

# **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*

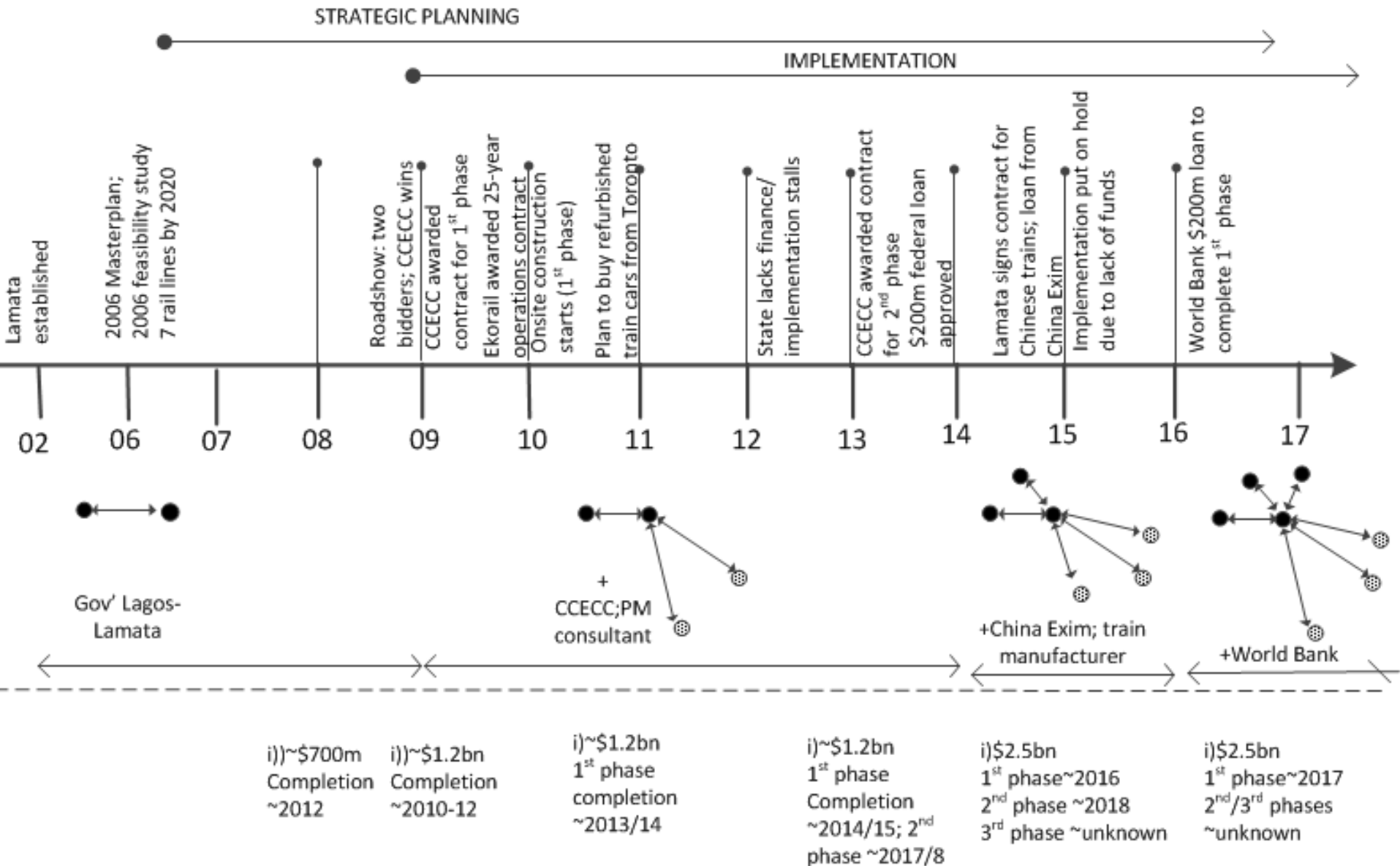
- Kampala-Entebbe Expressway (CCCC-Exim bank of China)
- Kampala Institutional & Infrastructure Development (WB)

## Nigeria (Lagos)

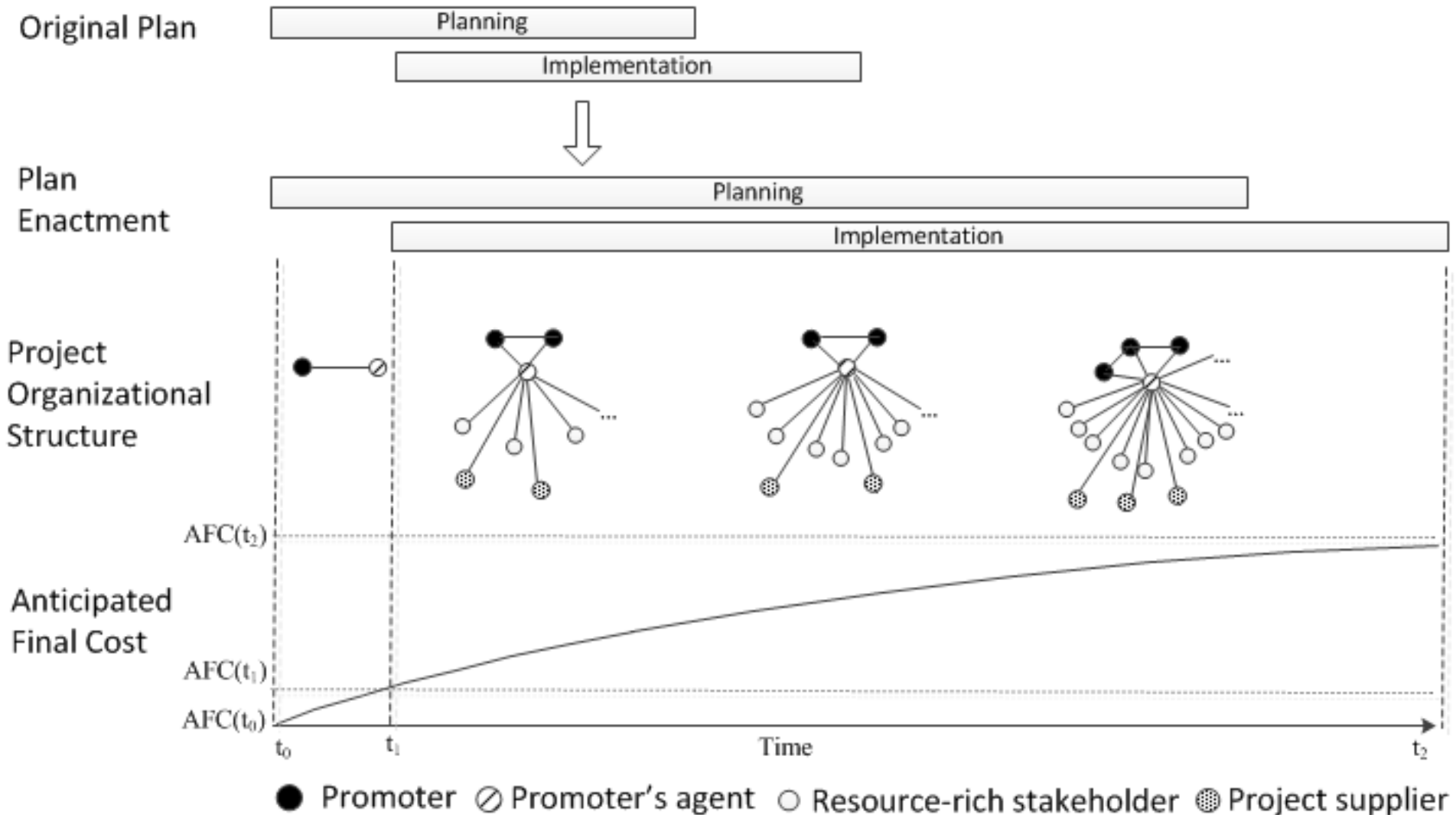
*between competitive rule-of-law & dominant discretionary state  
(Levy 2014)*

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

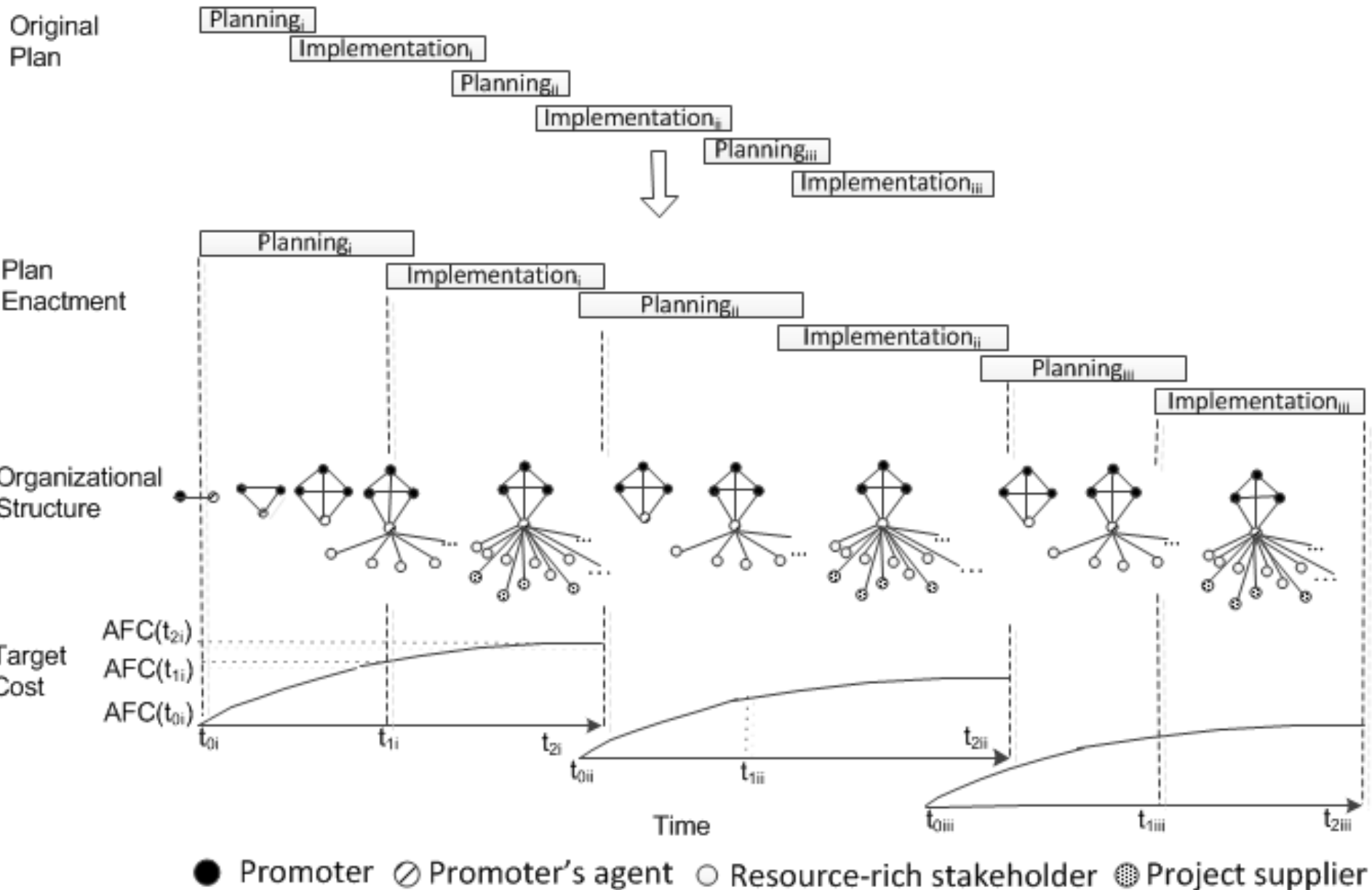
# LAGOS BLUE METRO LINE



# 'CHINESE' APPROACH

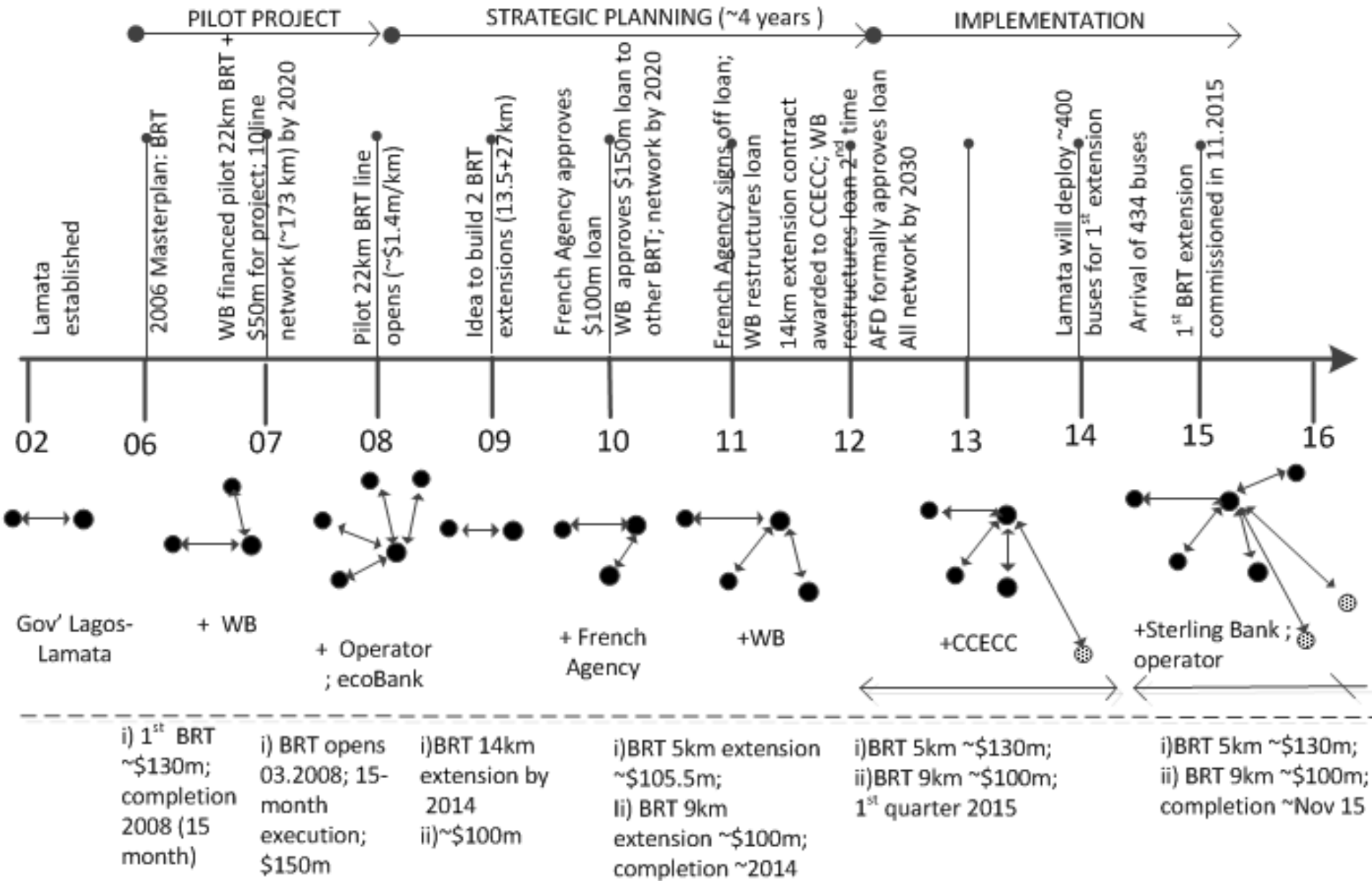


# WORLD BANK APPROACH





# LAGOS BRT



# 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