# Between a Rock and a Hard Place: Developing Infrastructure in Africa

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## **Research Question**

How to achieve collective ends with limited resources?

# Infrastructure development in Africa

Multiple 'lacks': skills, capital, institutions



## **Unresolved debate**

The hiding hand principle: rushing planning is a good 'crutch' to undercut people's propensity to underestimate their skills, strengths (Hirschman 1968)

VS.

Rationalistic paradigm: rushing planning leads to slippages of cost and schedule targets, lack of accountability, waste (Morris 1994, Flyvbjerg 2001)

# Our sample

#### Uganda (Kampala)

'big man rules' state

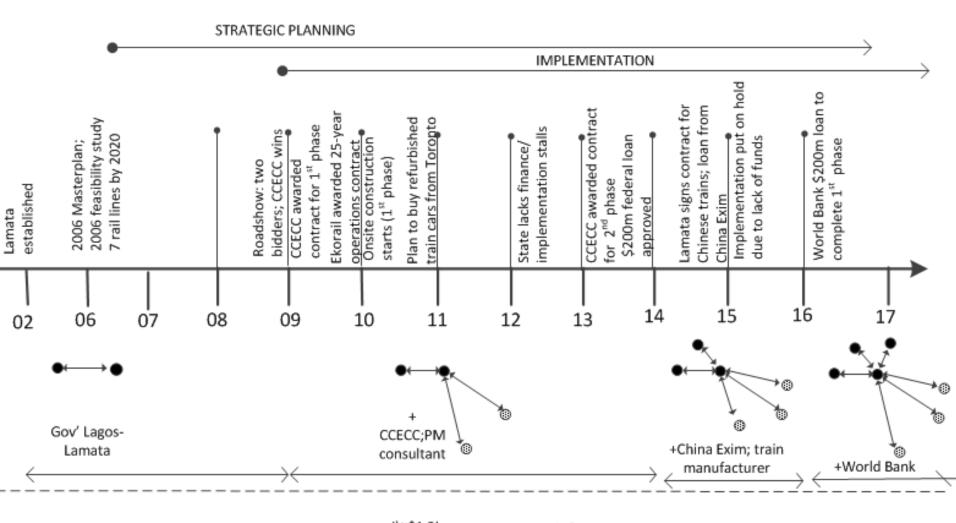
- -Kampala-Entebbe Expressway (CCCC-Exim bank of China)
- -Kampala Institutional & Infrastructure Development (WB)

#### Nigeria (Lagos)

between competitive rule-of-law & dominant discretionary state (Levy 2014)

- -Blue Line/Lagos Rail Mass Transit (CCECC)
- -Lagos Bus Rapid Transit (WB)

#### LAGOS BLUE METRO LINE

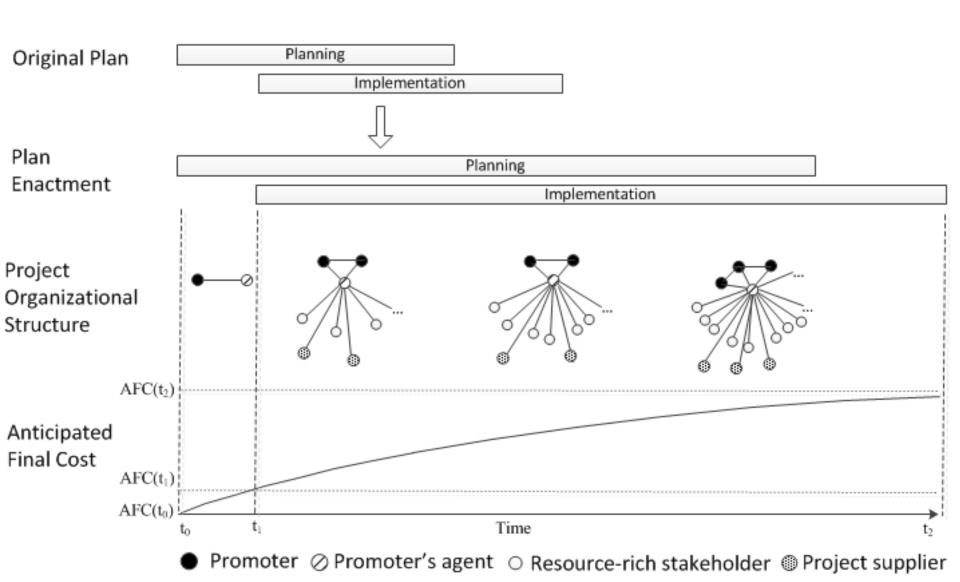


i))~\$700m i))~\$1.2bn Completion Completion ~2012 ~2010-12 i)~\$1.2bn 1<sup>st</sup> phase completion ~2013/14

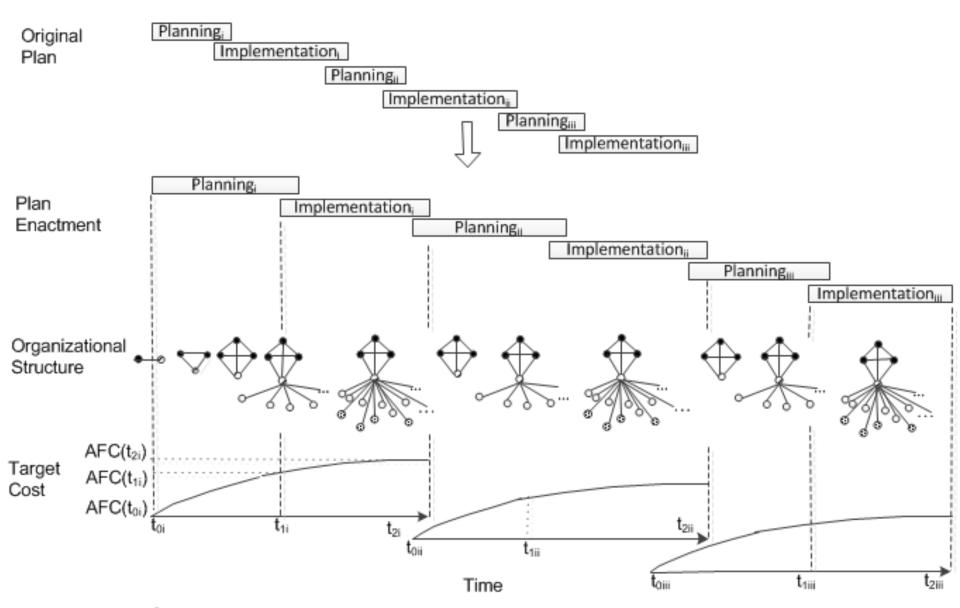
i)~\$1.2bn 1st phase Completion ~2014/15; 2nd phase ~2017/8

i)\$2.5bn 1<sup>st</sup> phase~2016 2<sup>nd</sup> phase ~2018 3<sup>rd</sup> phase ~unknown i)\$2.5bn 1<sup>st</sup> phase~2017 2<sup>nd</sup>/3<sup>rd</sup> phases ~unknown

#### 'CHINESE' APPROACH

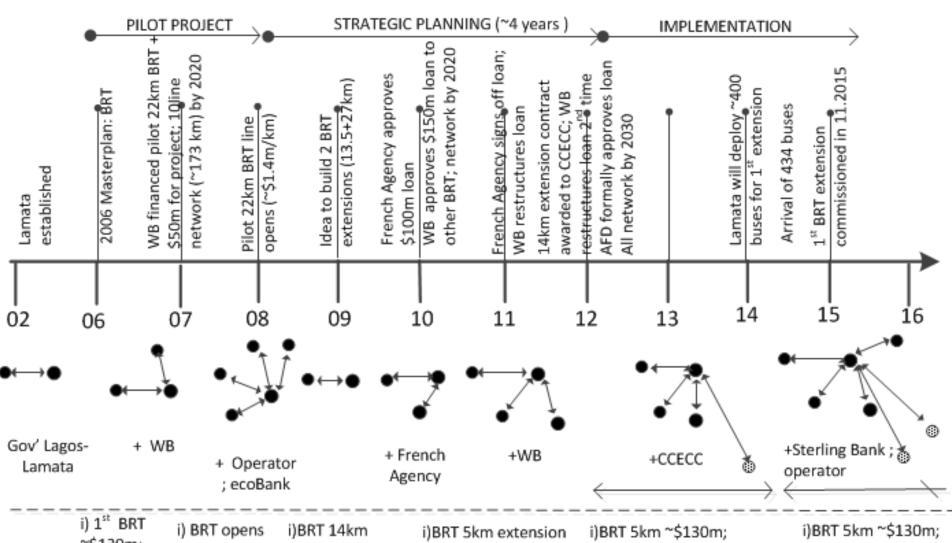


#### **WORLD BANK APPROACH**



◆ Promoter ⊘ Promoter's agent ○ Resource-rich stakeholder ◎ Project supplier

#### **LAGOS BRT**



- ~\$130m; completion 2008 (15 month)
- i) BRT opens 03.2008; 15month execution; \$150m
- i)BRT 14km extension by 2014 ii)~\$100m
- ~\$105.5m; Ii) BRT 9km extension ~\$100m; completion ~2014
- i)BRT 5km ~\$130m; ii)BRT 9km ~\$100m; 1<sup>st</sup> guarter 2015
  - ; ii) BRT 9km ~\$100m; completion ~Nov 15

## **Between a Rock and Hard Place...**

Overlapped approach: tempting for what it pledges, but fails to deliver

Sequential approach: frustratingly slow, even if more reliable in implementation

# Ideas to speed consensus-building

**Intermediaries** 

Modular technologies

Umpires/referees