

ABSTRACT

The purpose of this research is to investigate the factors affecting implementation of strategic plans by NGOs in Nairobi County and suggest recommendations for organizations to successfully implement their strategic plans. The researcher had perceived that there was a loophole in strategic planning by NGOs. Curiously, every interaction with other NGOs was an opportunity to enquire how they implemented their strategic plans. They all gave different cases but the bottom line was that they were either not implementing their strategic plans or facing some challenges. The researcher contacted a sample of 186 NGOs operating within Nairobi County by sharing a structured questionnaire. The purpose was to unveil factors that brought about the above scenario and suggest recommendations for NGO to improve implementation of strategic plans. The study revealed that some critical factors were affecting NGOs while implementing their strategic plans. All these factors were internal to the organization, thus easy to identify but psychologically challenging to solve. This was because they were largely emanating from management practices which did not favour smooth implementation of strategic plans. The practices were in turn influenced by social and behavioural aspects of individuals within the organizations. Almost all the organizations contacted had strategic plans but they were hardly implementing them rightfully. The organizations however shared the measures they were employing to deal with this common situation. Strategic plans were not being implemented, not because managers are deviant but rather because of the lack of the know-how and know-why. It was concluded that implementation of strategic plans was being approached as a onetime activity rather than a process demanding: effective communication; excellent remuneration packages; staff training and continuous motivation; stakeholders' involvement; budgeting, planning and resource mobilization; continuous monitoring and evaluation; effective recruitment; and engaging employees in decision making. Finally, it has been recommended that NGOs need to be genuine to and craft plans which reflect what they can and will ultimately achieve rather than an exaggerated and complex document. For instance a few pager colourful strategic plans with pictorial presentations were proposed to be motivating, easy to master and implement.