

***STRATEGIC PLANNING AS A PANACEA FOR
TRANSFORMATIVE DEVELOPMENT:
BUILD-UP TO 2ND NIP OF NV20:2020***



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Outline



- 1.0 Introduction
 - 2.0 Why Focus on Transformative Development?
 - 3.0 Relevance of Strategic planning to Transformative Development
 - 4.0 Pathway to Transformative Development: Lessons from Earlier Transformers
 - 5.0 Overview of Nigeria's Strategic Planning Framework
 - The 1st National Implementation Plan (2010-2013)
 - 6.0 1st NIP and Transformative Development:
The Missing Link
 - 7.0 Building-Up to the 2nd NIP
 - 8.0 What Role for the State Planning Commissions?
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1.0 Introduction

- Over the years nations on a global had continued to focus on Transformative development
 - Using the instrumentality of the strategic plan
- Development is defined as a process of growth and transformation involving a change in:
 - Composition
 - Character or condition
 - Accompanied with improvement in the wellbeing of the people
- Process by which an increasing proportion of economic output and employment are generated by sectors other than agriculture
- Transformational development is a major feature of the developed/ industrial economies
- Nigeria intends to accelerate its socio-economic transformation through The NV20:2020 framework

1.0 Introduction (Cont'd)



- At the continental level, economic transformation is one of the key priority areas in the draft strategic plan of the African Union
 - Entitled **Agenda 2063**
 - One of the four priority areas identified by African countries
 - In the African common position on post-2015 Agenda
- Today, a key challenge facing the global economy is how to translate the vision of socio-economic transformation into reality
 - Also applicable at the national and subnational levels
- Clearly, this requires an indepth understanding of the drivers of transformative development
 - And how Asia and other emerging economies have adopted the concept of strategic planning to achieve transformative growth and development

1.0 Introduction (Cont'd)



- This presentation will provide further exposition to the states' Permanent Secretaries on the approach for conceptualizing and shaping possible trajectories for transformative development at the national and subnational levels

2.0 Why Focus on Transformative Development?



- Globally, countries have focused on Transformative development in order to allow for improvement in the living standards of the populace
- Nigeria has in the last 14 years witnessed the longest period of accelerated GDP growth
- Despite this growth performance, there are indications that most states within the country are experiencing the wrong type of growth
 - Joblessness is still wide spread due to failure to follow the normal process of structural transformation
 - Absence of significant reduction in poverty
- Pursuing transformative development is therefore imperative to addressing the socio-economic issues and fastrack growth and development in the country
- Normal process of economic transformation begins with an increase in high share of agriculture in GDP, which later declines, while manufacturing rises

2.0 Why Focus on Transformative Development? (Cont'd)



- When the economy reaches a relatively high level of development, the shares of both agriculture and manufacturing fall and that of services rise
- Recent growth of Nigeria has not had a profound impact on either poverty reduction or employment creation
 - Growth has not gone hand in hand with the development of productive capacities
- It is in this context that the concept of transformative development has emerged as a key derivative of strategic planning framework
 - As a new development paradigm in many countries
 - Necessary for sustainable development and equitable distribution of wealth and prosperity

3.0 Relevance of Strategic Planning to Transformative Development

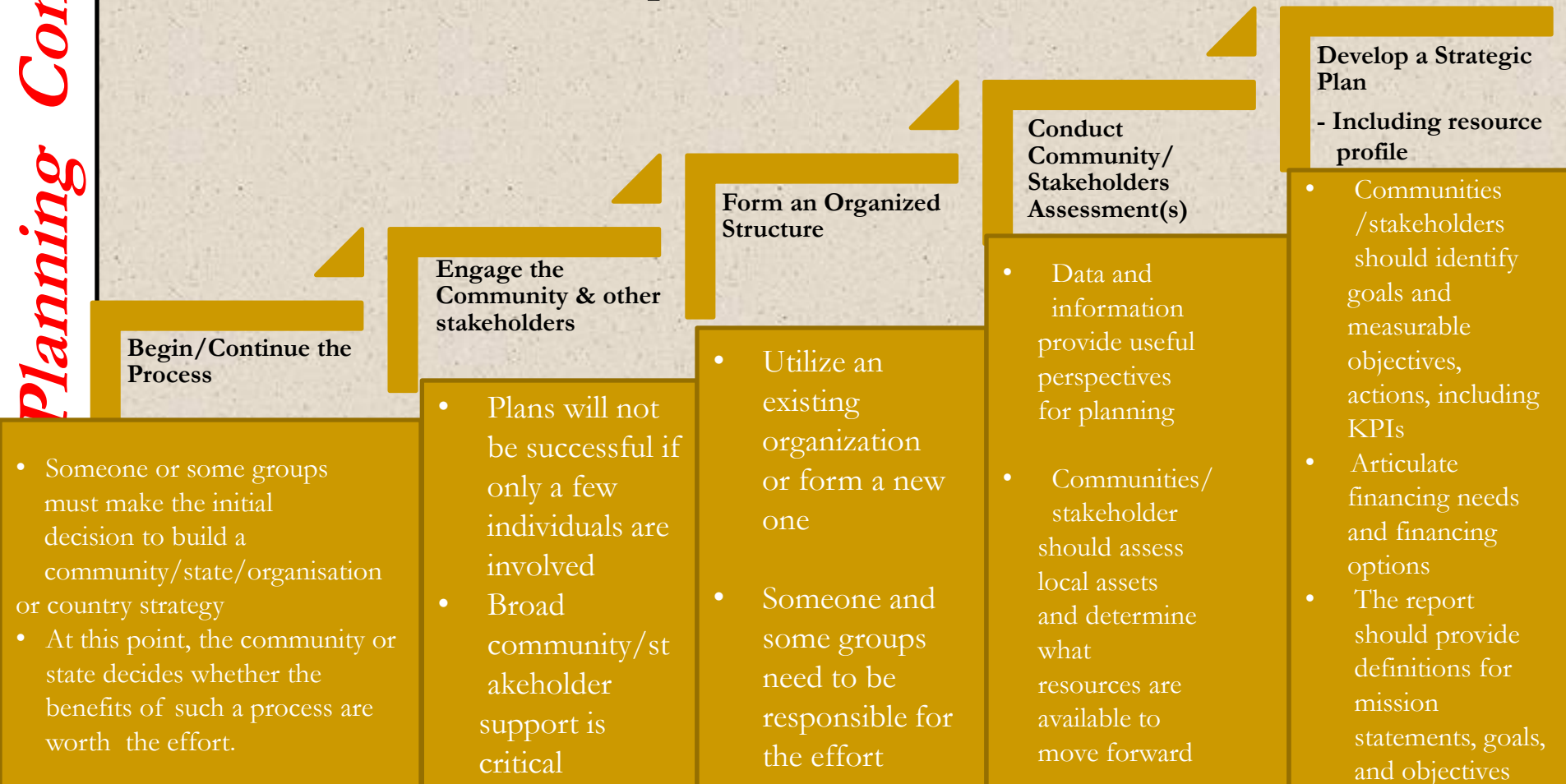


- | | |
|---|--|
| • Promotes efficient use of resources | - Provides rational basis for resources allocation ➤ Among competing needs |
| • Facilitate enhanced coordination of policies, programmes and projects | - To avoid overlap in policies, programmes and projects ➤ And activities of groups involved in the development effort |
| • Allows for consensus building among stakeholders | - Public & the private sectors must agree on the major issues involved ➤ Lead to enhanced implementation of plans |
| • Facilitates increased public awareness on developmental policies, programmes and projects | - Without public support, economic development cannot happen |
| • Strengthen the nation's competitive position | - A nation with a functional strategic blue print will appear more attractive to potential business or investors |
| • Encourage forward thinking | - Strategic blue print will encourage community leaders and other stakeholders to think about the future And not overlook opportunities for development as they arise |



3.1 How Do We Achieve Transformative Development?

- The Strategic Planning Process must be followed
 - The critical steps include





3.1 How Do We Achieve Transformative Development? (Cont'd)

- In the real world, the steps are not always followed on a sequential basis
- Some steps may not even be included

Seek Community/stake holders Feedback & Commitment

Implement Plan

Monitor & Evaluate the Plan Implementation

Celebrate/ Reward Successes

Create an Ongoing Process

- This is the stage where most plans falter and end up “sitting on the shelf.”
- Lack of adequate resources and political commitment will probably ensure failure & disappointment

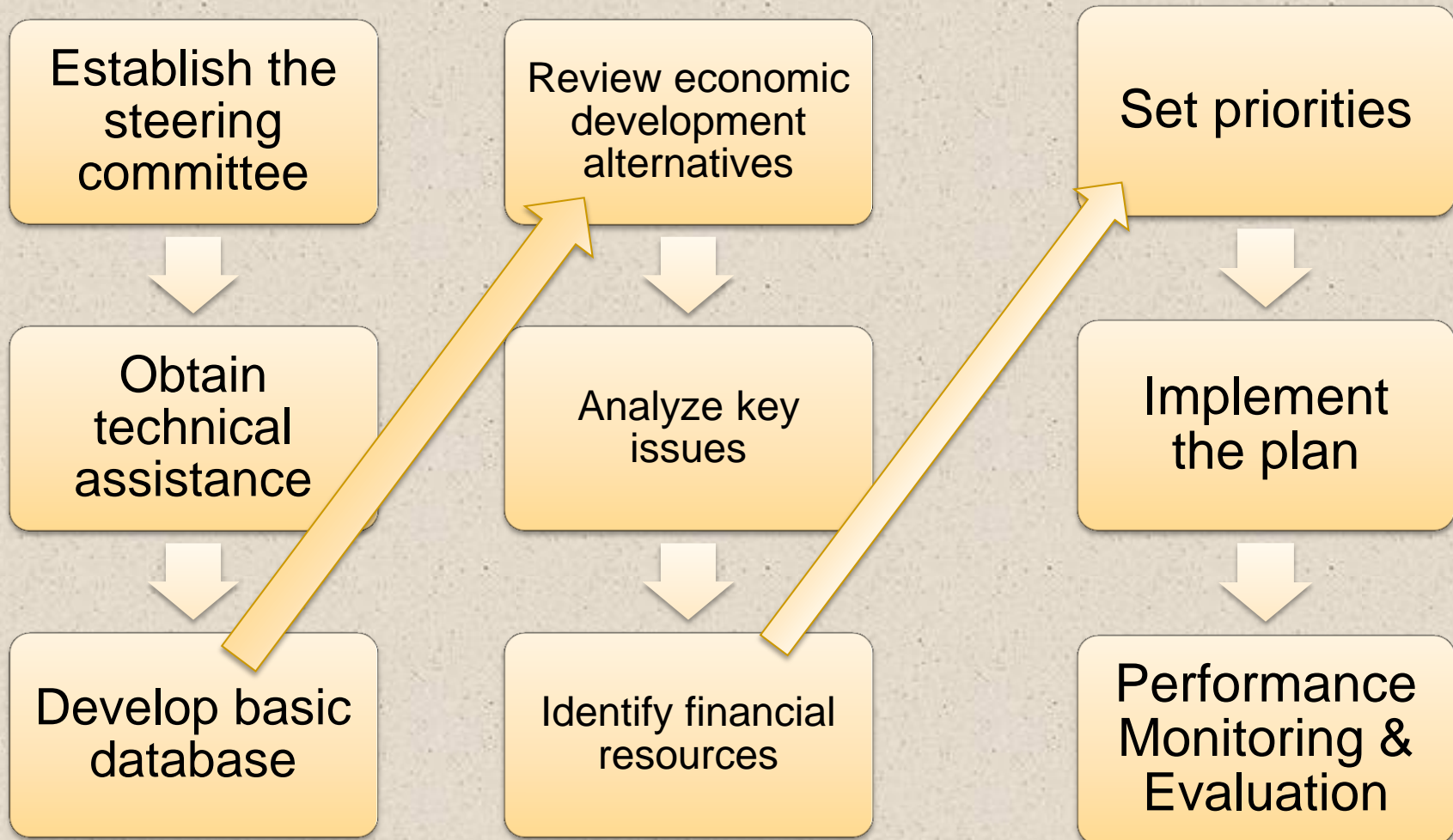
- Continue to monitor and evaluate KPIs of the plan to determine whether you are successful or not
- Set benchmarks to measure achievement so that you will be able to document success.

- Reward yourself & the entire community/stake holder when objectives & tasks are accomplished
- Organize a stakeholder/community wide celebration to acknowledge both short-term & long-term achievements
- This is one way to ensure continued interest & excitement

- Effort doesn't end but is to be continued & evaluated annually on a sustained basis
- In a year or two, you need to re-evaluate and possibly modify or add to the plan
- Of course, you will be removing goals & objectives which have been accomplished

- Share the initial draft of stakeholders/community goals and objectives
- Involve the local media & let local residents know of the effort
- Be prepared for new ideas & be receptive to additional suggestions.

3.2 Critical Steps for Strategic Planning At A Glance



4.0 Pathway to Transformative Development: Lessons from Earlier Transformers in Asia



- Lessons from strategic planning efforts by earlier transformers and emerging economies show that:
 - Countries' implementation of strategic plans is a prerequisite for achieving transformative growth and development
 - Institutionalisation of strategic planning frameworks have produced major milestones and outcomes in such countries
 - Countries that have implemented strategic plans on a sustained basis have witnessed robust inclusive growth and job creation
- Milestones and outcomes accomplished in emerging economies in the area of transformative development include:
 - Increased GDP per capita growth
 - Diversity in production and exports
 - Productivity gain in agriculture and manufacturing

4.0 Pathway to Transformative Development: Lessons from Earlier Transformers in Asia (Cont'd)



- Technological upgrading
- Improved wellbeing/welfare
- Significant reduction in poverty incidence
- Enhanced rate of employment as percentage of the total labour force
- Significant structural transformation of the economies

4.1 Major Milestones & Outcomes Achieved



- Sustained implementation of the strategic plans for over 30-55 years by the following countries have yielded improved outcomes:
 - Malaysia
 - South Korea
 - India
 - China
- Significant structural transformation of the economies of such countries, with the shares of manufacturing in GDP rising from single digit in 1970 to double digit in 2010
 - Malaysia 25%
 - South Korea 31%
 - China 31%
 - India 14%

4.1 Major Milestones & Outcomes Achieved (Cont'd)



- Enhanced employment as ratio of total labour force with the such economies able to absorb the labour force at very high rates between 93% and 96% by 2014
 - Malaysia - 93.3%
 - South Korea - 96.5%
 - India - 94.8%
 - China - 95.9%
- Significant reduction in poverty incidence
 - Rapid rise in per capita income in Malaysia, Korea and China led to disappearance of extreme poverty in Malaysia from 1.6% in 1990 to zero % in 2010
 - Reduction in poverty in China from 60.2% in 1990 to 11.8% in 2010

4.1 Major Milestones & Outcomes Achieved (Cont'd)



- Some poor & slower-growing economies have also been remarkably successful
 - In alleviating extreme poverty from 49.4% in 1990 to 32.7% in 2010
- There are relatively even distribution of income and wealth in China and India
- Share of employment in manufacturing in Korea is 62%, in China 31% & Malaysia 18.2%
 - As against 11% in Nigeria
- Diversification towards rural non-farm sector and exports is one of the key factors responsible for rural poverty reduction to 3% in China
 - Partly due to high agricultural productivity and investment in physical and human capital
- The details of other key indicators are in Table 3.1 in next slide

4.1 Major Milestones & Outcomes Achieved (Cont'd)



Table 4.1 : Major Milestones and Outcomes Indicators (1970-2010)

| Country | Per capita GDP (US\$) | | Share of Manufacturing in GDP (%) | Share of Manufacturing in Total Employment (%) | | Poverty Head Count Ratio at US\$1.25 a Day (PPP) (%) | | Employment Rate (%) | | Gini Index | |
|----------|-----------------------|----------|-----------------------------------|--|-------|--|------|---------------------|-------------|------------|-------------|
| | 1970 | 2013 | | 1961 | 2010 | 1990 | 2010 | 1990 | 2014 | 1992 | 2013 |
| Malaysia | 343 | 10,422 | 25 | 23.3 | 18.2 | 1.6 | 0 | 95.5 | 93.3 | 48 | 46.2 (2009) |
| S/Korea | 82 | 23,892.5 | 31 | | 62 | Na | Na | 90.9 | 96.5 | na | Na |
| India | 111 | 1,165 | 14 | | | 49.4 | 32.7 | 91.7 | 94.8 (2012) | 30.8 | 33.9 (2010) |
| China | 112 | 3,583.4 | 31 | | 31 | 60.2 | 11.8 | 96.1 | 95.9 | 32.4 | 42.1 (2010) |
| Nigeria | 206 | 2,972 | 9.22 | 6.06 | 10.64 | 64.2 | 62.6 | 94.7 | 76.1 (2011) | 42.9 | 34 |

Source: World Bank, Trading Economics, United Nations Statistics

4.2 Sectoral Contribution to GDP



| Countries | Indonesia | | Malaysia | |
|--------------------------------------|-----------|------|----------|------|
| | 1960s | 2012 | 1960s | 2012 |
| Agriculture Value Added (% of GDP) | 51.46 | 14 | 31.21 | 10 |
| Manufacturing Value Added (% of GDP) | 9.00 | 24 | 9.48 | 25 |
| Services Value Added (% of GDP) | 34.02 | 39 | 43.76 | 48 |

| Countries | China | | South Korea | |
|--------------------------------------|-------|------|-------------|------|
| | 1960s | 2012 | 1960s | 2012 |
| Agriculture Value Added (% of GDP) | 37.15 | 10 | 33.78 | 3 |
| Manufacturing Value Added (% of GDP) | 29.02 | 31 | 15.57 | 31 |
| Services Value Added (% of GDP) | 27.67 | 45 | 42.96 | 58 |

4.3 How the Emerging Countries did it?



- Ensuring peace and security
- Coordination within government to produce, and implementation of strategic plans
- Implementation of favourable macroeconomic policies
- Developmental State Approach
 - Notable stories of Samsung and Hyundai in S. Korea
- Introduction of Agricultural transformation and Value Chain Development (Indonesia, Malaysia and China)
- Focus on human capital development, especially in science and technology education
 - Literacy rate was 99% in 2010 in South Korea

4.3 How the Emerging Countries did it (Cont'd)



- Increasing state capacity for macroeconomic management, public expenditure management, and guiding economic transformation
- Created a business-friendly environment that also fosters effective state-business consultation and collaboration on economic transformation
- Developed people's skills for a modern economy
- Boosted domestic private savings and investments
- Attracted private foreign investment

4.3 How the Emerging Countries did it (Cont'd)



- Built and maintained physical infrastructure
- Promoted exports of goods & services
- Facilitating technology acquisition and diffusion
- Fostering smooth labour-management relations
- Identifying and supporting particular sectors, products, and economic activities in each country's potential comparative advantage

4.4 Points of Divergence



INDONESIA

- **Development strategy focused on rural economic transformation**
- **Prioritized rural infrastructure and agriculture support**
- **NDP (1969-1974) allocated 30% of capital budget to agriculture: commitment sustained in subsequent plans**

NIGERIA

- **Development strategy focused on industrialization and urban infrastructure**
 - **Emphasized food sufficiency without the required infrastructure**
 - **NDP (1970-1974) allocated only 10% of total budget to agriculture; down to 6% in NDP (1975-1980)**
-

4.4

Points of Divergence (Cont'd)



INDONESIA

- **Systematically devalued the rupiah during the oil boom, plus other export promotion strategies**
- **Little or no restrictions on private sector investments, especially foreign investments**
- Agricultural productivity and value chains spurred labor intensive manufacturing in the 1970s

NIGERIA

- **Maintained fixed exchange rate despite overvaluation during the oil boom, plus import substitution strategies**
- **Pursued indigenization of foreign-owned enterprises under 1972 decree**
- Agriculture growth was negative for most part of the 1970s; economy shifted to oil as mainstay

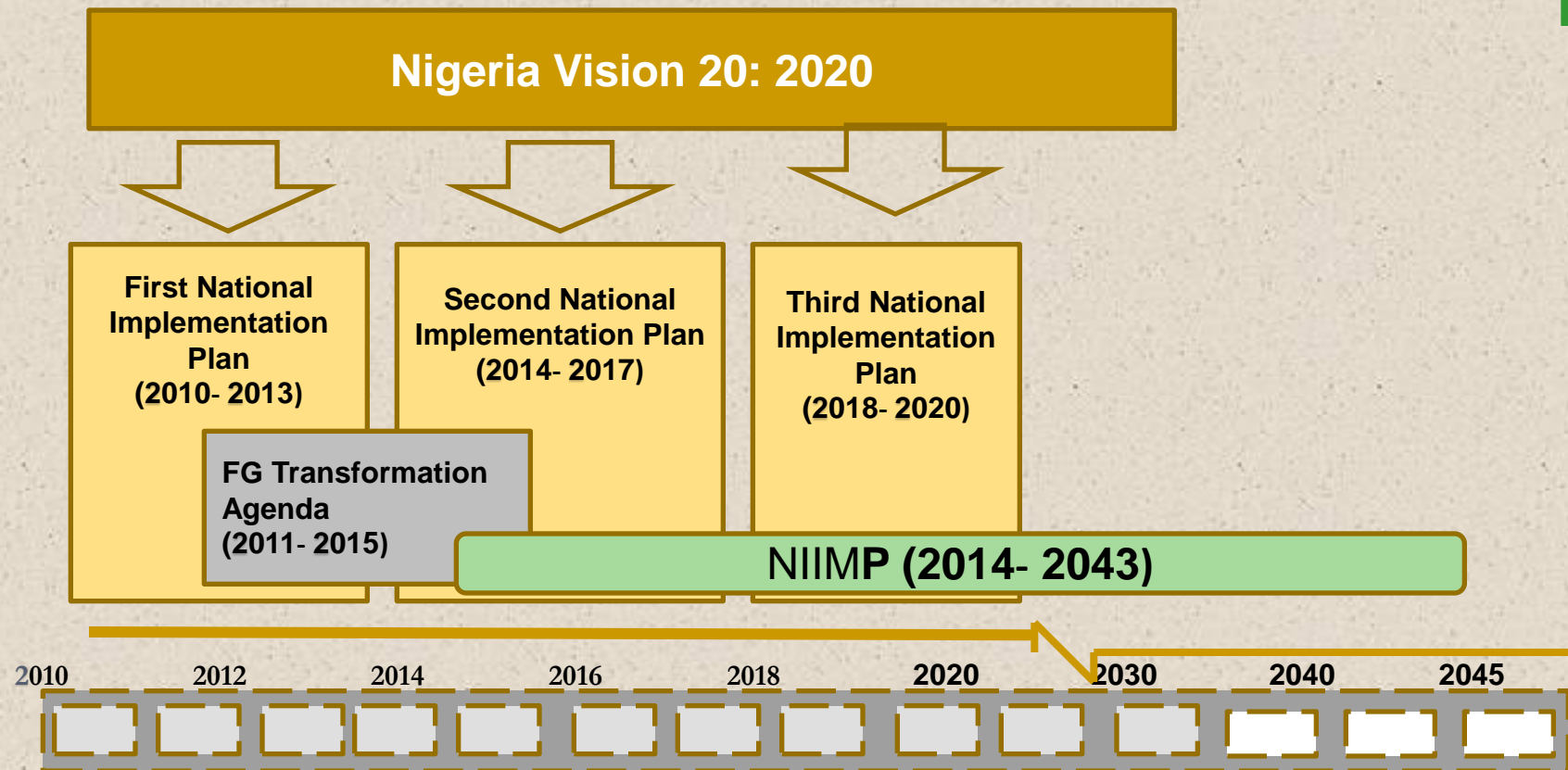
5.0 Overview of Nigeria's Strategic Planning Framework



- The strategic planning framework is anchored on Nigeria's Vision (NV) 20:2020
 - NV20:2020 was developed in 2009
 - To be actualized through implementation of three medium term strategic plans
 - 1st NIP 2010-2013
 - 2nd NIP 2014-2017
 - 3rd NIP 2018-2020
 - And the FGN Transformation Agenda (TA), 2011-2015
- Overarching objective of NV20:2020 is for Nigeria to become one of the 20 largest economies in the world by 2020
 - Necessary for a takeoff towards transformative growth and development that leads to provision of decent jobs and reduction in poverty rate
- The NV20:2020 is not all about increasing the size of the economy alone
 - It includes social and environmental dimensions as well



5.1 Nigeria's Strategic Planning Framework



5.2 The 1st NIP (2010-2013)



- The key objective of NIP is the structural transformation and diversification of the economy
- Broad objectives of the 1st NIP were articulated in four dimensions

Institutional Dimension

- Promote responsible leadership
- Deepen transparency, accountability and rule of law
- Guarantee adequate security of lives and property for Nigerians
- Improve and strengthen institutional regulation to assure a competitive business environment for entrepreneurs

Economic Dimension

- Enhance productivity,
- Diversify the sources of national income to ensure sustainable long term development
- Enhance Competitive business environment that will open business opportunities for Nigerians
- Ensure massive investment in infrastructure to provide platform for growth and development
- Ascribe critical importance to local value addition in productive sectors of the economy

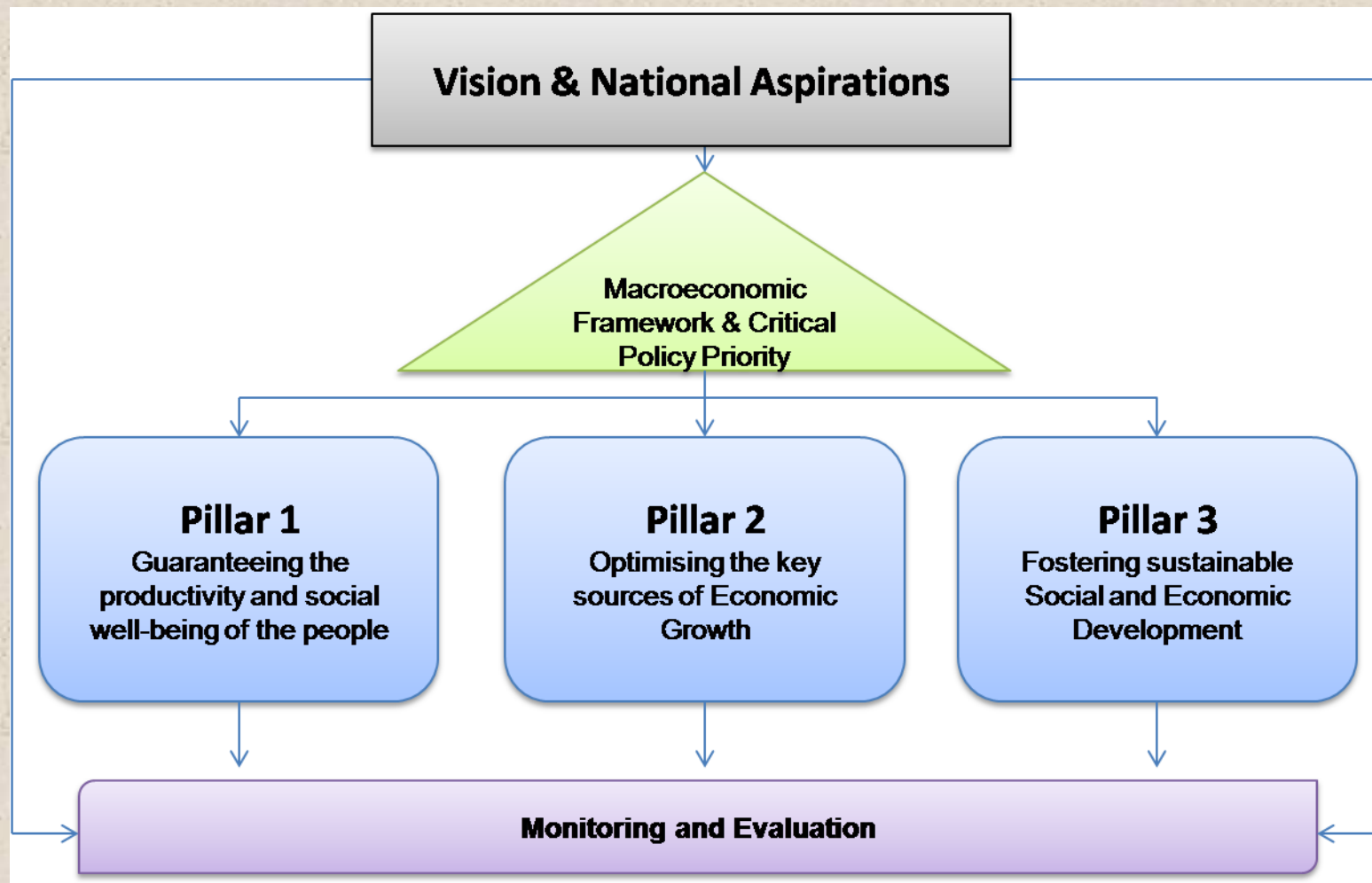
Social Dimension

- Improve the nations prospect for achieving the MDGs
- Expand opportunities for sustainable employment generation
- Develop required pool of skilled and healthy human capital to compete globally

Environmental Dimension

- To halt environmental degradation
- Promote the use of renewable energy
- Enforce regulations on climate change mitigation and adaptation

5.3 Pillars of the Strategic Planning Framework in Nigeria (Cont'd)



5.4 Key Focal Areas of 1st NIP (2010-2013)



- Government will focus on the following key areas:

Physical Infrastructure

- Power
- Transport
- Housing

Productive Sector

- Agriculture
- Oil & Gas
- Manufacturing & SMEs
- Solid Minerals & Steel Development
- Trade and Commerce
- Culture & Tourism

Human Capital and Social Development

- Education
- Healthcare
- Labour, Employment and Productivity
- Women Affairs & Social Development
- Youth Development
- Sports Development
- Food & Nutrition
- Social Protection & Safety Nets

Developing a Knowledge Based Economy

- Information Technology and Communication
- .

Government & General Administration

- Government and Political System
- Justice and Judiciary
- Legislature
- Anti-Corruption
- Public Service Management
- Business Environment and Competitiveness
- National Security & Civil Defence
- Information, Media and Communication

Regional Development/Geopolitical Zone

- Regional Development
- Niger Delta
- Environment
- Water Supply and Sanitation

5.5 Key Policies Under the 1st NIP



- **Physical Infrastructure**

- Maintenance of infrastructural assets
- Rehabilitation of power installations
- Regular maintenance of road
- Standardisation of rail tracks
- Standardisation and upgrading of airports
- Dredging of the waterways
- Develop intermodal transport network

- **Human Capital and Social Development**

- Attention to science & technology education
- Overhaul education curriculum
- Deliver 1 million housing units
- Expand healthcare coverage
- Teachers training and R&D

- **Productive Sector**

- Increase local value added
- Create industrial parks, clusters and enterprise zones
- Develop export processing zones
- Facilitate investment in mining sector
- Develop steel sector

- **Knowledge Based Economy**

- Renew drive for R&D
- Promote bio-technology in agriculture
- New innovation in alternative sources of power
- Improve service delivery through technology enablement

5.5 Key Policies Under the 1st NIP (Cont'd)



- **Regional Development and Geopolitical Zones Development**

- Organize six geopolitical zones as hubs for specialised economic activities
- Encourage the development of industrial parks
- Create/strengthen institutions that will support regional collaboration
- Foster PPP investment in long term environmental sustainability

- **Governance, General Administration and Security**

- Establish accountability and transparency in governance
- Address root causes of corruption
- Consolidate the democratic process
- Streamline institution of state to guarantee a healthy and competitive business environment
- Strengthen administration of justices and ensure equity
- Empower law enforcement agents to restore internal security

5.6 Major Reform-Based Initiatives & Strategies in Nigeria's Strategic Planning Framework



- Adopt a deliberate policy of industrialization
 - To increase the share of manufacturing in GDP and exports
 - Lay a solid foundation for Nigeria's inclusive growth and provision of decent jobs
- Various multi-year Sector Strategic Plans have been developed and being implemented
 - The Nigeria Industrial Revolution Plan (NIRP)
 - National Integrated Infrastructure Master Plan (NIIMP)
 - Power Sector Road Map
 - Education Sector Road Map
 - Health Sector Road Map
 - Agricultural Transformation Agenda,
 - Petroleum Industry Bill (PIB)
 - Social Protection Policy currently being developed

5.6 Major Reform-Based Initiatives & Strategies in Nigeria's Strategic Planning Framework (Cont'd)



- Direct interventions to address the job creation & manage exclusion in the short run
 - YouWin Programme
 - Public Works Programme
 - Graduate internship programme
 - Skills development (NDE, and other vocational training)
 - Promotion of import substitution and local content
 - Linking agriculture with industry and market
 - Better target of inefficient petrol subsidies using SURE-P
 - Maternal and infant health
 - E-Wallet System for accessing farm inputs

5.6 Major Reform-Based Initiatives & Strategies in Nigeria's Strategic Planning Framework (Cont'd)



- Initiatives and strategies to ensure social opportunities in Nigeria include:
 - Debt Relief Fund for MDGS
 - Financial inclusion strategy by CBN
 - Labour market reforms (e.g. Minimum wage legislation and harmonization)
 - Governance and institution of government (correcting serious problem of leakages in public treasury)
 - UBEC
 - Safety Nets
 - Tackling regulatory and infrastructural barriers (rail, road, electrification, telephoning, cargo airports for perishable goods, port reforms, etc)
 - Improving quality and access to education

5.7 Key Achievements of the 1st NIP



- **Stable Macroeconomic Environment**

- Inflation pressure reduced to single digit at 8% in 2013
- Recalled 6.3% in September 2014
- Overall Fiscal Deficit to GDP ratio was at sustainable level
 - -1.81%, -1.35% and -1.42% in 2011, 2012 and 2013 respectively
- Exchange rate was stable
- Foreign reserves stood at US\$43.6 billion in 2013
- Sovereign debt was 10.6% of GDP

- **Agriculture**

- Over \$8b investments in agribusiness ventures
- Domestic production of rice, sorghum, and cassava has expanded significantly
- Greater efficiency in seed and fertilizer distribution

- **Manufacturing**

- Manufacturing sector is showing signs of comeback accounting for 9.22% in GDP
- Emerged as a leading growth driver after GDP rebasing
- Achieved considerable backward integration in Sugar and automobile manufacturing
- Transformed to exporter of cement in 2012 from a prolonged period of importation

- **Infrastructural development**

- Physical infrastructure
- Human infrastructure
- Privatization of the 11 GenCos and six DisCos

- **Poverty Rate (GHS)**

- Poverty rate has declined from 35.2% in 2010/2011 to 33.1% in 2012/2013

5.7 Key Achievements of the 1st NIP (Cont'd)



- **Investments**
 - FDI inflows totaled: \$27.8 billion in 2011-2012 and over \$20 billion in 2013
 - Nigeria is one of highest investment destinations in Africa
 - At N36.64 trillion total investment exceeded the target of N32 trillion
 - At N28.25 trillion the private sector overshot its investment target of N13 trillion
- **GDP Growth**
 - Strengthened growth with GDP expanding by 5% on average
 - Earned improved global ranking by GDP from 44th to 26th position in 2013
- **Human Capital Development**
 - Drop in under-5 mortality rate (per 1000 live births) from 157 in 2010 to 94 in 2012
 - Drop in maternal mortality (per 100,000 live births) from 545 in 2010 to 350 in 2012
 - Increase in life expectancy from 48.4 years in 2010 to 52.3 years in 2012
 - Increased ratio of boys to girls in secondary education from 79.9 in 2010 to 88 in 2012
- **New Jobs Created**
 - Created 2.48 million new jobs between Q3 2012 to Q2 2014
 - With 31% and 14% of the new jobs were created in the education and manufacturing sectors

6.0 1st NIP and Transformative Development in Nigeria: The Missing Link



- High volatility in revenue and foreign exchange earnings of national and State Governments due to high dependence on the oil sector
- Creating jobs for the growing youth population
 - unemployment remains in double digit in the States
- Domestic output is still dominated by primary production (agriculture and crude oil/gas) at the national and states' level
- States' economies still suffer structural weakness through its heavy dependence on low productivity agriculture and oil production and export
 - With little value addition and few backward and forward linkages to the other sectors of the economy
- Structural weakness has prevented the country from translating growth into commensurate employment and faster social development

6.0 1st NIP and Transformative Development in Nigeria: The Missing Link (Cont'd)



- Nature and sources of growth, low level and poor quality of investment, and the constraints to manufacturing
- Oil and gas sector has exerted a negative influence on the growth
- The structural transformation situation is such that: The oil and gas sector that produces most of the government's revenue and export income does not generate many jobs
 - Both because of its capital intensive nature and because of dependence on foreign technical expertise
- The banking, telecommunications and retail sectors that are growing neither create many jobs nor generate much tax revenues or export income
 - Endangering redistribution of wealth and Tackling income inequality and eradication of poverty

6.0 1st NIP and Transformative Development: The Missing Link (Cont'd)



- Nigeria's national savings and investment rates do not compare with those of other emerging market economies
 - Or industrialized/semi-industrialised economies which are in the league of top 20 economies or moving nearer it
 - The average investment rates for Nigeria is 15% as against Sub-Saharan Africa (21.2%), Middle East and North Africa (26.4%) and the Developing Economies of East Asia (42.0%)
 - And investment/GDP ratio of 24% required for Transformative development as specific by UNCTAD
- Poor infrastructure, especially inadequate and epileptic power supply
- Deviations between the Plans' allocations and the annual budgets
- Lack of development and operationalisation of sector strategic plans, at the States' level

6.0 1st NIP and Transformative Development in Nigeria: The Missing Link (Cont'd)



- Inadequate synergy among government's blue prints
- Bridging skills gap in the areas of Planning, Monitoring, Research
- Lack of commitment to plan implementation
- Ineffective framework for monitoring of plans and budget performance
- Lack of baseline data for most of the socio economic statistics at the subnational level
- Slow pace of Global economic recovery
 - Current development where oil producing countries, including Nigeria are faced with declining oil prices
 - Need for states and national Government to prepare contingency plans
- Challenge of graduates not being employable
 - Need to review the education curriculum
- Absence of credible communication strategy on strategic planning and plans

7.0 Building-Up to the 2nd NIP

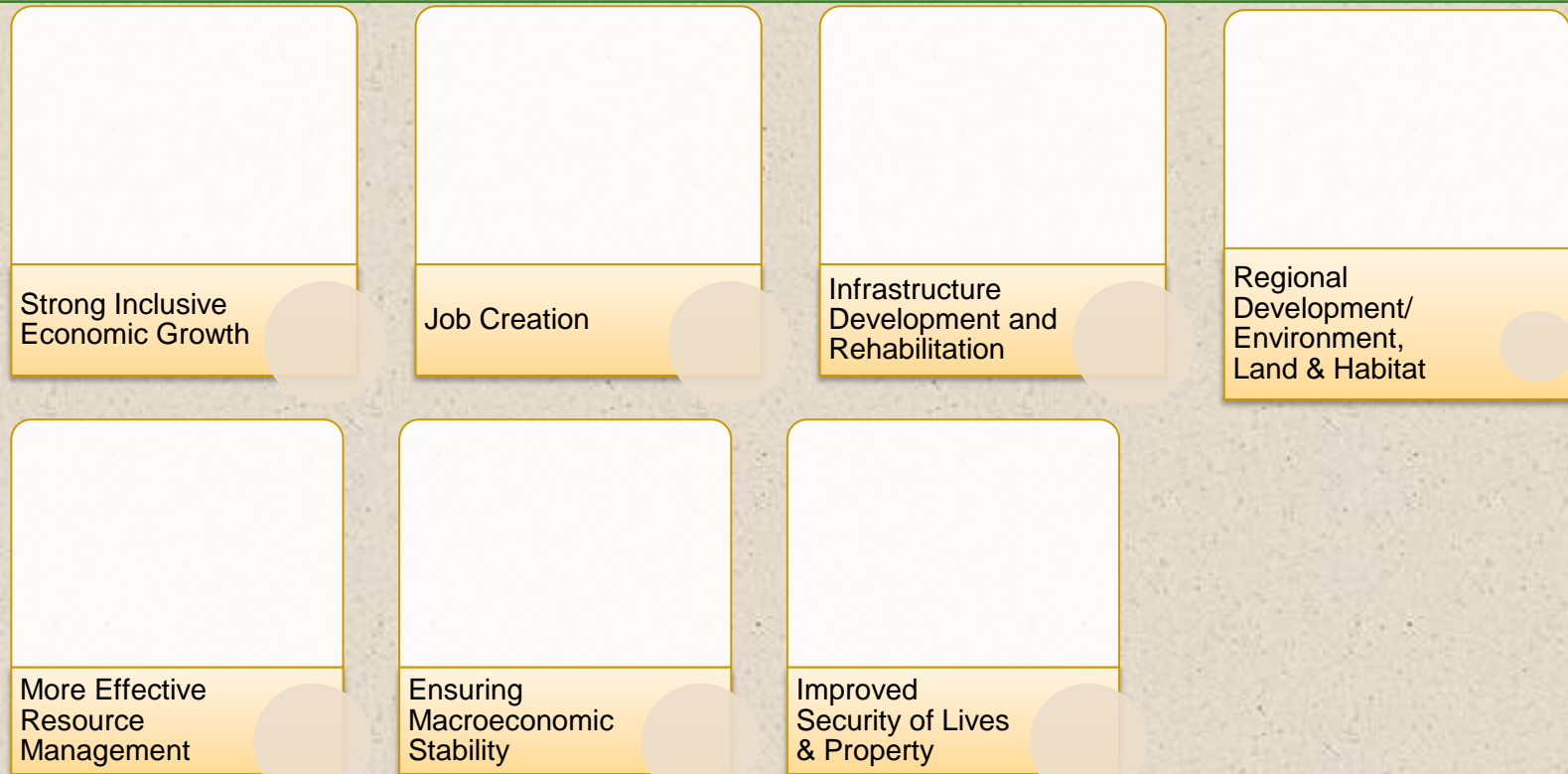


- Current Administration is fully committed to transformative growth and development of the country
 - A review of 1st NIP implementation had been carried out
 - In the process of developing the 2nd NIP of NV20:2020
- The 2nd NIP will take cognizance of the features and requirements for successful transformations of the country
- A transparent integrated and consultative process to be adopted for the development of 2nd NIP
 - All States to be actively involved and the private sector/CSOs

7.1 Proposed Key Policy Thrust of the 2nd NIP



- The proposed key policy thrusts of the 2nd NIP will be hinged on



Timeline for developing the 2nd NIP is November 2014 – August 2015

7.2 Other Key Issues for Consideration of 2nd NIP



- Transformative growth should be the main focus of the next development agenda
 - It will ensure that our growth has depth to transform the national economy
- Key issues for consideration
 - Composition of public expenditure and investment
 - Diversification of production
 - Export competitiveness and diversity in exports
 - Productivity in manufacturing and agriculture
 - Skills and technological challenges
 - Human wellbeing: involves many factors, including incomes, employment, poverty, inequality, health, and education, as well as peace, justice, security, and the environment

7.2 Other Key Issues for Consideration of 2nd NIP (Cont'd)



- Increasing states' capacity for macroeconomic management, public expenditure management, and guiding economic transformation
- Developing people's skills for a modern economy
- Boosting domestic private savings and investments
- Attracting private foreign investment
- Building and maintaining physical infrastructure
- Promotion exports
- Facilitating technology acquisition and diffusion.

7.0 What Role for States Planning Commissions?



- The States' Planning Commissions (SPCs) are key drivers of our strategic planning framework at the sub-national level
- The SPCs are expected to work closely with the NPC in ensuring effective production and implementation of plans that will lead to transformative development
- SPCs to work closely with their statistical agencies and other MDAs in their respective States
- Perm Secs of States' Planning Commissions that are yet to develop strategic plans should commence **the process**
- SPCs to lead the process of coordinating and developing their 2nd NIP or successor plans at the state levels
 - To develop consultative process and credible communication strategy for strategic plans

7.0 What Role for States Planning Commissions? (Cont'd)



- Facilitate increased investment in higher educational and skill levels of the labour force as a crucial factor of higher productivity.
- Ensure leadership and effective coordination of priorities and programs between national and sub-national levels
 - Promote value chains and industrial clusters
 - Implement trade policies favorable for industrial growth and competitiveness
- Encourage distributive and social policies
- In designing the plans, the States Planning Commission should focus on the areas based on analysis of local circumstances
- Arrange capacity building programmes for the staff of the States' Planning Commissions and other MDAs in the area of strategic planning, policy formulation and research development

Thank You

