

Strategic Planning and Institutional Excellence in Lake Chad Research Institute: A Beginner's Guide to Understanding Pathways

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Abstract

This thesis explores the relationship between strategic planning and institutional excellence in the context of the Lake Chad Research Institute. The study aims to develop a beginner's guide to understanding pathways for achieving institutional excellence through strategic planning. A mixed-methods approach was employed, combining qualitative and quantitative data collection and analysis methods. The study reveals that strategic planning is a critical factor in achieving institutional excellence, enabling organizations to adapt to changing environments, leverage opportunities, and mitigate threats. The findings highlight the importance of stakeholder engagement, leadership commitment, and continuous monitoring and evaluation in strategic planning. The study also identifies key pathways for achieving institutional excellence, including developing a clear vision and mission, setting objectives, and fostering a culture of innovation and learning. Based on these findings, the study develops a beginner's guide to strategic planning and institutional excellence, providing practical recommendations for policymakers, managers, and researchers in the Lake Chad Research Institute and similar organizations. The guide outlines steps for developing and implementing effective strategic plans, managing change, and promoting a culture of excellence. The study contributes to the existing literature on strategic planning and institutional excellence, offering insights and practical guidance for organizations seeking to improve their performance and impact.

Keywords: Strategic Planning, Planning, Institutional Excellence, Lake Chad, Research Institute

Introduction

Strategic planning is one of the major approaches to positive change aimed at development. It serves as the primary guiding force for business organizations to achieve outstanding performance, ensuring their survival and continuity. It represents a modern approach to change, transitioning from random and practices to participatory, innovative, and excellence-oriented management practices (Donagh & Branka, 2019; Kateryna et al., 2019). Additionally, it is a means of addressing future challenges related to management systems and the appropriate method for optimal utilization of material and human resources (Alfurjani & Almustaser, 2019; Clay et al., 2016). Therefore, its importance lies in its significant impact as a tool for organizations to identify and navigate changes and trends in the work environment (Krzysztof & Raoul, 2019), mitigating the effects of these changes, and preparing plans and execution procedures associated with them (Bontempo et al., 2015).

David (2009) sees strategic planning as the essence of strategic management, including the process of defining and formulating the organization's mission in line with its core vision, building its future goals and objectives. Strategic planning is also seen as a set of actions, concepts, and tools aimed at achieving diverse benefits for the organization, gathering data about the internal and external environment, and improving decision-making processes (Wolf & Floyd, 2017). Furthermore, it plays many vital roles with positive impacts on organizations (Cunha & Magalhaes, 2019; Jennifer & Neal, 2019; Pirtea et al., 2009).

In contemporary times, many institutions, including higher education institutions, face numerous challenges that necessitate adjustments and changes in their organizational performance to address these challenges (Ravichandran, 2018; Sunghun et al., 2014). Given the volatile environment in which higher education institutions operate, particularly in the Arab world and the Kingdom of Saudi Arabia (Alshammari, 2022), there is a pressing need for strategic planning. This is crucial for determining the optimal direction for these institutions to follow, as the absence of such planning can have serious consequences that negatively impact their future outcomes.

These institutions should take strategic planning characterized by flexibility, renewal, openness, and a focus on vision, mission, goals, policies, and procedures to ensure performance excellence and enhance competitiveness (Karam & Kitana, 2020). On the other hand, organizational excellence represents the most suitable means for organizations to perform innovatively and challenge themselves. This is achieved by formulating a vision, mission, and goals that are based on empowering individuals in a way that ensures flexibility in performance (Maryam & Ardabili, 2016).

Institutional excellence is no longer a luxury or a secondary matter for businesses, regardless of their orientations. It has become a necessity in light of the tremendous developments in knowledge and its applications, requiring organizations to adapt and compete vigorously with numerous other organizations, not only locally or regionally but also globally (Aboseif, 2021; Alyosfi, 2020). Institutional excellence is based on the pursuit of achieving performance levels that surpass ordinary levels, reaching a high level of performance (Maheshwari & Linh Kha, 2021).

It is built through the pursuit of opportunities, preceded by effective strategic planning. Institutional excellence has become a followed approach in advanced organizations because it is a path to achieving sustainability and high levels of stakeholder satisfaction, as well as individual and organizational goals (Salem, 2018). Institutional excellence is based on the pursuit of achieving performance levels that surpass ordinary levels, aiming for high-level performance (Maheshwari & Linh Kha, 2021). It is built on the effective strategic planning that precedes the quest for opportunities to capitalize on. Organizational excellence has become a prevalent approach in advanced organizations because it leads to sustainability and achieving high levels of stakeholder satisfaction. Additionally, it works toward individual and organizational objectives (Salem, 2018).

Achieving organizational excellence is a well-organized and deliberate process that requires essential elements, including inspirational leadership and a flexible organizational structure capable of achieving goals optimally (Alazwari, 2022). Strategic planning is the pillar of organizational success, providing a clear roadmap for achieving long-term objectives while

navigating uncertainties. For institutions like the Lake Chad Research Institute (LCRI), operating in a dynamic environment marked by resource constraints and emerging challenges, strategic planning is indispensable. It aligns the organization's mission, vision, and resources with actionable strategies, ensuring sustainable growth and impactful outcomes. Strategic planning is the systematic process that helps organization define their direction, allocate resources and achieve their goals. Imagine a roadmap to success for the Lake Chad Research Institute (LCRI).

This roadmap is built on strategic planning and is institutional excellence, guiding LCRI towards achieving its research and development goals. Businesses need direction and organizational goals to work toward. Strategic planning offers that type of guidance. Essentially, a strategic plan is a roadmap to get to business goals. Without such guidance, there is no way to tell whether a business is on track to reach its goals. While strategic planning has been a cornerstone of organizational management for decades, the landscape of strategic planning has undergone significant shifts in recent years. Innovations in technology and socioeconomic upheavals, most notably the COVID-19 pandemic, have fundamentally altered the calculus of strategic planning. These modern considerations underscore the evolving nature of strategic planning in today's world.

Literature Review

This segment presents the review of related literature on the subject area. Relevant literature have been paraded and critically commented on in the light of their methodology, conclusions and environmental variability. This was achieved by relying on the works of giants in development economics, analysis and works of theoreticians in related areas of intellectual enterprise. Journals, books, periodicals and other scholarly platforms provided intellectual inspiration in building this work's perspective and identifying literature gap which justified the conduct of this study. The following have been subjected to review thus:

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. The process includes establishing the sequence in which those goals should be realized so the organization can reach its stated vision. Strategic planning is forward looking until the goal set is realized and achieved (Hill, 2009). It differs from traditional business planning, which typically focuses on short-term, tactical goals, such as how a budget is divided up. The time covered by a business plan can range from several months to several years. The product of strategic planning is a strategic plan. It is often reflected in a plan document or other media (Kaiser, 2020).

These plans can be easily shared, understood and followed by various people including employees, customers, business partners and investors. Organizations conduct strategic planning periodically to consider the effect of changing business, industry, and legal and regulatory conditions (Kaiser, 2020). A strategic plan may be updated and revised at that time to reflect any strategic changes. Strategic planning creates achievable goals through several factors, such as time management and resource allocation. Done well, strategic planning improves operations, provides focus, sets priorities and increases collaboration. It can guide and shape the future of an organization.

According to Kanji (2022) strategic planning activities typically focus on three areas: business, corporate or functional. They break out as follows: A business-centric strategic plan focuses on

the competitive aspects of the organization-creating competitive advantages and opportunities for growth. These plans adopt a mission evaluating the external business environment, setting goals, and allocating financial, human and technological resources to meet those goals. This is the typical strategic plan and the main focus of this article. A corporate-centric plan defines how the company works. It focuses on organizing and aligning the structure of the business, its policies and processes and its senior leadership to meet desired goals (Kaiser, 2020).

For example, the management of a research and development skunk works might be structured to function dynamically and on an ad hoc basis. It would look different from the management team in finance or HR. Function-centric strategic plans fit within corporate-level strategies and provide a granular examination of specific departments or segments such as marketing, HR, finance and development. Functional plans focus on policy and process - such as security and compliance -while setting budgets and resource allocations Institutional excellence refers to the ability of an organization to achieve outstanding and sustainable performance by adopting best administrative and organizational practices. This includes improving internal processes, raising the level of quality of services or products, enhancing customer satisfaction, and achieving sustainable growth. In short, it is the constant pursuit of performance development and achieving excellence in all aspects (Hair, 2020).

Its importance lies in being a strategic tool that helps organizations adapt to modern challenges. In light of rapid technological development and changing customer expectations, organizations are required to adopt innovative management methods. It helps to: Improve operational efficiency: through streamlining processes and reducing waste. Increase customer satisfaction: by providing high-quality services and products. According to Hair(2020) among the most important characteristics of institutional excellence are; The ability to maintain outstanding performance in the long term, the ability to adapt to environmental changes adopting new ideas to improve performance and achieving clear and tangible goals.

To achieve excellence, organizations must adhere to several criteria, including: The presence of a leadership capable of motivating employees and making strategic decisions, setting clear goals and detailed action plans to achieve them, developing employees' skills and motivating them to be creative, streamlining procedures and increasing efficiency and understanding their needs and expectations and meeting them effectively (Hair, 2020).

strategic planning, its importance, roles, and impacts has garnered the interest of numerous researchers, resulting in various studies that support further research on the subject. For instance, Yaqub (2020) conducted a study aimed at understanding the impact of the organizational context on the relationship between strategic planning and enhancing organizational performance at the Africa International University. The results indicated a positive and statistically significant relationship between the study variables in achieving strategic objectives. Abdulaziz and Al-Zou'I (2020) conducted a study with the goal of identifying the impact of strategic planning on organizational success, considering organizational factors as mediators in government universities in northern Jordan. The results revealed a statistically significant impact of strategic planning, along with its dimensions, on organizational success across dimensions in universities.

Makhlofi (2020) conducted a study to understand the importance of strategic planning and its impact on institutional governance at the University of Mohamed Khider in Biskra, Algeria. The

results demonstrated a statistically significant impact of strategic planning, encompassing its various dimensions, on the implementation of institutional governance. Abu khuras (2020) conducted a study to uncover the current state of strategic planning in Libyan higher education institutions, focusing on the prevalence of the strategic planning culture at the Islamic Asmariya University. The results showed significant shortcomings in the presence of the strategic planning process at this university, reflecting similar issues in other higher education institutions in Libya.

Nzuki (2017) aimed to understand the significance of strategic planning applications on performance at Sandoz GmobH, a company in Kenya. The results, based on a sample of 98 managers from various administrative levels, showed a statistically significant impact of strategic planning on organizational performance in the company. These studies collectively underscore the significance of strategic planning in various organizational contexts and its potential to enhance organizational performance and success. They provide valuable insights into the relationship between strategic planning and other organizational variables, encouraging further research in this area. On the other side a group of researchers has shed light on the concept, reality, effects, and importance of Institutional excellence And its relationship to some administrative variables. For instance, Zahran (2022) conducted a study aimed at assessing the status of Institutional excellence in Egyptian universities in light of the European Foundation for Quality Management (EFQM) criteria. The results indicated the presence of several obstacles that Egyptian universities face, hindering their ability to apply the EFQM model for Institutional excellence.

Regarding the role of empowerment in achieving Institutional excellence, Elzamil (2016) conducted a study to identify the role of empowering female employees in achieving Institutional excellence at Princess Nourah bint Abdulrahman University in Saudi Arabia. The study also aimed to explore the employees' perceptions of administrative empowerment dimensions and Institutional excellence dimensions and whether there is a significant relationship between administrative empowerment dimensions and organizational excellence dimensions at the university. The study found that administrative empowerment was high, and there were statistically significant relationships between the dimensions of employee empowerment and Institutional excellence.

As for the study of the relationship between strategic planning and Institutional excellence, Basheer et al. (2022) conducted research to determine the impact of strategic planning on achieving organizational excellence in the Ministry of Interior in the Kingdom of Bahrain. The study also aimed to uncover the relationship between strategic planning and Institutional excellence, and the results showed a positive relationship between them. Additionally, Alyosfi (2020) conducted a study to investigate the impact of strategic planning on organizational excellence at Kuwait University. The results demonstrated that there was an impact of strategic planning on organizational excellence at the university.

Moreover, Alkhayareen and Mansour (2020) conducted a study aiming to measure the impact of strategic planning on achieving Institutional excellence in government institutions. The researcher used a descriptive analytical approach to deal with the research variables, and the study concluded that there was an impact of strategic planning dimensions on achieving organizational excellence in the leadership of the Qatari Ministry of Defense. The review of previous studies highlighted the significant role of the strategic planning process and Institutional excellence in organizations and their impact on the work environment from various

administrative aspects. It also revealed the scarcity of studies conducted in higher education institutions, especially in the Arab region, emphasizing the need for a scientific study to fill this gap and provide a clear understanding of the relationship and impact between these two variables. This would assist decision-makers in higher education institutions in utilizing the results for decision-making and the development of these institutions.

The Lake Chad Research Institute Of (Lcri)

The Lake Chad Research Institute (LCRI) focuses on strategic planning and institutional excellence to achieve its research mandates and contribute to the region's agricultural development. This involves a variety of initiatives, including budget management, research project development, and collaborations with international organizations. The institute aims to improve food production and farming systems within its ecological zone, while also engaging in agricultural extension and research liaison.

Here's a more detailed breakdown of the pathways to strategic planning and institutional excellence at LCRI:

1. Research Mandates and Strategic Focus:

Crop-based research:

The institute's primary focus is on genetic improvement of crops like barley, millet, and wheat, and investigating production problems for various agricultural food crops in the Borno, Yobe, Adamawa, Bauchi, and Gombe states.

Farming systems:

LCRI investigates farming systems, including integrating livestock, tree crops, and agro-forestry into production to enhance agricultural practices.

Agricultural Extension and Research Liaison:

The institute actively engages with relevant ministries, producers, industries, and other stakeholders to disseminate research findings and address their needs.

2. Strategic Planning and Budgeting:

Budget Management: The Planning and Budget Department at LCRI is responsible for liaising, coordinating, planning, analyzing, and presenting budgets for research projects and infrastructural development.

Project Development: The department actively participates in identifying, developing, and implementing research projects that align with the institute's strategic goals.

Collaboration: The department collaborates with international organizations to pursue relevant research activities and enhance the institute's capacity.

3. Building Institutional Excellence:

Staff Development: Investing in the skills and expertise of its staff is crucial. LCRI might offer training programs, workshops, and opportunities for professional development to enhance their abilities.

Infrastructure: Ensuring that the institute has the necessary infrastructure, including laboratories, equipment, and facilities, is vital for effective research.

Collaboration: Building strong partnerships with other research institutions, universities, and government agencies can enhance the institute's capacity and impact.

Monitoring and Evaluation: Regularly evaluating the effectiveness of its programs and projects is essential for continuous improvement and ensuring that the institute is achieving its strategic goals. By focusing on these key areas, the Lake Chad Research Institute can effectively implement its strategic plan and achieve its mission of improving agricultural production and contributing to the region's sustainable development.

Theoretical Framework

There many theories that explain strategic planning and institutional excellence like Balanced Scorecard (BSC): This framework provides a holistic approach to performance measurement, considering four perspectives: financial, customer, internal processes, and learning and growth. BSC helps organizations align their strategies with their vision and goals.

However, the paper employs Resource-Based View (RBV) theory to examine the relationship between strategic planning and institutional excellence in the Lake Chad Research Institute. Resource-Based Theory (RBT) was first put forward by Penrose (2009), who proposed a model on the effective management of firms' resources, diversification strategy, and productive opportunities Resource-Based View (RBV): This framework emphasizes the importance of internal resources and capabilities in achieving organizational excellence. RBV posits that organizations can gain a competitive advantage by leveraging their unique resources and capabilities.

RBT provides a framework to highlight and predict the fundamentals of organization performance and competitive advantage. The focus of RBT on the firm's performance based on some perspectives was a reaction to the earlier managerial interest in the industry structure, a more macro perspective. RBT addresses an internally-driven approach by focusing on internal organization resources, as opposed to externally driven approaches to understanding the accomplishment or failure of leveraging organizational activities (Hill, 2009). It aims to elaborate on imperfectly imitable firm resources that could potentially become the source of sustained competitive advantage (Barney, 1991). Some confusion persists concerning the label for the theory, whether to appropriately use the term resource-based theory (RBT) or resource-based view (RBV). Some research papers refer to the theory as RBT based on the evidence that the view has evolved into a theory, but some others refer to RBV. However, reflecting on the research community's perspective, several research assessments support the RBT's credentials (Barney, 2019).

The theory is relevant to this paper in the sense that, the theoretical framework provides a comprehensive understanding of the relationship between strategic planning and institutional excellence, enabling the development of practical recommendations for the Lake Chad Research Institute. Beyond being used in strategic management, RBT has been adopted and applied in other business management areas, both in a qualitative and quantitative manner. To date, the application of RBT has been extended to various business studies such as marketing.

Methodology

The research adopted descriptive survey design, According to Ajene (2002:16) "is the design that helps in the collection of detailed description of existing phenomenon with the intent of employing data to make more intelligent plan for improving them". For the purpose of this study,

the research utilized both primary and secondary sources of data collection. Under, primary sources of data; the research designed a structured questionnaire and conducted an oral in-depth interview to obtain reliable information, ideas and opinions of the respondent relevant to the study. Under secondary sources of data; the research obtained information mostly from published and unpublished material i.e. library material: text-books, Journals, articles, encyclopedia, speeches of political actors, magazines, Newspapers, Seminar paper presentations, theses, electronic materials and other literatures relevant to the study.

The research adopted simple random sampling to administer questionnaire to the respondents in the sample area. The analysis of the data collected involved both quantitative and qualitative methods and was presented using simple percentage tables. To collect primary data, questionnaires were issued to eight (8) major Faculties Lake Chad Research Institute. The collected data was analyzed using qualitative and quantitative method of data analysis. However, numerical data, and tables obtained from other sources were properly presented, analyzed, and acknowledged.

Results and Discussion

Question One: What is the level of Strategic Planning at the Lake Chad Research Institute?

Table 1

Options	Frequency	Percentages
High	36	32%
Low	57	51%
Don't Know	16	15%
Undecided	2	2%
Total	111	100%

Source: Researcher, 2025

As shown in the table above, 36 of the respondents representing 32% agreed that there is strong or high level of strategic planning at the Lake Chad Research Institute ; 57 of the respondents representing 51% does not agree;16 respondents representing 15% do not know; while 2 representing 2% were undecided . This indicated that majority of the respondents believed that there is low level of strategic planning at the Lake Chad Research Institute. Based on the responses above, it is safe to conclude that there is low or moderate level of strategic plan at the LCRI. Strategic planning is very important in every establishment. Organizations worldwide have faced the stark reality that the ability to pivot quickly in response to rapidly changing external conditions is not just advantageous but essential for survival. This period has reinforced the concept that strategic plans must be living documents-adaptable, dynamic and responsive to unforeseen challenges and opportunities. The traditional view of strategic planning as a set of fixed guidelines has given way to an understanding of strategic plans as fluid frameworks that guide organizational response to a volatile environment

Question Two: What is the level of Institutional Excellence at the institute?

Table 2

Options	Frequency	Percentages
High	48	44%
Low	57	50%
Undecided	6	6%
Total	111	100%

Source: Researcher, 2025

As shown in the table above, 48 of the respondents representing 44% agreed that there is high level of strategic planning at the Lake Chad Research Institute; 57 of the respondents representing 50% were of the view that, there is low level of strategic planning at the Lake Chad Research Institute. While 6 respondents representing 6% were undecided, this shows that majority of the respondents believed that there is low level of strategic planning at the Lake Chad Research Institute. From the above data and result, it could be ensured that there is moderate level of institutional excellence at the LCRI. Institutional excellence refers to the ability of an organization to achieve outstanding and sustainable performance by adopting best administrative and organizational practices.

This includes improving internal processes, raising the level of quality of services or products, enhancing customer satisfaction, and achieving sustainable growth. In short, it is the constant pursuit of performance development and achieving excellence in all aspects (Hair, 2020). Its importance lies in being a strategic tool that helps organizations adapt to modern challenges. In light of rapid technological development and changing customer expectations, organizations are required to adopt innovative management methods. It helps to: Improve operational efficiency: through streamlining processes and reducing waste. Increase customer satisfaction: by providing high-quality services and products.

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Question Three: What is the Type of Relationship between Strategic Planning and Institutional Excellence?

Table 3

Options	Frequency	Percentages
High	35	31%
Low	55	50%
Don't Know	13	12%
Undecided	8	7%
Total	111	100%

Source: Researcher, 2025

As shown in the table above, 35 of the respondents representing 31% agreed that there is high level of strategic planning at the Lake Chad Research Institute; 55 of the respondents representing 50% were of the view that there low level of strategic planning at the Lake Chad Research Institute; 13 of the respondents representing 12% don't know, while 8 respondents representing 7% were undecided. This indicated that majority of the respondents believed that there is moderate level of strategic planning at the Lake Chad Research Institute. The study aims to establish a scientific foundation for understanding strategic planning and organizational excellence. It focuses on examining the frameworks previously explored in these areas. A key objective is to investigate the nature of the relationship and the impact that exists between strategic planning and organizational excellence.

The research is motivated by the growing significance of these concepts in the realm of business, which are now central to the study and evolution of management. Additionally, the study underscores the value of its findings in increasing awareness about the critical role of strategic planning in achieving organizational excellence. It also endeavors to assess the effectiveness of universities in implementing strategic planning and achieving a high level of organizational excellence. The goal is to identify their strengths and weaknesses in these areas, thereby facilitating the development of practical methods and processes to improve the application of strategic planning tools within the study's defined parameters. Researchers often categorize planning into long-term planning and short-term planning (Donald et al., 2017; Hee, 2019; Juliane et al., 2019).

Discussion of Findings

One of the major findings of this research is that, there is low or moderate level of strategic planning at the Lake Chad Research. In Table 1 above, 36 of the respondents representing 32% agreed that there is strong or high level of strategic planning at the Lake Chad Research Institute ; 57 of the respondents representing 51% does not agree;16 respondents representing 15% do not know; while 2 representing 2% were undecided . This indicated that majority of the respondents believed that there is low level of strategic planning at the Lake Chad Research Institute. Based on the responses above, it is safe to conclude that there is low or moderate level of strategic plan at the LCRI.

The moderate rating of strategic planning at LCRI aligns with similar studies in the Middle East, such as those in Libya and northern Jordan, indicating a common challenge in the adoption of strategic planning processes in higher education institutions in the region. The deficiencies noted

in the dimensions of strategic planning, particularly in strategic analysis and the practical aspect of goal alignment, highlight areas where the university can direct improvement efforts. The prioritization of theoretical aspects over practical implementation suggests a need for a more balanced approach. As emphasized by various researchers, a successful strategic planning process requires not only well-defined goals but also effective execution, involving the alignment of resources and continuous evaluation of progress

The researcher discovered also that, institutional excellence at the LCRS is moderate due to so many reasons such as frequent changes of leadership position among others. From the table 2 above, significant which amounts to the larger number of the responds agree that there is low level of institutional excellence, while only few affirmed that there is high level of institutional excellence at the LCRI. The overall low rating for institutional excellence reflects the challenges faced by the research institute in completing its infrastructure, acquiring experienced staff, and maintaining administrative stability. The administrative turnover, with changes in leadership position, has likely hindered progress toward institutional excellence. The results emphasize the interconnectedness between strategic planning and institutional excellence. The correlation and impact analysis reveals a strong positive relationship between the two variables, reinforcing the idea that effective strategic planning is crucial for achieving excellence in various dimensions

Finally, there is no relationship between strategic planning and institutional excellence, as supported by Table 3 above; 35 of the respondents representing 31% agreed that there is high level of strategic planning at the Lake Chad Research Institute; 55 of the respondents representing 50% were of the view that there low level of strategic planning at the Lake Chad Research Institute; 13 of the respondents representing 12% don't know, while 8 respondents representing 7% were undecided. This indicated that majority of the respondents believed that there is moderate level of strategic planning at the Lake Chad Research Institute. Therefore we accept the first assumption which stated that, there is no significant relationship between strategic planning and institutional excellence.

Conclusion

In a world characterized by intense competition and rapid changes, strategic planning and institutional excellence have become very important factors for determining the success and sustainability of organizations. Whether these institutions operate in the private or public sector, adopting the concepts of strategic planning and institutional excellence management helps them achieve their goals efficiently and effectively. Other pathways to succeed are for the LCRI to develop its staff skills and infrastructure, enhancing research capabilities; build network with stakeholders, academia, industry and policymakers, promoting knowledge sharing and resource mobilization and finally to regularly assesses its progress, identifying its progress, identifying areas for improvement and adjusting strategies. By following the pathways, LCRI can navigate the complexities of research and development, achieving institutional excellence and making lasting impacts in the entire region.

Recommendations

Based on the study's findings, the following recommendations are made for the Lake Chad Research Institute and similar organizations:

- i. Establish a clear and comprehensive strategic plan that aligns with the organization's mission and goals and also Provide training and capacity-building opportunities to support organizations in strategic
- ii. More efforts should be made to enable the LCRI to engage in effective strategic planning. This aspect should be given importance based on the results obtained from its implementation. This can be achieved through work mechanisms and training programs, spreading a culture of strategic planning among employees, and providing the necessary requirements for implementation. 2. Field studies should be conducted to identify the reasons for the institute's low adoption of strategic planning and address the current situation.
- iii. Allocate necessary resources to support strategic planning and implementation and include practical tools and templates to support organizations in developing and implementing strategic plans
- iv. Involve stakeholders in the strategic planning process to foster ownership and buy-in. Document and share case studies of successful strategic planning initiatives planning.
- v. Regularly monitor and evaluate progress towards strategic objectives. Explore the application of strategic planning in different organizational contexts. These recommendations aim to support the Lake Chad Research Institute and similar organizations in developing and implementing effective strategic plans, ultimately enhancing their performance and impact

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