

STRATEGIC MANAGEMENT PRACTICES AT MAKE ME SMILE, KENYA


ANYANDA SHARON AYUMA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND
MANAGEMENT SCINCES, UNIVERSITY OF NAIROBI**

NOVEMBER 2021

DECLARATION

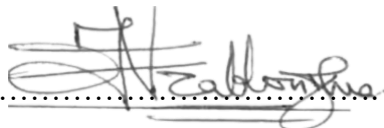
This research work is my original work and has not been submitted for a degree qualification in any other university or learning institution.

Signed.......... Date.....23.11.2021.....

Sharon Ayuma Anyanda

D61/10030/2018

This Research Project has been submitted for examination with my approval as the university supervisor.

Signed.......... Date **28.11.2021**.....

Prof. Vincent Machuki

Department of Business Administration

Faculty of Business and Management Sciences

University of Nairobi

ACKNOWLEDGEMENTS

This research project would have not been a success if it were not for the grace of the almighty God who gave me the strength to keep pushing and moving forward with my work to the point where I completed my project. My supervisor Prof. Vincent Machuki has provided me with great assistance, guidance and constructive criticism has also given me great motivation to complete my work. The University of Nairobi at large and its lectures whose classes have benefited and helped me to compose and complete this paper.

My Appreciation also goes out to my family members especially my brother Cedric Anyanda for his love and support and inspiration when I was almost giving up, and my Uncle Maurice Anyanda who has always valued education and has always supported and motivated me throughout my educational journey.

DEDICATION

My research project is dedicated to God and my family with a lot of Love.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
ACRONYMS AND ABBREVIATIONS.....	viii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1 The Concept of Strategic Management.....	2
1.1.2 Overview of Make Me Smile Kisumu, Kenya.....	4
1.2 Research Problem	6
1.3 Research Objectives	8
1.4 Value of the Study	9
CHAPTER TWO: LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Theoretical Foundations.....	11
2.2.1 Institutional Theory.....	11
2.2.2 Industrial Organization (IO) Economics.....	12
2.3 Strategic Management Practices	13
2.3.1 Strategy Formulation	16
2.3.2 Strategy Implementation	17
2.3.3 Strategy Evaluation and Control	18
2.4 Challenges in Application of Strategic Management	19
2.4.1 Challenges in Strategy Formulation.....	20

2.4.2 Challenges in Strategy Implementation	21
2.4.3 Challenges to Strategy Evaluation and Control	21
2.5 Summary of Knowledge Gaps	22
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Data Collection	25
3.4 Data Analysis	26
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION.....	27
4.1 Introduction.....	27
4.2 Strategic Management Practices at Make Me Smile	27
4.2.1 Strategy Formulation	28
4.2.2 Strategy Implementation.....	32
4.2.3 Evaluation and Control of Strategy.....	37
4.3 Challenges in the Application of SM Practices at MMS	41
4.3.1 Challenges in Strategy Formulation.....	42
4.3.2 Challenges in Strategy Implementation	44
4.3.2 Challenges in Strategy Evaluation and Control.....	45
4.4 Discussion and Findings	46
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	50
5.1 Introduction.....	50
5.2 Summary of the Findings.....	50
5.3 Conclusion	51
5.4 Implications of the Study	52
5.5 Limitations of the Study.....	53

5.6 Suggestions for further Research	55
REFERENCES.....	56
APPENDICES.....	62
Appendix I: Interview Guide	62
Appendix II: Secondary Data Capture Form	65
APPENDIX III: Introduction Letter	66
Appendix IV: Data Collection Approval	67
Appendix V: Make Me Smile Organogram.....	68
Appendix VI: Core values, Goal, Mission and Vision statement	69
Appendix VII: Make Me Smile Strategic Plan	70
Appendix VIII: Make Me Smile Strategic Plan.....	71
Appendix IX: MMS House-hold supervision tool.....	72
Appendix X: MMS House-hold supervision tool	73
Appendix XI: MMS Work plan	74
Appendix XII: MMS Work plan.....	75

ACRONYMS AND ABBREVIATIONS

CHW	Community Health Workers
HH	Household
HRM	Human Resource Manager
MMS	Make Me Smile
NGO	Non-Governmental Organization
OVS	Orphans and Vulnerable Children
SM	Strategic Management

ABSTRACT

Strategic management remains to be the cornerstone to all organizations hence, the absence of strategic management practices within an organization would mean that an organization does not know its course and direction. Regardless of the size of organizations, they must practice strategic management to excel in their operations. Organizations must continually link to the external environment and align their strengths and weaknesses with external opportunities and threats. This was a case study on the strategic management practices adopted by Make Me Smile Kenya, and the objectives of the study were to establish strategic management practices at Make Me Smile, Kenya, and to ascertain the challenges faced by Make Me Smile Kenya in applying the strategic management practices. The data was collected using primary data sources that included interview guides as the tool for data collection, the respondents included the organizations top level managers within the organization. The findings of the study have revealed that MMS does indeed have the knowledge of the strategic management process and that the organization possessed a dedicated team of employees, invested its time and resources, it has highly invested in modern technology to make sure that its team of managers have the capability to undertake the process of strategic management. The study found out that strategic management practices are embraced and implemented by MMS and that these practices have been of benefit to the organization and its operations helping it stay clear of its goals and objectives and have well-defined means of achieving the set goals is strategic management is correctly practiced. The researcher discovered that just like any other organization, Make Me Smile does experience a few challenges during the strategy implementation process, these challenges were seen mostly in communication which is vital to all the employees because they all need to be conscious of the organization's goals and objectives. The organization uses the MMS HH supervision tool to deal with the challenge to help ease communication. The study concludes that strategic management does have a positive impact on Make Me Smile Kenya as an organization. The study recommends that processes of Strategy formulation, implementation and evaluation should be continuously enhanced based on the everchanging environment, in a turbulent environment there should be a continuous review and enhancement of the processes of strategy communication within the organizations to attain efficiency and effectiveness of the strategy implementation process. In conclusion, the study showed that strategic management practices are embraced and implemented by MMS and that these practices have been of benefit to the organization and its operations helping it stay clear of its goals and objectives and have well-defined means of achieving the set goals is strategic management is correctly practiced.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the current global economy, the survival of firms has become nearly impossible to forecast due to the business environment that is ever-changing, several organizations consequently develop strategies to ensure their survival. They need to survive in the long term within the contemporary global market (Wheelen & Hunger 2006.) Strategic management is an approach that enables managers to have a blueprint of the organization above the long-term goals hence achieving organizational advantages through the reshaping of its resources in a turbulent environment. Organizations are needed to strategically position themselves in the changing environment by developing & adopting superior Strategic Management practices (Bryson, 2018) This can be achieved through the strategic management practices which include; the formulation of company's vision and mission statement, situation analysis, determining the strategic objectives, strategic analysis and choice, implementing the strategy and finally strategic evaluation and control (Pearce and Robinson, 2003).

Several theories have been seen to relate to the practice of strategic management in organizations, some of these theories that were used to support the study included the Industrial organizations theory and the institution theory. To begin with, the institution theory which relates to the contingency theory forms a basis for evaluation of extend of the implementation and adoption of organizational strategic management (Bjorkman et a.2007). It postulates that the success of any organization is dependent upon efficient control and coordination of productive activities (Meyer and Rowan,1977). The second theory was the Industrial organizations

economic theory which on the other hand is about the economy-wide complexities that rise because of different practices by various organizations as they assume various roles. A portion of the roles played by the organizations include the provision of supply and demand for services and products inside the economy (Porter, 1981). The study will be attributed to MMS as a non-profit-making organization which is continuously faced with a competitive environment this is because over past years the number of NGOs in Kenya keep rising while the number of donors keep falling.

Make me smile has been facing an increase in the demand for resource accountability by its host country and its major donors, this is mainly due to the rise in the number of NGOs in Kenya making the environment in which Make Me Smile operates to become more competitive than ever. More so the increase in these organizations in Kenya has led to the decrease of resources from the community of donors, this has then stiffened the competition in the everchanging environment creating great turbulence. MMS lacks the finances or organized methods and systems of providing efficient and effective services as it 99% depends on donations and contributions from well-wishers, this calls for the adoption of strategic management practices.

This begs the question as to the existence of a strategic management practices in the organizations and whether the practices influence the daily operations at Make me smile.

1.1 The Concept of Strategic Management

Strategic management has been defined in various ways by different authors. Strategic management, according to Wheelen and Hungers (2006), SM is a set of managerial decisions and actions that determines the long-term performance of a corporation. It involves environmental scanning (both internal and external), strategy formulation (strategic or long-

range planning), strategy implementation, and evaluation and control. They emphasize the analyzing and evaluating of external opportunities and threats in terms of an organization 's strengths and weaknesses (Wheelen & Hunger 2006). From the perspective of Dess and Miller (1993), strategic management is the process that combines three major interrelated activities: strategy formulation and strategy implementation strategy evaluation and control. Strategic management is the process of managing the pursuit of organizational mission while managing the relationship of the organization to its environment (Higgins, 2017).

Strategic management involves the analysis of an organization 's strategy, setting strategy-focused objectives, formulating strategy, implementation of strategy, the evaluation and control of strategy. Strategic analysis involves examining of the industry in which organizations carrying out its business and analyzing both the internal and external factors in the environment (Pillania, 2008). Strategy formulation involves settling on strategies that help organizations achieve long-term objectives and goals. Implementation of strategy is involved with placing strategy formulation into action without hesitation. It is the execution of strategy through arrangement of important resources and aligning the organization's structure, frameworks. processes (i.e., systems, reward systems) with the chosen strategy. This component is additionally associated with decision making with respect to setting short-term goals, financial planning, and the formulation supportive and functional strategies to accomplish the main strategy. The evaluation and control of strategy aims at monitoring the corrective alterations on the strategy (Johnson, Chang, & Yang, 2010).

Most of the organizations in today 's economy has realized and recognized the benefits of strategic management (Fred, 2011). History shows that using logical, systematic, and rational approaches to formulate sound strategies was the major advantage of strategic management (Fred, 2011). Strategic management links aspirations and the capabilities needed to achieve them (Gaddis, 2018). Strategic management is not limited, of course, to a single organization but is relevant to any entity where aspirations and capabilities need to be aligned (e.g., individuals, teams, organizations, coalitions, communities). Strategic management is broadly practiced in organizations across the globe, it is although considered to be context-sensitive, and therefore how it is practiced in corporate entities, and government agencies may not fully help in understanding its adoption within the private sector (Fuertes, et al., 2020). In both public and private organizations, top managers are increasingly becoming aware of the fact that, the rate at which change in the daily business environment is experienced evidently presents new challenges. In this regard, organizations must come up with techniques that help them adequately meet these challenges (Yoder, 2019).

1.1.2 Overview of Make Me Smile Kisumu, Kenya

Make Me Smile Kenya is an NGO with a holistic approach towards Sustainable Development Cooperation, which began operations in 2009. The NGO Primarily supports vulnerable children, adolescent girls, and young women. It aims at creating a lasting impact in building on existing structures. These are structures like the government as NGOs must always work with the host government to ensure success in their projects and activities, community strategy, and seeking sustainably to empower the support network of their target groups through involving relevant stakeholders and providing a holistic range of services. They are working towards a better future,

especially for children, women, and their entire communities in western Kenya. MMS operations are supported 100% by donors and contributions from well-wishers. Just like most NGOs, make me smile lacks a strategic plan that would allow it to have ownership over its values, activities, and mission. This makes the organization endangered to the craze of its donors hence making it hard to evaluate its impact over a certain period (Make Me smile Kenya).

The success of MMS Strategic plans needs to be pushed by dedicated and committed members of staff who will bring forth fresh energies and ideas towards the complex problems of extreme poverty. Nonetheless, challenges facing MMS are the execution of a strategy that links with the unforeseeable nature of policy agendas, constraints in the partnership and funding management and some of the actors involved in development shifting their attention. To this date no studies have been done at make me smile to discover if the organization has an existing strategic plan in place. It is on this basis that the researcher is seeking to fill in the research gap that exists by executing this study on Make me smile in pursuit to answer the research question that is: What is the nature of strategic management at Make Me smile Kenya?

The operations nature in Make me smile Kenya requires involvement in strategic management to remain competitive and execute its mandate. It is, therefore, necessary for the management to be involved in the strategic management processes of the organization. MMS lacks the finances or organized methods and systems of providing efficient and effective services as it 99% depends on donations and contributions from well-wishers. This begs the question as to the existence of a strategic management plan in the organizations and whether the plan influences every day 's operations in the organization. Make me smile has been facing an increase in the demand for

resource accountability by its host country and its major donors, this is mainly due to the rise in the number of NGOs in Kenya making the environment in which Make Me Smile operates to become more competitive than ever. More so the increase in these organizations in Kenya has led to the decrease of resources from the community of donors, this has then stiffened the competition in the everchanging environment creating great turbulence. This begs the question as to the existence of a strategic management practices in the organizations and whether the practices influence the daily operations at Make me smile. And how can make me smile strategically deal with these issues to ensure that its objectives are met.

1.2 Research Problem

Studies regarding the concept of Strategic management practices and its effect on organizations have been carried out before for instance, Mukanga (2011) carried out a study on the sustainability strategies that are adopted by NGOs in Nairobi. Onyango (2014) studied the strategic management practices that have been adopted at the Kenya Commercial Bank to attain competitive advantage. Alymkulova & Seipulnik (2005) carried out a study that was centered on the challenges facing NGOs in successfully implementing SM practices in Central Asia, especially in Kazakhstan, as financial sustainability of Non-Governmental Organizations' activities. Another study was done by Shamala (2013) which focused on strategic management practices & the challenges of Compassion international funded projects in Limuru, Kenya. Adegwah (2014) in his submission, while evaluating the implementation factors in a few chosen secondary schools in Kenya pointed out four things that influenced strategic management and its execution, these are organizational policies, managerial skills, reward /incentives, and resource allocation. Strategic management is broadly practiced in organizations across the globe, it is

although considered to be context-sensitive, and therefore how it is practiced in corporate entities.

Make me smile has been facing an increase in the demand for resource accountability by its host country and its major donors, this is mainly due to the rise in the number of NGOs in Kenya making the environment in which Make Me Smile operates to become more competitive than ever. More so the increase in these organizations in Kenya has led to the decrease of resources from the community of donors, this has then stiffened the competition in the everchanging environment creating great turbulence. This begs the question as to the existence of a strategic management practices in the organizations and whether the practices influence the daily operations at Make me smile.

Strategic management is broadly practiced in organizations across the globe, it is although considered to be context-sensitive, and therefore how it is practiced in corporate entities, and government agencies may not fully help in understanding its adoption within the private sector. (Fuertes, et al., 2020). In both public and private organizations, top managers are increasingly becoming aware of the fact that, the rate at which change in the daily business environment is experienced evidently presents new challenges Taylor, Barringer, & Warshaw (2018). In this regard, organizations must come up with techniques that help them adequately meet these challenges (Yoder, 2019). Different studies on practices of strategic management have been carried out by different researchers, for example, (Aosa, 1992; Awino, 2001; Machuki, 2005; Koske, 2003; Bryson, 1989; Nutt and Backoff, 1992). Strategic management practices and performance of small and medium sized enterprises in Kenya Njeru (2015). These studies thus

concluded that every organization that practices strategic management, be it Medium and small sized enterprises, large corporations or state companies have a particular and distinct organizational mission statement and vision environmental scanning strategies and had autonomously formulated and implemented their strategies yearly. They saw strategic management to be a set of decisions by organizations managers whose point is to decide on the organization's objectives, and ways of accomplishing those objectives, guaranteeing that the organization is positioned strategically to fulfill its set objectives and plans of action that help determine the performance of the organization in the long run, however there still existed a knowledge gap

The findings and recommendations of the different studies are context-specific and applicable only to the organization under study. The studies along these lines edified that strategic management is sensitive to the context to which it is practiced. Additionally, a common factor to note from the studies is that funding from donors does not always match the organizations needs and expectations, organizations are therefore keen to consider strategies that would enhance their survival by creating competitive advantage through strategic management practices, hence the findings in these studies regarding strategic management practices cannot be assumed to explain the strategic management practices at Make me smile Kenya. What are the strategic management practices adopted by Make me smile Kenya?

1.3 Research Objectives

- i. To establish strategic management practices at Make Me Smile, Kenya.
- ii. To ascertain the challenges faced by Make Me Smile Kenya in applying the strategic management practices.

1.4 Value of the Study

This research paper was of great importance to the Make Me smile and other organizations in the NGO sector especially within Kenya as it contributes to a greater understanding of strategic management and its practices as applied to these organization, the challenges that the organizations face during strategy implementation and the corrective measures taken. The study gave great insight on how make me smile can better position themselves strategically for sustainable funding within the turbulent and everchanging environment and huge decrease in the rate of donor funds, this knowledge is of great importance to other organizations and future scholars who would gear their studies towards the topic of strategic management.

This research also contributes to policy making as strategy is submerged into policymaking, it consists of a series of decisions which mirror the organizations basic objectives, and how to utilize the internal resources and capabilities to realize these objectives. This research helps build on make me smile 's policy making process to enable the organization to come up with policies that will gear it towards achieving both its long- and short-term objectives, and by embracing strategic management practices the organization can achieve its mission and vision. The research can also be used by government policy makers in formulating policies that support future organizations by assisting managers in decision making and improve on the services delivered to the population at large.

Lastly this research helps in improving managerial practices meaning that it would be essential to understand ways in which strategic management as a body of knowledge delivers to management a pragmatic option of performing a prognosis and later the pinpointing of complex business

problems, the obstacles, environmental turbulence, and growth. This study will help Make Me Smile Kenya come up with strategic management practices that will eventually translate to organizational performances. Other non-governmental institutions can also adopt strategic management practices that will enhance their performance in achieving all the flagship humanitarian projects that need to be tackled. The contributes to a greater understanding of strategic management and its practices, the challenges faced in strategy implementation, and their remedial measure.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section justifies the theoretical foundation and review of the conceptual and empirical literature with the aim of identifying emerging knowledge gaps and thus addressing the study objectives

2.2 Theoretical Foundations

Strategic management as a field of study has led to the development of several theories. Two theories have been selected to cover the scope of this chapter, the theories under focus are the Institutional theory, Scott (2004) and the Industrial Organization Economics theory Hitt & Ireland (2005) state that the Institutional theory and the industrial organization model link up to explain how organizations generate the strategic inputs needed to successfully formulate and implement strategies to uphold a strategic advantage. The two theories link organizations to how the work environment can be governed and suggest the strategies that organizations can implement to shape their institutional environment by putting emphasis on cultural aspects of organizations and paying attention to the environment in which organizations operate. (Campebell, 2004)

2.2.1 Institutional Theory

The Institutional which identifies with the contingency theory creates a basis in terms of the extent to which the implementation and adoption of organizations strategic management practices can be evaluated (Bjorkman et a.2007). The Institutional theory relates organizations to social economic establishments which incorporate political frameworks and family (Jary and

Jary, 1991). The success of any organization is reliant upon effective control and coordination of beneficial exercises. Regardless of how proficient organizations are in production, organizations with well-developed institutional cultures are better places to prevail in each domain, consequently, gain credibility and get assets that it requires for the survival of the organization (Meyer and Rowan,1977).

This theory postulates that organizations become attached to certain routines and practices that don't necessarily represent the best ways of achieving organizational objectives, this theory is limited in that it is not easy to place the theory in a single organizational approach including the environment, this is specifically because institutional analysis employs a wide range of disciplines, the theory also neglects the human factor as an agent that possess intent and interest. Human factors are the paramount carrier of regularized patterns of routines, behavior, traditions and support institutionalized patterns of interest and behavior that are critical to strategy implementation (Hunher and Wheelen, 1995).

2.2.2 Industrial Organization (IO) Economics

The Industrial organizations economic theory is about the economy-wide complexities that rise because of different practices by various organizations as they assume various roles. A portion of the roles played by the organizations include the provision of supply and demand for services and products inside the economy. Organizations in such settings were studied by Bain (1968) who studied the industry as the center unit for analysis. This theory specifies that the industry that organizations operate in strongly influences the organizations performance as opposed to the decisions made by organizations management.

As Porter (1981) hypothesized that the organizations performance was seen as dependent on the performance on the industry. He identified five forces model which embodies the rule of competition, these forces include: buyer's bargaining power. Suppliers bargaining power,

potential entrants to the industry, product substitutes and rivalry amongst organizations within the industry (Porter M, 1980).

2.3 Strategic Management Practices

Strategic management is a long-term process that is directed towards the holistic, future growth potentials that are associated with the highest management level that determines the mission, vision, and culture of an organization (Pillania, 2008). The success of an organization within a given environment is determined by the strategic management practices adopted by that organization, strategic management practices comprise of four elements, and these are strategy formulation, strategy implementation, strategy evaluation and control (Hunger & Wheeler 2008). It is important to start by analyzing the environment as this elaborates the operational environment of organizations which ranges from economic, political, sociological, legal factors to technological. Thompson and Strickland (2007) added that this is very important stage since the data collected during this stage will shape the two faces that follows. In this stage, one is required to gather adequate information and data pertinent to achieving the vision. An analysis should be done on any internal or external factors that can hinder the achievement of organizations objectives and goals. One should then take note of both the strengths and weaknesses within the organization also any threats and opportunities that might come up in its path. Along these lines, an environmental analysis is the process where you look at the external factors that can affect your business, you analyze every one of these factors exclusively, and afterward perceive how it could influence the success of your business (Subramanian, 1993).

Fist is the strategy formulation step. A strategy can be said to be an expansive plan created by an organization with the aim of taking it from where it is to where it needs to be. A very much planned strategy will enable an organization to arrive at its most extreme degree of adequacy in arriving at its objectives while continually permitting it to monitor its environment to adjust the

strategy as needed. Strategy formulation is the way toward building up the strategy. Auditing the information gained from the analysis is the initial phase in forming a strategy. One then must figure out what are the resources that the organization currently poses that would help it arrive at the defined objectives and goals (Johnson, Chang, & Yang, 2010).

The next stage is Strategy implementation. Strategy Implementation in simple terms is the process that places plans and strategic techniques in place to arrive at the objectives. Stirling, Kilpatrick, and Orpin (2011) indicate that a strategic plan is a composed report that spreads out the plans of the organization to arrive at its objectives, however, will sit overlooked without strategic implementation. Strategic implementation makes the organization's plans occur. Successful strategy implementation is important to the organization success in achieving its objectives and goals. Implementation happens after scanning the environment, SWOT analysis, and differentiating strategic objectives and issues. Strategy implementation includes relegating people to tasks and timelines that will make it possible for the organization to arrive at its objectives. Implementation regularly incorporates a strategic guide, which recognizes and maps the key ingredients that will coordinate performance (Awino, 2007).

The final stage is strategy evaluation and control, strategy evaluation is a stage of the strategic management process in which management attempts to guarantee that the strategic choice is appropriately actualized and is meeting the goals of the organization (Ogonge, 2013). Indeed, in strategy evaluation, directors survey or evaluate the advancement in the performance identified with strategy implementation, attempt to discover any deviations of actual performance from the picked strategy that has been put in place vigorously, and afterward take fitting actions for making the strategy work (Abok, 2013). In the process of strategy evaluation and control top managers decide if the selected strategy is accomplishing the organization's goals. Major strategy evaluation and control exercises include, exploring the internal and external components that

form the bases for current strategies, measuring the organizations performance, and taking restorative measures (Ogonge, 2013).

Empirical research on the subject of strategic management has for some time concentrated on identifying the practices and strategies that would be able to help organizations achieve competitive advantage and succeed in achieving their goals and objectives. It is empirically evident that organizations that plan have on the average performed better than those that don't. Kangoro, (1998); Mitra (2001) Mugambi (2003); Njenga (2006) and Gitutha (2014) Carried out studies on strategic management practices in the public sector in Kenya, Strategic Management practices in restaurants and hotels in Nairobi, Strategic Management practices of delivery companies in Kenya, Strategic Management practices at Mater medical hospital in Kenya and Strategic Management practices at Concern international respectively. The above studies concluded that regardless of the organizations having predominant key strategic plans, absence of duty and commitment from top managers denied the advantages gathered from the adoption and reception of a strategic management practices. There exist knowledge gaps in the up to referenced studies to the way that the underscore the way that the environment wherein organizations operate has gotten excessively unique, fluid, and complex. The best way to penetrate such an environment is to make an advantageous connection between the organizations and the environment, this is something, which is conceivable only through strategic management.

Rhyme (1963) in his study concluded that, long-term superior financial performance seems to be higher within organizations that practice strategic management, Njeru (2015) carried out a study on small and medium sized enterprises in the Kenyan technology sector, in his findings he concluded that organic growth and product development strategy was achieved because of

embracing strategic management practices. Mukanga (2011) carried out a study on the sustainability strategies that are adopted by NGOs in Nairobi. Alymkulova & Seipulnik (2005) carried out a study that was centered on the challenges facing NGOs in successfully implementing SM practices in Central Asia, especially in 8 Kazakhstan, as financial sustainability of Non-Governmental Organizations' activities. Another study was done by Shamala (2013), which focused on strategic management practices & the challenges of Compassion international funded projects in Limuru, Kenya. Onyango (2014) studied the strategic management practices that have been adopted at the Kenya Commercial Bank to attain competitive advantage. She concluded that the banks' management followed the six steps of the strategic management process, in contrast to this study, which was carried out on a large bank, Njeru (2015) carried out a similar study but concentrated at the small and medium enterprises to examine the strategic management practices in place. On the other hand, Adegwah (2014) in his submission, while evaluating the implementation factors in a few chosen secondary schools in Kenya pointed out four things that influenced strategic management and its execution, these are organizational policies, managerial skills, reward /incentives, and resource allocation. Strategic management is broadly practiced in organizations across the globe, it is although considered to be context-sensitive, and therefore how it is practiced in corporate entities.

2.3.1 Strategy Formulation

Strategy formulation is the way towards deciding and setting up the goals, objectives, mission, and targets of an organization, and distinguishing the suitable and best courses or game plans among all accessible alternative strategies with the aim of achieving them.

Strategic management is considered as one of the tools of valuable management in reinforcing performance in the organization through persuading dynamic and purposeful formulation of

strategies and implementation. As seen by Abok (2013), essential management of strategies is fragile to the setting in which it is exercised. It indicates that organizations that are indistinguishable in business do have different conditions internally different from those of other organizations and react differently to the condition that is external. Hence, the strategic management implementation of organizations is different and unique. Implementation of strategies can be seen as the headway in the management of the strategic plan. Fitzroy and Hulbert (2010) outlines that the implementation of a strategy as a procedure by which structures and approaches are set completely through encounters of development, budgetary plans, and framework. Implementation of strategies is involved with the strategy's interpretation into actions of the organization using the design and structure of the organization, planning, and resources (Johnson, Chang, & Yang, 2010). Implementation of strategies requires an organization to realize their annual goals, policies devise, motivate staff, and resource allocation to execute the formulated strategies.

2.3.2 Strategy Implementation

Strategic Implementation is one of the key components of strategic management. It refers to the actions and decisions that lead to the formulation and implementation of key long-term plans and activities that helps the organization achieve its objectives (Pearce and Robinson, 2003). Its aim is to complete the transition progress from strategic planning to strategic management (Bryson, 1995). Regardless, implementation of strategy clearly relates to the respectable performance of the firm; the leadership of the organization could affect the accomplishment of foreseen results. Ogonge (2013) saw that taking an interest in the strategic plan utilization impacted differently with some organizations demonstrating higher engagement while others much less engagement as energized upon by their style of leadership. Leadership should give vision, headway,

inspiration, and motivation. Mulube (2009), in his examination on Impacts of Strategy regarding the management of human resource and performance, saw that for most Kenya organizations, an upgrade is unendingly planned on comprehensive leadership portrayed by boosting cooperation and commitment of team individuals in supporting the dynamic decision making. Korten (1990) discovered that the Non-Governmental Organization sector was leading in appreciation and rehearsing the strategic planning concept. Regardless, the business remains whether perfect use is achievable by a wide margin in the greater part of the occasions. Mintzberg (2004) fights that strategic plan effective implementation depends on development and learning conditions for specialists who are the genuine troopers of execution. Thompson, Strickland, and Gamble (2004) conjecture that managers must lead as good examples considering striking innovative strategies by making comprehension of them into a solid advance that makes things happen. In Kenya, the execution of strategic plans in NGOs has captivated the chance of different accomplices and leaders put to an undertaking in thinking and handling explicit connection assessments that will draw in enough to changing the condition of the business and pass on the best outcomes (Wambui, 2006).

2.3.3 Strategy Evaluation and Control

Strategy evaluation and control is the last stage of the strategic management process in which management attempts to guarantee that the strategic choice is appropriately actualized and is meeting the goals of the organization. Ogonge (2013) Indeed, in strategy evaluation, directors survey or evaluate the advancement in the performance identified with strategy implementation, attempt to discover any deviations of actual performance from the picked strategy that has been put in place vigorously, and afterward take fitting actions for making the strategy work (Abok, 2013). Strategy evaluation can feature shortcomings in effectively actualized strategic plans and

makes the whole process to start from the very beginning. Ivancic (2013) argues that the successful evaluation technique is significant on the grounds that the key movement of strategy evaluation is to decide whether strategy execution meets the organizations goals. Hunger and Wheelen (2011) presented that the results of strategy evaluation are basic for additional activity if the process is demonstrating any issues that influence the working of the firm towards its objective. Accordingly, firms need to assess their strategies consistently (King'ola, 2001; Tunji, 2013), so restorative move could be made to dispose of the issues that block the accomplishment of firm goals (David, 2011). Strategic control is concerned with tracking the implementation of the strategic plans that had been selected. Schreyogg and Steinmann (1987) have described Strategic Control as the critical evaluation of plans, activities, and results, thereby providing information for the future action. The process of strategy control begins once the organization has discovered that there are gaps in terms of the organizations performance in relation to the intended results and targets. According to Tobert (2015), the process of strategy involves the following stages: Establish performance standards, measure organizational performance, measure the techniques, compare the performance with standards, evaluate of deviations, Take corrective actions.

2.4 Challenges in Application of Strategic Management

Strategic management and its practice have been seen as a difficult and complicated process, which is an exercise in futility. Research has anyway indicated that this isn't accurate, and that strategic management really makes business management simpler and additionally fascinating (Aggarwal and Rajiv, 2003). In Kenya, NGOs have been secured with different workshops, and preparing training, in any case, are routinely charged for not especially executing the strategic plans keenly and pooling assets in events of common activities and proximity in

each zone (Abok, 2013). Obviously, for the practical execution of key strategic plans, management requires to be at unequivocal workstations in a period long enough in time for execution to happen. The right sorts of laborers who have the aptitudes, abilities, and information fundamentally are key for a sensible strategic plan process. Stirling et al (2011) passed on that in a condition where a clear degree of funding of an organization is from external sources, it will be affected in the long run-on withdrawal of outside financing.

2.4.1 Challenges in Strategy Formulation

The process of strategy formulation undergoes several stages for it to become successful and therefore challenges may be experienced at one point, one of the challenges faced during strategy formulation is the difficulty in translating strategic statements into identifiable factors that are critical in achieving organizational objectives and the lack of or inadequate critical resources that are needed to make the process a success. The organization should therefore be able to allocate adequate resources and continuously review its operations to successfully carryout the process of strategy formulation (Daft,2000), the people who carry out the process of strategy formulation should also have the necessary knowledge and skills to needed to ensure the process is successful, lack of these capabilities, adequate skills and knowledge can pose a challenge if the employees have an deem understanding of the concepts they are working on.

It is also important to note that the lack of Communication during strategy formulation is another challenge that hinders the success of the process, and therefore communication should be improves in that it becomes a two-way process to provide for the flow of necessary information so that the staff understand the process and are motivated to help make it a big success (Wang, 2000).

2.4.2 Challenges in Strategy Implementation

The success and effectiveness of organizations is not only determined by the strategy formulation process but also the implementation of the formulated strategies, insufficient implementation of strategy might lead to failure of organizations, challenges are faced during this stage when it comes to translating the strategic thought into organizational action, Managers in this phase shift from strategy formulation to strategy implementation by moving from planning the work to working their plan (Pearce and Robinson, 2005). Another challenge is the lack of proper communication in that there is lack of honest upward communications from employees on the barriers and underlying problems, this can be because of a strict top-down management leadership style, and this inhibits proper strategy implementation (Beer et al. 2002). A study done by Thompson (1993) revealed that organizations operate in a dynamic, uncertain, and turbulent environment and therefore there is always rapid technological change and increase in globalization of markets and shifts within organizations as they change from public to private enterprises, this has greatly altered the rules of competition. This dynamic is a major challenge to the process of strategy implementation meaning that the formulated strategies may no longer be viable for implementation within the organization if there are major environmental changes.

2.4.3 Challenges to Strategy Evaluation and Control

The strategy evaluation stage in strategic management provides for the end of the strategy implementation process and the beginning of the mechanism for feedback. Some of the challenges faced during the strategy evaluation and control stage are: Lack of adequate knowledge and skills related to the Strategy Monitoring and evaluation among the employees, with proper training and workshops on Strategy monitoring and evaluation this challenge can be averted.

2.5 Summary of Knowledge Gaps

Researchers have earlier carried out studies regarding the concept of Strategic management and its effect on organizations. For instance, Mukanga (2011) carried out a study on the sustainability strategies that are adopted by NGOs in Nairobi. Alymkulova & Seipulnik (2005) carried out a study that was centered on the challenges facing NGOs in successfully implementing SM practices in Central Asia, especially in 8 Kazakhstan, as financial sustainability of Non-Governmental Organizations' activities. Another study was done by Shamala (2013), which focused on strategic management practices & the challenges of Compassion international funded projects in Limuru, Kenya. Adegwah (2014) in his submission, while evaluating the implementation factors in a few chosen secondary schools in Kenya pointed out four things that influenced strategic management and its execution, these are organizational policies, managerial skills, reward /incentives, and resource allocation. Kangoro, (1998); Mitra (2001) Mugambi (2003); Njenga (2006) and Gitutha (2014) Carried out studies on strategic management practices in the public sector in Kenya, Strategic Management practices in restaurants and hotels in Nairobi, Strategic Management practices of delivery companies in Kenya, Strategic Management practices at Mater medical hospital in Kenya and Strategic Management practices at Concern international respectively. The above studies concluded that regardless of the organizations having predominant key strategic plans, absence of duty and commitment from top managers denied the advantages gathered from the adoption and reception of a strategic management practices. There exist knowledge gaps in the up to referenced studies to the way that the underscore the way that the environment wherein organizations operate has gotten excessively unique, fluid, and complex. The best way to penetrate such an environment is to make an

advantageous connection between the organizations and the environment, this is something, which is conceivable only through strategic management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methodology that will be used to achieve the objectives of the study. A Research methodology can be looked at as a plan which is systematically adopted with the aim of providing accuracy, validity, economic metrics, and objectivity of the set-out research questions. This chapter will hence consist of the research design, data collection and the data analysis techniques that will be used.

3.2 Research Design

This study was carried out using a case study design. Kothari (1990) portrayed a case study as a cautious and complete assessment of a social unit organization, family, social group, or whole family/network. The researcher will consider this design as suitable on account of the reason for scope of the study, analyst inclusion, timeframe over which the information was gathered, nature of the information that should have been gathered and the kind of investigation that should have been performed. (Cooper & Schindler, 2006).

A comprehensive and intense study was carried out regarding the strategic planning practices at MMS. The major benefit of carrying out a case study on MMS is, that the organization was entirely investigated deeply with careful attentiveness to facts. A case study was used to determine the significance of strategic management practices in this research. Case studies place a lot of importance on a complete contextual scanning of fewer conditions or events, and their association (Cooper & Schindler 2006). In the opinion of Mugenda and Mugenda (1999), the human behaviors are best described by use of qualitative research.

3.3 Data Collection

In this study, the nature of data collected was both primary and secondary data and qualitative data, primary data sources were used whereby data was acquired by interactive interviews. Much attention was given to primary data. Mugenda & Mugenda (2008) defines primary data as the data researchers collect from the respondents whereas secondary data is collected from other sources like documents and records, and therefore primary data was regarded as up to date and more reliable. In the study, the primary tool of data collection was an interview. In-depth interviews and Structured interviews were the types of interviews that were used by the researcher during research evaluation. In structured interviews, the emphasis was placed on obtaining adequate responses to carefully phrased questions, on the other hand when undertaking in-depth interviews, the researcher aimed at inspiring free and open answers from the respondents, this allowed for the trade-off of points and in-depth analysis of sets of questions that were more limited to offer comprehensive coverage. The primary data in the study was gathered from management staff, senior staff in Finance, Human Resource, Policy operations departments and Program and the support staff.

Secondary data was collected from existing Make me smile reports and records especially on the NGOS publications, its files on strategic management practices among other documents with past and present data on the objectives and goals of the organization, the performance of the organization is recorded throughout the years from the inception of the organization. This was used to look at the organization 's patterns in service utilization and to complement the primary data.

3.4 Data Analysis

Data analysis is the process that immediately follows the collection of data and ends at the data processing and data interpretation (Kothari, 2004). In this study the data collected was of qualitative nature and hence content analysis technique was employed to analyze the data. Using content analysis, enabled the researcher to summarize and compare responses from different respondents in line with the study objectives.

The main goal was to acquire a description that is qualitative of definite content of communication, Robison (2003). Content analysis was performed on the data collected to take into consideration inside and out comprehension of issues concerning strategic management practices inside MMS and to determine the difficulties of strategic management practice implementation and execution in the organization. Content analysis was suitable as it allowed for objectivity and due to its flexibility (Cooper and Schindler, 2006). Earlier studies that have used these techniques include Odero (2006); Rinje (2006); Ochanda (2005); Khamis (2006).

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter consists of the results from the study carried out. Data was gathered based on the objectives of the study and the analysis of the study is based on the questions that formed the interview guide. The researcher was able to interview nine of the eleven targeted interviewees at MMS. The information obtained from the interviews was treated with the at most confidence and used only for academic purposes. In this case the researcher established that the interviewees have been working at make me smile for a period of over 10years as top managers, this showed that the interviewees had a good experience as top managers in the organization and a clear view of the strategic management practices at MMS, the support staff also formed part of the interviewees they had 1st hand information regarding the household activities, and they directly dealt with the OVCs. Data was also collected from the annual reports on MMS which are posted on the company website and others kept by the Managing director specifically on the yearly objectives and goes and the strategies put in place to achieve them.

4.2 Strategic Management Practices at Make Me Smile

This section presents the findings and the analysis of the data collected from the interviews conducted on the Make Me Smile management, the data collected was from six major functional units Human Resources, Finance, Program Coordinator, Information Communication

Technology, Monitoring and Evaluation and the Executive director. The presented findings are with respect to strategy formulation, strategy implementation, strategy evaluation and control.

4.2.1 Strategy Formulation

The formulation of strategy being the phase where organizations develop their long-term objectives and plans to effectively manage the opportunities and threats that emerge from the external environment in relations to the organization 's strengths and weaknesses. The Interviewees at Make Me Smile Kenya were asked if MMS had a Mission and Vision statement, and they all pointed out that it does. MMS management also carries out situational analysis and evaluates strategic choices made. The Executive Director specifically quoted:

-Our Mission is to help you help yourself for the benefit of your children because we believe in your potential, and our Vision states that we envision a world where every child can achieve his or her potential and participate in and contribute to all aspects of lifel. (Executive Director)

The interviewees were also asked if the organization has objectives and goals and they all said that it does. The main goal and objective of the organization was also recorded and posted on their website, and it stated that _Our goal is to create empowered and self-sufficient households that can meet the needs of their children, even beyond their childhood (university etc.)' (**Appendix V**). They were also asked about how the organizations mission, vision and goals were developed. Some of the interviewees pointed out that they were not there when the mission and vision statements were created but the Executive director pointed out that the mission and vision statement were a bit personal to him when he founded the organization, he stated:

-I met a lot of homeless children within the Kisumu streets and was really touched by how young they were and so I began speaking to some of them to find out why they were

on the streets, after this I decided to have a chat with my close Kenyan friends and my mother to come up with ways on how we could possibly help these children and that is how I came up with the idea on MMS, formed the NGO with the mission and vision statements that explained the purpose of the organization. (Executive Director)

On the objectives of MMS, household and economic coordinator said that all the managers sit on a round table at the beginning of the year to set the short and long-term objectives.

The interviewees were also asked if the organization had a statement of core values and they all answered yes to this question, the core values have been put up in a one-page document and framed on the wall for everyone to see (**Appendix V**), the document recorded that its core values were: professionalism, team-work, transparency and accountability non-discrimination, gender equality, integrity, equity, commitment, idealism and stewardship.

The interviewees were also asked about how environmental analysis is carried out, and they answered that at MMS the analysis is done by Managing directors and the monitoring and evaluation manager who mainly look at political, economic, technological, and social factors that affect the organization.

-The economic factors are especially very important to us considering that we depend on donations, our donors are both local and international and therefore the status of the economy has a very big effect on our formulated strategies (executive director). -The political state of the country also has a big impact on our operations and therefore the political state of the country must be analyzed before formulating certain strategies. He concluded.

The interviewees also pointed out that social factors have been considered during the process of strategy formulation and therefore the social environment in which the organization operates is

analyzed. This is usually in line to the cultural practices and beliefs within the environment that usually influence the formulated strategy for instance the human resource manager commented:

-We all know that there is a certain way that society looks at the girl child, traditional girls are supposed to be groomed into becoming mothers and wives only, rarely are the educational interests of the girls and career ambitions considered in their upbringing, this has great implications on MMS operations because we want to ensure that all the girls we support have the same access to educational and career opportunities just like the boys we are supporting, these factors therefore have to be looked up when it comes to the formulation of gender related strategies.||(Human Resources Manager)

The interviewees were also asked about their involvement in the strategic management process, and all confirmed that they are included in the different stages that involve strategy formulation. The Human resource manager and the Finance manager pointed out that they were majorly involved in the in the strategy formulation stage by providing their input during the management level committee meetings, their views and opinions were highly considered during the strategy formulation process. This was a major indicator that the interviewees are essential decision makers at MMS especially during policy making meetings.

-The staff are always present during the process of strategy formulation with the stakeholders||, (executive director).

The interviewees were also asked if the analysis of the external environment is done at the organization and all of them said yes, the finance manager pointed out

-It is my responsibility to ensure that the organization has adequate financial resources that are needed to help MMS achieve its set objectives, with the help of the monitoring and Evaluation Manager, we carryout internal analysis this is usually to determine the

available resources and assess if they are enough to support the process of strategy formulation, (Manager, Finance).

He also added that during the analysis the organization's competencies and competitive advantage is analyzed to identify MMS strengths and weaknesses. The knowledge gained during the analysis is used during strategy formulation. The findings also showed that MMS ensures that its employees are committed to the process of strategy implementation by considering their views and opinions during the implementation process and ensuring that they are aware of the opportunities and threats within the organization. The interviewees added that

-The results obtained from the analysis are used to cover the organization's main objective which is create empowered and self-sufficient households that can meet the needs of their children, even beyond their childhood (university etc.). (Manager, Administration)

The interviewees were also asked about the various ways that they use to achieve the set objectives and they all pointed out that

-Make Me Smile has a set of goals and targets that are given to each employee which are in line with the organization's objectives, through this, the employees are well aware of what is expected of them and are always motivated towards maximum productivity (Human Resource Manager).

They were also questioned if the objectives are evaluated and they said that they were, the monitoring and evaluation manager said that he is tasked with keeping up to date with the progress of all strategies that are put in place to achieve the set-out objectives and if it appears that some of the objectives are not realistic or attainable then they are faced out and the most appropriate kept.

The Interviewees also emphasized and pointed out the importance of a proper communication system that greatly enhanced the effective and efficient coordination of activities within the organizations subunits during the process of strategy formulation. This helped in respect to the interests of various subunits aligned towards the achievement of common goals. The information communication manager observed:

-Communication to a high extent reduced the possibility of experiencing resistance to change both externally and internally, change being a reaction to the internal and external environment or intrinsic motivation received from the employees at MMS as feedback has aided us as the MMS family in coming up with strategies that help achieve our major goal. (Manager, Information Communication)

The Information Communication manager also pointed out that MMS makes sure that it gives its employees clear information on the major activities of the implementation process by communicating the processes and procedures that are involved in the strategy formulation stage. In any given organization, the success of the strategic management practices is driven by the organization itself. Interviewees showed the importance of the organizations communication system and structure when it comes to the process of strategy formulation.

4.2.2 Strategy Implementation

The Managers were also interviewed on Strategy Implementation which is an important stage in the strategic management process, the interviewees were also asked if MMS has aligned its structure to support strategies implemented, a good number of the interviewees agreed that the organization's structure plays an important role in ensuring that strategy formulation is efficiently and effectively done, hence it was considered as one of the major variables for consideration.

The interviewees were also asked if the organization had adequate resources to make sure that the implementation of strategy is effective and efficient. The Administration manager pointed out that the organization allocated adequate resources in-terms of finances, materials, and labor. The finance manager on the other hand admitted:

-There's always a bit of strain when it comes to financial resources therefore, we have to be very careful to balance the available resources and the tasks given so as to avoid wastage and ensure that the compelling organizational needs are met, we encourage all employees to be more innovative and more creative so as to ensure that they remain competitive.¶ (Finance Manager)

The interviewees also pointed out that their main source of finances was donations from well-wishers, and they also received financial support from USAID.

The respondents were also asked if the strategies implemented were purely based on the organizations set objectives, most of them answered by saying that a good number of the strategies were actually based on the organizations objectives although not all of them, this was because the organization is sometimes forced to set strategies based on the objectives of its partnering organizations and major funders who largely supported the organization's ventures financially.

The interviewees were also asked about who owns implementation of strategy and the Administration manager pointed out that the organization's board of directors leads the implementation process through proper communication and building harmony on ways of proceeding with the process of strategy implementation. A good number of the interviewees eluded that they enjoyed autonomy regarding making decisions on child welfare programs, work locations and timelines if the objectives of the given tasks are met and well documented then

taking into consideration the future developments in plans. The HR also pointed out that MMS prepares its staff adequately to enable them embrace and implement the formulated strategies efficiently and effectively through frequently carrying out trainings on the new strategies.

The HR manager stated that _we have a process and procedure during the phase of strategy implementation that enables all employees to furnish themselves through trainings that are both informal and formall. She added -This is to ensure that the employees are ready and in a better position to implement the formulated strategiesl.

(Human Resource Manager)

The interviewer also asked how MMS gets the resources it needs for proper implementation and the Finance manager said:

-MMS operations are mostly funded through foreign aid; financial aid mostly comes from donors and partner organizations like the USAID.l

In the financial reports which are kept by the executive director, it was found that the organization usually receives funding from organizations such as USAID who mainly sponsor projects, this leaves out other projects that MMS intends to do annually and therefore it means that the organization must look for other means of getting these financial resources to help with the pending projects. These resources are usually gotten from kind-hearted donors who originate from the European countries.

The interviewee also asked how the strategies were communicated to employees. The interviewees felt that the communication system at Make Me Smile was a smooth one and that the chosen and preferred communication channels were emails, Memos, suggestion box, discussion forums, WhatsApp groups and face to face meetings worked effectively and efficiently. It was evident that communication at MMS being a major instrument in strategic

management was highly valued and everyone at the organization took part in its implementation. The Information communication manager said.

-I am tasked with ensuring that everyone at make me smile understands what their role is when it comes to the process of implementation. (Manager Information communication)

The interviewees were also asked if MMS is always ready for change and how it prepares for change, most of them said that they are not always ready for change although they understood that change was inevitable due to the unpredictability of the environment, they all expect change to happen. The HRM pointed out

-MMS prepares for change in several ways, we as the top managers always ensure that all employees are always helped to understand change by improving employees' skills and their proficiency through change related training initiatives, boosting the level of trust between the management and employees, developing training programs, preparing informational documents on the expected change, and analyzing its impact on the organization. (Human Resource Manager)

The human resource manager added that the organization has the skills and capability required to manage change this is because the employees at make me smile have the necessary skills to implement strategies and push the organizations towards the right strategic direction. These skills are gained through education, work experience and frequent training and development that is done by MMS.

Regarding the success of strategy implementation and employee empowerment, the interviewees said that the factors that have largely contributed to the success of the strategy implementation process at MMS include:

-Changing our assumptions due to the high degree of change that is experienced in the environment and consistently upgrading the organizations capabilities to meet the faced challenges of ambitious strategies through constant trainings and learning, strategic leadership; which includes incentives and reward system where some employees who have constantly performed well over the years have advanced their level of education, I appreciate hard work and therefore at MMS our best employees usually have their college school fees paid in full, we do this to ensure that employees stay motivated and make them even work harder. We also take very seriously the matter of adequate allocation of resources towards the processes of strategy and the establishment of supportive policies to strategy. (Executive Director)

The interviewee also asked about the measures put in place by the organization to recruit best employees, All the interviewees pointed out that the remuneration at MMS was very attractive and they were satisfied with the reward system. They added that it is in their view that MMS was indeed one of the best organizations to work, they especially pointed out that the incentives and reward system where some employees who have constantly performed well over the years have advanced their level of education and have had their school fees paid by MMS was so motivating and encouraging. The human resource manager in a statement said:

-Our main goal at MMS is to ensure that a child or young adult is supported in shaping his or her future towards becoming a self-reliant, self-sufficient and a participate member of the society, and ensure that children under their care are supported in developing their self-esteem. The HR manager also added that -it is my job to ensure that every staff that we bring on board is aware of this goal and has the best interest of our children at heart (Human resource manager)

Regarding there being any available measures that ensured the effective accountability of strategies being implemented, the monitoring and evaluation manager explained,

-At MMS we have an assigned team that is accountable for the progress of tasks, the team is call the CHW's the team measures the progress of plans and procedures under this phase, this team also ensures that the allocated resources in the organization are well utilized during the process of strategy implementation.¶ (Monitoring and evaluation manager)

The manager also pointed out that the organization recorded and documented its strategy on in Make Me Smile Strategic plan form, the document consists of a seven page write up which is usually circulated to all head of departments and team leaders. The documents show how strategy is cascaded down and measurable tasks that are time bound, the organization also uses household monitoring forms which are used to track the services that are offered to children in their respective homes. This document is updated annually (Appendix VII)

4.2.3 Evaluation and Control of Strategy

The strategy evaluation stage in strategic management provides for the end of the strategy implementation process and the beginning of the mechanism for feedback. The interviewer asked if there was monitoring and evaluation at MMS, all the interviewees said that there was and that the Monitoring and evaluation manager oversees this process. They were also asked if there was a measurable performance target for every strategic management plan and the respondents said that there was, the Monitoring and evaluation manager pointed out that:

-At MMS, we have a tool that we use to evaluate and measure the progress strategies, this tool is called the MMS HH Supervision tool, this tool is used to motivate employees through awards, this also ensures that every time employees achieve the set targets and

goals either as a group or as individuals, they are awarded bonuses accordingly. He added -Through the MMS HH Supervision tool, we as the employees are able to view, measure and assess our performance within the specified roles and departments and see how we can best contribute to the organizational strategy at large. (Monitoring and evaluation manager)

The interviewees were also asked if MMS continuously reviewed the strategic management decisions and they responded by saying that The MMS management observes the progress of several tasks especially those that replace the short-term objectives that are most likely to be affected by the external environment. This was also evidently shown in the MMS strategic plan (Appendix VI).

The Evaluation and monitoring manager pointed out that strategy evaluation is usually a success at MMS and that it is done quarterly for efficiency purposes, he added that those strategies that not achievable are done away with and new and better strategies are formulated while the best ones are maintained. He also felt that the process of strategy implementation increased the performance of employees given the transparency of the purpose MMS introduced. He added that all the staff well understood their duties and roles when it came to the process of strategy implementation, this therefore leads to an increase in performance among the Make Me smile employees. (Appendix IX, X)

On whether MMS has clear communication channels to enable the evaluation of strategy performance, the interviewees answered that it does and that they felt like they were always part of the evaluation process. They added that the chosen and preferred communication channels of

communication within the organization when it came to the evaluation of strategy was through emails, Memos, suggestion box, discussion forums, WhatsApp groups and face to face meetings, the interviewees felt that these worked effectively and efficiently. It was evident that communication at MMS being a major instrument in Strategic Management was highly valued and everyone at the organization took part in its implementation.

The researcher also asked if MMS gathers information on the progress of various activities it undertakes, all the interviewees agreed that the organization does, and they pointed out that MMS has a special tool with it uses to gather information on the activities. The information Communication technology manager added that Make Me Smile keeps a document which is called the MMS household supervision tool, which acts as a tool to outline, communicate, and document the strategies implemented and the tasks at hand with the timelines for each of the tasks given, and the action points to be taken after the strategy evaluation process. This tool exists mainly for communication purposes and for feedback whereby it is used as a mechanism to ensure that the organization is on the right path and moving towards the right direction. The findings showed that the organization includes all its employees in the process of strategy evaluation process, this was evident because every one of the employees were asked to give their input on several development projects to know if strategic changes need to be made. The Executive manager also emphasize on the importance of recording these activities especially because this helps MMS ascertain the progress made in achieving its objectives, he added that the progress of these activities is usually required by the organizations major partners and the information gathered helps the stakeholders determines if MMS is a reliable partner. The finance manager added that some of the individual donors usually want to be updated in the position of

the projects they have sponsored or donated some funds towards, this helps the donors decide on the level of accountability within MMS upon which decisions to offer more donations will derive and further collaborations might be established.

On how MMS monitors the success of the strategic plans, the interviewees stated that the formulated strategies are monitored quarterly to determine their level of success in relation to achieving organizational goals and objectives, monitoring is done four times in a year so that the organization can provide evidence by the end of the year regarding how the final output was reached at. The Monitoring and evaluation manager pointed out that it is from these results that the strategic management plan is reviewed annually, and decisions made regarding which so objectives have been achieved and those that haven't been achieved. New strategies are then the formulated in line with achieving the said objectives.

The interviewees were also asked if MMS had any form of accountability to track the success of strategic initiatives and all the interviewees answered that there was a document which is called the MMS HH assessment tool. The administration manager said

-At make me smile we have document that acts as an accountability tool, this tool outlines, communicates and documents the strategies implemented and the tasks at hand with the timelines for each of the tasks given, this tool also exists for communication purposes and for feedback whereby it is used as a mechanism to ensure that the organization is on the right path and moving towards the right direction. This tool in the long run is used to track the success of the strategic initiatives at MMS. (Administration manager)

The researcher also asked if MMS had corrective actions in the strategic management process and the respondents said that it does, the monitoring and evaluation manager pointed out that

sometimes they face challenges during the process of strategic management and that therefore the organization is forced to stop and decide on the appropriate actions to take to fill in any gaps when it comes to achieving organizational objectives. These are usually because of unrealistic objectives or even sometimes the organization ends up choosing the wrong strategy in this case corrective measures are called for this therefore necessitates adjustment to one or more objectives. The finance manager the pointed out that the adjustment of objectives usually requires the formulation of new strategies, resources and sometimes organizational systems and structure. The adjustment may be necessitated by changes in the environment or inadequate resources.

On whether the employees are empowered to take corrective the human resource manager pointed out that MMS's employees are usually quite lax at first when it comes taking corrective measures, although with time and enough motivation the employees usually pick up and get empowered.

Lastly the researcher asked who was involved in strategy evaluation and all the interviewees answered that the process was headed by the monitoring and evaluation manager who included all the employees in the process, the monitoring and evaluation manager also pointed out that the major challenge they experience is limitation of the time and resources used in the motoring stage, time and money is usually limited causing a challenge in the process and slowing it down.

4.3 Challenges in the Application of SM Practices at MMS

The second major objective of this research was to ascertain the challenges that Make Me smile faces in applying strategic management practices. Several challenges were highlighted by the interviewees despite them being committed to ensuring that the process of strategic management was a success.

The interviewees pointed out that there were several challenges that were faced in the application of strategic management practices at Make Me Smile, these included poor coordination, lack of employee cooperation lack of a well-structured way of managing strategic management practices, the lack of adequate resources for instance well skilled personnel which either are expensive to hire or just don't exist.

In addition, the interviewees also mentioned that alongside the organizations culture, factors that affect the strategic management practices are the lack of capabilities and needed support to carry change through, high resistant to change by some employees, long period of time to adopt to change, lack of commitment due to existence of commitment gap, lack of a convincing figure of what strategic is desired.

4.3.1 Challenges in Strategy Formulation

During the stage of strategy formulation, the challenges experienced ranges from environmental, behavioral institutional and cultural. The interviewees pointed out that the external environment poses a challenge to the process of strategy formulation. The monitoring and evaluation Manager pointed out:

-Input from external funders is needed on the strategies that need to be formulated and therefore this becomes time consuming because it takes a lot of time to gather information and proper recommendation from these external stakeholders who fund our major projects within Make Me Smile, he added — due to this you may find that strategy formulation may fall out of the stipulated timeframe rendering the whole exercise as obsolete, time given to gather relevant information that is used during decision making is

often quite limited. To deal with this challenge, we came up with a flexible timeline where the stakeholders are given a period of two months as opposed to one month to make their contribution towards projects (Monitoring and evaluation manager)

Regarding financial challenges, the finance manager pointed out that sometimes the process is not adequately funded this therefore affects the results and prolongs the process because it must be paused until the funds needed to make the process a success is gathered. He pointed out:

-We had to change our strategy of planning for projects before the funds were gathered, we instead gathered funds then decide which projects will best fit the available funds, this has helped a lot with this challenge, although we are still working on better ways we can deal with this challenge without compromising on other things like the time needed to realize our objectives (Finance Manager)

The Human Resource manager also noted that there was the challenge of resistance to change she pointed out:

-Some of our employees take longer to adjust to stipulated changes due to lack of interest and motivation and this delays the whole processes of strategy formulation while some of the employees at Make Me smile tend to be overly comfortable as a result, they lack the vigor to work effectively towards the set-out goals this ends up being a challenge as it derails and slows down the process of strategy formulation, to deal with this challenge we came up with ways to motivate the employees like giving them incentives when they do a good job and also support their dreams to pursue further studies by paying for their school fees just to show that we appreciate them (Human Resource Manager)

4.3.2 Challenges in Strategy Implementation

Regarding the challenges that are experienced at MMS during the process of strategy implementation, the interviewees pointed out that there was the challenge of lack of understanding and clarity when it came to the strategies they were supposed to implement, the Human Resource manager pointed out that:

—The policy guidelines and instructions on the implementation process are sometimes not clear this means that they need more interpretation so that the employees can easily grasp and understand them, and therefore meetings must be held with all employees to have the policy guidelines explained to them in detail and have the questions and answers session just to help them get a clear picture of everything (Human Resource Manager)

She also added:

-The lack of capabilities and support needed to carry change through in implementing strategies posed a challenge to the process, very few of the employees held the required educational skills and expertise that was needed to carry out the process of strategy implementation this is because some of the caregivers who were hired during the inception of the organization were individuals with only secondary school education, this is why we have introduced compulsory training programs to provide them with the necessary skills they need (Human Resource Manager)

The respondents also noted that although the communication system when it came to strategy implementation was adequate and supportive, the communication system at Make Me smile especially from top managers needed to be improved, the administration manager pointed out:

-We have a WhatsApp group where all the important work-related communications are passed but some of the employees do not have smart phones and therefore, they miss out

on the messages being passed out on the platform, this is a challenge as it slows down the process of strategy implementation because everyone isn't up to date with what was being communicated, we therefore are working to ensure that all the employees get phones that have WhatsApp. (Administration manager).

4.3.2 Challenges in Strategy Evaluation and Control

The interviewees pointed out that the major challenge that faced the evaluation and control of strategy is the constraint in resources available. Sometimes the financial resources available are inadequate to ensure the planning, monitoring, evaluation, and control of the implemented strategies. The interviewees also added that the limited finances affected the reward and appreciation schemes which are used to ensure that employees remain motivated and feel always recognized, the strained resources also prove to be a challenge when it comes to setting aside a budget for boosting the employee's competency and qualifications regarding carrying out their roles during the process of strategy evaluation and control. The finance Manager pointed out:

-Sometimes the process of strategy evaluation and control is not adequately funded this therefore prolongs the process because it must be paused until the funds needed to make the process a success are gathered, this is a challenge we are still working on considering that the money factor is unpredictable, we can't be sure if or when the organization will get the needed funds to finance the process, it is all dependent on the donors good will. ||

(Finance Manager)

The interviewees also added that the external environment was a challenge to the process of strategy evaluation and control in that during this stage, strategies that were implemented with the help of external stakeholders had to be consulted and they sometime took a long time to get

back to Make Me Smile regarding their input of the decisions made, this delayed the process as the set time frame to carry out the process would be surpassed.

4.4 Discussion and Findings

The Objective of the study was to determine the strategic management practices adopted by Make Me Smile and the challenges that the organization faces in adopting its strategies. The findings of the study have revealed that MMS does indeed have the knowledge of the strategic management process and that the organization possessed a dedicated team of employees, invested its time and resources, it has highly invested in modern technology to make sure that its team of managers have the capability to undertake the process of strategic management.

The capable team of managers at MMS has religiously follow the steps of the strategic management practices considering that they have established a mission and vision statement, done a situational analysis and established the organizations strategic objectives. Make Me Smile has also carried out a strategic analysis from which they have made strategic choices. They have looked up to implementing the strategy and continuously sought to carryout evaluation and control of the choices made, all this is done in accordance with the six steps in the process of strategic management outlined by (Pearce and Robinson, 2003). Make Me Smile keeps a document (Appendix VII) which is called the MMS HH Supervision tool which acts as a tool to outline, communicate, and document the strategies implemented and the tasks at hand with the timelines for each of the tasks given, this tool exists mainly for communication purposes and for feedback whereby it is used as a mechanism to ensure that the organization is on the right path and moving towards the right direction. The findings showed that the organization includes all its employees in the process of strategic management, this was evident because this tool was available and accessible to all the employees.

The study also shows that make me smile experiences some challenges in the application of strategic management practices these included poor coordination, lack of employee cooperation lack of a well-structured way of managing strategic management practices, the lack of adequate resources for instance well skilled personnel which either are expensive to hire or just don't exist. In addition, alongside the organizations culture, factors that affect the strategic management practices were the lack of capabilities and needed support to carry change through, high resistant to change by some employees, long period of time to adopt to change, lack of commitment due to existence of commitment gap, lack of a convincing figure of what strategic is desired.

The Institutional theory postulates that the success of any organization is reliant upon effective control and coordination of beneficial exercises. Regardless of how proficient organizations are in production, organizations with well-developed institutional cultures are better places to prevail in each domain consequently gain credibility and get assets that it requires for the survival of the organization (Meyer and Rowan,1977), the findings agree with the postulations of this theory as they confirmed that the organizational culture at make me smile was good although change was a difficult aspect to grasp by some of the employees, regardless, the organization found a way to make it easy for everyone to embrace change by engaging them in every level of strategic management, providing training and development to enhance their skills and motivating employees by recognizing their hard work and commitment and rewarding them accordingly.

The study also shows that the organization highly values the take of external stakeholders who are its major donors regarding strategic decisions made, Make Me Smile therefore being an organization that purely operates due to the support of external international donors and well-wishers must include these stakeholders in the processes of strategic management. This is in

accordance with the Industrial organizations economic theory which specifies that the industry that organizations operate in strongly influences the organizations performance as opposed to the decisions made by organizations management.

The research shows that make me smile follows the six steps of strategic management practices, this is evident because the organization has formulated its mission and vision statement, created strategic objectives, performed strategic analysis, and made choices from it, the organization has also formulated and implemented strategies and carried out the process of evaluating the strategic choices made. Pearce and Robinson (2003) in their study outlined that these were the six steps in strategic management.

The organization has tool that is used to evaluate and measure the progress of the strategies formulated, this tool is called the MMS HH Supervision tool, this tool is used to motivate employees through awards, this also ensures that every time employees achieve the set targets and goals either as a group or as individuals, they are awarded bonuses accordingly. Through the MMS HH Supervision tool, the employees can view, measure, and assess their performance within the specified roles and departments and see how we can best contribute to the organizational strategy at large. This is consistent with findings from a study done by Onyango (2014) on the strategic management practices adopted by the commercial bank limited.

Despite Make Me Smile having a big number of orphans and vulnerable children who keep growing in numbers due to the economic problems that the country is facing and especially during the covid-19 period and registering a big number of new OVCs in the period 2018-2020. MMSs has been strictly observing strategic management practices which have had a positive impact on the operations of the organization. This goes hand in hand with the findings of Cannella and Hambrick (1989), Aosa (1992), also those of Aosa and Machuki (2011), these

studies showed that the observation of the strategic management practices in any given organization has a positive impact on its performance and operations. Although other scholars have argued against this pointing out that strategic management doesn't have any significant influence on the performance of an organization especially if the process of strategy formulation and its communication is defective. (Schaap, et al., 2008). A study done by Brown (2007) suggests that implementing and adopting the right strategic management practices is key to attaining organizational competitiveness and performance. It is important to adopt to the ever-changing environment and harness the organizations capabilities so that an organization can thrive in excellence (Singh and Kale, 2009).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, a summary of the research findings is given then a conclusion and recommendation are drawn by the researcher after analyzing the data collected. Conclusions have been made based on the study objectives and recommendations drawn up on the practices of strategic management at Make Me Smile Kenya.

5.2 Summary of the Findings

This section summarizes the study findings, the main objective of the study was to determine strategic management practices at Make Me Smile, the study finding showed that there exist strategic management practices at MMS and these practices help the organization prosper in its daily operations.

The researcher discovered that just like any other organization, Make Me Smile does experience several challenges during the strategy implementation process, these challenges were seen mostly in communication which is vital to all the employees because they all need to be conscious of the organizations' goals and objectives. Communication also plays a key role when it comes to giving and receiving feedback about new strategies, to pinpoint areas that to be evaluated and improved on. MMS HH supervision tool is a very helpful tool at the organization when it comes to communication although some of the employees did not always keep the document up to date this leads to a leakage during the strategy evaluation process.

The organization also experiences challenges when it comes to prioritizing targets and goals, these goals and targets are usually set annually. Giving priority to the most important targets if

not all so that they can be achieved by the end of the year becomes challenging, in addition the challenges mentioned include the frequent change in guiding policies by the umbrella shareholders, globalization increasing rapidly, main donors taking long to approve proposals, inadequate funds for available projects, government policies etc., these factors had an antagonistic effect on the strategy implementation process at MMS.

5.3 Conclusion

The main objective of the study was to determine strategic management practices at Make Me Smile and the findings supported results of studies done by other strategic management scholars. The study proves that strategic management practices are embraced and implemented by MMS and that these practices have been of benefit to the organization and its operations helping it stay clear of its goals and objectives and have well-defined means of achieving the set goals is strategic management is correctly practiced. Having the management be part of the active team in the process of strategy formulation and having a tool which is used for communication purposes during the strategy implementation process and the strategy evaluation process combined with the board being highly involved guarantees the success of the organization in its ventures.

In addition, the quality of strategy should not be ignored, this is because positive results will not be realized if a poor strategy is implemented, a strategy that is just not conscious of the organizations resources, its capabilities, and the environment in which the organization operates is likely to lead the organization to failure or miniature success. In conclusion therefore, the findings from this study coincide in literature the importance of strategic management practices in an organization.

5.4 Implications of the Study

The findings of the research will assist managers in different types of organizations regarding policy formulation whereby they will formulate sound policies that help the organizations attain competitive advantage in its operations. The findings of this research also avail data to government decisionmakers in a bid to improve society considering that make me smile is an NGO that was set up to help vulnerable children and orphans live a decent life by accessing quality education and healthcare, Government officials are a critical success factor to these organizations and therefore they should make sound policies that that help such organization operate smoothly. Findings from this research study will be of importance to strategic management policy makers as well when it comes to determining how strategic management practices benefit organizations and the challenges that organizations might face in implementing the strategic management practices, additionally, the findings in the study have shed some light on the success of strategic management practices.

The first Implication of the study for Managerial practice is that in a turbulent environment there should be a continuous review and enhancement of the processes of strategy communication within the organizations to attain efficiency and effectiveness of the strategy implementation process. Make me smile therefore has no option but to make sure that strategic management is more of a process and less of an event. In reference to the results from the study, attaining high organizational efficiency and high employee performance is related to having everyone involved in the strategy formulation process, constantly developing and training of employees, giving them fair remuneration and enough incentives and giving the recognition when they efficiently and effectively implement strategies. It could also benefit Make Me Smile if it changed its approach to strategic management where-by the process is led by the top managers because it's

been arguably demonstrated that the flow of ideas from the bottom managers upwards holds great potential on yielding better results as far as the ownership of strategy and motivation is concerned. The success of an organization can also be attributed to ensuring that there exists a structured way which clearly outlines tasks at hand and provides a monitoring and evaluation prerequisite.

Secondly the researcher recommends that organizations managers should carry-out the process of strategic implementation in a way that aligns the organization to the environment in which it operates to give the organization competitive advantage and enable it to fully utilize its strengths and the opportunities that present themselves. This therefore enables such organizations to have the upper hand when dealing with the threats from the external environment and the weaknesses from its internal environment. To maintain a sustainable competitive edge, MMS should respond to the emerging environmental challenges, in this regard it is recommended that MMS should fully embrace strategic management practices.

The study will also benefit future academicians as a source of reference in their studies on topics related to strategic management practices.

5.5 Limitations of the Study

The researcher faced some challenges when it came to securing appointments at Make me smile, this is because the top managers at the organizations have a very busy work schedule. Most of the are usually out of office attending to the affairs of the organization in line with their job descriptions, it was a problem getting all the interviewees on the same day and therefore interviews had to be schedules for different days to align with the interviewees' availability.

There was also the challenge which was related to the nature of the study being a case study. The study was quite involving and required in-depth information followed by content analysis, this

required the researchers ample time and patience. The interviewees also received several phone calls during the interviews, and this interrupted the whole process making it longer than anticipated. Another challenge that was faced by the researcher was the constrain in travelling to the organization of research for data collection considering the Covid situation in the country, using public transport was quite a challenge due to very few matatus available for transporting individuals around, during the time of the interview the Executive director had tested positive for the virus and therefore meeting him for the interview was impossible, this was although delt with as we used WhatsApp video call to carry out the interview.

The objective of the study was to determine strategic management practices an Make Me Smile, to attain this objective the study was limited to Make Me Smile this therefore means that the findings may not be applicable to other organizations that are not NGOs or other sectors within the economy, regardless of this the findings of this study and its recommendations can provide guidance to other scholars in future, entrepreneurs together with policy makers on the impact of adopting strategic management practices within organizations.

The researcher noted that the study was limited in that the data gathered from the interviewees was quite bulky due to the different answers that were received from the different interviewees.

The researcher noticed a difference in the respondents on the ways that they dealt with strategy formulation, strategy implementation and strategy evaluation and control, biasness was noted from the respondent's perception on the organization's workings and their degree of exposure.

Contradictions were sought out in the information they shared but with very little inconsistencies.

5.6 Suggestions for further Research

In regard to the limitations above, the study did not cover strategic managements and performance of the NGO therefore, the researcher suggests that more studies should be done to determine what factors t influence the performance of NGOs and the effect of those factors against strategic management practices, this knowledge would be very beneficial to NGO founders especially before they venture into the industry, it will help them know the best way to penetrate the industry and thrive with success.

More studies should be done on other organizations in Kenya without limiting them to just the NGOs, a repeat study can also be done to enable for the comparison of data collect during this study and studies that will be done in future.

More so, further research should be done to investigate the specific ways that NGOs can reach a level of sustainable funding from the donors, a research study should also be done on organizational pre-funding with post-funding and the relationship with its performance.

REFERENCES

- Čater, T., & Pučko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies*, 15(3), 207-236.
- (2020). Retrieved from Make Me smile Kenya: <https://makemesmile-kenya.org/en/>
- Abok, A. M. (2013). Factors Affecting Effective Implementation of Strategic Plans In Non-Governmental Organizations In Kenya. *JKUAT Repository*, 1-217. Retrieved from <http://hdl.handle.net/123456789/1305>
- Abraham, J. (2004). The mission statement Book. In *301 Mission Statements from American top Companies*. Ten Speed Press.
- Andrews, K. (1980). *The concept of corporate strategy* (2nd Edition ed.). Dow-Jones Irwin.
- Awino, Z. (2013, June 30). Strategic Planning and Competitive Advantage of ICT Small and Medium Enterprises in Kenya. *Business and Management Horizons*, 1(1), pp. 1-202. Retrieved from <http://www.macrothink.org/journal/index.php/bmh/article/view/3942>
- Bain, J. S. (1968). The impact of Industrial Organization. *The American Economic Review*, 28-32.
- Barrett J. Taylor, S. .. (2018). Affiliated Noprofit Organisations: Strategic Action and reesrch Universities. *The journal of higher education*, 480-492.
- Berson, Y., & Avolio, B. J. (2004). Transformational leadership and the dissemination of organizational goals: A case study of a telecommunication firm. *The Leadership Quarterly*, 15(5), 625-646.

- Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement* (5 ed.). San Francisco: John Wiley & Sons.
- Clayton, J. (2019, January 29). *Chron*. Retrieved from small business: smallbusiness.chron.com
- Cyert, R. M. (1992). A behavioural theory of the firm. *Cambridge Mass Publishers*.
- D.G. Sirmon, M. H. (2011). Resource orchestration to create competitive advantage; breadth, depth, and life cycle effects. *Journal of management*, 1390-1412.
- Degn, L. (2015). Sensemaking, sensegiving and strategic management in Danish higher education. *Higher Education (00181560)*, 69(6), 901-913.
- Edmondson, A., & Cha, S. (2006). When values backfire: Leadership, attribution, and disenchantment in a values-driven organization. *The Leadership Quarterly*, 17(1), 57–78. Retrieved from <https://psycnet.apa.org/doi/10.1016/j.leaqua.2005.10.006>
- Favaro, K. (2015, March 31). Defining Strategy, Implementation, and execution. *Strategy execution*.
- FitzRoy, P., & Hulbert, J. M. (2010, August 10). *Strategic Management: Creating Value in Turbulent Times*. John Wiley & Sons Inc.
- Franklin, P. W. (2011). Relationship between strategic planning and nonprofit organizational performance. *Ph.D. dissertation*. United States: Capella University.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020, January 30). Conceptual Framework for the Strategic Management: A Literature Review—

- Descriptive. (K. Dincer, Ed.) *Journal of Engineering*, 2020, 1-21. Retrieved June 3, 2020, from <https://www.hindawi.com/journals/je/2020/6253013/>
- Harrison, J. S. (2002). *foundations in strategic management* (2nd Edition ed.). Cincinnati, OH: South-Western College.
- Henry, W. &. (2011). *Pioneers of Industrial organization*.
- Higgins, J. M. (2017). *Strategic Management : Text and Cases*. The dryden press series in management.
- Hitt, M., & Ireland, R. A. (2005). *Strategic management*. Ohio: South Western.
- Hunter, S. T., Bedell-Avers, K. E., & Mumford, M. D. (2007). The typical leadership study: Assumptions, implications, and potential remedies. *The Leadership Quarterly*, 18(5), 435-446.
- Johnson, R. E., Chang, C.-H., & Yang, L.-Q. (2010, April). Commitment and Motivation at Work: The Relevance of Employee Identity and Regulatory Focus. *The Academy of Management Review*, 35(2), pp. 226-245. Retrieved from <https://www.researchgate.net/deref/http%3A%2F%2Fdx.doi.org%2F10.5465%2FAMR.2010.48463332>
- Kirkpatrick, S. A. (2016). *Building a better Vision Statement*. Lexington Books.
- Korten, D. C. (1990). *NGO Strategic Networks: From Community Projects to Global Transformation*. *People-Centered Development Forum*. Bangkok: SID Development.
- Mintzberg, H. (2004, November). Enough leadership. *Harvard business review*, pp. 22-168.

- Mintzberg, H. a. (1999). *The strategy process: Concepts, context and cases*. New Jersey: Prentice- Hall.
- Moon, H., Sejong, W., & Valentine, T. (2017). Organizational strategic learning capability: exploring the dimensions. *European Journal of Training & Development*, 41(3), 222-240.
- Moon, H., Sejong, W., & Valentine, T. (2017). Organizational strategic learning capability; Exploring the dimentions. *European journal of training and development*, 41, 222-240.
- Mullins, L. J. (2005). Management and Organisational Behaviour. *Prentice Hall*, 88(431), 1052-1058.
- Mulube, J. K. (2009). *Effects of organization culture and competitive strategy on the relationship between human resource management strategic orientation and firm performance*. Nairobi: Unpublished PhD Thesis, University of Nairobi.
- Murgor, P. K. (2014). External environment, firm capabilities, strategic responses and performance of large scale manufacturing firms in Kenya. *UoN digital Repository*, 1-7. Retrieved June 4, 2020, from <http://erepository.uonbi.ac.ke/handle/11295/76894>
- Nelson, R. R. (2002). Evolutionary theorizing in economics. *The journal of economic perspective*, 23-48.
- Njeru, E. (2015). Strategic Management Practices and performance of small and medium sized enterprises in Kenya.
- Ogonge, J. (2013). *Relationship between Strategic Planning and Organization's Perfomance in Non Governmental Orginization (NGOs)*. Kenya: University of Nairobi.

- O'Reilly, C. A., Caldwell, D. F., Chatman, J. A., & Lapid, M. (2010). How leadership matters: The effects of leaders' alignment on strategy implementation. *The Leadership Quarterly*, 21(1), 104-113.
- Pillania, R. K. (2008). Strategic Issues in knowledge management in small and medium enterprises. *Knowledge Management Research and Practice*, 334-338.
- Podolny, J., Khurana, R., & Besharov, M. L. (2005). Revisiting the meaning of leadership. *Research in Organizational Behavior*, 26, 1-36. doi:10.1016/S0191-3085(04)26001-4
- Porter. (1981). The Contribution of Industrial Organization to Strategic Management. The Academy of Industrial Organization to Strategic Management.
- Porter, M. (1980). *Competitive strategy*. New York: Free Press.
- Porter, M. (1981). The Contribution of Industrial Organization to Strategic Management. The Academy of Industrial Organization to Strategic Management.
- Rehman, S.-u., Mohamed, R., & Ayoub, H. (2019). The mediating role of organizational capabilities between organizational performance and its determinants. *Journal of Global Entrepreneurship Research*, 9(30), 1-23. Retrieved from <https://journal-jger.springeropen.com/articles/10.1186/s40497-019-0155-5>
- Scott, W. R. (2004). Institutional Theory. In e. T. George Ritzer, in *Encyclopedia of social Theory* (p. 408). CA: Sage.
- Stirling, C. M., Kilpatrick, S., & Orpin, P. (2011). A psychological contract perspective to link between non-profit organizations' management practices and volunteer sustainability. *Human Resource Development International*, 14(3), 321-336.

- Subramanian, R. F. (1993). Environmental Scanning in US Companies. In *Their nature and their relationship to performance* (pp. 271-286). Management International Review.
- Sumner-Armstrong, C., Newcombe, P., & Martin, R. (2008). A qualitative investigation into leader behavioural flexibility. *Journal of management development*, 27(8), 843-859.
- Tapera, J. (2014). The Importance of Strategic Management to Business Organizations. *Research Journal of Social Science and Management*, 1-130.
- Taylor, B. J., Barringer, S. N., & Warshaw, J. B. (2018). Affiliated Nonprofit Organizations: Strategic Action and Research Universities. *Journal of Higher Education*, 422-452.
doi:10.1080/00221546.2018.1434275
- Thompson, A., Strickland, A., & Gamble, J. (2007). Crafting and executing Strategy. *The Quest for competitive Advantage, Concepts and Cases*. New York: McGraw Hill.
- Wambui, G. L. (2006). *Managers and Strategy Implementation in NGOs*. Nairobi: University of Nairobi: Unpublished Report.
- Yoder, M. E. (2019). Better together: Complementarity between theory and practice in strategic management education. *Journal of Education for Business*, 94(5), 324-332.

APPENDICES
APPENDIX I: INTERVIEW GUIDE

SECTION A: STRATEGY FORMULATION

1. Does your organization have a Mission statement?
2. Does your organization have a Vision statement?
3. Does your organization have objectives/ Goals?
4. Does your organization have a statement of Core values?
5. How were the organizations Mission, Vision, Goals/Objectives, and core values developed?
6. How does your organization carryout analysis of the external environment to assess the effects of the developments therein to make me smile?
7. How is the Environmental analysis done and who does it?
8. Have the members of the organization included in strategy formulation, or they feel it has been imposed on them?
9. Does your organization asses its internal environment to ascertain its strengths and/or weaknesses?
10. How is that done and who does it?
11. Does MMS use the results from the internal and external analyses to inform the formulation of its objectives? which areas do the objectives cover?
12. Does your organization come up with various options/means on how to achieve the objectives set?
13. Are the various means/options to achieve the objectives evaluated to choose the most appropriate ones for each of the set objectives?
14. Are the chosen options documented and communicated to everyone in the organization?

SECTION B: STRATEGY IMPLEMENTATION

1. Has MMS aligned its organizational structure to support the strategies implemented?
2. Is MMS financially capable of implementing strategies? what is the source of these finances?
3. Does MMS implement strategies purely based on set objectives and expected performance?

4. Who owns implementation and outcome of the strategies at MMS?
5. How does MMS gain resources that are needed for adequate strategy implementation?
6. How are the strategies adequately and comprehensively communicated to your employees?
7. Is MMS always ready for change? How does MMS prepare for change?
8. Do the Employees and MMS have the necessary skills and capability to manage and implement a change process or new strategic direction?
9. In which ways are the employees empowered and motivated to implement chosen strategies and ensure the success of strategy implementation?
10. What measures are in place to recruit and retain best employees?
11. Does MMS have a policy manual and how regularly are the policies updated?
12. What are the challenges to strategy implementation and how do you possibly respond to the challenges?

SECTION C: STRATEGY EVALUATION AND CONTROL

1. Is there Monitoring, evaluation, and control of the implementation of strategies at MMS?
2. Is there a clearly defined and measurable performance targets for each strategic management plan element
3. Does MMS continuously review strategic management decisions and plans?
4. Is strategy evaluation successively done on regular basis and are corrective action taken on a timely basis on the strategy for highest performance
5. Does MMS have clear communication channels within the company to enable evaluation of strategy performance?
6. Does MMS gather information on the progress of various activities that it undertakes?
7. Does MMS use the information gathered to ascertain the progress made in achieving its objectives?
8. How do you monitor success of MMS's strategic plan?
9. How often do you review the strategic plan? And what influence the process?
10. Has MMS developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives?

11. Are there documented corrective measures and procedures in the strategic management process? If yes, which measures, and procedures are in place?
12. Are employees empowered to take corrective actions and what is the approval process to take corrective actions?
13. Who is involved in strategy evaluation and what are the challenges they face?

Appendix II: Secondary Data Capture Form

SECONDARY DATA CAPTURE FORM

DOCUMENT	DATA REQUIRED	STRATEGIC MANAGEMENT PRACTICES
MMS Strategic Plan working draft Jan 5, 2016 to Dec 5, 2021	Strategy formulation	<ul style="list-style-type: none"> • Formulation of Vision statement , Mission statement and organizational goals and Objectives • Visionary Leadership, Entrepreneural thinking • Determining the organizations strengths and weaknesses and opportunities and threats from the external environment
	Strategy Implementation	<ul style="list-style-type: none"> • Gathering and allocation of adequate resources towards projects. • Personel Management • Recruitment, Hiring, Training and development • Overseeing the process of disclosure and communication • Communication on need for change • Training employees to enable them manage change
	Strategy Evaluation and control	<ul style="list-style-type: none"> • Monitoring the effectiveness of the organizations governance practices • Ensuring control systems for risk management, financial and operational control, and compliance • Crisis Management
Annual Work plan	Strategic Practices	<ul style="list-style-type: none"> • Organizations core values and policies • Financial reports • Allocation of duties and targets • Timelines and action points

APPENDIX III: Introduction Letter



UNIVERSITY OF NAIROBI **SCHOOL OF BUSINESS** **KISUMU CAMPUS**

Telegrams: "Varsity" Nairobi
Fax: 4181650
Kisumu, Kenya
Telex: 22095Varsity
Mobile: 0720348080
Email: sobkisumu@uonbi.ac.ke

P.O Box 19134-40123
Kisumu, Kenya

Date: 2nd November 2020

REF: D61/10030/2018

TO WHOM IT MAY CONCERN

RE: ANYANDA SHARON AYUMA - REGISTRATION NO: D61/10030/2018

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, she is expected to carry out a Research Project in her area of specialization on **"Strategic Management Practices at Make me Smile Kenya."**

She has identified your organization for the purpose of data collection and report writing. This is to kindly request your assistance to enable her complete the study. The exercise is strictly for academic purposes and we assure you that all protocols will be followed, and privacy regulations adhered to. If you have any questions or concerns, you are free to contact us. Your assistance will be greatly appreciated.

Best Regards,

DR NIXON OMORO
COORDINATOR, SoB, KISUMU CAMPUS

Cc File Copy

Appendix IV: Data Collection Approval



MAKE ME SMILE- KENYA

P. O. Box 3033 -40100 Kisumu
www.makemesmile-kenya.org

5th Nov 2020

To

Nairobi University
School of Business,
Kisumu Campus.

Dear Sir/Madam,

RE. ANYANDA SHARON AYUMA D61/10030/2018 APPROVAL TO COLLECT DATA FOR YOUR RESEARCH PAPER

The above matter refers,

We hereby wish to state that we have approved the above-named student to collect data in our organization to support her research project area of specialization on "Strategic Management Practices at Make Me Smile Kenya"

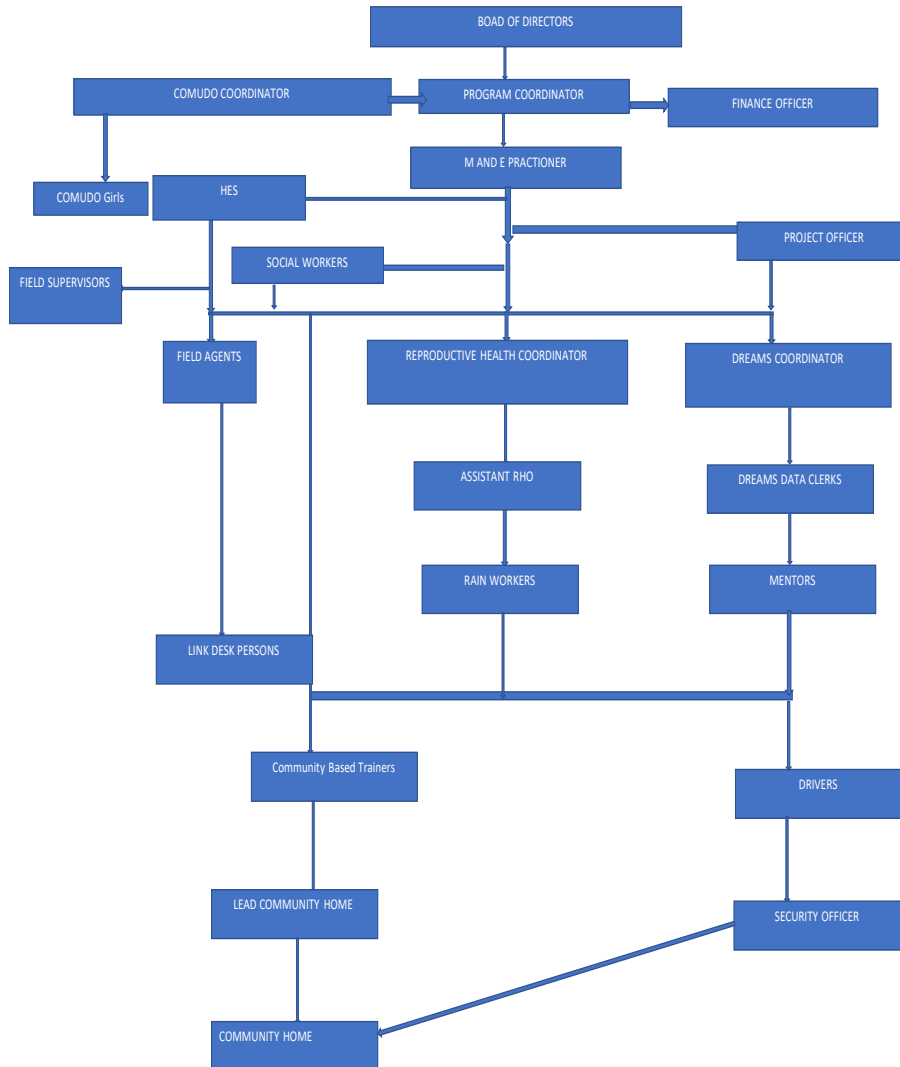
Yours Sincerely

Simon Peter
Managing Director
Make Me Smile Kenya
P.O. Box 3033-40100 Kisumu
simonpeter@makemesmile-kenya.org
Tel. +254 (0)727 867 339



Appendix V: Make Me Smile Organogram

MAKE ME SMILE -KENYA ORGANOGRAM



Appendix VI: Core values, Goal, Mission and Vision statement



MAKE ME SMILE- KENYA

P. O. Box 3033 -40100 Kisumu

Email: office@makemesmile-kenya.org

MAKE ME SMILE PROFILE

Mission- To help you help yourself for the benefit of your children because we believe in your potential

Vision - We envision a world where every child has the opportunity to achieve his or her potential and participate in and contribute to all aspects of life

Goal - We ensure the child or young adult is supported in shaping his or her future towards becoming a self-reliant, self-sufficient and participate members of society. Furthermore, we ensure the children are supported in developing self-esteem

MMS CORE VALUES

1. Professionalism
2. Team Work
3. Transparency and Accountability
4. Non-Discrimination
5. Gender Equality
6. Integrity
7. Equity
8. Commitment
9. Idealism
10. Stewardship

Appendix VII: Make Me Smile Strategic Plan



MAKE ME SMILE- KENYA

P. O. Box 3033 -40100 Kisumu

Email: office@makemesmilekenya.org Tel.0572021507

MAKE ME SMILE KENYA STRATEGIC PLAN

WORKING DRAFT Jan 5, 2016 to Dec 5, 2021

1. BACKGROUND

1.1. Executive Team in Jan 2016 developed the Strategic plan until 2019.

MMS -K Strategic Plan aims to represent/show MMS Kenya's development path in the future.

Aims to strengthen MMS- Kenya's:

1. Social Inclusion of Organizations working with the Children in (or in need of) care
2. Organizational and structural development
3. Support of the members
4. Financial capacity
5. Position in the National arena
6. Economic strengthening
7. Education
8. Protection and care
9. Health and Reproductive Health Services
10. Food and nutrition
11. Psychosocial Support
12. Shelter and care

Appendix VIII: Make Me Smile Strategic Plan

Strategy Goal 1. Social Inclusion of Organizations working with the Children in (or in need of) care

1. The "Social Inclusion of Children in (or in need of) care" Strategy Goal 1 has the following specific goals:
- Choose sidebar display > Out-of-home-care social service providers with practical tools and thus to improve children's lives Kisumu county.
- MMS - Kenya inner support of support groups and adolescent clubs within Miwani and East Kolwa wards.
 - To support the process for social inclusion within the staffs members
 - To support social services providers with practical tools and thus to improve children's lives worldwide.
 - To support the quality management in the child care field.
 - To improve the communication and partnership with other organizations.

Strategy Goal 2. Organizational and structural development

2. The "Organizational and structural development" Strategy have the following specific goals:
- To strengthen the structural functioning.
 - To strengthen the Executive board functioning.
 - Professionalization of MMS Kenya.

Strategy Goal 3. Support of the members

- Improvement of the support for the members.
- Improvement of functioning of the different positions.
- Actual information for MMS Kenya members' activities.
- MMS Kenya visibility.

Strategy Goal 4. Financial capacity

- To strengthen MMS- Kenya position.
- To take part in local and international congresses Conferences
- To establish fund raising platforms

2. Mapping and linking stakeholders and resources available for food and nutrition support.
3. Conducting ongoing assessments of the community's food and nutrition needs.

Strategy Goal 11. Psychosocial Support

To ensure there is provision of emotional, social, spiritual, mental and physical support to OVC and their households, provided in an enabling and supportive manner, which promotes the holistic growth and development of each individual.

Strategy Goal 12. Shelter and care

1. Conducting household needs assessments to determine and support appropriate community shelter and care initiatives for OVC households.

4. ACTION PLAN (2016 – 2019)

SPECIFIC GOAL	ACTIVITY	OWNER	DEADLINE
STRATEGY Goal 1. Social Inclusion of Organizations working with the Children in (or in need of) care			
To establish a recruitment process for member Organizations.	Developing guidelines for	BOARD	
To create awareness to Kisumu County and other neighboring counties	To coordinate and initiate "Social Inclusion" related activities.	BOARD	Permanent

Strategy Goal 5. Position in the National arena

- To strengthen MMS- Kenya national position.
- To take part in the national legislative activities.

Strategy Goal 6. Economic strengthening

1. Conducting baseline assessment of OVC households and ongoing economic activities in order to measure progress.
2. Instituting mechanisms to ensure sustainability of economic strengthening in OVC households.

Strategy Goal 7. Education

To ensure OVC and AGYW are enrolled, retained and progress through education and/or training as a result of receiving appropriate and quality education enabling them to become a responsible and contributing members of the society.

Strategy Goal 8. Protection and care

1. Educating OVC and communities on child rights, responsibilities and child protection and as well as available resources and structures.
2. Strengthening partnerships and linkages to ensure case management, law enforcement and appropriate referrals and monitoring systems.

Strategy Goal 9. Health and Reproductive Health Services

1. Improvement of quality reproductive health care in Kolwa East and Miwani wards through strengthening of health systems.
2. Assessing the health needs, prevention, promotion and curative illnesses in the community and in OVC households and use of safe water, hygiene and sanitation practices.
3. Enhancing access to HIV prevention, treatment, care and support for OVC.

Strategy Goal 10. Food and nutrition

1. Promoting knowledge on nutrition to OVC, their households and the communities.

	To be supported initiatives this will lead to a better process of social inclusion4.		
FICE Kenya inner support of projects between member organizations on national and international level.		MEMBER ORGANIZATIONS	Permanent
To support social services providers with practical tools and thus to improve children's lives worldwide.	Development of standards for social inclusion for residential care services.	MEMBERS	
To support the quality management in the child care field.	Development of a certification system for organization/social service provider. Information dissemination and promotion of the possibility to be certificated by MMS International.	BOARD	
To improve the communication and partnership with other organizations	Participation in conferences, congresses, seminars. Organization of meetings. Common statements and projects.	BOARD	Permanent
- STRATEGY Goal 2. Organizational and structural development			
To strengthen the structural functioning	Clarification and actualization of MMS- Kenya mission and vision.	BOARD	
To strengthen the Executive Board functioning	Organizing regular meetings.	BOARD	

Appendix IX: MMS House-hold supervision tool

Visit to OVC Household: Name of HH Head _____						
No	Name of Child (full name)	Age (yrs)	Gender (M/F)	SCHOOL	Indicate school level (Std/form)	Does this information match with the OVC file. Comment
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
Do the OVC have an adult caregiver?		Comment of adequacy of care-giving for the OVC				
Healthcare		Find out what happens when a child falls ill – access to referral forms, health seeking behavior e.t.c				
HIV Counseling and testing, HIV care and treatment		a. Do you know your HIV status? (Probe and counsel as appropriate) b. How many children in this HH (below 17 years) have been tested for HIV in the recent past? (<i>Probe if caregiver appreciates the role of HTC</i>) c. Do you know the HIV status of your spouse (if living with spouse)? <u>Comment on the discussion</u>				
MWENDO PROJECT		Is the caregiver aware of MWENDO project?				
		Do they understand what constitutes a service?				
Does the HH have access to clean water for domestic use?		<input type="checkbox"/> YES <input type="checkbox"/> NO		If No, comment on current situation		
Does the treat drinking water?		<input type="checkbox"/> YES <input type="checkbox"/> NO		If No, deliver messages on SDA for safe water management (<i>and agree on improvement action</i>)		

MWENDO

HH Supervisory Visit Form

CH-OVC

Name of partner: _____ Site: _____ Date: _____

Appendix X: MMS House-hold supervision tool

		<i>plan with HH Head)</i> <u>Comment</u>
Does the HH have a toilet?	<input type="checkbox"/> YES <input type="checkbox"/> NO	If no, find out how the family does fecal management. Provide information using SDA on fecal management.
How are the children doing in school?	Comment on education needs of the OVC, school attendance, performance	
Is the HH head engaged in any economic activity?	YES (provide details)	Does the HH participate in SILC, farming, livestock keeping e.t.c?
	NO (probe for details)	
Relationship with CHV/CHW	What is the name of your CHW?	Confirm if the caregiver knows his/her CHV
	How often does s/he visit you in a month? <i>Comment</i>	Possible responses <input type="checkbox"/> Once <input type="checkbox"/> More often <input type="checkbox"/> Twice <input type="checkbox"/> Not Applicable
What have been your HH priority needs over the last three months?	How has the project assisted you in meeting some of these needs?	Specify date and type of assistance
	How would you like the project to support you further? <i>(NB: Clarify that project support is based on needs)</i>	
Note any other concerns expressed by caregiver or suggestions for improvement.	THANK THE CAREGIVER	

Name of Supervisor _____ Signature _____

Appendix XI: MMS Work plan

NAME OF SUB RECIPIENT										
NAME	USAID MWENDO									
DETAILED IMPLEMENTATION PLAN : OCTOBER 2020 - MAY 2021										
COUNTY										
COPI9	19,030									
ACTIVITY REF #	ACTIVITY DESCRIPTION	Monthly Timeline							Output (# to be reached)	Responsible Person
		Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Sub-Purpose 1: Increased access to health and social services for OVC and their families										
1.1.1.3	Identify children experiencing sexual violence and provide age appropriate services through referrals including HIV testing services	X	X	X	X	X	X		131 OVC	SWs
1.1.3.3	Facilitate TWGs with S&D materials to conduct S&D sessions during station days, in schools, health facilities, Faith based institutions, and other community forums	X	X	X	X	X	X		18 Schools	SWs

NAME OF SUB RECIPIENT										
NAME	USAID MWENDO									
DETAILED IMPLEMENTATION PLAN : OCTOBER 2020 - MAY 2021										
COUNTY										
COPI9	19,030									
ACTIVITY REF #	ACTIVITY DESCRIPTION	Monthly Timeline							Output (# to be reached)	Responsible Person
		Oct	Nov	Dec	Jan	Feb	Mar	Apr		
1.1.3.5	Facilitate KENEPOTE TOTs with transport and to conduct S&D sessions in schools, support formation of school based health clubs and establishment of referrals in and out of schools.	X	X	X	X	X	X		18 Schools	PC
1.1.3.6	Link ALHIV to youth networks at county & national levels to promote peer mentorship and support	X	X	X	X	X	X		2231 ALHIV	PC
1.2.1.1	Recruit newly identified CLHIV, HEIs, adolescent mothers on PMTCT & biological children of female adult index cases from health facilities to OVC program	X	X	X	X	X	X		570 OVC	SWs

Appendix XII: MMS Work plan

NAME OF SUB RECIPIENT										
NAME	USAID MWENDO									
DETAILED IMPLEMENTATION PLAN : OCTOBER 2020 - MAY 2021										
COUNTRY										
COPI9	19,030									
ACTIVITY REF #	ACTIVITY DESCRIPTION	Monthly Timeline							Output (# to be reached)	Responsible Person
		Oct	Nov	Dec	Jan	Feb	Mar	Apr		
1.2.1.2	Recruit children survivors of sexual violence, child headed HH, children of key populations identified through community welfare & community referrals	X	X	X	X	X	X		225 OVC	SWs
1.2.1.3	Conduct CPARA assessment and reassessments for new and existing OVC households (Q1)		X						9822 HH	CHVs,SWs
1.2.1.4	Develop/update individualized case plans for comprehensive OVC HHs prioritizing services required by all HH members	X	X	X	X	X	X		9822 HH	CHVs,SWs
1.2.1.5	secondary school fees		X		X				666 OVC	SW,PC
1.2.1.6	Support OVC in ECD and primary school from CLHIV/PLHIV households with school levies		X		X				1944 OVC	SW,PC
1.2.1.7	Provide OVC in primary schools from CLHIV/PLHIV households with school uniforms		X		X				1114 OVC	SW,PC
1.2.1.8	sanitary towels			X			X		3520 OVC	SW,PC