

Abandoned Projects in Nigeria

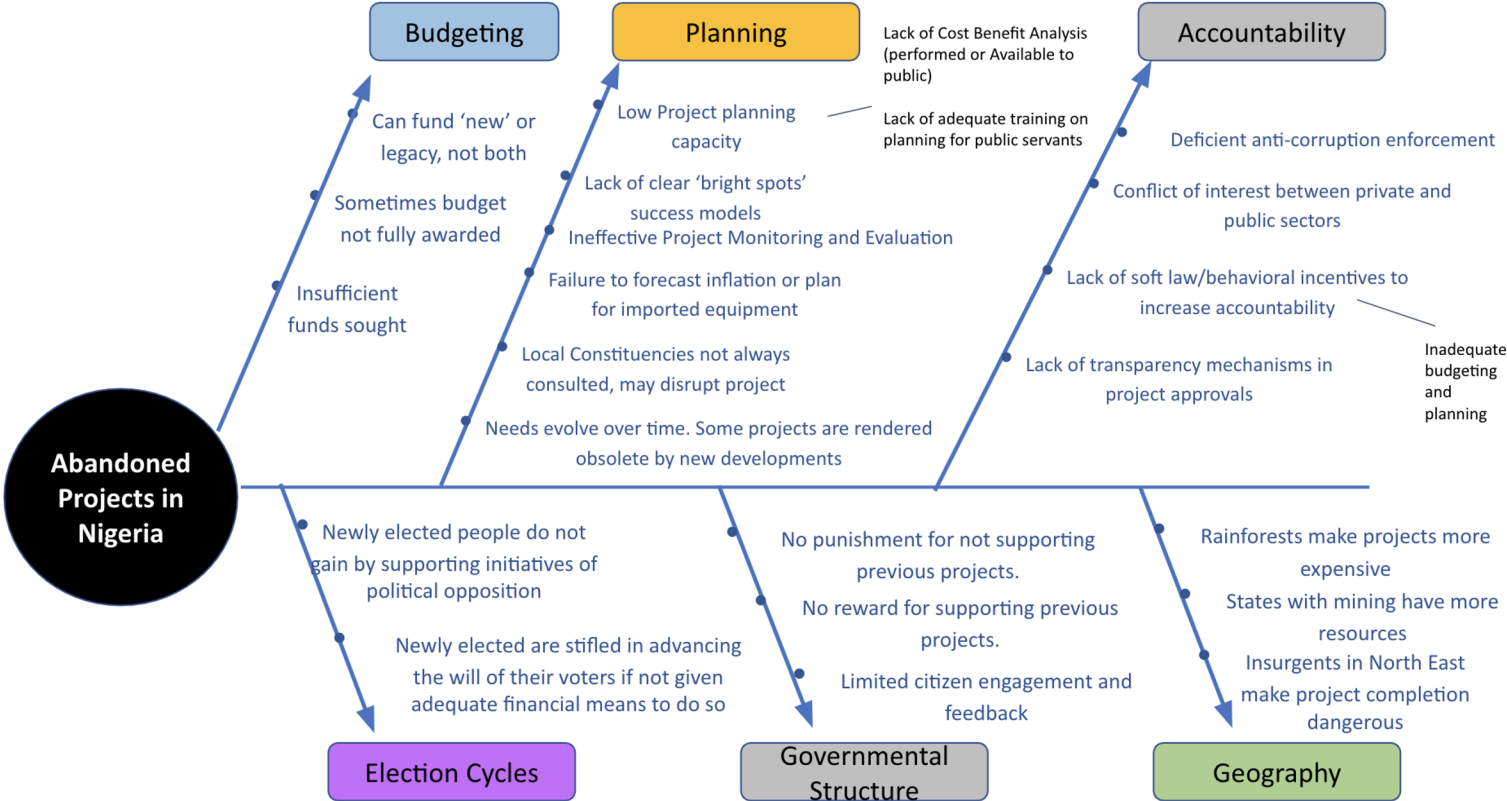
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Problem Construction / Narrative

The Nigerian Government faces a **condition** of abandoned public infrastructure projects in many sectors (more importantly water, energy, and transportation) at all government levels. This condition is rooted in four main problems:

- Difficulty in continuing projects after government transitions
 - Inadequate project planning
 - Poor budgeting consideration
 - Lack of accountability between contractors and project monitors
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Problem Deconstruction - Fishbone Diagram



Entry Points Identified

- **Governmental Budgeting Process:**

Engage Nigerian Civil Society Organizations to play a role in building communication and report between the Legislative and Executive branch regarding budget dialogue.

- **Government Monitoring and Evaluation:**

Adopt the draft of the “National Monitoring and Evaluation” policy at the Plateau State Level to create transparent and comparable data about project completion and suspension.

- **Civil Society:**

Expand the “Eyes and Ears” program from Kaduna State to Plateau State so that citizens can aid elected officials in project monitoring and hold their state government to account.

Early Iterations of Recommendations

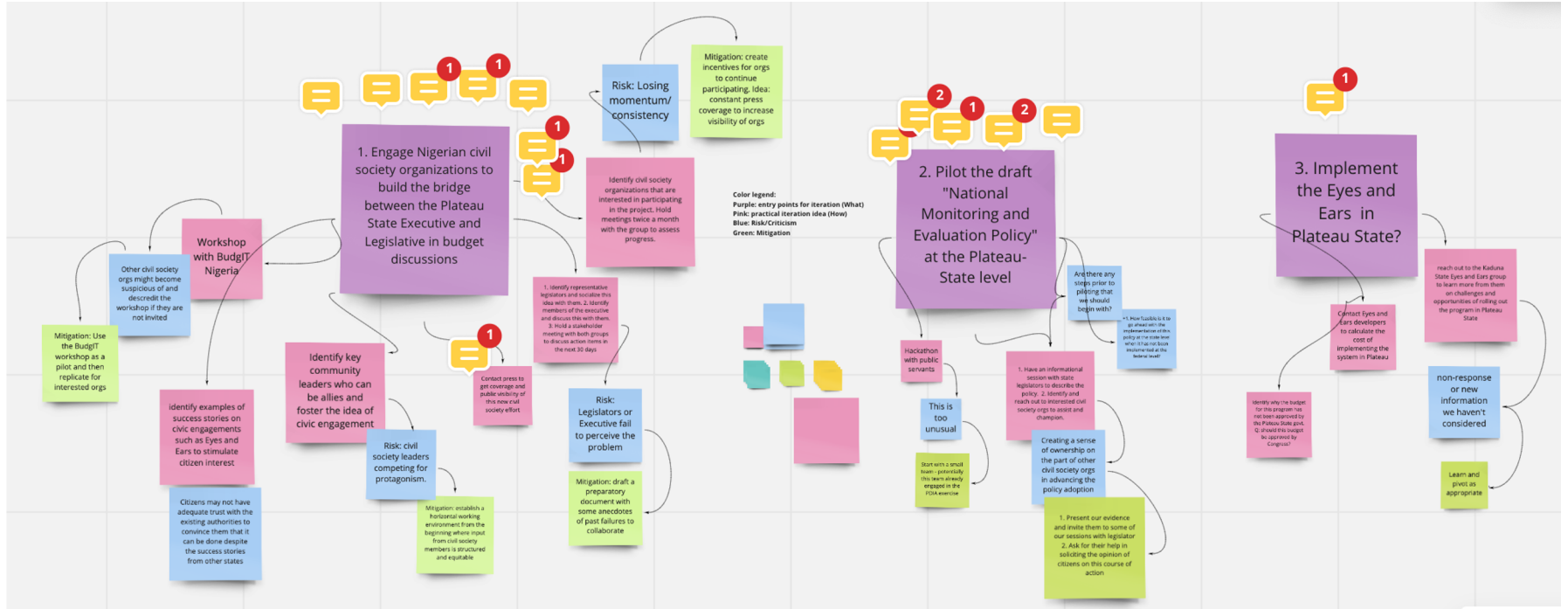
Produce a report describing the steps taken as a team to arrive at our recommendations for initial action inclusive of:

- A framework for action to inform and ignite outreach to Nigerian civil society organizations.
- An objectives and key results (OKR) table to implement the ‘Plateau State model’ for the draft of the “National Monitoring and Evaluation” policy.
- Outline steps in a campaign to adopt the “Eyes and Ears” program from Kaduna State in Plateau State that identifies stakeholders and possible financial resources.

Later Recommendations Identified

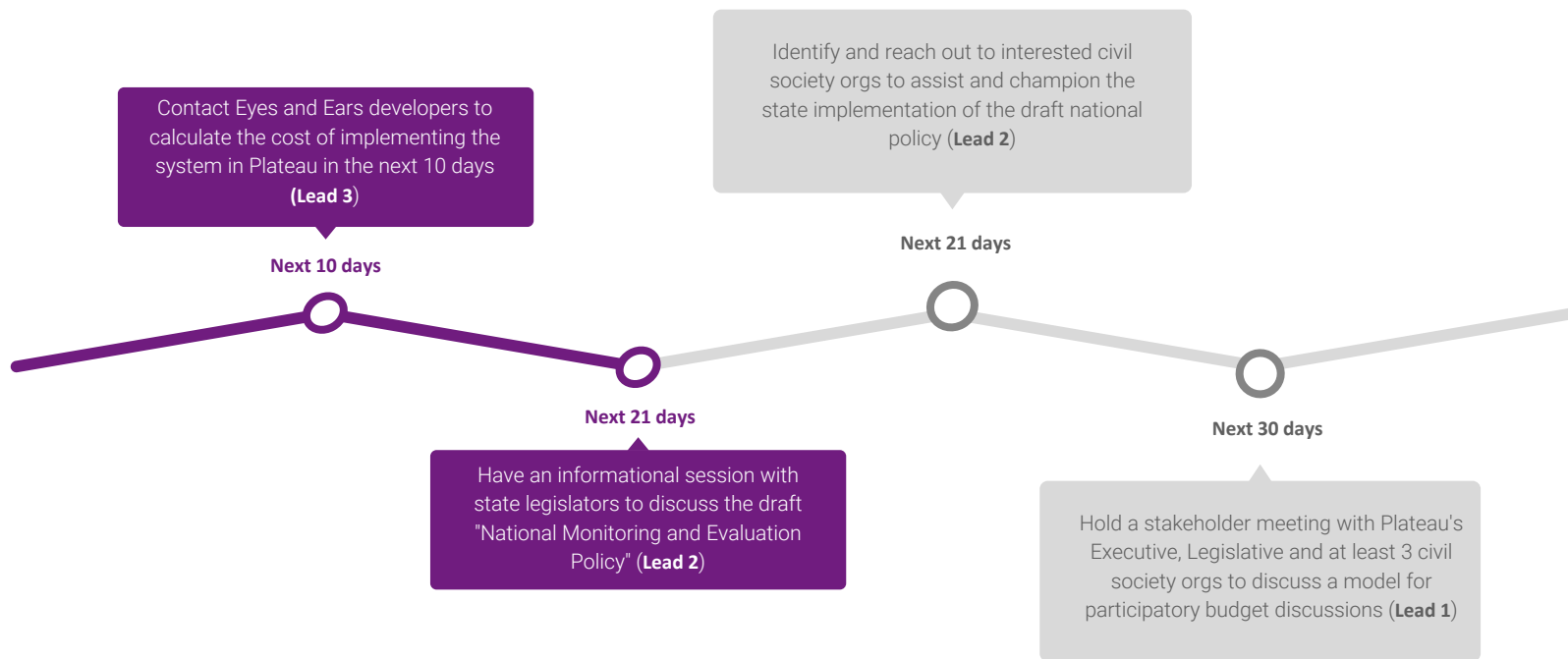
1. Engage Nigerian civil society organizations to build the bridge between the Plateau State Executive and Legislative in budget discussions
1. Pilot the draft "National Monitoring and Evaluation Policy" at the Plateau-State level
1. Implement the "Eyes and Ears" platform in Plateau State

Leads Identified - Board



Color legend: Purple: Leads (What) - Pink: Iterations (How) - Blue: Risk/Criticism - Green: Mitigation

An Action Learning Agenda for Plateau



Lessons Learned

Problem
Causes
Ideas you tried
Working as a team
Doing PDIA

- Problem \neq Condition
 - Deconstructing Problem \rightarrow Causes Identification \rightarrow Change Space
 - **Causes** are the clues for mapping a **change space**
 - **Mapping causes** builds **authority**
 - Trying ideas is about working iteratively: $L = P + Q + R$
 - PDIA: quick practical learning opportunities $>$ strategizing the ultimate solution
 - Teamwork, trust-building = **intellectual** + also **emotional** collaboration
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Appendix 1: Team Constitution

General Agreements and Accountability

- Each group member agrees to bring their best thinking and work to the group, work collaboratively to explore concepts and move the project forward;
 - As a metaphor for our participation, we are all engaged in a learning 'dance-party'. What is crucial then, is that we each dance, not that we each dance perfectly. We agree to all make attempts and to not worry if we may occasionally appear foolish.
 - Each member will contribute to the project, managing responsibilities and offering their expertise as needed;
 - Everyone responds in a timely manner and engages respectfully;
 - We will divide responsibilities on a weekly basis to ensure fairness in terms of work distribution (individual schedules and the class syllabus will be considered);
 - Every week, each team member will have an actionable task to deliver/ iterate on.
- If a member of the group is perceived as not being responsive or constructive it is the commitment of the other group members to raise awareness of this and seek to help the member to participate fully and constructively. We each commit to be open to this type of communication.
 - Every team member will upload their weekly individual assignments to the special folder we have for that over Google Drive. This is to keep us all informed about each other's individual work and main findings.
 - Where possible, we will strive for an equity in talking opportunities in our main PDIA class check-ins to make sure that each person's contribution and thinking can have equal chances for feedback.
 - It has been experienced that it's a challenge to have meetings each week with people related to this issue in Nigeria. Where possible, we will try and share opportunities to talk with sources throughout the group.

Appendix 2: Documents Read (1/2)

Ewa, U (2013): Root Causes of Project Abandonment in Tertiary Institutions in Nigeria

Nigeria: Abandoned Projects and Tracka Advocacy

Abandonment of Building Projects in Nigeria – A review of Causes and Solutions.

Abandonment of Construction Projects in Nigeria: Causes and Effects.

NDD N833 billion in 19 years as failed projects litter N-Delta

Why numerous road projects were abandoned — FG tells Senate

Atlas of Economic Complexity

World Bank overview

The Cost of Abandoned Projects in Nigeria - Stears Business (stearsng.com)

Nigeria's Sad Tale of Abandoned Projects Worth Over 12 Trillion | The African Exponent.

<https://www.youtube.com/watch?v=6Ocn7qVql7E>

Corruption With Tribal Marks: Explaining The Ethnic Nature Of Political Corruption In Nigeria By ADIGUN, Olalekan Waheed, BSc (Politics, Philosophy & Economics) (Ife), MSc (Political Science) University of Lagos, Akoka.

“Nigeria’s Federal Character Commission (FCC): a critical appraisal” by Leila Demarest (Feb 16, 2020),

The economics of public private partnerships (a basic guide), by Engel, Fischer, and Galatovic; Cambridge Press, 2014

Nigeria - Draft National Monitoring & Evaluation Policy

FG receives draft Policy document on Monitoring, Evaluation (Feb. 9th, 2021)

Government to deploy geospatial tech in project monitoring (Feb. 11th, 2021)

Appendix 2: Documents Read (2/2)

[YMonitor: Scourge Of Abandoned Projects In Nigeria Pt 1 - YouTube](#)

[The Effective Strategies of Managing Abandoned Projects in Nigeria Tertiary Institutions](#)

The economics of public private partnerships (a basic guide), by Engel, Fischer, and Galatovic; Cambridge Press, 2014

Failure of Public Infrastructure Projects in Nigeria: Causes, Effects and Solutions (Texila International Journal) Nnamdi Nweze

“Failed State 2030, Nigeria: a case study” Occasional Paper No. 67, Center for Strategy and Technology, Air War College, Kinnan, Gordon, DeLong, Jaquish, McAllum, February 2011

[The Cause And Effect Of Having 56,000 Abandoned Projects Across Nigeria - YouTube](#)

[STATE OF ABANDON PROJECTS IN NIGERIA\(ROADS, SCHOOLS , ETC\) - YouTube](#)

[Local-Empowerment-Through-Rapid-Results.pdf \(squarespace.com\)](#)

['Lagos shows how a city can recover from a deep, deep pit': Rem Koolhaas talks to Kunlé Adeyemi](#)

[5 Laws on Corruption in Nigeria](#)

[Some Key Issues In Nigerian Anti-Bribery and Anti-Corruption \(“ABC”\) Law for Foreign Investors](#)

[Nigeria makes anti-corruption moves amid criticism over progress – Financial Times](#)

[Nigeria steps up probe at anti-corruption agency – Financial Times](#)

[How citizens have become “eyes and ears” in Nigeria’s Kaduna State](#)

[States Fiscal Transparency, Accountability and Sustainability PforR Project for Nigeria](#)

List of People Engaged

Classmates from “DPI-535: Making Change When Change is Hard: the Law, Politics, and Policy of Social Change”

Classmates from “DEV-338: Contemporary Developing Countries: Entrepreneurial Solutions to Intractable Problems”

Abisoye Ajayi: CEO For Pearls for Africa

Former Nigerian Ambassador to Djibouti Nkoyo Toyo

Dr Linda Arogundade: Public Health Physician

Chinedu Emmanuel Anene: Nigerian Lawyer at Schneider Law Group in New York but has worked with the Nigerian Government for over ten years

Abosede Alimi: Co-Founder at ElectHER Nigeria

Dan Rhodes formerly in charge of all 4 US task-orders in Nigeria for HIV/AIDs, Malaria, Reproductive Health and Population, and Maternal and Child Health.

Vanessa Brigham, formerly the country director for Chemonics International and senior representative to the Global Fund in Nigeria and Director of Global Health Supply Chain activities in Nigeria.

Lauren Truong: Classmate from MLD 103B

Henry Lee: Harvard Kennedy School faculty, expert on Infrastructure in Developing Countries

Etty Peter (BudgIT Nigeria)