Contemporary Trends in Development Planning in Nigeria (2013-2025)

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Abstract

Developmental challenges of a country may hardly be surmounted without a clear blueprint that identifies societal problems through well-articulated objectives, strategies to be adopted and relevant institutions for implementation. This explains the increase in number of countries drawing national development plans. It further underscores the numerous development plans in Nigeria since independence which many studies have investigated, especially those initiated between 1946 and 2012. However, little attention has arguably been given to Nigeria's development plans in over a decade, which necessitates this paper that seeks to examine contemporary trends in the country's development planning from 2013 to 2025. The study utilised secondary data and textual analysis to interrogate development plans within the period. Consequently, the study submits that development plans within this period recorded insignificant success. In highlighting some of the issues responsible for the poor performance of the development plans, the paper recommends sustained emphasis on bureau-professionalism anchored on the Weberian merit-driven nuances, and institutionalising the inclusive model of national planning among others.

Keywords: *Development; Economic Recovery and Growth Plan; Economic Sustainability; National Development Plan; Nigerian Agenda*

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Introduction

Development plan is a critical component of governance directed at the future and captures developmental objectives as well as strategies for achieving them. It is a gateway to national development because its absence makes development unattainable (Abubakar, 2021; Ofoma, 2023). Building on this, Udofa & Ekeuwei (2023) posit that national development is arguably linked to a blueprint or framework tagged "plan" which ensures strategic resource allocation aimed at achieving economic growth, job creation, infrastructural development, poverty alleviation, quality healthcare, robust education system, and citizens living standard. There is an increase in number of nations with national development plans, from 62 to 134 between 2006 and 2018; and about 80 percent of global population now reside in countries implementing national development plans (Chimhowu, Hulme & Munro, 2019). Beyond its importance to national development, the above shows that centralised planning is a deliberate exercise grounded in rigour with workable strategies clearly set out. Ndung et al (2022) avers that development plan is neither accidental nor natural but intentional action, designed to move countries forward.

There is a plethora of studies on development plan supporting the aforementioned, thus increasing the recognition of its importance to rural, national and global development. Mubrarak, Ibrahim & Sadiq (2005) pivoted their study on development planning culture in Nigeria, while Anam et al (2024) investigated Economic Recovery and Growth Plan, Economic Sustainability Plan and National Development Plan in Nigeria under President Muhammadu Buhari. The precision of these studies are not debatable, especially in the current efforts at national development in African and other third world countries but their areas of coverage are apparently not adequate, comprehensive and robust enough; indicating the failure to discuss the patterns of development planning in these countries. In an attempt to fill this gap, this paper seeks to examine contemporary trends in development planning in Nigeria from 2013 to 2025. This paper therefore proceeds with conceptual clarification of development plan before exploring various development plans in Nigeria within the period such as Economic Recovery and Growth Plan (2017-2020); Economic Sustainability Plan (2020); National Development Plan (2021-2025); and Nigerian Agenda (2050).

Development Plan: Concept and Issues

Development can be traced to certain pre-conditions such as economic, socio-political, cultural and human resource factors; amplifying the need for development plan which is the responsibility of central government to draw up and identify strategies capable of meeting the needs and aspirations of the citizens (Alfakoro, 2021). The need for development encouraged some countries to initiate a plan framework which could be used to measure the compatibility of objectives and consistency of policy. While some countries with effective private sector designed their development plans as projections providing guidelines for private sector; others adopted more comprehensive and detailed blueprint focusing on specific sectors and industries. Moreover, some have development plans which are mainly hinged on acquisition and allocation of public resources. On the whole, it is more of a systematic approach to development process and a continuing effort to consistently implement economic policy (United Nations in De Siqueira, Mtewa, & Fabriz, 2022).

Development plan is typically designed in short, medium and long terms which specifies developmental outcomes to be met, build consensus and opportunities for realizing the outcomes. Beyond this, it sets out the responsibilities and contributions of various sectors and stakeholders, providing strategic framework which ensures more detailed and regular budgeting within the period. It could enhance economic growth and employment creation; targeting poverty reduction; hence, the recognition of Gross Domestic Product, employment and poverty rates as measurement indicators.

The foregoing highlights the critical role of government through its ministries, departments and agencies which are viewed as process-driven and implementing authorities. Acknowledging the indispensability of government in development plans; Ibrahim & Siiba (2020) argue that development plan could resonate from the manifesto of a political party for electioneering or government action plan after emerging. Development planning as a long-term programme designed to effect some permanent structural changes in the economy is connected with the involvement of government in the economy, whereby it sets out objectives about the way it wants the economy to develop in future and then intervenes to achieve those objectives. "Development plan is necessary because development is neither accidental nor does it … (run on auto-pilot)…, it is expedient to plan it deliberately" (Muhammed, 2020:1). Countries can pursue development plans which articulate economic, social and environmental needs, which in turn shape the cooperation and

partnership between the government and other relevant stakeholders such as private sector, donor agencies, and international organisations.

Conceptually, development plan is viewed as a long-term programme designed to ensure durable structural transformations in the economy; enabling government participation by way of setting economic objectives, and providing interventions to achieve those objectives. It is a deliberate government effort to direct and in some circumstances, determine the trend of economic performance over a certain period of time in order to achieve defined objectives (Todaro in Ofoma, 2023). It can also be seen as a well-documented and rigorously articulated policy instrument aimed at allocating a country's scarce resources (Olalekan, 2023).

The above account suggests that development plan of a country is deliberate and technically designed to tackle fundamental issues, thereby showing the direction the country is headed. It is initiated and driven by government through its planning institutions with the support of other stakeholders such as private sector, civil society organisations and international organisations. In essence, development plan must clearly show its objectives, strategies for achieving those objectives and relevant government institutions needed to drive and facilitate the process. United Nations in De Siqueira, Mtewa, & Fabriz, (2022) observes that development plan is basically a responsibility of government and in some countries designed to be driven by public sector, reflecting in part, the degree to which the government determines productive capacity and weaknesses of market mechanism.

Overview of Development Plans in Nigeria (2013-2025)

There are various development plans in Nigeria beginning with pre-independence plan of 1946-1956 undertaken to put the country on the path of development. However, the poser is whether those plans were able to achieve their objectives? In attempting to respond to this, United Nations in Browne (2012) argues that the level to which a development plan has contributed to advancing development could only be established on case by case basis. Literature on Nigeria's development plans especially from 1945 to 2012 are replete; showing the extent to which they succeeded in accelerating development (Daggash 2008; Ugwu 2009; Ibietan & Oghator, 2013). The next section examines development plans from 2013 to 2025; which are Economic Recovery and Growth Plan (2017-2020); Economic Sustainability Plan (2020), National Development Plan (2021-2025); and Nigeria Agenda (2050).

Economic Recovery and Growth Plan (2017-2020)

On ascendancy in 2015, the Buhari's administration recognised the critical role of the economy to development; thus making deliberate attempts to fundamentally change national economic performance. This is in consonance with his campaign promises of transforming the economy among others. Accordingly, the Strategic Implementation Plan (SIP) for the 2016 Budget was designed as a short-term effort in this regard. Arguably, there were visible achievements emanating from those measures, the government felt that more needed to be done to position the country on the path of accelerated and sustainable development.

Building on the Strategic Implementation Plan, the Economic Recovery and Growth Plan (ERGP), a Medium Term Plan for 2017 – 2020 was developed with a view to galvanising economic growth while leveraging creativity and perseverance of Nigerians in the top-most wealthy bracket. It was also aimed at restoring economic growth under the recession witnessed in the second quarter of 2016, on account of mono-product economic practice which undermined the capacity to sustain growth, create job opportunities and tackle poverty. The ERGP was equally pivoted on the evolving role of government in the 21st Century as an omnibus provider of goods and services.

The importance of science, technology and innovation was acknowledged in transforming Nigeria to a knowledge economy. The plan aligned with the Sustainable Development Goals as the initiatives could surmount its three dimensions of social, economic and environmental sustainability issues (Solomon & Fidelis, 2018; PAWED Advocacy Coalition, 2022). The ERGP had three objectives with its implementation strategies developed to ensure inclusive growth; advancing national development through restoration of growth, investment in human capital and building globally competitive economy (Otinche in Mubarak, Ibrahim & Sadiq, 2025). The plan was developed to take Nigeria out of recession while targeting a growth of 7 percent at the end of 2020, with an annual average real GDP growth rate of 4.62 percent between 2017 and 2020, and reducing inflation to a single digit of 9 percent by the end of 2020 from 18.6 percent in 2016. These were meant to be driven by non-oil sectors (Ministry of Finance, Budget and National Planning, 2021).

Economic Recovery and Growth Plan was gender sensitive as it gave special attention to empowerment of women; reflecting the provision of micro-loans through the Government Enterprise and Empowerment Programme (GEEP), and Women Empowerment Fund; scaling up of GEEP to provide credit to 1.6 million Nigerians including youth, farmers and market women; and construction of special

schools for girls in 13 pilot states under Education. The implementation of the first-three programmes was done mostly under the National Social Investment Programmes (NSIP) consisting of Government Enterprise and Empowerment Programme (GEEP), Npower, conditional cash transfer, and the Home-Grown School Feeding Programmes. For instance, it was recorded that GEEP provided micro-loans to 2.5 million business outfits that were managed and owned by women, youth and farmers. Through MarketMoni, TradeMoni and FarmerMoni, interest-free loans of ₦10, 000.00 and above were offered to women and youths to enable boost their businesses and trades. Out of 2,279,380 enrolled, 54.3% were women while the youth constituted 46% (PAWED Advocacy Coalition, 2022).

The argument (made earlier) about government implementing the plan especially using National Social Investment Programmes is strong, but its level of success generated mixed reactions. Strengthening the debate, Ofoma & Umar (2024) observe that GEEP recorded far reaching impact unlike Conditional Cash Transfer which yielded unsatisfactory results on account of unsustainable nature of the scheme and rising inflation which depreciated the value of the money given as loans to market women among others. Also, National Home Grown School Feeding Programme had insignificant impact when juxtaposed with the country's school enrollment statistics which was arguably non-impressive. From a negative real GDP growth of -1.58% in 2016, the economy grew gradually to 2.27% in 2019; however it declined to -1.92% in 2020, owing to the Covid-19 pandemic. Year-end inflation declined from 18.55% in 2016 to 11.98% in 2019, with the trend reversed in 2020, ending the year at 15.75% due to supply constraints associated with the Covid-19 pandemic, higher transportation and processing costs, and challenging security conditions. Unemployment rate rose from 14.23% in 2016 to 33.28% in 2020 based on lower real GDP growth. Total revenue increased from 5.5 percent of GDP in 2016 to about 7.9 percent in 2019, reflecting tax policy and administration measures including the widening of tax base through efforts to increase the number of taxpayers; revenue as a percent of GDP, however, fell to 5.94 percent in 2020, resulting from the impact of the pandemic" (Ministry of Finance, Budget and National Planning, 2021).

It is plausible to argue that government concentrated on infrastructure and social expenditures, leading to a rise in consolidated expenditure-to-GDP ratio of 11.80 percent in 2020, compared to that of 2016 that was 9.5 percent. Therefore, the government's overall fiscal deficit rose from 4.0 percent of GDP in 2016 to 5.86 percent in 2020; making the government to depend on domestic and external borrowing, with Nigeria's total public debt rising from ₦17.36 trillion in 2016 to ₦32.92trillion in 2020. The performance of external reserves was strongly connected

to oil price and international financial market trends. While there was a relative stability in exchange rate up to 2019, it increased dramatically at the end of 2020 at ₦380.01/US$1. The account position was mostly in surplus between 2016 and 2018 as external reserves increased from $25.84bn in 2016 to peak at $43.12bn in 2018, but fell to $35.37bn in 2020 (Ugwueze, 2022).

It can be stridently contended that the performance of the economy during the period of Economic Recovery and Growth Plan was commendable as its trends were slightly positive for larger part of the period before the reversal in 2020, which was linked to strong impact of COVID-19 pandemic on government finances, crude oil market and foreign exchange earnings. While the COVID-19 pandemic controlling measures such as lockdown policy implemented by the government negatively impacted on domestic production, prices and availability of goods and services, the swiftness and effectiveness of the government's fiscal and monetary initiatives against the pandemic resulted in the early recovery from the recession. Thus, validating the resilient nature of Nigeria's economy.

Economic Sustainability Plan (2020)

The damning impact of COVID-19 pandemic leading to the reversal of ERGP success, specifically on government finances, foreign direct investment, and local production compelled the government to develop Economic Sustainability Plan (2020) containing strategies to revive every sector of the economy. Therefore, Economic Sustainability Plan typifies a rigorous and robust response to COVID-19 pandemic related issues (Federal Ministry of Finance, Budget and National Planning, 2021).

Economic Sustainability Plan (2020) was a national development plan initiated and launched on 2nd April, 2020 with a view to mitigating the impact of recession while stabilising the socio-economic indices of the country in consonance with the objectives of Economic Recovery and Growth Plan. It was a one year plan (short term) from June 2020 when it was approved by the Federal Executive Council to May 2021. The development of Economic Sustainability Plan did not suggest the inability of Economic Recovery and Growth Plan (2017-2020) to take the country out of recession, but its inability to sustainably transform the nation; positioning it on the path of development because Nigeria entered another recession three years after launching Economic Recovery and Growth Plan (Anam et al, 2024). Although, the recession was traceable two consecutive contradictions of the Gross Domestic

Product in the second and third quarters of 2020, but that resulted in the development of Economic Sustainability Plan with the following strategic objectives:

1. induce the economy by ensuring business and liquidity sustainability;
2. create employment opportunities through labour-intensive approaches in critical areas of the economy such as agriculture, housing and facility maintenance etc;
3. carryout infrastructural investments in roads, solar power, bridges and communication technologies aimed at creating jobs and improving the economy;
4. promote manufacturing and local production at every level by encouraging the utilization of locally produced goods and services, as an avenue for providing employment opportunities, ensuring self-sufficiency in key areas of the economy, and tackling high demand for foreign exchange which could affect the local currency; and
5. provide protection to the poor and vulnerable people through pro poor measures (PAWED Advocacy Coalition, 2022).

The Plan was funded by stimulus package of ₦2.3 trillion which was raised through CBN structured lending ₦1.11billion; special account of ₦500billion; foreign loan of ₦334billion and ₦302.9billion from other sources. The stimulus package was designed to achieve annual economic growth of 2.82% and 0.95% in 2020 and 2021 respectively; but it recorded average GDP growth of 1.93% against its projection of 2.82% and moved Nigeria out of recession with 0.11% GDP growth in the fourth quarter of 2020 (Khalid, 2023). The trend continued even in first quarter of 2021; showing positive outcomes of the stimulus package of Economic Sustainability Plan. It can be persuasively argued that Economic Sustainability Plan stimulus package was largely an implementation of fiscal policies complemented with monetary policies, deliberate interventions and social programmes aimed at providing strong support to sub-national governments, private sector organisations, households and individuals through tax relief and grants among others. Specifically, the programmes focused on these:

1. Food security, improved agricultural production and creation of 5 million of jobs;
2. Improved housing system by constructing 300, 000 homes and creating 1.8 million jobs;

3. Equal access to energy through provision of solar power for 5 million households by 2023 and creation of 250, 000 jobs in the sector;
4. Creation of employments for youths and women post COVID-19 through digital economy, empowerment programmes, interest-free loans and conditional grants for small businesses etc;
5. Creation of 296,000 jobs through construction and rehabilitation of roads across the country;
6. emergency measures to COVID-19 pandemic through the implementation of some safety guards and provision of safe water supply;
7. Social intervention programmes to improve support to the poor and vulnerable individuals;
8. Support to aviation industry; and
9. Programmes in education, science and technology and internal security (Federal Ministry of Finance, Budget and National Planning, 2021).

Although, there were notable successes recorded by the Economic Sustainability Plan, it is debatable whether the plan gave special attention to women as there was no specific empowerment programme designed for women beyond the lump sum programme tagged "Jobs for Youths and Women Post Covid-19" meant to promote gender diversity and increase access to resources and economic opportunities.

National Development Plan (2021-2025)

Nigeria's National Development Plan (2021-2025) can be viewed as a medium-term plan designed to unleash the potentials of the country in all sectors of the economy aimed at achieving sustainable and comprehensive national development facilitated by the Federal Government with the involvement of sub-national governments, private sector and Civil Society Organisations. It was a deliberate effort geared towards carrying citizens along through its inclusive and participatory approach. Its vision aligns with the efforts made to ensure socio-economic transformation of Nigeria as conceived in the long-term objectives of the country outlined in the Nigeria Agenda 2050 (Ochiga & Gogo, 2025). Anam et al. (2024) posit that National Development Plan (NDP) came into existence on the premise of policy measures aimed at tackling economic and sustainability issues in the country. The plan was conceived against the backdrop of multiple developmental issues in the country

which require both medium and long-term approach. The issues were bureaucratic dysfunctions, insecurity, poor economic growth, climate change, and infrastructural deficits among others. Accordingly, NDP sought to ensure massive investment in infrastructure; improve standard of living, stabilise macroeconomic indices and implement disaster management strategies among others.

Predicated on the success and lessons of Economic Recovery and Growth Plan, NDP was integrative and multi-dimensional in its approach, acknowledging the complex nature of sustainable development which demands simultaneous and coordinated interventions to executing development programmes. To this end, National Development Plan (2021-2025) was anchored on four strategic objectives thus: building a solid foundation for a diversified economy; investment in critical infrastructure; establishing a strong framework and improving capacity to promote good governance; and providing a conductive environment for knowledge economy (Ministry of Finance, Budget and National Planning, 2021). The plan sought to create 21 million full-time jobs and move 35 million citizens from poverty by 2025, thereby providing a basis for fulfilling the government's promise of pulling 100 million Nigerian citizens out of poverty in 10 years (Anam et al., 2024). Upon the recognition of local government as relevant authority, the plan projected an investment of ₦6 trillion for programme implementation by the third tier of government, while contributing to creation of job opportunities through the One-Product Initiative targeting youths and women. Unlike Economic Recovery and Growth Plan (2017-2020) and Economic Sustainability Plan (2020), National Development Plan (2021-2025) gave reasonable attention to women empowerment. It is a departure from the status quo as there was more consideration on economic empowerment of women in different sectors of the economy (Ekpenyong, 2024).

However, the plan did not define the target for women in some of the programmes and objectives. There is a debate on the issue of women and girls being limited by certain religious, cultural and economic challenges in assessing opportunities in their communities, National Development Plan (2021-2025) failed to specifically establish a target on the number of women that could benefit from the housing supply rate of 1, 000, 000 per annum, even amidst the perception that only 2.5% and 4.2% of Nigerian women own house and land alone respectively. This is in tandem with the observation on advanced digital skills programmes as 500, 000 graduates were mapped out for enrollment annually, without a specific percentage for women. Additionally, the plan sought to reduce youth unemployment rate from 42% to 25% by 2025, without deliberate efforts to make similar provision for women who are equally unemployed (PAWED Advocacy Coalition, 2021).

Nigeria Agenda (2050)

Nigeria Agenda 2050 was designed on the basis of numerous national development issues and the need to tackle them using both medium and long-term framework. The development challenges are: untamed/unchecked population growth, debt overhang and sundry economic ills, unabating insecurity, low productivity, social instability, bureaucratic dysfunctions, harsh business environment, increasing rate of poverty, high import dependency, and rising unemployment among others. Accordingly, the Agenda is a perspective plan crafted to ensure the transformation of Nigeria from a developing economy to an Upper-Middle Income Country which requires a paradigm shift in the foundational support of the economy targeted at guaranteeing competitiveness and value-added production, leading to increase in per capita income. The plan also intends to develop a strategy for achieving sustainable environment that aligns with global best practices on climate change (Chimezie, 2025).

Nigeria Agenda 2050 is a long-term strategy built on robust indicators, with annual budgets and medium-term plans serving as lower-level benchmarks. The framework leverages real-time monitoring and periodic review mechanisms to discover areas that require adjustments and updating as circumstances change. It is based on seven pillars, as follows: adequate implementation, communication, monitoring, and evaluation of the Plan; progressive economic growth and development; adequate provision of necessary infrastructure; good governance and vibrant bureaucracy; development of social and human capital; environmental and regional development; and appropriate linkage with the medium-term plans and annual budgets.

It is observable from the foregoing narrative that the Nigeria Agenda 2050 targets accelerated, sustained and comprehensive growth, providing strong foundations and approaches for tackling issues of poverty, unemployment, inequality and deprivation. This envisioned progress depends largely on an environment that enables all the citizens to contribute maximally to socio-economic growth of the country and based on altruism. The specific programmes, strategies and interventions to be implemented are predicated on five-year Medium-Term National Development Plans (MTNDPs). The MTNDP 2021-2025 had been approved as well as published, and the implementation is in progress, while the remaining five MTNDPs 2026-2030, 2031-2035, 2036-2040, 2041-2045, and 2046-2050 will benefit from the implementation of their respective preceding plans. The annual budgeting exercises are expected to give priority to the programmes and projects

captured in the respective 5-year Medium-Term National Development Plans to achieve the broad objectives of the Agenda. Specifically, it seeks to achieve annual average real GDP growth rate of 7.0 percent during 2021-2050 while projecting that per capita annual income will increase to about US$ 33,328.02 by 2050. The anticipated higher growth rate requires increased capital accumulation, with investment as a ratio of GDP increasing from the current 29.40 percent to 40.11 percent by 2050. The increase in investment will be funded through domestic and foreign assistance/sources.

Aligning with the Nigeria's aspirations of consolidating democracy, peace, unity and justice by 2050, the plan will adopt workable strategies and policy initiatives targeted at positioning the country as an African regional power as well as global economic force. By 2050, Nigeria intends to be a robust, industrialised, dynamic and knowledge driven economy with the capacity of engendering inclusive and sustainable development for the benefit of citizens. The Agenda seeks to achieve an annual average of 7 percent GDP growth rate during 2021-2050 and a per capita income of $33,328.02 by 2050. Nigeria Agenda 2050 is anchored on three fundamental factors, namely:

1. restructuring governance system with strong institutions and bureaucracy capable of delivering quality services to the people;
2. inclusive and sustainable growth of a private sector-driven economy through the concentric diversification of the economy; and
3. empowering Nigerians by ensuring a balance between economic growth and social welfare (Federal Ministry of Budget & Economic Planning, 2021).

The implementation framework of the Nigeria Agenda 2050 is hinged on the premise of continuity especially between successive governments together with adequate ownership of various aspects of the plan by relevant ministries, departments and agencies of government. The implementation framework will be underpinned by the six medium-term national development plans which are MTNDPs 2021-2025, 2026-2030, 2031-2035, 2036-2040, 2041-2045, and 2046-2050 within the context of National Monitoring and Evaluation Framework which has already been approved. Therefore, government ministries, departments and agencies are expected to demonstrate ownership of the Agenda's policies, programmes and projects to ensure proper implementation and reporting. Furthermore, government will adopt workable measures to ensure massive participation of Nigerians and Civil Society Organisations among other stakeholders.

It is premature to assess the performance of the plan, but from the foregoing discourse, it is discernible that Nigeria Agenda 2050 is a long-term plan designed to tackle developmental issues such as poverty, inequality, unemployment and deprivation, with the intention of moving Nigeria to the level of upper middle-income economy, at average real GDP growth rate of 7 percent, nominal GDP of US$11.7 trillion and per capita income of US$33,328 by 2050, as contained in the document cited above.

Conclusion

It is manifest that Nigeria implemented several plans since 2013 aimed at accelerating development in the country. While the development plans excluding Nigeria Agenda 2050 (whose performance cannot be evaluated now) recorded certain achievements, one of the salient issues remains the dismal outcome of many initiatives anchored on such plans. This underscores the complicit role of the bureaucratic, political and governing elites in Nigeria's development and public affairs.

The inability of the country to attain development cannot be attributed to absence of workable development plans, but weak political will and sundry bureaucratic afflictions stymie correct implementation of policies and programmes of the plans to achieve their desired objectives, as witnessed over the years (Ibietan & Oghator, 2013). Ofoma & Ibietan (2025) furthers that development may be elusive to Nigeria if governance and public institutions are not capacitated for developmental policies and programmes delivery.

Successive governments have arguably adopted top-bottom approach in development planning process especially during formulation, and this approach is not inclusive. It is noteworthy that agencies operating at sub-national governments' level are usually outlined as parts of the implementing institutions, their inputs are hardly sought at plan formulation stages despite their strategic location and proximity to the grassroots.

It is axiomatic from the foregoing discussion that Nigeria's development plans within the period under review recorded insignificant success on account of the above concerns among others. Based on the foregoing discourse, the paper recommends the following:

1. There should be sustained emphasis on bureau-professionalism anchored on the Weberian merit-driven nuances. Training/retraining of public

servants, appropriate motivational incentives that are potent enough to neutralise all forms of bureau pathologies cannot be overemphasised.

2. Institutionalising the inclusive model of national planning that incorporates vertical forum/structure (federal, state and local governments) involved at every stage of the planning is a necessary condition. Additionally, aligning national and sub-national development plans will produce robust results and offer a holistic approach to development planning.
3. Developing unambiguous and achievable objectives based on national priorities, measurable targets, timelines; realistic budgets and accurate socio-economic data are irreducible minimum requirements for effective plan outcomes.
4. The study calls for strong political will from leading personnel of the State and public bureaucracy to execute policies, programmes and projects on a continuous basis, and across transitions in governance.
5. Inter-ministerial, departmental and agency collaboration/mechanisms for continuous plan monitoring and evaluation should be sustained as national culture for development planning.

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