

## **Summary**

The study has established that modernisation development paradigm is currently governing the contemporary world of conventional development. Globalisation is the tool currently in use for modernisation, drummed up by the North, largely targeting the resources of the Southern hemisphere, through Structural Adjustment Programmes. Social welfare development interventions have been devised to provide safety-net for the poor, social casualties of modernisation process. The short cut has been to bail them out through relief handouts.

Participatory development concept, is built on the belief that the world had the means to improve the situation of the poor through fair redistribution of wealth, technology, knowledge, and ideas accruing from modernisation. But this calls for the political will to address the issue of inequality, power imbalance and social injustice as a primary goal. Achieving economic growth and ensuring equitable distribution should, of necessity, be compatible. Participatory development approach is to be preferred as it is accommodative, open and creative, drawing heavily from life experiences of those involved. It also puts people at the centre of development process. It is a paradigm that seeks to empower people to assume full responsibility for their own development including the consequences of their decisions and actions.

It has been established that management boards and staff are the main prime movers of strategic planning activities in an organisation. Strategic planning was appreciated by the organisational staff as an opportunity to converge their views and towards influencing organisational policy, a precious window of opportunity for them to participate in causing organisational change. Notably, donor partners generally played a minimal role in this regard. Ironically, community constituency played the least role in the planning activities owing to their often marginal disposition among stakeholders. The most satisfactory outcome of participatory strategic planning was the clarity in the future direction of an organisations and more refined planning with sense of collective responsibility.

It can authoritatively be declared here that participatory strategic planning is significantly efficacious as a tool for organisation building, but under certain conditions discussed in the concluding Chapter of the thesis.

### **Key Terms**

Social Development Paradigms; Modernisation Development Paradigm; Social Welfare Development Paradigm; Participatory Development Paradigm; Community Participation; Participatory Strategic Planning; Organisation Building; Community Based Organisations; Organisation Assessment; Participatory Rural Appraisal; Participatory Evaluation.

# DECLARATION

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I, Francis Wambua Mulwa, hereby declare that:

**“The Efficacy of Participatory Strategic Planning Approaches To Organisation Building: Process, Problems and Prospects”**

is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references

Signed Francis W. Mulwa:-----

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