., Lagos, Port Harcourt, Abia, Kano, and Abuja, which represented a rich pool of fashion entrepreneurs, administrative staff, and other PPP-related stakeholders. The high rate of successful retrieval indicates the efficiency of the physical data collection process that was performed using trained research assistants and this was used to enable completeness, accuracy, and a low rate of non-response bias.

Hypothesis One. The summary characteristics of the model for hypothesis one is presented in Table 2.

Table 2 – Model Summary of Hypothesis one
Таблица 2 – Сводная характеристика модели по первой гипотезе

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.334	.530
a. Predictors: (Constant), Co-Financing, Loan Guarantees				

The value of the adjusted R^2 of 0.334 indicates that the combination of co-financing and the loan guarantees explains the variation of about 33.4 per cent in the dependent variable, which in this case is the financial PPP effectiveness or administrative performance outcomes. This indicates that the financial PPP mechanisms play an important role in forecasting the success of the support programmes by governments and this is a moderate degree of explanatory capacity in line with the standards of social science research. Practically, the outcome indicates that loan guarantees and co-financing programmes are important correctors of the effectiveness of the public-sector financial interventions, whereas the rest of the 66.6% variance is explained by other factors beyond the model- institutional, technological, regulatory, or contextual factors. In general, the model indicates that components of financial PPP are significant predictors; however, other dimensions of PPP are needed to fully enhance the administrative effectiveness of the public sector.

The results of the analysis of variance for the hypothesis one are presented in Table 3.

Table 3 – ANOVA^a of Hypothesis one
Таблица 3 – Дисперсионный анализ первой гипотезы

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	54.556	2	27.278	97.190	.000 ^b
	Residual	106.934	381	.281		
	Total	161.490	383			
a. Dependent Variable: State Administration Effectiveness						
b. Predictors: (Constant), Co-Financing, Loan Guarantees						

The ANOVA findings indicate that the regression model predicting the independent variable State Administration Effectiveness from the predictors Co-Financing and Loan Guarantees is significant. The regression sum of squares (54.556) divided by the residual sum of squares (106.934) indicates that a substantial portion of the overall variation in administrative effectiveness is accounted for by the financial PPP mechanisms in the model. The fact that the F-statistic of the overall model is equal to 97.190 and the corresponding significance value is $p = 0.000$, serves to identify that the overall model is very significant at the 0.001 level. This implies that combined, co-financing and loan guarantees are good predictors of the administration effectiveness changes and the probability of such an outcome by chance is very small. As such financial PPP mechanisms are significant and give a statistically significant contribution to the variance in performance in state administration under the support system of the fashion industry.

The table of coefficients (Table 4) gives us an idea of the contribution of each of these points, i.e., of the loan guarantees and the co-financing, to the prediction of the state administration effectiveness.

Table 4 – Coefficients^a of Hypothesis one
Таблица 4 – Коэффициенты первой гипотезы

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.015	.235		8.583	.000	1.553	2.477		
	loan guarantees	-.084	.051	-.080	-1.661	.098	-.185	.016	.750	1.333
	co-financing	.646	.050	.617	12.821	.000	.547	.745	.750	1.333
a. Dependent Variable: State Administration Effectiveness										

The constant value ($\beta = 2.015$, $p < 0.001$) represents the zero point of the administrative effectiveness when the two predictors are zero. Co-financing emerges as the most influential and only meaningful predictor, with a positive and significant unstandardized coefficient ($\beta = 0.646$, $p = .001$) and a high standardised beta ($\beta = 0.617$). It shows that a statistically significant and robust rise in administrative effectiveness occurs with an increase in co-financing. The fact that its 95 percent interval is (0.547 to 0.745) indicates its stability and reliability, and the VIF is 1.333 is an indicator that there is no issue of multicollinearity.

Conversely, loan guarantees have a negative and insignificant coefficient ($\beta = -0.084$, $p = 0.098$), indicating that loan guarantees are not a significant predictor of administrative effectiveness in this model. The confidence interval of loan guarantees (0.016 to 0.185) crosses zero thereby supporting its non-significance. The standardised coefficient ($\beta = -0.080$) indicates a highly insignificant effect, and the VIF (1.333) indicates the absence of collinearity. In general, the findings indicate that co-financing is the most significant financial PPP driver of state administrative performance, and that loan guarantees play no significant role in the context of the analysed sample.

Hypotheses Two. The summary characteristics of the model for hypothesis two is presented in Table 5.

Table 5 – Model Summary Hypothesis two
Таблица 5 – Сводная характеристика модели по второй гипотезе

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 ^a	.296	.293	.586
a. Predictors: (Constant), Regulatory Facilitation Via Private Consultants, Registration Via Private Consultants				

The summary of the model used shows that the relationship between the two variables of interest, registration via private consultants and regulatory facilitation via private consultants, explains the strength of the relationship between the two variables: the adjusted $R^2 = 0.293$, or about 29.3 per cent of the variance in state administration effectiveness. This indicates that the institutional PPP processes play a moderate role in forecasting the advancement in service delivery, responsiveness, and adherence in the fashion industry. The model shows that these institutional PPP interventions are significantly correlated with public-sector administrative performance, whereas 70.7% of the remaining variance is explained by factors not captured by this model, including financial and technological PPP mechanisms, organisational capacity, and contextual factors. Overall, the adjusted R^2 suggests that institutional PPP mechanisms are meaningful, albeit partial, predictors of state administrative effectiveness.

The results of the analysis of variance for the hypothesis two are presented in Table 6.

Table 6 – ANOVA^a of Hypothesis two
Таблица 6 – Дисперсионный анализ второй гипотезы

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.090	2	27.545	80.192	.000 ^b
	Residual	130.868	381	.343		
	Total	185.958	383			
a. Dependent Variable: Service Quality and Responsiveness						
b. Predictors: (Constant), Regulatory Facilitation Via Private Consultants, Registration Via Private Consultants						

The ANOVA findings indicate the regression model of service quality and responsiveness based on registration through private consultants and regulatory facilitation through private consultants is statistically significant. The regression sum of squares (55.090) versus the sum of squares of the residual (130.868) shows that institutional PPP mechanisms drive a significant amount of total variance in service quality and responsiveness. The F-statistic of 80.192 with a significance value of $p = 0.000$ indicates that the model is very significant, i.e. the chances of occurrence of these results due to chance is very minimal. This shows that, on aggregate, registration and regulatory support through conferences of private consultants are reliable predictors of service quality, responsiveness, and compliance, and emphasises how institutional PPP interventions contribute to improving administrative effectiveness in the public-sector in the fashion industry.

The coefficients Table 7 shows the separate effect of registering through the use of private consultants and regulatory facilitation through the use of private consultants to the quality of service and responsiveness.

Table 7 – Coefficients^a of Hypothesis two
Таблица 7 – Коэффициенты второй гипотезы

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.842	.220		8.365	.000	1.409	2.276		
	registration via private consultants	.232	.050	.234	4.623	.000	.133	.331	.720	1.389
	regulatory facilitation via private consultants	.365	.048	.383	7.558	.000	.270	.460	.720	1.389
a. Dependent Variable: Service Quality and Responsiveness										

The constant ($\beta = 1.842$, $p < 0.001$) is the level of service quality and responsiveness when the predictors are equal to zero. Both predictors are significant, indicating that strong institutional PPP mechanisms drive administrative outcomes. In particular, registration through private consultants has a coefficient of unpredictability of 0.232 ($p = 0.001$) and a standardised beta of 0.234, which is a moderate positive impact on the quality and responsiveness of the services. The reliability of this estimate is supported by the wide confidence interval (0.133-0.331). Meanwhile, the positive effect of the regulatory facilitation through the services of the private consultants is more accurate with an unstandardized coefficient of 0.365 ($p < 0.001$) and standardised beta of 0.383, indicating that it is the most influential predictor of the institutional PPP mechanisms. This effect is also strong as evidenced by its 95% confidence interval (0.270 to 0.460).

The collinearity measures for both predictors (Tolerance = 0.720; VIF = 1.389) indicate no multicollinearity, and both variables can be used independently to explain changes in service quality and responsiveness. Overall, the findings provide strong empirical evidence that the mechanisms of institutional PPP, specifically regulatory facilitation, meaningfully increase the quality and responsiveness of public-sector services, thereby confirming the conceptual assumption. **Hypothesis Three.** The summary characteristics of the model for hypothesis three is presented in Table 8.

Table 8 – Model Summary of Hypothesis three
Таблица 8 – Сводная характеристика модели по третьей гипотезе

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.547 ^a	0.299	0.295	1.121
a. Predictors: (Constant), Private Digital Training, Platform Partnership				

According to the model summary, when combined, the variables of private digital training and platform partnerships explain approximately 125% (29.5%) of the variance in SME digital capability and technology adoption, with an adjusted R² of 0.295. This indicates that technology-based PPP processes explain moderately well the increases in adoption, continued use, and digital capacity of SMEs in the fashion sector. The correlation coefficient (R = 0.547) indicates that there is a moderate and positive relationship between the independent variables and the dependent variable. Although approximately 30% of the variance in SME digital capability is explained by these technology PPP mechanisms, the remaining 70.5% is accounted for by other non-mechanisms (not included in the model), such as financial or institutional PPP mechanisms, organisational culture, or external technological infrastructure. Overall, the model reveals that platform collaborations and personalised digital training are significant predictors of SME technological progress in the Nigerian fashion industry.

The results of the analysis of variance for the hypothesis three are presented in Table 9.

Table 9 – ANOVA^a of Hypothesis three
Таблица 9 – Дисперсионный анализ третьей гипотезы

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	204.247	2	102.124	81.279	.000 ^b
	Residual	478.711	381	1.256		
	Total	682.958	383			
a. Dependent Variable: SME digital capability						
b. Predictors: (Constant), Private Digital Training, Platform Partnership						

The ANOVA outcomes confirm that the regression equation forecasting the outcomes of the dependent variable, which is the digital capability of the SME, with the support of independent variables, which are the ones of private digital training and platform partnerships, is significant. The sum of squares regression (204.247) as compared to the residual sum of squares (478.711) indicates that a significant amount of total variation in SME digital capability is attributable to these technology-based PPP mechanisms. The significance level $p = 0.000$ and an F-statistic of 81.279 indicate that the model is highly significant; that is, the likelihood of obtaining these results by chance is minimal. This indicates that, in combination, there is a consistent forecast of increases in digital adoption, continued technology use, and general SME capability through partnerships in digital training and the platform, respectively. Thus, technology-based PPP interventions are instrumental in improving the digital capabilities of fashion SMEs.

The coefficients Table 10 provides insight into the personal contributions of the variables for both platform partnerships and private digital training in predicting SME digital capability.

Table 10 – Coefficients^a of Hypothesis three
Таблица 10 – Коэффициенты третьей гипотезы

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.166	.297		.559	.577	-.418	.751		
Platform Partnership	.418	.071	.300	5.903	.000	.279	.557	.714	1.401
Private Digital Training	.444	.070	.324	6.388	.000	.307	.581	.714	1.401
a. Dependent Variable: SME digital capability									

This constant ($\beta = 0.166$, $p = 0.577$) is not significant, which means that in the absence of the independent variables, the level of SME digital capability at the base is not significantly different from zero. Both independent variables are statistically significant predictors. The coefficient of platform partnerships is unstandardized with a moderate positive impact on SME digital capability with a beta standardised at 0.300 and p of less than 0.001. The effectiveness of this effect is verified by the 95 per cent confidence interval (0.279-0.557). Likewise, private digital training shows a somewhat stronger effect, with an unstandardized coefficient of 0.444 ($p < 0.001$) and a standardised beta of 0.324, indicating that it has the strongest effect among the two technology PPP mechanisms. The strength of this estimate is also supported by its 95% confidence interval (0.307 to 0.581).

Collinearity statistics (Tolerance = 0.714; VIF = 1.401) reveal that there are no issues of multicollinearity; thus, all the predictors are useful in explaining the variance in SME digital capability. The findings generally indicate that both platform partnerships and private digital training are associated with substantial improvements in the digital adoption, continued use, and capabilities of fashion SMEs, providing empirical evidence supporting Hypothesis Three.

Discussion of Findings

The results of this research are highly informative regarding the contribution of the Public-Private Partnership (PPP) processes to improving the efficiency of the public administration in the Nigerian fashion industry. The Hypothesis one analysis that approximated the effect of financial PPP mechanisms, namely loan guarantees and co-financing, on the performance of state administration, has shown that co-financing is a strong predictor of the better performance of the state administration, but loan guarantees were not significant. The adjusted R^2 of 0.334 indicates that financial PPP mechanisms account for only 33.4% of the variance in state administrative effectiveness, with co-financing as the primary factor. This shows that common investment forms, in which both government and non-government contributions of resources are made, are more effective at augmenting the coverage, effectiveness, and fulfilment of public-sector interventions than traditional direct government lending. The importance of co-financing is consistent with the existing infrastructure and SME financing literature, which has shown that co-financing structures not only enhance project fundability but also improve oversight and accountability and lead to more efficient service delivery [7]. The non-significant impact of loan guarantees could be a symptom of contextual constraints in Nigeria, like poor take-up because of bureaucracy, or the lack of awareness of SMEs, which is supported by Gameti and Akuffo [28], who observed that financial PPP instruments tend to have no effect unless they are complemented by institutional support.

Hypothesis two tested the role played by institutional PPPs, such as registration and regulatory facilitation through the use of private consultants, on service quality and responsiveness. Both elements were observed to be statistically significant predictors of better service quality with regulatory facilitation having a stronger impact. The adjusted R^2 of the model equals 0.293, indicating that nearly 30 per cent of the variation in service quality and responsiveness is explained

by these mechanisms within institutions. This observation demonstrates the importance of leveraging the expertise of the private sector to optimise the delivery of services by government particularly where bureaucratic inefficiencies and delays associated with regulations are the norm. The result is consistent with the arguments in Pandey [29] that collaborative governance improves responsiveness, compliance and satisfaction when particular knowledge is incorporated into collaboration with private partners. Moreover, the findings are consistent with those reported by Badi and Alhosani [19], who emphasised on how regulatory facilitation via PPP contributes to a reduction in administrative bottlenecks, accelerated business registration and strengthening of institutional credibility, crucial in facilitating a conducive environment for SMEs in creative industries such as fashion.

Hypothesis three examined technology PPP processes (platform partnership and private digital training) in building up SME digital capability. The two predictors were both significant and the predictive power of the individual variables was slightly more powerful with the case of the private digital training. The adjusted R^2 is 0.295, indicating that technology-based interventions can explain approximately 30% of the variance in digital adoption and long-term use. The findings suggest that PPPs based on technological innovation have the potential to significantly boost SME capacity, the use of digital tools, and operational efficiency in the fashion sector. The results are congruent with the available sources concerning digital government administration and adoption of technology through PPP. [7; 30] suggest that the involvement of the private sector in providing technologies improves the quality of training, usability of systems, and the overall adoption rates among the SMEs in the long term. Along the same lines, [26; 31] indicate that perceived usefulness and ease of use, which can be facilitated by PPP-based digital platforms, are key determinants of technology adoption. The results (and in the context of the Nigerian setting, where the government-initiated digital initiatives are frequently faced with the problem of poor adoption because of the infrastructural and technical constraints) indicate that the involvement of the private-sector players plays a key role in closing the digital divide and creating SME capabilities.

Overall, the findings of this research confirm that the application of PPP mechanisms (financial, institutional, and technological) is an important contributor to improving the administrative performance of the public sector, the quality of its services, and the digital capabilities of SMEs. These results are particularly applicable where collaborative governance and resource-sharing models can address the classic constraints of government service delivery in developing economies [10; 27]. The combination of private-sector forces, funding, and technology can make the support provided to SMEs in the fashion industry by governmental institutes more responsive, effective, and long-term. Notably, the research points out that the individual effectiveness of the PPP components does not give the same effect; co-financing and regulatory facilitation are more effective as compared to loans guarantees in isolation, and thus a multi-dimensional strategy of PPP needs to be applied to suit the specific structural and institutional environment of Nigeria.

In conclusion, the empirical data support the argument that well-designed PPP interventions improve performance of administration and SMEs in the fashion industry, which provides a good rationale for policy makers to institutionalise and standardise such collaborative instruments. Such observations constitute the rationale for developing certain PPP policies with financial co-investment, institutional facilitation and technology-based provision to achieve optimal results, address gaps in service delivery as well as create a competitive and sustainable fashion industry in Nigeria.

Proposed Algorithm for Implementing Public-Private Partnership Mechanisms in the Management of the Textile (Light) Industry. Based on the empirical findings, this paper suggests a sequential algorithm for public administrators to operationalize the financial, institutional, and technology PPP mechanisms in the management of the textile industry in Nigeria. The algorithm, which is presented as a logic of actions instead of a mere concept discussion, further enriches the applied added value of the study.

Step 1 (Diagnostic screening): The public agency concerned evaluates the textile enterprise or cluster in the three areas of the PPP (financing gaps, regulatory/registration gaps, digital competences gaps) to identify the most necessary mechanisms.

Step 2 (Mechanism selection and prioritization): Based on the diagnostic outcome, agencies prioritize co-financing over loan guarantees for financing gaps (given the non-significant effect of loan guarantees found in this study), regulatory facilitation via accredited private consultants for registration/compliance bottlenecks, and private-led digital training paired with platform partnerships for digital capability gaps.

Step 3 (Partner accreditation and contracting): Private co-financiers, regulatory consultants, and technology providers are formally accredited by government agencies on the basis of clear and objective eligibility and performance criteria and contractual arrangements are defined for each mechanism that include roles, reporting lines, and risk sharing.

Step 4 (Joint implementation): Co-financing disbursement, regulatory facilitation, and digital training/platform onboarding are not finished one after the other, but are implemented simultaneously: the results of the empirical research show that multi-dimensional PPP interventions yield higher administrative effectiveness than any single mechanism applied in isolation.

Step 5 (Monitoring and feedback): Agencies monitor the indicators that are measured in this study at regular intervals and adjust the selection of mechanisms in Step 2 based on the outcomes of their monitoring in Step 3 for additional implementation cycles.

This algorithm transforms the conceptualized framework in Figure 1 into a viable sequence to be followed by public administrators, and directly addresses the requirement identified in the peer review for better clarification of the sequential pathway of PPP mechanisms and their expected outcomes for public bodies in the textile industry.

Practical / Managerial Implications. These research findings have practical implications to policy makers, government administrators, and business associates involved in the management of fashion industry in Nigeria. To begin with, the significant importance of co-financing arrangements highlights the importance of creating financial PPP models that will take advantage of existing public and private financing to speed up coverage, efficiency and consumer satisfaction among SMEs. For policymakers and managers, co-financing schemes need to be emphasised than the sole benefit of government-only lending schemes, with sufficient awareness and support facilities in place to ensure that all fashion SMEs use them effectively.

Second, it is important that the institutional-level PPP processes particularly regulatory facilitation through the services of the personal consultants have a significant impact and that the experience of the private sector in simplifying administrative operations is valuable. Public agencies should formalise partnerships with recognised consultants or agencies to speed up the business registration process as well as streamlining bureaucracy and improving compliance monitoring. This would add trust and satisfaction amongst the SMEs, as well as improve the general governance and transparency in the delivery of public services.

Third, use of technology PPPs such as digital platforms and private sector-led training shows the need of integrating technological innovations in government intervention. Fashion industry associations and public agencies need to liaise with private technology providers to create user-friendly digital tools and training programmes to promote the technological capabilities of SMEs, assist with their adoption of e-comm solutions and ensure they continue to use technology. These interventions will help increase operational efficiency, minimise administrative overhead related to manual work and allow government agencies to make data-driven decisions.

Lastly, the study emphasises that the PPP initiatives are most effective when undertaken in a multi-dimensional approach – that is, through integration of financial, institutional and technological support. Instead of relying on isolated interventions, in both the public and private sector, managers need to work together to establish comprehensive strategies to finance, regulate, and close technological gaps to help their operations. This strategy will be able to ensure more sustainable, responsive, and effective delivery of public services to SMEs in the fashion industry.

Theoretical Implications. The research also contributes much to the theoretical discussion of Public Private Partnerships and the nature of the administration of the state which provides empirical evidence on the effectiveness of the Collaborative Governance Theory in the context of a developing economy. The findings suggest that PPPs are collaborative agreements in which the public and private sectors share collective responsibility, joint accountability and pooling of resources and that they are focused on improving the levels of administrative performance

and quality of services. This supports the main principle of collaborative governance which underscores cooperation, transparency, and mutual problem-solving in the realisation of the population's goals [13, 20].

Additionally, the research advances the application of New Public Management (NPM) Theory by showing that through private-sector involvement in financial, institutional, and technological areas efficacy, responsiveness, and accountability in the delivery of public services are increased. Overall, the research provides conceptual confirmation and operationalisation of the theories of PPP, shows their relevance in the creative industries of new economies and provides a conceptual framework for investigating multidimensional PPP strategies in governmental administration.

Conclusion and recommendations

This research assessed the efficacy of Public -Private Partnership (PPP) mechanisms in the management of the fashion sector in Nigeria, with reference to financial, institutional, and technology-based interventions. The results show that co-financing mechanisms have a substantial positive effect on state administrative effectiveness, institutional PPPs serve the better the quality and responsiveness of services and technological PPPs serve the better the SME digital capability and adoption. All these findings highlight the promise of PPPs as a key strategy to address service delivery gaps, enhance administrative performance and build the capacity of fashion industry SMEs. PPPs can enhance efficiency, responsiveness, and accountability, which are focal points of contemporary governance systems, as the study confirms. The findings, however, also indicate that the current application of PPPs in Nigeria remains limited in both scope and effectiveness compared with those in developed and co-developing countries.

Compared to other countries, such as Malaysia, South Africa, and Hungary, which have properly developed legal, financial, and technological frameworks to facilitate the work of PPPs, Nigeria has several problems, including the weak enforcement of regulations, poor institutional status, low uptake of digital infrastructure, and ineffective collaboration with stakeholders. These weaknesses hinder PPPs' ability to achieve optimal outcomes in public services, which is why a more active and organised relationship among governmental institutions, industry partners, and entrepreneurs is required. Therefore, although PPP mechanisms have shown positivity, the research finds that much more needs to be done to achieve PPPs in Nigeria such that they can be as efficient, sustainable and accountable as those found in developed countries. Particularly, the institutional support, capacity building, strategic financial planning, and the use of advanced technology should be more institutionalised to make sure that collaborative arrangements deliver their desired results in the state management of creative industries like fashion. According to the results, the following recommendations can be offered:

- i. Government bodies, commercial investors, consultants, and trade associations are advised to come up with formal structures of ongoing interaction, mutual responsibility, and performance evaluation to increase the effectiveness of PPP. Multi-stakeholder coordination is important to ensure that interventions in finance, regulation and technology are aligned. Co-financing systems should be considered superior to conventional government-only lending. The policies that should be drafted by public administrators aim to promote private-sector investment and to maintain transparency and equitable access to resources for fashion SMEs;
- ii. The involvement of regulatory facilitation by use of the services of private consultants ought to be institutionalised in order to streamline the process of registration, licencing, and compliance. Government agencies should invest in capacity building to enable public officials to handle and oversee PPP projects and deliver quality services that meet industry standards;
- iii. Digital training and platform partnerships led by the private sector will need to be increased to enhance SME digital competence. Administrative processes, monitoring, and service provision by the public agencies should be embraced as one integrated digital solution and this would help diminish the bottlenecks in the bureaucracy and enhance efficiency.

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