

Planning for Uncertainty

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Oxfam

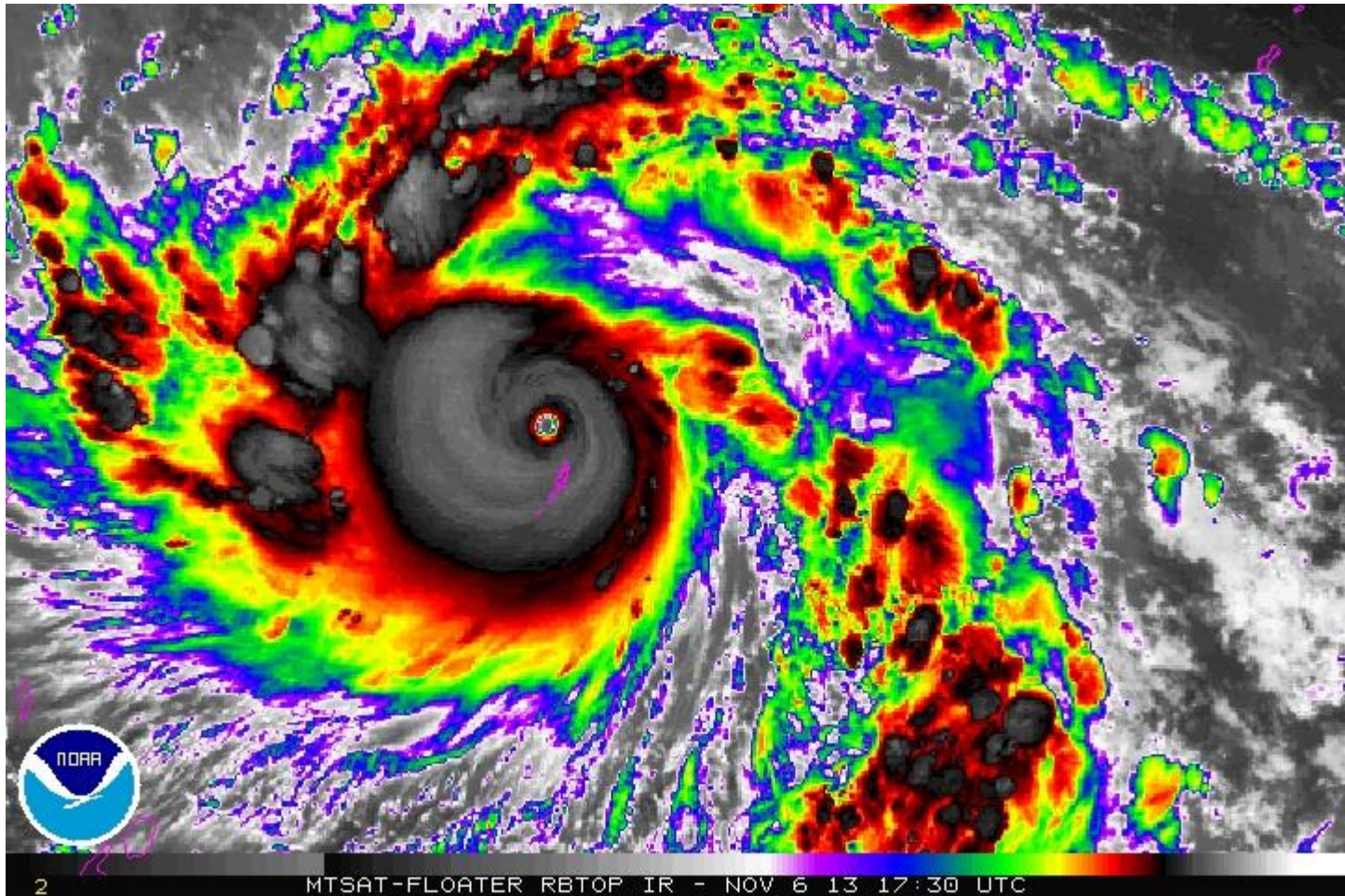
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In development, some systems are more or less linear



But many are not



So is Traditional Planning a good use of our time?

For

- **Allocating \$**
- **Building common goals and approaches**
- **Evaluating performance against the plan**
- **Accountability**

Against

- **Missing new windows of opportunity**
- **Weakens feedback loops to outside world**
- **Delusions of control**
- **Leads to lying**

Planning for Uncertainty

- **Fast Feedback**
- **Focus on problems not solutions**
- **Rules of thumb > best practice**
- **Enabling Environment > specifics**
- **Fail faster (be a venture capitalist)**
- **Convening and brokering**
- **Connected people**
- **Results for grown-ups (counting what counts; put more L in your MEL)**

Thoughts on the Report

- **Love the use of ‘reflective gaming’**
- **Mixed feelings on Flexible and Forward-Looking Decision Making (FFDM)**
- **Good on discontinuity, adaptive capacity, pol economy and ‘wobble room’**
- **Doesn’t explicitly cover multiple experiments, PDIA, shocks as WoOs**
- **Importance of Fast Feedback: ‘present-looking’ more useful than forward looking!**
- **Where’s the military on this?**