

Strategic Planning For Transformative Development

Fidelis O. Ogwumike

Department of Economics

University of Ibadan

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Change

- Change can be traditional, transitional and transformational. The outcomes of the three types of changes are different:
- Traditional (improvements, limited)
- Transitional (changes, limited)
- Transformational (sustainable change with complete overhaul of mindset, paradigms, culture, strategy, structure, actions, systems and processes, use of data, cycles of Plan)

Transformation

- What is transformation?
 - Transformation is a popular word with different dimensions- individual, organization, industry, society, nation and world.
 - It is the creation and change of a whole new form, function or structure. It is a change in mindset, a radical revision, a paradigm shift.

Transformation

- In classical structural economics transformation implies a move from predominantly agricultural based-economy to one based on manufacturing and service.
- This transformation can be discontinuous and as such cannot be deemed development. For example, some countries (including Nigeria) have experienced transformation which were reversed.

Transformation

- Transformation happens when people managing a system focus on creating a new future that has never existed before.
- This is based on continual learning and a new mindset, take different actions than they would have taken in the past (Daszko and Sheinberg, 2005).

Transformative Development

- What is Transformative Development?
 - A process whereby positive development results are achieved and sustained ***overtime*** by institutionalizing policies, programs and projects within national strategies.
- Institutionalizing policies, programs and projects
 - Needs ***Awakening*** motivated by profound dissatisfaction with the current state and/or the vision of the future state. (High GDP growth rate with rising poverty and unemployment; large informal sector).

Transformative Development

- What is the relationship between inclusive growth and transformative development?
- The need for inclusive and sustainable economic growth should form the core of transformative development.
- So that poverty, inequality, unemployment and resource entitlements as well as secure employment can be addressed in a strategic manner.

Transformative Development

- In Nigeria, the vast majority of the poor work in the informal sector with limited secured access to land and other resources.
- ***Vision*** The vision must be related to the positive development results;
- it is an ever-evolving picture of the future;
- it must be collaborative because one stakeholder will not be able to articulate everything.

Transformative Development

- Why do we want to be among the 20 largest economy in the world by year 2020?
- How will that affect the poverty, inequality, unemployment and well-being of the people?
- **Method** Strategic planning (strategic thinking, mindset, 'strategic plan')
- Need to **strengthen institutional capacity** in planning, management, implementation and monitoring

Transformative Development

- ***Integration*** Transformation may proceed in phases.
- Even in an organization, it is not required of the entire organization instantaneously and simultaneously.
- ***Prioritize*** based on your awakening and strategies and sector specific actions.
- ***Coordination*** of policies, programs, projects

Strategic Planning and Stakeholders

- ***Stakeholders***

- The government (national state and local) , planning and implementing agencies
- Private sector
- Academia
- Civil society organizations
- Communities; etc.

- ***Build consensus among stakeholders***

- About the purpose, core values, processes, structures, strategies, and outcomes of the transformative development could be systematically addressed through the strategic planning framework.

Poverty, Inequality and Unemployment- Way Forward

- Transform resource entitlements (including land reform)
- Transform/enhance access to farm inputs
- Increase agriculture productivity/income
- Plan to match supply and demand for labour (focus should be on education system, private sector, informal sector, entrepreneurship education, access to finance for business, formalizing informal business; etc.)

Way Forward

- Data requirement for strategic planning
- Transform the institutional framework for data generation and dissemination.
- Coordination of data generation and dissemination
- Funding of data generation and dissemination for transformative development

Conclusion

- Need for a changed institutional framework for national planning, implementation and monitoring to ensure that objectives of transformative development are achieved within a reasonable period of time.

THANK YOU