

Making Strategic Plans Work: Insights from African Indigenous Wisdom

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Chapter Summaries

The first chapter introduces the use of indigenous wisdom and African proverbs as a way of enhancing and deepening the understanding and practice of strategic planning. The chapter introduces the concept of *organizational beauty* based on the proverb – *a beautiful girl does not need to be a great dancer*.

The second chapter expounds the concept of *organizational beauty* by introducing the strategic fit model. The strategic fit model comprises the concepts of organizational relevance, legitimacy and sustainability. This model acts as the main framework guiding the subsequent chapters.

The following four chapters discuss the organizational journey to cultivating *organizational beauty* through the strategic planning process. The third chapter discusses the critical success factors for effective preparation for strategic planning processes.

The fourth chapter discusses the process and critical success factors for effective formulation of strategic plans in organizations.

The fifth chapter discusses the critical success factors for effective implementation of strategic plans.

The sixth chapter discusses the often neglected practice of monitoring and evaluation of strategic plans as a distinct but related practice to monitoring and evaluation of projects and activities.

The seventh chapter discusses the roles and responsibilities of the board, management, donors, consultants and beneficiaries in the strategic planning process, observed gaps in these roles and responsibilities and how their capacities can be built for more organizational beauty or effectiveness.

The last chapter closes the book by consolidating the practical recommendations on how organizations can become ‘beautiful girls’ as well rather than ‘great dancers’ only.