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STRATEGIC PLANNING AND PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN MACHAKOS COUNTY: A CASE STUDY OF MISSION FOR ESSENTIAL DRUGS AND SUPPLIES

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ABSTRACT

The objective of the study was to investigate the relationship between strategic planning and performance of NGOs in Machakos County, with a case study of Mission for Essential Drugs and Supplies. The study's anchor theory was Ansoff's Strategic Performance Theory, supported by Resource-Based View Theory and Stakeholder Theory. The study adopted a descriptive research design, with a target population of 200 respondents drawn from Mission for Essential Drugs and Supplies in Machakos. A sample size of 133 respondents was selected using a stratified random sampling technique. Data were collected using questionnaires and analyzed using descriptive statistics, correlation analysis and regression analysis. The study results showed that the implementation of strategic planning significantly impacts the performance of NGOs. Regression analysis results showed a correlation coefficient of ($R = 0.737$), suggesting a strong positive relationship between strategic planning and NGO performance. The coefficient of determination (R^2) was 0.543, indicating that changes in strategic planning account for 54.3% of the variance in NGO performance. The study concludes that there is a substantial correlation between NGOs' performance and strategic planning hence improving it will result to positive performance. The study recommends that MEDS's management and board of directors should continue designing and adopting policies, rules, processes, governing structures, and strategic plans in line with their objectives.

INTRODUCTION

Non-Governmental Organizations services exist globally contributing to various sectors such as humanitarian aid, policy advocacy, environmental protection, and development. In the global arena, the business environment requires organizations to be innovative as well as adopt new ways of doing business so as to gain competitive advantage and stay relevant in the market. (Ngari, 2019) opinioned that organizations performance in all sectors, profit and non-profit, remains an important asset in management, which serves as an indicator of organizational growth. NGOs are a broad category that includes non-profits, civil society organizations, and private volunteer organisation. Organizations classified as NGOs priorities the public good over private profit. The first NGO to be operational was the Ant-Slavery Society, formed in the year 1893 (Jones, 2020). Since then, NGOs have evolved becoming essential actors in shaping policies, implementing development programs, and holding governments accountable. NGOs are integral to the global development ecosystem, and their ability to adapt and innovate will continue to be a key factor in their performance and impact. Understanding their role and the challenges

they face is crucial for advancing the collective well-being of society.

Aligning organizational objectives and aspirations with global agendas necessitates a strategic approach that guarantees organizations to effectively contribute to a broader global innovation like the Sustainable Development Goals or other world-wide recognized international frameworks. For organizations to align with global goals, there is a need for such NGOs to conduct an internal assessment of their strengths and weaknesses as well as their practices so that they may realize the areas to improve on. NGOs need to partner and collaborate with other organizations, academicians, governments, as well as civil society so as to leverage their resources, networks, and expertise. This will enable them to actualize a possible comprehensive systemic turnaround aligned with global agendas. NGOs play an important role in pushing forward global agendas, such as putting in order their organizational goals and advocacy efforts with international prime concerns. This alignment increases their impact and efficacy in ascribing complex global oppositions and promoting sustainable development worldwide.

At the continental level, NGOs embark on familiarizing themselves with the agenda of the continent and the frameworks that have been established thereof by regional bodies such as the African Union and regional economic communities (RECS), such as EAC. These agendas circumscribe a wide range of objectives, including gender equality, governance, environmental sustainability, education, health, peace, and security. NGOs engage in advocacy efforts to influence policies and practices, such as policy analysis, dialogue, and capacity building. The AU's "Agenda 2063: The Africa we want" and 2030 Agenda, which includes sustainable development goals, are two major sources of inspiration for vision, and mission of the AHS (2021-2030). As they work to advance everyone's well-being in Africa within the framework of "Agenda 2063: The Africa we want" and the sustainable development goals, this body ensures that the population is healthy. The fight is people-driven, majorly focusing on the most productive population, such as adolescents, women, youth, children, and people in endangered positions in the community.

Locally, there are over 40 NGOs operating in Kenya, such as Mercy Corps, World Vision, Care International, and USAID, among others. Kenya has not been spared from the effects of this "world revolution." There has been a noticeable increase in the number of non-profit organizations operating throughout the nation. As of January 2024, the NGO Council of Kenya reported a membership exceeding 12,000 organizations, encompassing international, regional, and local NGOs. If the operations of non-profit organisation are any indication, this sector now controls a far larger volume of resources. Kenya's non-profit sector is made up of a very broad range of organizations', from huge, secular socioeconomic organisations to tiny, community-based or localized welfare and traditional welfare associations.

As NGOs strive to integrate local goals into their strategic planning processes, they are also mandated to exercise high levels of transparency and accountability in overseeing the performance ful completion of their projects. They are required to set up clear and measurable targets that align with global, continental, and local frameworks and indicators so as to performance fully aid in the accomplishment of more general objectives. The sector of NGO is essential to raising people's standard of living, especially those from remote and marginalized regions. Most of these NGOs are independent and operate free from any government interference. Zhong (2020) stated that, as powerful voluntary organizations

pursuing public welfare, non-governmental organizations are not affiliated with a specific government department and most of the time safeguard public interests by providing goods and services.

In Machakos County, Kenya, the relationship between strategic management methods and the performance of non-governmental organisations was examined. The study concentrated on the Mission for Essential Drugs and Supplies (MEDS) in Machakos County, off Mombasa Road, in order to discover the strategic management methods of NGOs.. The following departments' personnel was the target population: customer relations, ICT, operations, finance, quality assurance and control, human resources, procurement and logistics; middle-level managers and non-management staff.

Strategic planning as an aspect of strategic management practices, is defined by its purpose, typically the implementation of organizational strategy it cannot be aimless. Workers won't have anything to do and won't be able to accomplish company objectives unless strategic planning is correctly designed for the organization's aim. Strategic intentions and strategic planning are intricately linked. Businesses that prioritize plan implementation will witness greater earnings, satisfied customers, and happy employees (Kumar, 2019). According to Ansoff and Nakamura (2021), strategic planning includes identifying the company's goals and mission, developing short and long-term operational plans, drafting and implementing strategies, and managing the execution process.

Strategic planning strategies influence organizational performance by increasing assets, revenue volume from sales, competitive advantage, and market share, as well as enhancing profitability and productivity. Change is an unavoidable reality for any organization. Thus, preserving the company's competitive position in the market and dealing with the spasmodic business climate rely greatly on good strategic planning (Ansoff & Nakamura, 2021). Thus, strategic management is the key to addressing the challenges that modern businesses face. Strategy management is influenced by a variety of factors, including process communication, system implementation, process communicators, and the present control and coordination instrument (Mintzberg et al., 2021).

STATEMENT OF THE PROBLEM

Despite the adoption of strategic planning, many NGOs continue to face managerial challenges that hinder sustainable impact and organizational productivity. Key issues include limited stakeholder engagement, weak resource mobilization, unstable funding streams, human resource management challenges, bureaucratic inefficiencies, leadership shortcomings, ineffective implementation of strategic plans, and the absence of robust monitoring and evaluation systems. These obstacles often prevent NGOs from fully achieving their objectives. Many NGOs operate in highly turbulent environments, and as a result, have been compelled to adopt various strategies to enhance performance and productivity. Such strategies include the establishment of strong, visionary leadership; the formation of competent management teams; improved interdepartmental communication; the promotion of internal employee motivation; a commitment to core organizational goals; and the development of optimal organizational structures that clearly articulate the mission, vision, and objectives. Additionally, building a sound financial base has been identified as crucial for long-term sustainability (de Waal & Olale, 2019).

It is imperative for non-governmental organizations (NGOs) to enhance their strategic management practices by redesigning their strategic planning processes. This should also include strengthening leadership and governance structures to ensure long-term sustainability and effectiveness. Several scholars have contributed to the body of knowledge on NGO performance and strategic management in Kenya. Gitonga (2020) examined the sustainability of Kenyan NGOs, while Ongori and Agolla (2021) focused on the performance of frameworks used by NGOs in Kenya. Mutua and Sambu (2020) explored the challenges associated with strategic management in Kenyan NGOs, and Ochieng and Kimani (2020) analyzed the strategic management practices adopted by NGOs across the country. However, none of these studies specifically assessed the relationship between strategic management practices and the performance of NGOs in Machakos County.

The modern organizational environment in which NGOs operate has become increasingly volatile and uncertain, particularly in developing countries. Despite the recognized importance of strategic planning, its implementation and impact on NGO performance remain inadequately understood. Omondi and Muthini (2019) highlighted reduced project completion rates as a persistent challenge facing NGOs in Kenya. While previous studies have established the significance of strategic planning in various institutions, none has specifically investigated its effects on the performance of Mission for Essential Drugs and Supplies (MEDS). Therefore, further research is necessary to examine the relationship between strategic planning and the performance of NGOs in Machakos County.

OBJECTIVES OF THE STUDY

To establish the relationship between strategic planning and performance of MEDS in Machakos County.

LITERATURE REVIEW

THEORETICAL FRAMEWORK

This study was anchored on Ansoff Strategic Performance Theory, supported by Stakeholder Theory and Resource-Based View Theory.

Ansoff Strategic Performance Theory

The theory was developed Ansoff (1957). Businesses use this planning framework to strategically govern their products and services. Igor Ansoff, the founder of the strategic management school of thinking, is credited with creating the Ansoff model. This hypothesis holds that formalized strategic planning and a firm's attainment of maximal performance are causally strongly related (Martinet, 2010). Optimum financial performance of a company is attained when the top management team aligns its resources and strategies in a manner that is able to counter the prevailing environmental turbulence. In the present environment, there is no single antidote for organizations to fully register positive outcome when it comes to performance. Environmental turbulence is a basis for consideration when deciding the level of effectiveness and efficiency of any company. Possession of high levels of competency by the NGOs management team is crucial in achieving remarkable organizational performance. This calls for steady and continuous advancement in skills and competency with careful alteration of their existing strategic plans and actions (Gianos, 2013).

Ansoff's Strategic Performance theory is a framework employed to shape development strategies of companies, not limited to non-governmental organizations. NGOs adopting Ansoff strategy performance theory can formulate strategies that align with their mission, vision, and resources at their disposal. Ansoff's motivation to come up with this theory was to investigate why a company can be performing at one time and underperformance in another. Ansoff recognized that a company's strategy has to be in line with the level of turbulence in the environment it operates in so as to thrive financially (Kipley, Lewis, & Jeng, 2012). Ansoff strategy performance theory's focal point is on the formulation of avenues that enhance capacity of the management team carry on an analysis of accessible data, to investigate the future performance to boost their competitive advantage. The basic misunderstanding of an organization is that since the future can be measured, generating a handmade restraint. This theory is worth noting in assisting companies to come up with the precise growth strategy grounded on the available choices to management team. Non-governmental organizations can performance fully apply Ansoff's matrix to strengthen their daily operations and maximize their impact in an ever-dynamic business environment. This theory is useful as it spells out the benefits of environmental scanning and performance of NGOs.

Stakeholder Theory

Stakeholder theory was formulated by Freeman (1984). The theory postulates that companies should deliberate over the gains of all stakeholders while making their decisions. Stakeholder theory is a crucial framework in the management of companies and in business ethics that requires firms should prioritise the needs and interests of all parties involved, not just shareholders. The theory also takes into account the effects brought about by the actions of suppliers, employees, customers, communities and the environment as well as the organizational financial performance. All business value creation and undertaking hinges on the enthusiastic involvement of all stakeholders to transform materials into products and services (Freeman et al. 2020).

Stakeholder theory appraises stakeholders of a firm as an organ associated by a customary cause and work jointly to create a performance-focused enterprise (Martinez & Mesa, 2021). In the opinion of stakeholder theory, the company is a web of complementary dependencies where the interests and expectations of the various stakeholders can be put into jeopardy in various ways, and satisfaction is imperative for maintaining the balance of the duo. Stakeholder correspondence is salient in stakeholder theory (Hatami & Firoozi, 2019). Stakeholder theory states that society will hold up and support an organization if it gains from it. Mitchel (2020) verifies that consumers were more than prepared to procure a firm's products and services if the firm exhibits allegiance in inscribing to issues to do with environmental conservation, social welfare, and governance.

In the recent past, there has been a surge in the integration of stakeholder theory with corporate social responsibility. For long-term viability of organizations and ethical practices, it has been noted that addressing stakeholder concerns and expectations is key in their operations and utilization of their resources. Stakeholder theory contribute treasured framework for appreciating how non-governmental organizations can manage their connections with diverse stakeholders, not limited to donors, beneficiaries, local communities and government institutions. The theory outlines the benefits of appraising

different stakeholder interests to attain organizational goals and objectives hence improved performance.

Non-governmental organizations leverage stakeholder connections to solicit funding, intensify partnerships as well as increase their credibility. Open and clear communication is key in NGO operations. There should be trust between all the stakeholders involved, for this will lead to more funding and support from the communities being served. By directing more attention to stakeholder engagement, proper governance, engaging and involving the community, NGOs can improve their performance and sustainability. Recent studies have emphasized on the need for NGOs to adopt dynamic government policies and engage with policymakers so as to assist in regulating regulations that affect their operations. Studies exhibit that, NGOs that align themselves with their set strategic plans as well as taking into account the interests and expectations of their stakeholders, are more likely to register positive outcome and higher returns. This study adopted stakeholder theory to investigate the Performance of NGOs in Machakos county and it supports variables strategic planning, environment scanning, strategy formation and strategy implementation.

Resource-Based View Theory

This theory was developed by Penrose (1959), but Wernerfelt's (1984) contributed to its increased recognition as a useful framework for understanding company performance (Kozlenkova et al., 2014). Wernerfelt asserts that the performance and profitability of the business are determined by its internal resources. The viewpoint that has faith in resources is often known as "RBV". Penrose's work from that year is credited with helping to establish this early understanding of the resource-based paradigm (Kozlenkova, Samaha, & Palmatier, 2014). The organisation of these resources gives the impression that the business already has them on hand. The advantages of the RBV perspective were promoted by Jay Barney, whose work has now become well-known. He summarised the key characteristics of internal resources and their relationship to competitive advantages. When a business can outperform its closest rivals in a particular market in terms of economic value, it has a competitive advantage (Kozlenkova et al., 2014).

Not all organizational resources are required, according to Gills, Combs, and Ketchen (2014); They have to provide them with a competitive edge. To get to the point where an organisation can begin to turn a profit. Gills, Combs, and Ketchen (2014) make a distinction between the competencies of a company and its ability to use corporate resources, which are stocks of instantly usable components that the organization possesses. The RBV hypothesis encompasses the qualities and kinds of resources that result in a competitive advantage, enhanced performance, and an edge (Gillis et al., 2014). According to Kozlenkova (2014), RBV is the utilization of a range of readily available tangible and intangible resources within a company. If a business wants to transform its organizational plan into a long-term financial advantage, these resources need to be varied. The RBV hypothesis highlights the significance of the company's internal assets when carrying out its strategy. Supporters of the RBV hypothesis, such as Jensen et al. (2021), argue that repurposing existing resources is better for firms than needing to acquire new abilities or resources for each chance. According to the notion, a business must decide where to use its special resources to optimise profits. According to Hitt et al. (2021), RBV argues that strategic management are significant performance indicators that improve a business's

performance and competitiveness as well as create and maintain an economic gain.

One limitation of RBV theory is that it solely considers the internal environment when attempting to optimize a company's superior performance, even though core resources are important drivers of organizational performance (Gillis, Combs, & Ketchen, 2014). The competitive edge and performance of RBV are influenced by the external environment. In reality, other factors have an equal impact on a company's market performance. Examples of outside variables that have an impact on how companies function in the marketplace include sectoral policies, compliance processes, taxes, and rules and regulations. When examining elements that could affect the methods it uses, external resources must be taken into account. According to theory, it is essential to take into account a firm's internal resources as well as external influences while researching tactics that result in higher performance (Hitt et al., 2021). Formulation, environmental scanning, evaluation and implementation of strategy are two of the study's factors that the RBV supports, which is still a crucial idea in describing how a business may use its resources to boost performance.

Traditional resource-based theory does not adequately dictate how organizations may embrace resources at their disposal in an ever-evolving marketing environment to suit their needs and demands. The concept of vigorous proficiency has been inaugurated to deal with this gap, though it was not part of the indigenous resource-based framework. The theory reinforces how different firms are better positioned to leverage on their resources for effective utilization of their competencies in strategy formulation and implementation for the productivity and sustainability of NGOs. RBVT furnishes managers with crucial strategies that can be of great assistance in guiding them on how and when to formulate the most effective and appropriate practices in utilizing resources and this supports study variables such as strategic planning, environment scanning, strategy formulation and strategy implementation.

Empirical Literature Review

For small, community-based NGOs in the South, the benefits of strategy as a path-finding technique for strategic thinking, as suggested by Robert Chia, were examined by Jammulamadaka (2024). The objective is to identify substitutes for the strategic planning (SP) method. In order to adopt the phronesis technique, the paper employs 45-year study non-governmental organisation that works for community development in India. The information has been gathered for more than two decades. Analysis of the data has focused on the activities that were conducted in compliance with phronetic research criteria. The study found that a Southern NGO can maintain organizational autonomy while managing and reducing its dependency on resources, and achieving its mission by using a way-finding approach to strategic thinking. The method steers clear of the pathologies that SP causes in these kinds of organizations. The empirical circumstances used are expanded upon by this work. This study clearly demonstrates how smaller, community-based NGOs in the South may find this to be quite helpful. By demonstrating its applicability in the NGO sector, this study also advances the body of knowledge on strategy as practice. This study provides substitutes for NGOs that are hesitant to participate in SP. The way-finding method to strategic thinking can help NGOs increase their influence, autonomy, and community connections, as this study clearly demonstrates.

Ekiz and İsci (2024) assessed how organizational innovation affected business excellence and how strategic planning knowledge affected this relationship in hospitals. A quantitative questionnaire was used to gather information from 450 medical experts employed by Istanbul's private hospitals. SPSS software were used to examine the data. The AMOS software was used to conduct confirmatory factor analysis used in reliability analysis in order to evaluate the scales' construct validity. Path analysis and mediator role analysis were used to evaluate the model developed in accordance with the research hypotheses. The findings support the notion that business excellence and strategic planning awareness are positively impacted by organizational innovation in a statistically meaningful way. Furthermore, it has been established that company excellence is positively and statistically significantly impacted by strategic planning awareness. The study's weakness is that it was limited to private hospitals. The research framework can be strengthened even more. Hospitals that make innovative investments can reap the benefits of their labors in the form of superior business performance. However, healthcare practitioners' awareness of strategic planning has an impact on this. Findings highlight the importance of strategic planning knowledge in achieving organizational innovation-driven business excellence. A suitable strategy plan is essential for hospitals to achieve business excellence in complicated and ever-changing environmental conditions. Supporting healthcare professionals' education that shapes their strategic perspectives and ensuring their involvement in decision-making processes are essential to achieving these strategic plan objectives and uniqueness of the study also reveals how healthcare workers' strategic planning awareness plays a part in this relationship.

Khoshtaria (2020) evaluated the effects of strategic planning on manufacturing firms' and their performance in Georgia. A quantitative strategy was utilized using a deduction procedure. Surveys were employed. An estimated 455 companies. The study attained a response rate of 22.85%. The researcher employed ANOVA and correlation analysis in their research. It was established from the study that, comprehensive strategy planning by an organization usher in polished performance. Since the study was majorly anchored within the manufacturing sector, it cannot be assumed to apply in other sectors. This study will investigate strategic planning and NGO performance in Machakos county.

Azahari, Mustafa, and Yusoff (2021) investigated the relationship between productivity and strategic planning in the Indonesian public sector. The study was based on various data regarding the relationship between productivity and strategic planning in businesses. According to t study, 23 districts in Aceh with a population of 6106 in the public sector departments provided data on the productivity of the company. Out of this, 284 respondents were handed the questionnaires which realized 45.77% response. The research findings realized that, relationship between the two was positive and significant. This then means that, organizations that implement strategic planning in their operations enjoy increased levels of productivity. Operations and management of the public sector is very different in terms of their regulation, mission and objectives. This study is anchored on strategic planning and NGO performances.

Innocent and Levi (2021) looked into the relationship between strategic planning and the Nigerian Enugu Bottling Company's productivity. Out of 124 respondents, 180 members participated in the study's descriptive survey design, which was calculated using Taro Yamen's model. Questionnaires were created and distributed among the 124 employees of

the organisation in order to collect data. Findings shows strategic planning significantly and positively impact on the companies’ productivity. Innocent and Levi’s study concentrated on for profit-making businesses, and the outcomes might not apply to other contexts. To determine whether there is a substantial relationship between strategic planning and performance that are not focused on making profits. Strategic planning strategies contribute to organizational performance by growing assets, revenue volume from sales, competitive advantage, and market share, as well as improving profitability and productivity. Change is an unavoidable reality for all organizations thus, maintaining the company's competitive position in the market and dealing with the volatile business environment rely heavily on solid strategic planning (Ansoff & Nakamura, 2021). Thus, it is evident that strategic management is critical to solving the issues confronting modern firms. Several elements affect strategy management, including process communication, system implementation, process communicators, and the current control and coordination instrument.

CONCEPTUAL FRAMEWORK

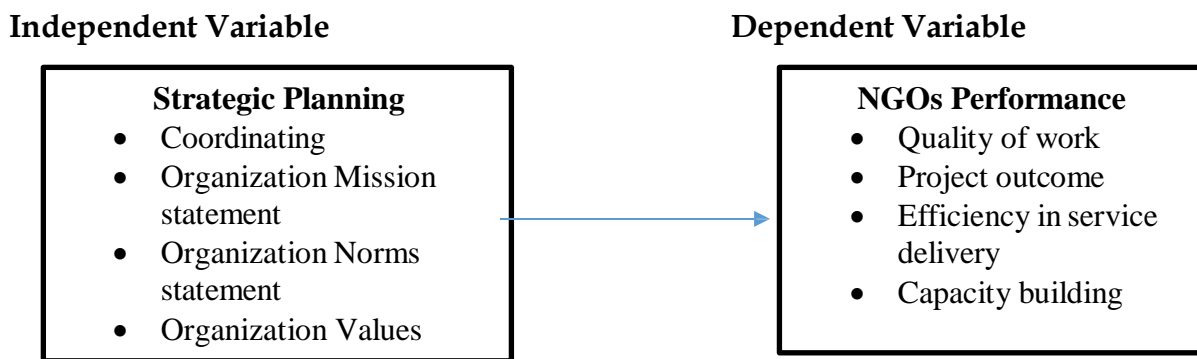


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study employed a descriptive research design in order to examine a problem or characterise the population's traits. The target population for this study was 200 employees drawn from Mission for Essential Drugs and Supplies in Machakos, and a sample size of 133 was selected using a stratified random sampling technique. Data was collected using questionnaires, analysed using descriptive statistics presented in tables. Inferential statistics were used to demonstrate the relationship between the research variables. A two-tailed correlation was performed at the 5% significance level

FINDINGS AND DISCUSSIONS

Response Rate

The 133 respondents who comprised the sample population were given the questionnaire as indicated in Table 1. 20% did not respond to the questionnaire, while 106 respondents completed it in full. Kothari and Garg (2015) state that responses scoring fifty percent are considered adequate, sixty percent are good, and over seventy percent are remarkable. Response was excellent, and 106 questionnaires were analyzed.

Table 1: Response Rate

| Unit | F | % |
|---------------|---|--------------|
| Responses | | 1080 |
| Non-Responses | | 220 |
| Total | | 13100 |

Descriptive Statistics

Table 2: The extent to which Strategic Planning affects NGO’s Performance

| | SA | A | N | D | SD | Mean | SD |
|--|-----|-----|----|----|----|-------------|-------------|
| The services provided by MED align with its mission statement, which is delineated in the strategic plan. | 46% | 51% | 3% | 0% | 0% | 4.22 | .694 |
| Diversity is taken into consideration in MED’s procedures and activities when it is appropriate for the mission and the clients it serves. | 54% | 40% | 6% | 0% | 0% | 4.00 | .852 |
| MEDS decisions and actions show that the NGO is aware of its duties to the public and that it serves the public interest. | 55% | 40% | 3% | 2% | 0% | 4.10 | .678 |
| MEDS’s choices and actions show that it recognizes its responsibilities to the public and how the NGO serves it. | 43% | 55% | 2% | 0% | 0% | 4.38 | .678 |
| Average | | | | | | 4.18 | .756 |

Respondents' feedback on strategic planning had a mean of 4.18 and an SD of 0.756, which indicates that it significantly affects the performance of NGO’s. The results of other studies on strategic planning concur with the present findings, such as the finding by Khoshtaria (2020) established from the study that, comprehensive strategy planning by an organization usher in polished performance. Strategic planning plays a crucial role in enhancing organizational performance. It contributes to growth in assets, increased revenue from sales, a stronger competitive advantage, and expanded market share, while also improving profitability and productivity.

Correlation Analysis

Table 3: Pearson’s Correlation Coefficient

| Variables | | Performance of NGO’s | Strategic planning |
|------------------------------|-----------------|----------------------|--------------------|
| Pearson Performance of NGO’s | Correlation | 1 | |
| | Sig. (2-tailed) | 0.000 | |
| Pearson Strategic planning | Correlation | .690** | 1 |
| | Sig. (2-tailed) | 0.000 | |

Table 3 shows that Strategic planning is positively correlated with the performance of NGO’s ($r = .690, p = 0.000$). This also suggested that improving strategic planning would result in better performance of NGOs.

Regression Analysis

To further explore the relationship between strategic planning and NGO’s performance, a regression analysis was performed. In the regression analysis, strategic planning served as the predictor component and NGO performance as the dependent variable. The findings of regression analysis, as displayed in Table 4, revealed a correlation of $R = .737$, suggesting a basic connection between NGOs' performance and strategic planning. With an R^2 of 0.543, it is possible that modifications in strategic planning will explain 54.3% of variations in performance of NGOs.

CONCLUSION AND RECOMMENDATIONS

To realize the relationship between strategic planning and performance of MEDS and to accomplish the organization's aims and objectives, MEDS's management and board of directors should continue designing and adopting policies, rules, processes, governing structures, and strategic plans in line with their objectives. Management at any organisation, such as MEDS, should be aware that strategic management practices are essential to organizational performance. Consequently, the performance and skills of the chief executive officer have a direct impact on the institutional performance. In order to make sure they don't stray from the plans, it was recommended that MEDS's management make sure that professional strategic planning is finished and that regular monitoring be done.

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