

# Strategic Management Practices and Accessibility of Non-Governmental Organizations to Donor Funding in Turkana County, Kenya

CICILIA MAJUMA ETAAN<sup>1</sup>, ELIZABETH NAMBUSWA MAKOKHA<sup>2</sup>,  
ALBERT WANAMBISI NJIBWAKALE<sup>3</sup>

<sup>1</sup>Master of Science in Strategic Management Student, Jomo Kenyatta University of Agriculture and Technology, Kenya,

<sup>2</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya.

<sup>3</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya.

Corresponding Author: CICILIA MAJUMA ETAAN

DOI: <https://doi.org/10.52403/ijrr.20241031>

## ABSTRACT

Non-governmental organizations exist in international development to offer services to vulnerable persons and communities, and as policy advocate's campaigners. The contemporary environment in which non-governmental organizations operate is increasingly becoming uncertain and unpredictable, with an increased inability to meet budget allocation due to inadequate funds. This study examined strategic management practices and accessibility of non-governmental organizations' to donor funding in Turkana County, Kenya. The study specifically examined the influence of strategy implementation and strategy evaluation and accessibility of non-governmental organizations' donor funding in Turkana County, Kenya. The study was grounded on theories that included: Strategic fit theory and Resource dependency theory. The study adopted a descriptive research design. Respondents were selected using stratified random sampling. The study targeted the low-level, middle-level and senior managers of the 30 non-governmental organizations operating in Turkana County. The research relied on structured questionnaires in the data collection process. Inferential statistics and

descriptive statistics were utilized in data analysis. The study also relied on frequencies, mean and standard deviation in presenting descriptive results. The inferential statistics used were correlation analysis, regression analysis and analysis of variances. The findings of the study revealed a statistically significant regression effect and indicative of accomplished prediction of accessibility of Non-governmental organizations to donor funding through the F-calculated value which showed that the model was significant. Strategy implementation explained 49.1%, and strategy evaluation 44.3% the variations in accessibility of Non-governmental organizations to donor funding in Turkana County, Kenya. The study recommended for further research work to be conducted to review the influence of other variables on accessibility of non-governmental organizations to donor funding in Turkana county and other counties in Kenya.

**Keywords:** *Strategy implementation, Strategy Evaluation, Accessibility of NGO's to Donor Funding*

## INTRODUCTION

### Background of the Study

Strategic management is a procedure that enables an organization to arrive at managerial decisions and actions that are necessary in reaching high levels of efficiency, effectiveness and overall performance of the organization as it works to deliver its mandate. According to Yunis (2019), strategic management is a process that starts with the analysis of environments within which an organization operates in, then moves to strategy formulation, then strategy implementation and finally strategy evaluation.

Strategic management process starts with strategy formation. This phase establishes the strategy intent where the vision, mission and objectives of an organization are clearly defined (Hu, 2021). These lead the organization to the formulation of the specific strategies and strategic plans to be undertaken. An organization in the first phase or employing the first tenet will have elaborate strategies laid down to support its mission, vision, and goals as necessary. This first stage is exemplified by the presence of three main aspects: establishment of mission, vision, goals, and objectives, clearly demarcating the areas of business and resources allocation, and finally, choosing the diversity of geographical and functional operation, and the operational metrics (Etukala, 2022).

The second phase is the implementation stage, where the formulated strategic plans are put to action (Merzlikina & Kozhanova, 2020). While this might sound to be a single-step event, it is the coming together of a myriad of events and activities or decisions that will bring ideas to fruition. Implementation refers to activities that include setting up policies that are meant to ensure that vision and goals are achieved. The vision and mission of the organization is hereby also broken down into smaller annual or periodic goals that are more achievable. According to Friesl, Stensaker and Colman (2021), strategy implementation requires that an

organization ensures that it takes stock of the current situation it is in, and then takes actionable steps that will be employed to ensure that the areas of growth for the organization are identified and step outlined how to capitalize on the opportunities present. The main areas or aspects of strategy implementation, as explained by Etukala (2022), are setting up of shorter-term objectives and allocating resources, creating an effective organizational structure, and mobilizing employees to undertake the expected actions.

The final stage is the monitoring, evaluation, and control stage which includes getting feedback and evaluation of the implemented strategic plans. Performance appraisal as well as corrective action may be implemented (Gupta, 2020). An ideal strategic management process should factor in the organization's available resources as well as the organizations future environment. Strategy evaluation and corrective measures is vital for an organization's growth and development. Despite proper strategy formulation and laying down of implementation plans, there is quite a significant failure probability which is mainly because of the unpredictable nature of the environment in which the organization is operating in. This may call for alternative measures and more innovative approaches. Strategic management does not only enable an organization realize its goals but also acts as a safety net (Goldman & Kruger, 2021). This final step is made up of three main aspects which are undertaking reviews of internal and external factors as outlined in the strategy, measuring performance, and undertaking corrective actions to correct areas of short coming.

Non-Governmental Organizations (NGOs) benefit remarkably from strategic management practices (Etukala, 2022). This could be because of the work undertaken by NGOs including providing services to beneficiaries who dwell in environments faced with challenges that are complex, risky at a time of dwindling funding to

NGOs by benefactors or donors. This is emphasized further by Naivasha and Oketch (2021) who stated that NGOs operate in dangerous, unstable, conflict-prone areas and alongside predatory or 'failing' states which may view their presence with suspicion. Without practicing strategic management, NGOs would find it difficult to define their path, think a way through it and deal with rising challenges that only precise strategic approaches can cure (Koteen, 2023).

The significance of effective strategic management practices can be compared to the correlation between practicing effective strategic management and organizations' ability to access donor funding. Access to funds or fundraising efficiency is a valid indicator for measuring the financial strength and effectiveness as well as efficiency of service delivery by NGOs. Though the ability to acquire funds is a great plus for most organizations, a comprehensive measurement of NGOs' financial performance should combine NGOs declaration of their financial activities and their display of financial pellucidity or limpidity (Keating & Frumkin, 2023).

Access to funding is critical for an organization's survival as described by Bowman (2021) who states that access to donor funding is the base for financial sustainability which in turn is the ability of an NGO to maintain its financial capacity over a prearranged period. On the other hand, Renz (2020) defines financial sustainability as the ability of an NGO to access resources that in turn allow it continued operations even after donors cut funding. The pecuniary sustainability and the survival of an NGO largely depend on its ability to source for and access funding from donor agencies (Renz, 2020). Literature suggests that there are NGOs in the world, which have collapsed due to lack of access to funding.

Alymkulova and Seipulnik (2020) delve that NGOs are unable to sustain and finance their activities when they lack access to

funding as they become financially unstable and in effect attract a situation of further reduction in funding by any other existing donors. Though the need to diversify income and remain sustainable financially is fronted by scholars like Renz (2020) who reported that 52% of NGOs in USA which underwent funding cuts due to the economic down turn in the country have resorted to changing their resource mobilization techniques, access to donor funding remains the main source of financial resource remains the main source of income for local NGOs.

According to a study conducted by USAID (2020) on 19 Sub-Saharan African countries, only 6.2% of the NGOs in Africa had continuous access to funding and were consequently financially viable. The study went on to conclude that smaller local NGOs provided outstanding service delivery, but were incapacitated due to limited donor funding a situation made worse by their over reliance on external donors as their main and in most cases only source of funding. The study further found that a good number of local NGOs in Africa were found to be weak and unable to compete with international NGOs for donor funding and ended up depending on sub-contracts to be able to meet their funding needs.

Nkemchor and Ezeanolue (2021) investigated the effect of strategic management on the access to donor funding by local NGOs in Delta State Nigeria. The study employed a descriptive survey research design. The population consisted of 1480 employees of the NGOs out of which a sample of 343 employees was randomly selected using the Borg and Gall formula for sample size determination. The study data were analyzed using descriptive statistics and multiple regression analysis. The study found that the access to donor funding by local NGOs was positively affected by environmental scanning, strategy formulation, strategy implementation, and strategic evaluation. The study concluded that strategic management had a significant

positive effect on access to donor funding by local NGOs in Delta State, Nigeria.

The number of NGOs in Kenya has continued to grow. According to the NGO Coordination Board (NGOCB) (2019), there were approximately over 10,374 NGOs operating in Kenya. In 2019, the sector contributed Kshs. 125 billion to the Kenyan economy. Karanja and Karuti (2019) indicate in the findings of their study that a majority of NGOs face great funding challenges that are coupled with unreliable sources of funding and are in most cases unable to meet the stringent measures set by donors in accessing the funds. Turkana County, one of the forty seven (47) counties in Kenya, found on the Northern part of Kenya, is home to about 30 NGOs registered so far (NGO Coordination Board, 2023).

Some of these NGOs are headquartered in Nairobi while are headquartered in Lodwar town, and this enables them to maintain close proximity to the area of operation. According to NGOCB (2023), many local NGOs in Turkana County face closure due to poor access to donor funding which has given rise to financial sustainability fears and concerns. More significantly is the fact that NGOs headquartered in Nairobi face significant challenges accessing funding locally leaving external funding as the sole source available to a majority of the organizations.

### **Statement of the Problem**

The inability to access donor funds by most NGOs is of great concern to all stakeholders and this is not an exception to the NGOs in Turkana County. Problematic is that without proper funding, NGOs will always find it difficult to deliver on their mandate. However, can practicing strategic management be the missing link between NGOs and their donor funding access? The performance of an organization as a variable is challenging to measure since NGOs mainly aim to promote a social mission (McHatton, Bradshaw, Gallagher & Reeves, 2021).

Additionally, NGOs work in environments defined by relationships that are hard to understand as they intertwine between complicated beneficiary needs, complex activities and sometimes unclear outcomes in their interventions (Ewaton, Muthaa & Nyamache, 2023). Traditionally, NGOs' access to donor funds has been used as the main indicator of performance (Etukala, 2022) as it is taken that donors undertake great effort to ensure that they only fund effective and efficient organizations.

There is a knowledge gap with regard to studies conducted to establish the direct link between strategic management practices and increased access to donor funding by NGOs. While some organizations do well in accessing donor funding, many continue to struggle. When organizations don't access donor funding, they are likely not to meet their objectives and this means that their beneficiaries will likely have to endure the conditions from which these NGOs seek to provide services for. Conversely, this study did not limit its scope to NGOs ability of acquiring funds but instead undertook a comprehensive measurement of NGOs' financial accountability (Keating & Frumkin, 2023), together with their fundraising ability as collective indicators of success. Therefore the study seeks to examine the influence of strategic management practices and accessibility of Non- Governmental Organization to donor funding in Turkana County.

### **General Objective**

The general objective of the study was to examine strategic management practices and accessibility of Non- Governmental Organization to donor funding in Turkana County, Kenya.

### **Specific Objectives**

The study was based on the following specific objectives;

1. To examine the influence of strategy implementation and accessibility of Non- Governmental Organization to

donor funding in Turkana County, Kenya.

2. To assess the influence of strategy evaluation and accessibility of Non-Governmental Organization to donor funding in Turkana County, Kenya.

### Research Questions

1. How does strategy implementation influence accessibility of Non-Governmental Organization to donor funding in Turkana County, Kenya?
2. What is the influence of strategy evaluation on accessibility of Non-Governmental Organization to donor funding in Turkana County, Kenya?

### Strategic Fit Theory

According to this theory, there are no specific strategic management practices that are specific to all NGOs. Each practice depends on the nature of the NGO as cited in (Majukwa, & Haddud, 2019). The proper integration and application of the strategic management practices depicts their effectiveness. This theory emphasizes on the fitness of strategic management practices to an NGO. These include the core values, policies and procedures. These practices must be able to ensure that the interests of both the staff and the beneficiaries are taken care of.

NGOs should always come up with strategic practices that best suit their needs in terms of how they operate (Eva *et al.* 2018). Several observations from researchers explain that the changes in the environment always force organizations to change their systems. In such cases, the objectives of the organization may also change based on the environment. Situational leadership was seen to take place in such cases. Decisions were made based on the situation at hand (Shankar & Shepherd, 2019).

This theory is in line with this proposition that decisions were best made basing on the event. Other NGOs came up with modified structures in order to enhance performance in their NGOs especially in uncertainty (Lux, 2020). The application of this theory

assisted strategic managers to manage their scarce resources effectively to lower overhead costs and respond to the changing environment. Strategic managers were flexible in their roles (Prajogo, 2021). The adaptability in the external environment played a huge role on how their performance would be. It is with this reason that those managers and directors who failed to adopt to the changing environment led to the shut down of many NGOs. NGOs should be able to integrate change in their strategic plans (Prajogo, 2021). The theory supported the variable on the influence of Strategy implementation and, accessibility of Non-Governmental Organization to donor funding in Turkana County, Kenya

### Resource Dependency Theory

The theory originated in the 1970s by Jeffrey Pfeffer and Gerald R. According to Resource Dependency Theory, the more resources an NGO has at its disposal, the better it will be able to perform. This is because having more resources gives an NGO more power and influence, which in turn allows it to better achieve its goals. However, it is important to note that this is not always the case, as there are other factors that can affect an NGO's performance.

Reliance on the external resources influence the decision-making process of NGOs. Surviving in the NGO world does not only require internal resources, the involvement of the outside environment is key since most of the NGO's deal with the community. NGOs rely on the key stakeholders to assist them in identifying the beneficiaries during mapping. Examples of the stakeholders may include chief administrators, local chiefs, the commissioners, the village elders. (Roundy & Bayer, 2019).

It's through this theory that that we are able to learn the effect of the external environment on NGOs performance (Sherer *et al.*, 2019). How well an NGO is able to attract the resources from the external environment depicts their survival in the space. The linkages with the external

environment in terms of marketing and partnerships when applied effectively creates sustainability in the NGOs. Especially with the NGOs which are business related, most of them need to partner their beneficiaries with other profit-making organizations for them to get markets (Wanyama & Aila, 2022)

According to Sherer *et al.*, (2019), technical skills and knowledge is what senior managers could provide in their organizations to enhance performance. Ozturk (2020) further relates those directors served to connect the NGOs with external environment by co-opting the resources needed for performance. It thus means that the directors are key elements in ensuring that the external factors are able to help achieve the organizations mission.

Resources such as specialized skills or expertise, technology, integration of programs is what enhanced performance of

NGOs (Ozturk, 2020). Therefore, this theory supported the relevance of the directors in terms of information sourcing and coming up with networks for the success of the organization. In the same sense it was noted by Wang, Chen, Fang and Tian (2018) that both non-executive directors and executive directors were motivated in their roles as they see the community change and the impact, they bring to the entire society at large. This theory supported variable, influence of Strategy evaluation and accessibility of Non- Governmental Organizations to donor funding in Turkana County, Kenya.

### Conceptual Framework

A conceptual framework is a diagrammatic presentation of the relationship that exist among study variables. The conceptual framework was as shown below:

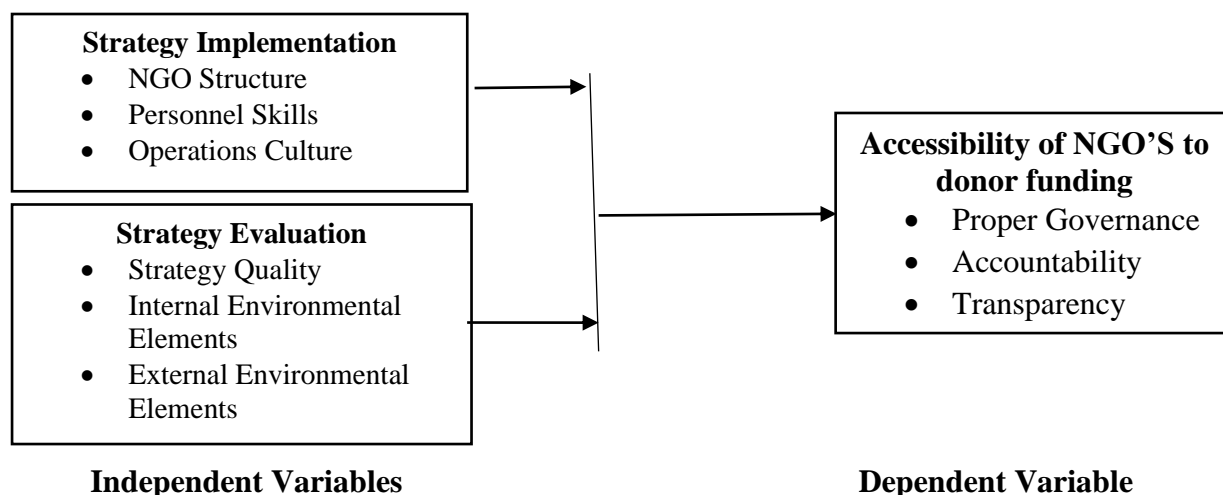


Figure 1: Conceptual Framework

### Strategy Implementation and Accessibility of NGOs to Donor Funding

Strategy implementation is a critical phase in the development of any organization. Therefore, effective strategy implementation is paramount in the NGO's access to donor funding. Even though the concept of strategy implementation may appear to be simple, the actual process of converting strategies into actionable moves is a far

more intricate, demanding and challenging task (Aaltonen & Ikavalko, 2021).

Strategy implementation is usually a product of several factors of organizational existence that include the organization's structure, personnel skills and culture of operations. It is worth noting that very few studies have been conducted to determine the influence of strategy implementation on access of accessibility of Non-Governmental Organizations to donor

funding in Turkana County, Kenya. This study therefore seeks to fill this gap.

A number of NGOs do not undertake strategic management by implementing strategic plans nor do they subscribe to the strategic planning philosophy, but instead choose to engage in short-term and informal planning as opposed to long-term strategic approaches which when brought to the donors attention, leads to donors withdrawing their support to these NGOs.

A number of empirical investigations have in the past endeavored to test the liaison between access to donor funding to NGOs and execution of strategic implementation. Odhiambo and Njuguna (2021) claim that adopting strategic implementation by NGOs were related to their improved performance which led to access to donor funding.

Kinyua and Sije (2023) on the other hand demonstrated a clear association between implementation of plans and fulfillment of organization's financial accountability. Tedla (2019), in an endeavor to improve the literature regarding the association between the performance of NGOs and execution of strategic plans by the NGO where both practices result in more productive outcomes for NGOs.

### **Strategy Evaluation and Accessibility of NGOs to Donor Funding**

Strategy evaluation is the systematic analysis of a strategy to determine the effectiveness of its implementation and execution (Markus *et al.*, 2021). Rumult (2018) proposed that a strategic approach should fulfill four overarching criteria. Firstly, it is essential to have a clear understanding of the goals, ensuring that the plan does not include incompatible objectives. Secondly, the strategy should be able to adjust to both the external surroundings and significant internal changes. Thirdly, an effective plan should provide a competitive edge, and lastly, a strategy must be viable. Strategic evaluation allows businesses to maintain a strong emphasis on long-term performance goals; it helps effectively communicate the

strategy across the organization, predict future performance, and improve the alignment between strategy and organizational learning, among other functions (Shammi *et al.*, 2021).

However, it is crucial to assess the quality of an NGO's strategy periodically using different strategy assessment methods, such as financial ratio analysis, time series analysis, or operations research methodologies; also, some strategic evaluation approaches prioritize the assessment of internal variables while others concentrate on evaluating external environmental elements.

Hieu and Nwachukwu (2019) investigated the process of strategy evaluation and performance nexus of telecommunication multinational corporations operating in Nigeria. The study considered four firms which comprised of 120 managers responsible for strategic management in the firms. Questionnaires were adopted in data collection. The questionnaires were designed to contain structured and unstructured questions. To analyze the data, descriptive statistics and Pearson Correlation and regression were used. The response rate was 87.5% which was considered adequate for the study. The study found out that the strategy evaluation approach of the telecommunication corporations positively and significantly affected firm performance. The study was conducted on the telecommunication industry while the current study will examine strategy evaluation and accessibility of Non-Governmental Organizations to donor funding in Turkana County, Kenya.

Chepkwony (2021) investigated how strategy evaluation and control affected the level of productivity in the office of the Kenyan Auditor General (OAG). Adopting a descriptive survey design, 438 employees comprising of middle-level managers, supervisors, and front-line managers were targeted. A sample of 43 respondents was used in the development of questionnaires which obtained a 79% rate of response. The

study confirmed that strategy evaluation and control significantly influence firm productivity through the achievement of improved delivery of services and resource utilization.

### **Accessibility of NGOs to Donor Funding in Turkana County, Kenya**

NGOs are institutions that exist in international development to offer services to vulnerable persons and communities, and as policy advocate's campaigners (Odhiambo & Njuguna, 2021). An NGO, according to Shubair (2023), is an institution without a commercial purpose of existence and has a goal of serving the community in sectors of health, education, alleviation of poverty, protection of the environment, and community work. The institutions also serve the community in human rights policy implementation, economic development, and cultural engagements.

The diversity of NGOs extends to their structures, nationality, orientation, what they do, and their successes. However, NGOs exist to provide humanitarian services, promoting economic development, and sustainable development. Some are aggressively involved in emergency relief in the occurrence of disasters. They have targeted projects or lobby for certain interests. They raise awareness on the global geopolitical scene although they do not have powers. Moreover, they are not answerable to any sort of populous and are very focused on what they do. Most NGOs work directly with affected people, meeting some of their most immediate needs. The work can be through literacy programs, health programs, AIDS prevention, agricultural expansion, micro-credit schemes, immunization, vocation training and focus on women empowerment (Momoh & Itohan, 2023).

According to Odhiambo and Njuguna (2024), non-profit organizations are institutions that serve society and utilize the profits realized to reinvest back in the organization. They are philanthropic institutions that mobilize resources to help

the needy in society. The organizations obtain their motivation from humanitarian objectives. The organizations are also involved in advocacy and mutual benefit activities. They support various social initiatives and provide services to the community at subsidized costs. Lewis and Kanji (2019) consent that the profiles of NGOs globally at all levels have improved, and their influence in developing economies is only significantly growing.

According to the Union of International Associations (UIA) (2023), there are over 72,500 international organizations from all over the world. Out of the 72,500 organizations, 40,300 are active. Although the number is growing each year, the coverage of the international organizations comprises of Inter-governmental Organizations (IGOs) and non-governmental organizations (NGOs). Miliband (2023) noted that NGOs are the cutting edge of dynamic innovation. Most of the achievements in the development of organizations have been made possible by the combination of the public, private and NGOs. The NGOs are at the forefront in ensuring that the needs of the people are tuned and suited to the identified groups.

In Turkana County, the NGOs are at the forefront in addressing the plight of the people in matters of governance, policy formulation, empowerment, and law advocacy. NGOs are in support of the implementation of the bottom-up agenda that contains affordable housing, universal health coverage, food security, and manufacturing among others. According to the NGO co-ordination board (2023), the government recognizes that a strong partnership with the charitable organizations will strengthen socio-economic development in Kenya.

Lack of financial security stands out as the key factor inhibiting NGO operations in Turkana County (Ntimama, 2018). NGO financing is increasingly becoming more limited, insufficient and irregular. This interferes with timelines and quality of work done. Additionally, the NGO operating



environment has resulted in the emergence of cartels and certain NGOs that control a larger share of funds allocation. This results in a lack of capacity to mobilize appropriate skills and competencies. Further, the over-dependence on foreign donors has resulted in the NGOs lacking a specific focus since they have to readjust their prerogatives so as to meet donor conditions (Ebenezer, Musah, & Ahmed, 2020). This results in poor governance and reduced accountability and transparency. Decentralization and poor networking have resulted in duplication of strategies, conflicting strategies at the local level, and the inability of the NGOs to address the factors that contribute to poverty, resource dependency and under-development.

## **MATERIALS & METHODS**

### **Research Design**

This study used a descriptive research design. This form of design was preferred as it allows for the explication and detailing of the nature of this research and the inter-link or connection between the variables under study. Blanche, *et al.*, (2020) explains that a descriptive research design is used when the researcher seeks to address the ‘*how*’ question, that is, how event X affects event Y or more specifically the effect (s) of Y on X. Bless, Higson-Smith and Kagee (2021) observed that this design provides a reliable mean for testing the “factual hypothesis”. These attributes informed the researchers’ choice for this design.

### **Target Population**

The population of this study comprised the non-governmental organizations working in Turkana County, Kenya. According to the NGOs Coordination Board, which is the NGOs’ registration, licensing and regulatory body in Kenya, there are thirty NGOs operating in Turkana County, Kenya. The target population from these NGOs included low-level, middle-level and senior managers in each of these NGOs, a population estimated at 270 respondents.

### **Sample Size and Sampling Technique**

The proportion of individuals, events or cases that the research actually picks to participate in a study is conceived as the sample size (Saunders & Thornhill, 2020). The study used stratified random sampling, where the subjects were selected so that the existing subgroups in the population were more or less reproduced in the sample (Schindler & Orang, 2022). Using the sampling frame, NGOs in every sub-county of Turkana county formed a stratum from which a sample was picked. Then, a simple random sampling method was used from each stratum to pick the sample size proportionately. Stratified sampling guarantees that each stratum represented in the sample and was more accurate in reflecting the characteristics of the population. Stratified random sampling also guarantees that every stratum is well represented in the sample; it was more accurate in representing the population characteristics.

The sample size based on simple random sampling was  $n = 105$  Respondents

### **Research Instrument**

The data collection tool was a questionnaire that involved a mishmash of Likert scale questions. The questionnaire comprised of parts seeking to gather necessary data on the respondents. The data included, background information, and questions aimed at obtaining information associated with the three-research objectives with each part addressing a specific objectives. In total, the instruments were expected to take each respondent approximately 15 minutes to effectively fill.

### **Data Collection Procedure**

The researcher employed the services of the research assistants due to the vast land area in Turkana County. The researcher and the respondents agreed on a drop and collect-later method which was adopted where the researcher and the research assistant were instrumental in ensuring that the

questionnaires reached the respondents and were picked in a week, after being filled.

### Data Analysis and Presentation

This study was quantitative in nature and hence deployed quantitative or statistical data analysis techniques. To facilitate the analysis, the data collected was coded and uploaded into the SPSS version 29. The data was then examined statistically with the descriptive and inferential analyses. The data analysis procedure transformed the raw data collected into descriptive statistics including, pie and bar charts, frequency tables and percentages, the underlying objective was to realize three specific objectives.

The multiple linear regression model assumes the form below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y - Accessibility of Non-Governmental Organizations to donor funding in Turkana County, Kenya

$\beta_0$  - A constant representing accessibility of Non-Governmental

Organizations to donor funding in Turkana County, Kenya, while other factors are held constant.

$\beta_1, \beta_2$  - Coefficients of independent variables

$X_1$  - Strategy Implementation

$X_2$  - Strategy Evaluation

$\epsilon$  - The error term

## RESEARCH FINDINGS AND DISCUSSION

### Response Rate

The study dispatched 105 questionnaires to the target sample size respondents in Turkana County. 92 questionnaires were satisfactorily filled, 10 were incomplete while 3 questionnaires had their whereabouts not located. This formed a response rate of 88% which according to Adeyanju *et al.*, (2023), was considered by the researcher to be competitive enough for data analysis and eventually drawing reliable conclusions therefrom. A significance level of 5% was adopted for the study. The information was as presented in the response table below;

**Table 1: Response Rate**

	Respondents	Per cent
Satisfactorily Completed	92	88
Incomplete	10	10
Unlocated	3	2
<b>Total</b>	<b>105</b>	<b>100</b>

### Pilot Results

#### Reliability of the Data Collection Instrument

#### Instrument

The research instruments were checked to find out if they yielded similar results after pretesting. Kothari (2019) denoted that internal consistency of a set of measurement items refers to the degree to which the items are homogeneous and can be estimated using a reliability coefficient such as Cronbach's alpha. Cygler and Dębkowska (2020) observed that Cronbach alpha correlates each item with each other and with the total score.

Saunders, Lewis and Thornhill (2020) observed that the reliability co-efficient

findings of Cronbach alpha of 0.9 is excellent, 0.80 is considered good, 0.7 is acceptable, 0.6 is poor while 0.5 as unacceptable. Constructs with weaker correlations or low scores are supposed to be adjusted to ensure that the research instrument has high degree of homogeneity. None of the questionnaire items required adjustment since the Cronbach alpha coefficients were above the acceptable limit of 0.7.

The pilot study findings indicated that; Strategy implementation had 0.774; Strategy evaluation had a coefficient of 0.769; while Kenya, accessibility of Non-Governmental Organizations' to donor

funding in Turkana County had 0.825. According to Markus *et al.*, (2021), all the constructs depicted values of Cronbach Alpha Coefficients above the suggested value of 0.7 leading to the researcher concluding that the study instruments in relation to these constructs were reliable to be used for data collection for the main study as shown in the table below;

### Reliability Result of Strategy Implementation

The second variable was to examine the influence of strategy implementation on accessibility of Non- Governmental Organizations to donor funding in Turkana County. The study was aimed at examining the influence of strategy implementation on accessibility of Non- Governmental Organizations to donor funding in Turkana County as shown in the table below;

**Table 2: Reliability Analysis of Strategy Implementation**

Variables	Number of items	Cronbach alpha	Comment
Strategy Implementation	4	0.774	Reliable

### Reliability Result for Strategy Evaluation

The second variable was to assess the influence of strategy evaluation on accessibility of Non- Governmental Organization to donor funding in Turkana

County. The study was aimed at assessing the influence of strategy evaluation on accessibility of Non- Governmental Organization to donor funding in Turkana County as shown in the table below

**Table 3: Reliability Analysis for Strategy Evaluation**

Variables	Number of items	Cronbach alpha	Comment
Strategy Evaluation	4	0.759	Reliable

### Reliability Result on Accessibility of NGOs to Donor Funding

The dependent variable was accessibility of Non-Governmental' donor funding in

Turkana County as shown in the table below.

**Table 4: Reliability Analysis of Accessibility of NGOs to Donor Funding**

Variables	Number of items	Cronbach alpha	Comment
Accessibility of NGOs to donor funding	4	0.748	Reliable

### Validity of the Research Instrument

According to Sekaran and Bougie (2016), validity is the degree to which a statistical instrument measures what its intended to measure and it emphasis the accuracy of those instruments. There are different types of validity that can take place and they are content, construct and criterion validity. Validity is concerned with the truthfulness or accuracy of the results and refers to the extent to which it measures what it was intended to measure. Content validity is the extent to which research instruments adequately cover the constructs being studied.

According to Kimemia and Kungu (2021), to ensure content-validity, the researcher started by identifying a domain of indicators which were relevant to the variables of the study. According to Mugenda and Mugenda (2003) a content-validity measure should contain all possible items that should be used in measuring the concept under study. The identified set of indicators were discussed with the research supervisor and other experts to ensure that it accurately represented the relevant concept. The study assessed content validity to ascertain the extent to which the instrument covered all items sufficient to measure the construct of interest. Content Validity Indices namely

Item level Content Validity Index (I-CVI), and Scale level Content Validity Index (S-CVI) were calculated to measure content validity.

**Table 5: Content Validity**

Variables	Number of Items	I-CVI	Comment
Strategy Implementation	4	0.924	Reliable
Strategy Evaluation	4	0.839	Reliable
Accessibility of NGOs to donor funding	4	0.884	Reliable

According to Roy *et al.*, (2023), CVI values range from 0 to 1 with the calculated I-CVI of 0.79 and above being relevant, 0.7 to 0.79 indicates items need revision while constructs less than 0.70 suggest that items need elimination. Values for S-CVI above 0.8 are considered reliable for measuring the research instrument validity. From the analysis, the scale content validity index was found to be 0.829 and considered reliable.

**Descriptive Statistics**

The research instrument was developed using a Likert-scale from which the analysis involved application of the descriptive

statistics; mean and standard deviation. The interpretation of the findings was premised on the following key, according to Odhiambo and Njuguna (2021): Mean >4.20 meant strongest agreement; agreement 3.50-4.19; disagreement 2.50-3.49; strongest disagreement 1.50-2.49 while neutral was <1.49.

**Accessibility of NGOs to Donor Funding**

The study dependent variable was accessibility of Non-Governmental Organizations to donor funding. The findings in relation to the descriptive statistics on the variable were as presented below;

**Table 6: Accessibility of NGOs to Donor Funding**

Statement	N	Sum	Mean	Std Dev.
The NGO has been able to access enough funding from the donors through the years	92	356	3.86957	1.06082
The NGO submits properly audited financial statements, annually as one of the requirements for funding by donors	92	388	4.21739	.75210
The NGO implements donor funded projects to the satisfaction of the funding conditions	92	385	4.18478	.82574
The number of donors to the NGOs in Turkana County is sufficient to the financial aid requirements in the County	92	347	3.77174	1.17509
<b>AVERAGE</b>			<b>4.01087</b>	<b>.95344</b>

Source: Research Findings (2024)

The respondents strongly agreed with the statement on whether the NGOs submitted properly audited annual financial statements on time as one of the requirements for funding by donors with a mean of 4.21739 and a standard deviation of .75210. The statement on whether the NGOs utilized donor funded money to the satisfaction of the funding conditions received approval with mean of 4.18478 and a standard deviation of .82574 which indicated that the respondents strongly agreed with it. The respondents were further in agreement on

the two statements that the NGOs accessed enough funding from the donors through the years and whether the number of donors to the NGOs in Turkana County was sufficient to the financial aid requirements in the County at means 3.86957, 3.77174 and standard deviations of 1.06082 and 1.17509 respectively. Overall, the respondents agreed with the statements at an average mean of 4.01087 and a moderate standard deviation of .95344.

### Strategic Implementation and Accessibility of NGOs to Donor Funding

The study further reviewed the second independent variable, strategy

implementation. Data was collected on this variable and the findings from its analysis were as presented below;

**Table7: Strategy Implementation**

Statement	N	Sum	Mean	Std Dev.
NGO strategy implementation permits it to demonstrate to potential donors its strong organizational culture.	92	381	4.14130	.77435
The NGO is able to attract donor funding through constant effective implementation of strategies.	92	384	4.17391	.78469
Strategy implementation process shows potential donors shared values, which enhance their perception by funding the NGO.	92	390	4.23913	.74518
Good donor funding is attributable to access to effective strategy implementation by the NGO.	92	389	4.22826	.75002
<b>AVERAGE</b>			<b>4.19565</b>	<b>.76356</b>

**Source: Research Findings (2024).**

The research findings demonstrated strong agreement among the respondents on the statements; Strategy implementation process showed potential donors shared values, which enhanced their perception by funding the NGOs and that good donor funding was attributable to access to effective strategy implementation by the NGOs at means, 4.23913 and 4.22826 with the standard deviations of .74518 and .75002 respectively. The findings further noted that the respondents were in agreement on the statements; that NGO strategy implementation permitted them to demonstrate to potential donors their strong organizational culture and the NGOs were able to attract donor funding through

constant effective implementation of strategies at means, 4.14130 and 4.17391 with standard deviations of .77435 and .78469 respectively. In summary, the findings revealed that the respondents strongly agreed that strategy implementation greatly affect accessibility of NGOs to donor funding at an average mean of 4.19565 and a standard deviation of .76356.

### Strategic Evaluation and Accessibility of NGOs to Donor Funding

The study finally reviewed the third and last independent variable, Strategy Evaluation, among the respondents and the findings presented as shown below;

**Table 8: Strategy Evaluation**

Statement	N	Sum	Mean	Std Dev.
Strategy evaluation allows us to show potential donors our ability to clearly chart strategic priorities, which donors find important.	92	383	4.16304	.77168
Strategy evaluation process enhances our NGO donor funding access as its shows that not only do we have a vision, mission and objective but clearly defined performance indicators.	92	395	4.29348	.73817
Through strategy evaluation, our NGO is able to show that the stated objectives are being met, and this increases our reputation among donors.	92	392	4.26087	.74161
Through strategy evaluation, our NGO increases its donor funding access by constantly demonstrating its operational and financial health.	92	386	4.19565	.76619
<b>AVERAGE</b>			<b>4.22826</b>	<b>.75441</b>

**Source: Research Findings (2024)**

The respondents were in agreement with the statement that strategy evaluation allows NGOs to show potential donors their ability

to clearly chart strategic priorities, which donors find important, with a mean of 4.16304 and a standard deviation of .77168.

The statement that strategy evaluation process enhances NGOs donor funding accessibility as its shows that not only do NGOs have a vision, mission and objective but also have clearly defined performance indicators, received the strongest approval with mean of 4.29348 and a standard deviation of .73817. The respondents were further in strong agreement on the statements that through strategy evaluation, the NGOs were able to show that the stated objectives were being met, and this increased their reputation among donors at means 4.26087, and standard deviations of

.74161. And finally, that through strategy evaluation, NGOs increased their donor funding accessibility by constantly demonstrating their operational and financial health at 4.19565 mean and .76619 standard deviation. Overall, the respondents strongly agreed with the statements at an average mean of 4.22826 and a moderate standard deviation of .75441.

### Correlation of Variables

The study Pearson correlation matrix was extracted as shown in the table below;

**Table 9: Correlation Matrix**

Accessibility of NGOs to donor Funding		
<b>Accessibility of NGOs to donor funding</b>	Pearson Correlation	1
	Sig. (2-tailed)	
	N	92
<b>Strategy Implementation</b>	Pearson Correlation	.794**
	Sig. (2-tailed)	.000
	N	92
<b>Strategy Evaluation</b>	Pearson Correlation	.776**
	Sig. (2-tailed)	.000
	N	92

Source: Research Findings (2024)

The findings on the effect of strategy implementation on accessibility of NGOs to donor funding in Turkana County revealed a moderate positive correlation of .794,  $p=.000<.05$ . The relationship was statistically significant. The analysis results indicated that strategy implementation was the variable with the strongest effect on accessibility of NGOs to donor funding in Turkana County, Kenya. The findings on the effect of strategy evaluation and accessibility of NGOs to donor funding in

Turkana County, Kenya revealed a strong and positive association at .776,  $p=.000<.05$ . The findings revealed that strategy evaluation had a statistically significant association and the second strongest after strategy implementation.

### Goodness of Fit Model

The F-statistic was the model adopted by the study in measuring the goodness of fit model. The ANOVA results were extracted and presented as shown in the table below;

**Table 10: ANOVA**

Model	Sum of Squares	df	Mean of Squares	F	Sig.	
1	Regression	43.259	4	10.815	4.443	.000 <sup>b</sup>
	Residual	211.758	87	2.434		
	Total	255.017	91			
a. Dependent variable: Accessibility of NGOs to Donor Funding						
Predictors (constant); Strategy Implementation and Strategy Evaluation						

The ANOVA results above indicated that the regression model was statistically significant and therefore used to predict the dependent variable. This was evidenced by

the F-statistic value of 4.443 which was greater than the F-critical value of 2.49 at a P-value of .000 which was also less than the significance level of .05. These results

indicated that the model application was significant enough in predicting the dependent variable (accessibility of NGOs to donor funding in Turkana County).

### Model Summary

The study used the coefficient of determination (R-square) as a measure of the explanatory power of the independent variables that explained the variations in the dependent variable.

Model	R	R-square	Adjusted R-square	Std Error of the Estimate	Dublin-Watson
1	.814 <sup>a</sup>	.663	.689	.01249	2.116
a. Predictors: (Constant), Strategy Implementation and Strategy Evaluation					

The model summary indicated an R<sup>2</sup> for accessibility of NGOs to donor funding in Turkana County of .663 which implied that the independent variables (Strategy implementation and strategy evaluation) explained 66.3% of the variations in the dependent variable (accessibility of NGOs to donor funding in Turkana county) with the 33.7% of the variations remaining unexplained by the independent variables. According to Markus *et al.*, (2021), 33.7% was explained by factors not within the

scope of this study. The model was therefore considered fit.

### Simple Regression for Strategy Implementation

The study employed a basic linear regression model to assess the relationship between the strategy implementation variable and accessibility of NGOs to donor funding in Turkana County, Kenya, and presented the results as shown in the table below;

Table 12: Regression Coefficients of Strategy Implementation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta$	Std. Error	$\beta$		
1	(Constant)	8.501	.0045		1.357	.000 <sup>b</sup>
	Strategy Implementation	.491	.0031	.487	4.365	.001

a. Dependent variable: Accessibility of NGOs to donor funding

the positive beta coefficient value of strategy implementation variable was .491 with a p-value of .001 which was less than the .05 significance level and at a constant of 8.501 (p-value = .000). The research analysis came to the conclusion that both the constant and strategy implementation contributed significantly to the model with the highest coefficients. The model was therefore accepted for use in providing needed information to predict accessibility of NGOs to donor funding in Turkana

County, Kenya. The regression equation was then presented as follows;

$$Y = 8.501 + .491X_2$$

Where:

Y Accessibility of NGOs donor funding in Turkana County, Kenya

X<sub>1</sub> Strategy Implementation

### Simple Regression for Strategy Evaluation

The simple linear regression results were presented as shown in the table below;

Table 13: Regression Coefficients of Strategy Evaluation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta$	Std. Error	$\beta$		
1	(Constant)	8.501	.0138		1.357	.000 <sup>b</sup>
	Strategy Evaluation	.443	.0007	.439	4.256	.005

a. Dependent variable: Accessibility of NGOs to donor funding

The relationship between strategy evaluation and accessibility of NGOs to donor funding in Turkana County was positive in nature with a beta coefficient of .443. This was the second highest in relation to the other study variables (p-value of .005) and a constant of 8.501 and p-value of .000 which was less than the significance level of .05. The researcher concluded that strategy evaluation significantly contributed to the model in relation to the dependent variable and was considered statistically viable to employ the model to provide relevant and required information for the prediction of the dependent variable from strategy evaluation data. The regression equation was then presented as follows;

$$Y = 8.501 + .443X_3$$

Where:

Y Accessibility of NGOs to Donor Funding in Turkana County, Kenya

X<sub>1</sub> Strategy Evaluation

### Multiple Regression Analysis

The purpose of the study was to examine the effect of strategic management practices and accessibility of NGOs to donor funding in Turkana County, Kenya. The study presented the analysis findings in a multiple linear regression and the results were presented in form of a model as shown below;

Table 14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	$\beta$	Std. Error	beta		
1 (Constant)	8.501	.0257		1.357	.000 <sup>a</sup>
Strategy Implementation	.491	.0358	.478	4.365	.001
Strategy Evaluation	.443	.0159	.439	4.256	.005

a. Dependent variable: Accessibility of NGOs to donor funding, P<.05, 95% Confidence level, N=92

The independent variables in the study fully explained the dependent variable (Accessibility of NGOs to donor funding in Turkana County, Kenya). The following regression equation was established from the analysis:

$$Y = 8.501 + .491X_2 + .443X_3$$

The study regression results revealed a  $\beta_0 = 8.501$ . The study findings indicated a  $\beta_1 = .491$ , at  $p = .001 < .05$ , which revealed that a change in strategy implementation is expected to yield a .491 change in NGO accessibility to donor funding. These findings were supported by Chaimankong and Prasertsakul (2022), who noted that strategic implementation significantly influences donor funding. Mailu, Ntale, and Ngui (2023) also revealed that strategy implementation has a stronger and statistically significant effect on the dependent variable.

The findings revealed that strategy evaluation positively and statistically significant effect on accessibility of NGOs to donor funding at  $\beta_2 = .443$  at  $p = .005 < .05$ , which implied that changing strategy evaluation by a unit would lead to a .443

change in accessibility of NGO's to donor funding in Turkana County, Kenya. The findings were supported by Odhiambo and Njuguna (2021), who demonstrated that strategy evaluation and control significantly influence different factors in organizations.

## CONCLUSION

### Strategy Implementation and

#### Accessibility of NGOs to Donor Funding

On the second independent variable, strategy implementation, it was concluded that cultivating an operations culture in the NGOs, enhancing staff competencies, and building a good NGO culture are important indicators of NGO success and, consequently, their accessibility to donor funding.

### Strategy Evaluation and Accessibility of NGOs to Donor Funding

The study findings showed that the association between the last study variable, strategy evaluation, and accessibility of



NGOs to donor funding in Turkana County, Kenya, was strong, positive and statistically significant. The study revealed that the development of strategy quality, both internal and external environmental elements is critical to improve the NGOs standing and their perception in the eyes of potential and existing donors to improve the accessibility levels.

## RECOMMENDATIONS

The study findings led to the following recommendations:

### Strategy Implementation

The findings of the study about the relationship of this variable and the dependent variable were found to be statistically significant. The study recommended that in order to assist strategy implementation, the business should create a strong organizational culture, strengthen its structure, and increase managerial support in order to ensure that the NGO achieve its objectives and in the process attract donor funding to drive its programs to satisfactory conclusion.

### Strategy Evaluation

The findings of the effect of strategy evaluation and accessibility of NGOs to donor funding in Turkana County, Kenya, demonstrated a favorable and statistically significant association between the two variables. From these results, it was recommended that NGOs should regularly assess the most effective strategies being implemented worldwide to ensure their efforts are appropriately guided. In addition, non-governmental organizations (NGOs) can create explicit manuals and strategies to facilitate the successful execution of monitoring and evaluation initiatives, which can be highly beneficial in achieving organizational goals.

### Declaration by Authors

**Acknowledgement:** None

**Source of Funding:** None

**Conflict of Interest:** The authors declare no conflict of interest.

## REFERENCES

1. Aaltonen, P. & Ikavaiko, H. (2021). *Implementing Strategies Successfully*. A Paper Presented at the Xii World Productivity Congress.
2. Alymkulova, A. & Seipulnik, D. (2020). *NGO Strategy for Survival in Central Asia: Financial Sustainability*. Michigan, MA: The William Davidson Institute
3. Augustine, A. N., & Agu, A. O. (2021). Impact of strategy formulation and implementation in ailing organizations. *European Journal of Business and Management*, 5(20), 232-242.
4. Blackmon, V. Y. (2020). *Strategic planning and organizational performance: An investigation using the balanced scorecard in non-profit organizations*. Ph.D. dissertation, Capella University, United States.
5. Blanche, M. T., Durrheim, K. & Painter, D. eds. (2020). *Research in Practice*. 2nd ed. Cape Town, SA: University of Cape Town Press.
6. Bless, C., Higson-Smith, C., & Kagee, A. (2021). *Fundamentals of Social Research Methods: An African Perspective* (4th ed.). Cape Town, S.A: Paarl Print.
7. Bowman, W. (2021). Financial Capacity and Sustainability of Ordinary Nonprofits. *Nonprofit Management and Leadership*, 22(1); 37–51
8. Chaimankong, M., & Prasertsakul, D. (2022). Impact of strategy implementation on the performance of generic strategy: Evidence from Thailand. *The southeast Asian journal of management*, 6(1), 1-64.
9. Chepkwony, E. C. (2016). The influence of strategy implementation, evaluation, and control on organizational performance at the Office of the Auditor-General. (Unpublished MBA Project). University of Nairobi, Kenya.
10. Etukala, K. R. & Ndegwa, J. (2022). *Effect of strategic management on the performance of water works organizations in Nairobi, Kenya*. USIU-A erepository.
11. Friesl, M., Stensaker, I., & Colman, L. (2021). Strategy implementation: Taking stock and moving forward. *Long Range Planning*, 54(4), 102-164.
12. Karanja, J. G. & Karuti, J. K. (2019). Assessment of Factors Influencing Financial Sustainability of Non-Governmental

- Organizations in Isiolo County, Kenya. *International Journal of Economics, Commerce and Management*, II (9); 1 – 14.
13. Keating, E. & Frumkin, P. (2023), Reengineering nonprofit financial accountability: towards a more reliable foundation for regulation. *Public Administration Review*, 63; 3 – 15.
  14. Kinyua, I. W., & Sije, A. (2023). Strategic quality management practices and operational performance of soft drink manufacturing firms in Nairobi county, Kenya. *International Journal of Social Sciences Management and Entrepreneurship*, 7(1), 8-15.
  15. Lewis, D., & Kanji, N. (2009). *Non-Governmental Organizations and Development*. Routledge.
  16. McHatton, P. A., Bradshaw, W., Gallagher, P. A., & Reeves, R. (2021). Results from a strategic planning process: Benefits for a nonprofit organization. *Nonprofit Management and Leadership*, 22 (2); 233-249.
  17. Merzlikina, S., & Kozhanova, E. (2020). Strategic change in the enterprise: Foresight and management. *IOP Conference Series: Earth and Environmental Science*, 459(6), 62- 79.
  18. Miliband, D. (2023,). On the importance of Non-Governmental Organizations (NGO's). Retrieved from <https://www.youtube.com/watch?v=0iNi1h1XHk8>
  19. Momoh, J. I., & Itohan, I. (2023). The effect of strategic management practices on organizational competitiveness. *International Journal of Research and Development (IJRD)*, 8(5), 12-15
  20. Mugenda, O. M. & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative Approaches*. Nairobi: African Centre for Technology Studies
  21. Naivasha, M. & Okech, T. (2021). Influence of strategic management on fraud mitigation within commercial banks in Kenya: A case study of Kenya commercial bank ltd. Usiu-a university repository.
  22. Nduati, P. M., Kariuki, P., & Wanjohi, P. G. (2022). Factors Influencing the Implementation of Strategic Plans in Small Manufacturing Firms in Nairobi County. *Journal of Strategic Management*, 6(1), 78-90. doi:10.53819/81018102t2045.
  23. NGOCB (2019). NGO Board Strategic Plan 2016 – 2019. [Online], available at: [http://www.ngobureau.or.ke/wp-content/uploads/2017/04/NGO\\_Board\\_Strategic\\_Plan-2016-2019.pdf](http://www.ngobureau.or.ke/wp-content/uploads/2017/04/NGO_Board_Strategic_Plan-2016-2019.pdf)
  24. Njagi, L., & Kombo, H. (2021). Effect of strategy implementation on performance of commercial banks in Kenya. *European Journal of Business and Management Online*, 6(13), 62–67.
  25. Non-Governmental Organizations Co-ordination Board (2023). *Annual NGO Sector Report 2018/2019*. NGOs Co-ordination Board.
  26. Nnamani, E., Ejim, E. P., & Ozobu, A. (2019). Effect of strategy formulation on organizational performance: A study of innoson manufacturing company Ltd Emene, Enugu World. *Journal of Management and Behavioral Studies*, 3(1), 09-20.
  27. Odhiambo, E., & Njuguna, R. (2021). Strategic management practices and performance of health nongovernmental organizations in Nairobi city county, Kenya. *Journal of Strategic Management*, 6(1), 1–16. <https://doi.org/10.47672/jsm.669>
  28. Poister, T. H., Edwards, L. H., Pasha, O. Q., & Edwards, J. (2023). Strategy formulation and performance: Evidence from local public transit agencies. *Public Performance & Management Review*, 36(4), 585-615
  29. Renz, D. O., (2020). *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco, CA: Jossey-Bass
  30. Roy R, Sukumar G., M., Philip M, & Gopalakrishna, G. (2023). Face, content, criterion and construct validity assessment of a newly developed tool to assess and classify work-related stress (TAWS– 16). *PLoS ONE* 18(1): e0280189. <https://doi.org/10.1371/journal.pone.0280189>
  31. Schindler, P., S. & Orang, N. (2022). *Business Research Methods (14th Edn)*. Mc Graw-Hill, New York.
  32. Union of International Associations (2023). *The Yearbook of International Organizations*. Retrieved on from <https://uia.org/yearbook>
  33. Wanyama, M. B., & Aila, F. (2022). Strategic management practices and performance of parastatals in Kenya. *European Journal of Management Issues*,

30(2), 116–122.

<https://doi.org/10.15421/192211>

34. WHO,(2018). Primary Health Care Programme in the WHO African Region from Alma-Ata to Ouagadougou and beyond.
35. Yunis, A. S. & Katuse, P. (2019). *Influence of effective strategic management practices on the organization's access to donor funding: A case of NGOs in Kilimani, Nairobi County*. USIU-A repository.

How to cite this article: CICILIA MAJUMA ETAAN, ELIZABETH NAMBUSWA MAKOKHA, ALBERT WANAMBISI NJIBWAKALE. Strategic management practices and accessibility of non-governmental organizations to donor funding in Turkana County, Kenya. *International Journal of Research and Review*. 2024; 11(10): 341-359. DOI: <https://doi.org/10.52403/ijrr.20241031>

\*\*\*\*\*