

**STRATEGIC PLANNING AS A TOOL FOR SUSTAINABLE URBAN MANAGEMENT
IN DEVELOPING COUNTRIES**

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ABSTRACT

Sustainability is a concept that has been around for over 30 years. It has generated considerable amount of literature in urban planning, architecture and urban design. Sustainability as a concept has been used to shape policy discussion on urban form and urban management around the world. With the increasing urbanization and the awareness that urbanization has deteriorating effects on the environment there is the need for a comprehensive and strategic approach to urban management. The purpose of this study is to explore strategic planning as a tool for managing cities in the developing countries. The paper start by defining what is meant by strategic planning; it explore the strategic planning process and provide a review of other tools that could be used to support or evaluate strategic planning outcome. The paper concludes with a recap of the importance of strategic planning in urban management in developing countries.

Keywords: Sustainability, Sustainable, Strategic Planning, Urbanization, Environment

INTRODUCTION

Sustainability is a concept that has been around for over 30 years; it is a concept that has generated a considerable amount of studies in the field of urban planning, architecture and urban design. Sustainability has been used to describe and shape policy debate on urban form and urban management around the world. It became popular with increasing awareness of the effects of population growth and urbanization on the natural environments around the world. It was estimated that by 2008, over half of the world's population lived in cities and this was expected to increase by 72% between 2000 and 2030 (Dempsey, Bramley, Power & Brown, 2009). Sustainable development, smart growth, livable communities are concepts that have been used to describe the need to find a balance between human activities and the environment and to address social inequality and social justice in the society. Sustainable communities are defined as "places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all" (Dempsey, Bramley, Power & Brown, 2009, p. 2). The role of cities in sustainability has become prominent because of their unique role in meeting human needs either for employment, housing, recreational or other related services. Some of the issues and challenges facing many cities in the developing countries especially Nigeria include but not limited to corruption, ineptitude, poor infrastructure such as unstable power supply, poor road conditions, lack of reliable transportation systems, indiscriminate waste disposal and management and general shortage of funding. Shehu (2004) defines corruption as behaviors that deviate from the norms or "the utilization of official positions and titles for personal or private gains". Corruption adds to the cost of doing business and could inhibit cities ability to fulfill their mandates.

The purpose of this article is to explore how strategic planning can be used as a tool for promoting sustainable communities in the developing countries especially in Africa. Cities and organizations are used interchangeably to mean the same thing. The paper start by defining what is meant by strategic planning; it explore the strategic planning process and provide a review of other tools that could be used to support or evaluate strategic planning outcome. The paper concludes with a recap of the importance of strategic planning in organizational management and as it relates to city management and sustainable communities in the developing countries. The paper is intended to contribute to literature on management and planning in the developing countries where according to Kauda (2010) and Wanasika, Howell, Littrell and Dorfman (2011) there has been few studies compared to other regions of the world. The paper is unique because of its relevance to management of cities in developing countries and a tool for addressing urbanization and urban challenges. The paper shows the connection between theory and practice of organization management and provides urban practitioners with a tool that can be used for holistic system approach to solving urban problems, enhance organizational performance, build public trust, and improve organization outcome.

LITERATURE REVIEW

Strategic planning

Strategic planning is one of the tools for organization management; it establishes ways to address strategic issues facing an organization. The benefits of strategic planning include the ability to respond to critical and fundamental issues facing the organization; ability to address what Bryson (2011) called the subjective question of purpose and competing values; and ability to respond swiftly to political environment, and to be sensitive to expectations from stakeholders. In general, strategic plan allows organizations to understand the environment in which they operate and the challenges that they face both internally and externally. It allows organizations to respond quickly to internal and external threats as a result make organizations to be more effective and resilient. As noted by Bryson (2011), strategic planning allows decision makers to focus on the challenges facing the organization and able to communicate with their stakeholders the directions they want to take the organization.

Strategic Planning Process

The first step in strategic planning process is for someone within the organization to initiate the process. In the public sector, strategic planning could be as a result of a mandate from the political leadership. It does not matter who initiates the process or how it is initiated what is important is to ensure that there is stakeholder buy-in right from the beginning of the planning process.

The second step is the identification of the stakeholders. Stakeholders as used in this context are individuals, groups and entities that rely on the organization for services as well as other organizations that support the organization. Identifying and getting the right persons in the right seats are very crucial for successful planning. The stakeholders help identify problems and challenges facing the organizations and find a collaborative and decisive ways to address strategic issues; they help develop the initial agreement on the outline for the planning efforts and bring skills set to help identify policy issues, formulate policies and provide ideas on how best to implement the policy changes in a fair and equitable manner. The ethical considerations to consider in identifying and working with stakeholders include the procedural justice and the doctrine of no surprises. The organization stakeholders must have equitable representation in the planning process and they must be afforded the procedural justice to be heard and to understand the planning process and what changes could occur as a result of the planning effort. The doctrine of no surprises according to Bryson (2011) is to keep stakeholders informed of progress, events and impending decisions and avoid anything that could come as a surprise to the stakeholders therefore the planning process must be seen to be fair and transparent in order to gain credibility. In describing stakeholder theory, McVea & Freeman (2005) talked about the importance of knowing your stakeholder and building relationships that last. The planning effort as a deliberative effort should allow for the development of stronger relationship, collaboration and partnership among the stakeholders and with this objective in mind, efforts should be made to look at the immediate needs and goals of the organization as well as the vision for the future. Successful stakeholder identification helps the agency leadership identify and cultivate its support base.

The third step in strategic planning process is the establishment of a strategic planning committee which should include key management staff within the organization; one or two individuals representing the primary decision makers within the organization; external representatives from state and local governments, NGOs, media and the general public. The strategic planning committee shall develop a planning process and steps towards the planning outcome. The process shall include agreement on information gathering process, number of meetings to be held, where the meeting will be held, how to conduct the meeting, drafting of the plan and how hot (controversial) issues will be resolved and the anticipated results of the planning effort. This will be similar to what Bryson (2011) referred to as “deliberative pathways”. According to Bryson, “strategic planning approached as the design and use of settings for deliberation must include an awareness of the features of effective deliberation, including the deliberative pathway that might be available for use”. The committee shall include individuals with ability to develop policies from the planning efforts and an individual who will be charged with the implementation of the policy. The committee shall be responsible for the planning process and shall forward its recommendation to the appropriate authority that is charged with the approval or adoption of the plan and for seeing to the implementation of any policy changes that came out of the strategic planning effort. Without someone to initiate a strategic planning effort and an organization to sponsor it, strategic planning effort will not take off and without the support of decision makers the process may not get the legitimacy and mandate necessary to successfully complete the process and the outcome implemented.

Stakeholder identification

The best way to identify stakeholders in strategic planning efforts is to conduct a stakeholder analysis. Stakeholder analysis would help sort the stakeholders into hierarchical levels, roles and perceived salience. Stakeholder participation does not have to be among or between power players but based on “best fit” – best fit in the sense of what fits the organization mission and mandates. Parent and Deephouse (2007) noted in their study that most stakeholders are definitive, dominant or dormant types as a result planners should be conscious of the different personalities that sit at table to minimize possible disruptions, coercion or imposition of ideas which could be detrimental to the planning process or the outcome. Bryson (2011, p.407) suggest the use of power versus interest grid as a means to sort out the stakeholders. The stakeholder analysis is one of the methods to ensure stakeholder buy-in because it ensures that the right people are at the table and bringing the right people will not only ensure buy-ins but brings legitimacy to the process and the outcome. The choice of stakeholders invited to the table should include individuals who might be able to help develop organization issue solutions into policies and also ensure that there is buy-in from those who will implement the policy.

The second strategy that could be used to ensure buy-in to the strategic planning effort is to develop a relationship with the key individuals, groups and organization that constitute the stakeholders. A professional relationship that is built on respect and mutual trust could help get buy-in into the strategic planning efforts. According to Alexander and Nank (2009, p. 369) trust is essential to any inter-organizational relationships. McVea and Freeman (2005) suggest that “adopting a view of stakeholders as real people with names and faces....focus their effort on the neglected challenge of understanding how collections of idiosyncratic individuals can work together to create value in entrepreneurial firms in ways that benefit all those who are affected”. Dewhurst and Fitzpatrick (2005) noted that putting a well thought out idea into practice “depends

on strong relationships and alliances”. The organic or network theory of organization also suggests that organizations do not operate in vacuum but depends on its environment for energy. All these statements speak to the importance of relationships and alliances in strategic planning effort. Therefore communication and building relationships with stakeholders are vital for strategic planning buy-in and for turning stakeholders into advocates for the organization.

Stakeholder analysis

Stakeholder analysis is used to identify individuals, groups or organizations that have stakes, interests, or power over the organization and grouping them. The groupings could be based on interests, agenda or the resources they bring to the table. According to Dewhurst and FitzPatrick (2005), “effective management starts with identifying the people who could impact your strategy”. Dewhurst and FitzPatrick propose the use of a simple matrix known as Johnson & Scholes model for stakeholder analysis. The following grid is a modified version of Johnson & Scholes model.

	Interest		
		Low	High
Power	Low	Low power and low interest (give minimal attention)	Low power and high interest (keep informed)
	High	High power; low interest (keep them satisfied)	High power, high interest (major stakeholder and key player – no surprises, pay close attention)

Individuals that falls under low power and low interest are the people that least present a threat to strategic planning effort and least affected by the outcome. Efforts should be made to communicate the vision of the organization and get their input into the planning process; treat them with respect and show that they are important in the planning process to their buy-in but minimal time and resources should be spent trying to please people in this category. For individuals or groups that fall within high interest and low power are more likely to be affected by the outcome of the strategic planning effort as a result they should be given a higher priority relative to those with less interest and less power. Building relationships and trust will be vital in getting this group to buy-in to the strategic planning effort; therefore getting them involved early in the process and keeping them informed throughout is vital to the success of the plan and its implementation. Individuals or groups with power but with low interest are the individuals or groups that are not directly affected or have no direct benefits in the outcome of the planning efforts, this could be decision makers or those with budget and resource control over the

organization. Individuals that fall within the high power and low interest could influence the outcome of the plan and its implementation primarily from resource/budget control therefore getting their support before taking any formal step on the strategic planning effort is important and one of the ways to do this is timing; choosing the right time and communicating the desired outcome could get this group to buy-in. The last group is individuals or groups of people that fall within the high power and high interest column; these are the key players or individuals that could help shape the direction and future of the organization; individuals representing government and donor agencies will fall under this category. These people brings skills, knowledge, and possibly funding that would be required for the organization to advance its mission and vision therefore building strong relationships with individuals in this group is important. The three groups of people that are most important in the strategic planning process are the people with high interest and low power – community groups and people with vested interest in the planning effort and its outcome; the group of people with high power-low interest such as external agencies; and the group with high power-high interest such as donor agencies and individuals responsible for the implementation of the plan. The plan will be dead on arrival without getting a buy-in from all these three groups.

Another stakeholder analysis model suggested in literature is “Michael et al model” which is “differentiation of stakeholders based on salience” (Kivitt, 2011). According to Mitchell, Agle and Wood (1997), the theory of stakeholder and salience is based on the degree to which stakeholders possess one or more of the three relationship attributes: power, legitimacy and urgency; and the degree to which managers give priority to competing stakeholder claims. According to Parent & Deephouse (2007) power has more influence on salience followed by urgency and legitimacy. Power in this context means a stakeholder coercive, utilitarian or normative means of power that can be used to influence or control the planning process or the outcome while urgency is seen as the degree to which stakeholders accept delays as acceptable or unacceptable (Kivitt, 2011). The question of legitimacy has to do with the stakeholders’ claim to the “stake” in the organization which is one of the questions that will be resolved with stakeholder analysis. It appears that Mitchell et al model of stakeholder analysis can be made simple as the “power versus interest grids” suggested by Bryson (2011) or Johnson & Scholes model. The matrix is easy to use and presents a clear knowledge of individual stakeholders irrespective of the appellation that is given to identify them. Stakeholder analysis is an important management tool that could be used to develop and strengthen cooperation and collaboration between the organization and its stakeholders.

SWOT analysis

According to Villinger (2009), many organizations fail because of lack of strategic management and accountability. Strategic management according to Goldsmith (1996) “involves formal techniques for setting organization’s long term course, developing plans in the light of internal and external circumstances (including the interests of key constituencies), and undertaking appropriate action to reach those goals” (p.1431). One of the management tools that have been used in private and public sectors is Strength, Weakness, Opportunities and Threats (SWOT) analysis. The purpose of SWOT analysis is to get information about an organization’s strength and weaknesses (its net asset or capacity) in relation to opportunities and threats (obstacle or liabilities). According to Bryson (2011), strength and weakness are usually internal to the organization while opportunities and threats are external. The strength and weakness relates to the capacity of the organization while the opportunities and threats are external influences that could affect the organization positively or negatively. The importance

of SWOT analysis is to get strategic insights to what is going on in an organization and to leverage its strength to realize opportunities and to mitigate weakness and threats (Valentine, 2001). SWOT analysis can be used to examine an organization's strong and weak points while at the same time look for external opportunities and threats. SWOT analysis is a way to strengthen an organization but it could amount to a wasteful exercise if the critical information needed to formulate strategic action plan are not available or if the process is poorly managed, or used to appease stakeholder (Goldsmith, 1996). As stated by Bryson (2011), strength and weakness are usually internal to the organization, they pertain to the organization's internal capacity or net asset while opportunities and threats are external factors that could influence the organization in a positive or negative ways. The traditional SWOT analysis however has limitations because it has no theoretical basis for understanding and rating the internal and external factors confronting an organization (Goldsmith, 1996; Valentine, 2001). Valentine (2001) therefore suggests resource based SWOT analysis as an alternative to the traditional SWOT analysis. Critical resource that can be used for SWOT analysis according to Valentine (2001) include financial, intellectual, legal, human, organizational, informational, relational, and reputational factors.

Participation and collaboration

SWOT analysis is one of strategic management tools that require participation from the stakeholders therefore input from the stakeholders must be taken seriously for the effort to be successful and if properly managed; SWOT analysis could present a clear organizational picture and can be used to justify resource allocation and basis for management decisions. A reasonably well conducted strategic planning will provide opportunities for the organization to collaborate with agencies and other organization with similar vision; reorganizing, rebranding and marketing; and engaging stakeholders. The opportunity to collaborate with agencies with similar vision will allow the organization to manage its resources in a more effective and efficient way either by sharing manpower and technology with other similar organization as a way to reduce overhead cost. A strategic planning process could also help an organization identify growing areas of needs. The growing areas of need present opportunity for the organization to grow but this would have to be done in a strategic way including planning and strategic planning and everything must be done in a way consistent with the organization's vision and mission.

According to Bryson (2011), strategic issue is a fundamental policy question or challenges affecting an organization's mandates, mission and values, products or service level and mix, clients or users, cost, financing, organization, or management" (p. 185). Therefore the identification of the strategic issue that faces an organization requires a review of the organization mandates, mission and value and answering the basic question of what, where, when, and who? The question to be asked is has the organization been able to fulfill its mandate, mission and value? Does the organization have a history of success? How can the organization leverage its organization's strength and opportunities against weaknesses and threat? The anticipated outcome from this exercise includes the adoption of a vision and mission statement for the organization. The second strategic issue that needs to be identified is any issue that deals with the organization's structure and culture. Bryson (2011) suggests that organization's purpose and culture are always an issue and every major strategic change involves cultural change as most significant gaps, inconsistencies or conflicts could point to strategic issues that need to be addressed.

Organization culture

Part of sustainability of cities in the developing countries require change in organizational culture. Organization culture according to Sherman, Rowley & Armandi (2007) “is the system of values, rules, symbols, taboos and rituals that evolve over time”. It refers to how things are done, written and unwritten code of conduct that guides individual formal and informal behavior and set rules that are acceptable or not acceptable within an organization (Haugh & McKee, 2004). The organization culture and value guide individual and group behavior and attitude which sometimes can be positive or negative. One of the major tasks in strategic plan implementation is changing organization culture which has never being an easy task without an effective leader and support of the stakeholders. Through good communication and interpersonal skills whoever is leading the strategic planning process must ensure that there is employees’ buy-in to the strategic plan right from the beginning and by tying performance with rewards (Aguilar, 2003).

Leadership

Bryson (2011) noted that there is no substitute for effective leadership. An effective organization will need a dynamic and transformational leader with effective leadership skills to align the organization mission with changing environment. The leadership will be measured by their vision for the organization, ability to motivate, coach, and empower the organizational stakeholders and to inspire them to do more than what they would ordinarily have done. Staffing and structure must align with the vision and mission of the organization. An effective organization encourages organization learning and empowers its employees; it invests in staff training, continue education, membership of professional organizations and conference attendance and use performance standards to evaluate and motivate staff. Education and good working environment allows for creativity and desire to excel; a good example is General Electric “Hawthorn Studies’ where it was proven that employee’s morale improve and productivity increases when work environment is loose, where there is freedom and people are treated with respect (Burke, 2011). Leadership and appropriate structural alignment or realignment could be used to booster staff morale and help change the organization culture to the type that is more in tune with the organization vision and mission. Burns (1978) defined leadership as the act of making followership act in a way that is consistent with the aspiration of the leader and the followers. Burke (2011) sees transformation leadership as the capacity of a leader to tap into his/her follower’s inner being and get them to do ordinarily what they would not have done. Sherman, Rowley & Armandi (2007, p.167) posit that organizational leadership has the capacity to change internal processes and procedure while at the same time addressing market opportunities. Basically there are two types of leadership theories that fit into an organization and these are transactional and transforming leadership styles. A transactional leader generally is task oriented; transactional leader will provide all necessary support to complete the task at hand in the most efficient manner while a transformational leader focuses on people rather than the task. A transformation leader provides vision and direction for the organization and set the tone for any organization alignment or realignment; a transformational leader empowers employees and allows for risk taking, creativity and innovations and more likely to support strategic plan efforts and its implementation (Sherman, Rowley & Armandi, 2007). Therefore it is important to identify the type of leaders within the organization and determine if and how they could affect strategic planning effort and its implementation. The organization structure, organization culture and leadership constitute the internal system of the organization and reflect the capacity of the organization to meet its mandate and since the three are interrelated any deficiency in one could affect the organization performance and threaten its reasons

for existence. Understanding organization profile and process, leadership, structure and culture is very important for the success of strategic planning efforts and outcome because any of these four factors could derail the planning effort and its outcome.

Adopting the Strategic Plan

Timing and seizing the moment is important for strategic plan approval. Opportunity for plan approval could occur as a result of the emergence of pressing issues, political or appointed leadership change or by reaching decision points. Bryson (2011) suggests that gaining the key stakeholders/key decision makers' support is important for plan approval and it starts from the moment the decision to undertake strategic plan is made throughout the planning process. The planners must continually keep the key stakeholders abreast and ensure that there are no surprises to the stakeholders. It is also always necessary to have at least one key stakeholder, a reputable person within an organization or community to champion the course. As noted by Brandes, Goranova, & Hall (2008) communication and relying on key personnel expertise in communicating the importance of the plan could help facilitate approval process. The planner(s) will need to communicate clearly and carefully with stakeholders about the importance of approving the plan.

Implementation Process

Collaboration, cooperation and coordination are important for implementation of strategic plan just as they are important in the strategic planning process. Mobilizing Action for Planning and Partnership is important the plan process. Forming alliances and building on the relationships that is developed during the strategic planning process will go a long way for the implementation of the plan. According to Bryson (2011, p. 316) implementation "should be viewed as a continuation of the strategy change cycle toward the ultimate goal of addressing the issues that prompted change in the first place".

Collaboration and cooperation among stakeholders will reduce some of the possible problems that could come up during the implementation. For example, external stakeholders could perceive resource allocation or reallocation to be favorable to one group than the other and the vocal group could give the organization bad public image if they are not well managed or if there are no collaboration and cooperation strategies in place. Partnership according to Brinkerhoff (2002) is based on mutual respect, equal participation in decision making, mutual accountability and transparency. The idea of partnership or collaboration is gaining ground as many cities and government agencies are facing financial challenges and struggling to sustain their programs. Organizations must have a strategy to collaborate and cooperate with both external and internal stakeholders.

It is recommend that organizations review their current operational systems and find ways to link the operational system, individual corporate goals and employee activities with the organization goals and vision; and use performance measurements as a way to measure progress made with the implementation of the strategic plan or in meeting its purpose and creating public goods. In addition to collaboration, cooperation and coordination, the plan implementation could utilize personnel guideline; communication and education guideline; and direct versus staged implementation guideline. Just like strategic planning efforts require buy-in from the stakeholders so also is the implementation especially with key personnel (staff) that will direct the implementation plan. Personnel guidelines apply to general system analysis to make sure that the

right people are in the right position to implement the plan; and to ensure the operational system aligns with the organization vision and mission. Aguilar (2003) suggests that “senior management must lead the change process and demand that the operational plans and budgets fully support the implementation of the strategic plan.” This may require a fundamental change in the operational systems including the establishment of performance management that links organization goals with individual corporate objectives and employee activities. Aguilar suggests that the operational system should drive the budget process rather than to allow budget to drive to drive operational systems. It is important that senior management show commitment to the plan implementation.

One of the most important aspects of strategic plan implementation is changing the organization’s culture. A strategic implementation plan must include a plan to align the organization culture with the organization vision and mission and this sometimes require significant organizational cultural change. According to Bryson (2011, p.287) the most important outcome of strategic plan is creation and maintenance of a coalition necessary to support the implementation of the desired changes. Forming a coalition and collaborating with multiple stakeholders could add to the stakeholder satisfaction and create public value. The coalition will be organized around ideas, interests and payoffs. The coalition could help guide against resistance to the desired changes and building on momentum of success could help convert the disconnected to pro-change.

Communication and education guidelines can be used to support and maintain the coalition required for the implementation of the plan. According to Bryson (2011) people must be able to talk about the desired changes in order to understand them and fit them into their own interpretive scheme, adapt them to their own circumstances and determine how they are affected. Communicating the desired changes and forming the necessary coalition to support the desired changes require leadership especially a transformational leader.

The third guideline is the direct versus staged implementation guideline. Direct implementation may be used when the situation is technically and politically simple such as filling the key staff positions and technological systems upgrades. These are generally less controversial and they could set the stage for the success of an implementation plan because they are something visible that demonstrates leadership or management commitment to change. Staged implementation is applied in difficult situations. The staged strategy is particularly important because it allows time for leadership to build the necessary coalition to support the plan. Therefore, a staged implementation guideline requires patience and timing.

The fourth guideline for the implementation strategy is waiting for the appropriate time to implement an element of a plan. The implementation therefore can be incremental and in phases. According to Bryson (2011) “the implementation process should allow for adaptive learning as new information becomes available and circumstances change”. The ability to adapt to changes in the organizational environment is important for a successful plan implementation. To complement the direct versus staged implementation guideline, is the creation of what Bryson (2011, p. 307) called “an accountability system that assures key stakeholders that political, legal, and performance-based accountability needs are met”. There should be a vertical and horizontal integration of the organizational goals. We encourage organizations to use performance information to guide its decision making and to see accountability as ways of showing good stewardship. Again the guidelines that were presented above are interrelated and they are all important for the successful implementation of organizational change. Note

that the plan is not an end by itself but a means to an end therefore the strategic plan process is a continuous process. Organizations should be open to amend the plan as new information develops or as the assumptions upon which the plan was developed changes.

Monitoring and Re-Evaluation

According to Dusenbury (2000), “strategic planning is a continuous process that requires constant feedback about how current strategies are working”. A strategic plan identifies what to measure or what needs to be monitored in order to evaluate how the organization is moving towards its desired goals as established in the strategic plan. Planning and evaluation goes hand in hand and both are important part of the strategic planning process. Two areas that need to be constantly measured are the organization’s operational systems which include how staff interfaces with management and how staff activities conform to the organization’s vision and mission. The operational system is mostly internal and it includes the capacity of the organization to meet the purpose for which it was established. One of the strategies that could be introduced includes management by objective (MBO). Each functional division and employees within the organization should be required to prepare goals, activities and programs that are aimed towards meeting the organizations vision and mission. The MBO will be used to evaluate how individual employee’s goals align with the organization’s goal. The method help monitor how each employee contributes value to the organization and the basis for rewards. Monitoring the operational system includes stewardship in how resources are used; program evaluation and in budgeting.

The second area that needs to be monitored is both internal and external stakeholders. This is necessary in order to be able to keep together various interests needed for the implementation of the plan. Performance measurement is used to evaluate alternatives strategies and to hold together a diverse interest that is needed for plan implementation (Dusenbury, 2000). An organization’s performance can be measured based on the stakeholder’s level of satisfaction with programs, activities and services provided by the local government. Measuring the level of satisfaction will help determine which program or services work and which ones need to be modified or whether there is a need for change in strategy. Performance measurement and monitoring will help the organization to be responsive to important issues, resolve residual implementation problems and to generate the energy and support for strategic plan implementation (Bryson, 2011). In general, performance measurement is used to get feedback on specified end outcomes and result of activities or programs; it provides indications of how organizational goals are being met and provides quality, useful and comprehensive information to guide management decisions; it is particularly useful in budgeting, resource allocation, accountability and stewardship.

CONCLUSION

The success of a strategic plan will be measured by public value that it creates, the level and extent of participation among the stakeholders and leadership commitment to the implementation. It is not unusual for a plan to sit on the shelf unutilized due to change in leadership or political agenda but this problem can be avoided if the “true stakeholders” are involved and buy-in to the strategic planning and implementation process. The extent to which individual employee goals align with the organizational goal is also very important. Strategic planning process and plan implementation is a tedious and time consuming process; it requires persistence and leadership commitment but the end result brings sustainable change if well planned and implemented. Strategic planning provides a holistic approach to solving urban management problems including

urbanization. Strategic planning is a valuable tool that planning practitioners must keep in their tool box because it has the potential to create public value and to address many of the problems and challenges facing cities in developing nations. It is a tool to help develop sustainable communities which offer equality of opportunities, a place where people want to live and work; a place that has the capacity to meet the current and future needs without compromising the environment. Strategic planning is a tool that can be used to develop sustainable urban management and development in developing countries.

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