

**RESPONSE STRATEGIES AND SUSTAINABILITY OF HEBREW  
IMMIGRANT AID SOCIETY IN KENYA TO CHANGES OF THE  
MACRO-ENVIRONMENTAL FACTORS**

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## **DECLARATION**

This research project is my original work and has not been presented or submitted for examination or award of any degree in any other university or institution, either in part or as whole.

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This research project has been submitted for examination with my approval as University supervisor.

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This study is dedicated to my father, Mr. Kodeck Makori. Thank you for your tireless support and unconditional effort throughout my education. Words cannot do justice to express the deep gratitude I have for you. It is my desire that you attain that greatness which fortune and your other attributes promise.

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## **ABBREVIATIONS AND ACRONYMS**

**CBO(s)** - Community Based Organizations

**DRC** – Danish Refugee Council

**FGM** – Female Genital Mutilation

**GoK** – Government of Kenya

**HIAS** - Hebrew Immigrant Aid Society

**IOM** – International Organization for Migration

**KEWASNET** - Kenya Water and Sanitation Civil Society Network

**LGBTI** – Lesbian, Gay, Bisexual, Transgender, Intersex

**MOUs** – Memoranda of Understanding

**NCCCK** – National Council of Churches Kenya

**NGO(s)** - Non- Government Organizations

**PESTEL**- Political, Economic, Social, Technology, Ecology and Legal factors

**RAS** – Refugee Affairs Secretariat

**RBV** – Resource-Based View

**RCK** – Refugee Consortium of Refugees

**SGBV**- Survivors of Gender-Based Violence

**SWOT**- Strengths, Weaknesses, Opportunities and Threats

**UN**- United Nations

**UNHCR** – United Nations High Commission for Refugees

## **ABSTRACT**

As changes in the macro-environment accelerate, organizations' survival increasingly depends on it devising responses to unforeseen circumstances, guarantying sustainability of the organization long period. Response strategies are the methods which enable organizations to fit to the external environment in the instances of change. For effective strategic responses, the organization has to match its resources of the organization to the environment which it operates. Sustainability is the continued effort to fulfill the organization mission by meeting the needs of its beneficiaries and supporters. The study sought to establish the response strategies and sustainability of Hebrew Immigrant Aid Society in Kenya to changes of the macro-environmental factors. The research objectives of this study were; to determine changes in macro-environmental factors affecting Hebrew Immigrant Aid Society in Kenya; to establish the response strategies adopted by the Hebrew Immigrant Aid Society in Kenya to deal with the macro-environmental changes; and to determine how response strategies to macro-environmental change affects sustainability of HIAS in Kenya. The research design used was case study involving careful and complete observation of the organization. An interview guide was used to collect primary data while secondary data was gathered from internal publications of HIAS in Kenya. The data collected was analyzed using content analysis. The findings show HIAS in Kenya has challenges including unfavorable political and legislative environment; resource constraints brought about by funding shocks, variations in the inflation rates and changes in donor priorities and the rising numbers of urban refugees. HIAS in Kenya, has actively sought out response strategies like collaborations and strategic alliances, outsourcing, diversification and, research and development. From the research finding, the following recommendations are made; refugee laws and policy should be reworked; managers' to conduct exhaustive situational and contextual analysis, need based assessment; having a shared approach in providing of services in the humanitarian sector and self-funding of NGOs should be the way to go. The study limitation is that the findings of this study were limited only to the views of management.



# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

All organizations operate in ever-changing environment, whereby the organizations are environmental serving and dependent as they fulfil promises made to its customers. As changes in the macro-environment accelerate, organizations' survival increasingly depends on it devising responses to unforeseen circumstances (Kimare, 2013). Response strategies give the organization the ability to respond to variations of the macro-environmental factors. The management of any organization should strive to identify and use effective response strategies. This will guarantee sustainability of the organization long period regardless of the changing macro environment.

The theoretical foundation of this study is the Resource-Based View (RBV) theory and the Dynamic capability theory. The Resource-Based View theory provides an understanding of the relations among organizations and their competitive advantages, derived from their use of intangible and tangible resources (Barney, 1991). The Dynamic Capability theory is the company's capacity to combine and reconfigure internal and external skills to cope with the changing environments (Teece, Pisano & Shuen, 1997).

The NGO sectors in Kenya is vibrant, with both local and international organizations providing aid in different sectors. This can be attributed to the complex factors necessitating the need for donors and aid, (Gore, 2013 NGOs have been accompanied with expectations of accountability. This is due to perceived weaknesses fronted by the macro-environment. This presents the NGOs with challenge of the overall organizational sustainability, (Okorley & Nkrumah, 2012).

Hebrew Immigrant Aid Society (HIAS) in Kenya is an NGO born out of such circumstance. HIAS in Kenya has response strategies to be sustainable with the changes in the macro-environment. By analyzing the macro environmental factors, this study will focus on the macro-environmental factors affecting HIAS, the response strategies of HIAS in Kenya to changes in these factors and its sustainability.

### **1.1.1. Response Strategies**

Response strategies are the methods which enable organizations to fit to the external environment in the instances of change. Pearce and Robinson (2013), point out that response strategies are the decisions and actions that come out of deploying formal plans aimed at achieving the organizations' objectives. Alterations in the business and general environment, changes the conduct of business by the organizations. Organizations have to accept and acknowledge the challenges brought about by the environment and alter to the changes with a keen interest of sustainability. These efforts response strategies should be embraced and conducted by all levels of the organizations, i.e. the corporate, business and operational levels.

For effective strategic responses, the organization has to match its resources of the organization to the environment which it operates, by identifying the opportunities in the environment and adapting its resources and competencies as Johnson and Scholes (2008) argue, so as to establish a strategic fit. This will incite decisions aimed at achieving organizational goals. To survive in instances of change, Buchanan and Huczynki (2010) highlight the need for organizations to anticipate change and keep transforming themselves. Hence organizations should strive to seek to establish harmony between the current strategy and the responsive strategies.

Response strategies are numerous as listed by scholars including Hiriappa (2008), Hesterly and Barney (2008), Pearce and Robinson (2013), among others. They include but not limited to: strategic alliance, research, and development, outsourcing, differentiation, divestment, integration, restructuring, diversification, market and product development among others. The response strategies must be clear in order to adjust to these changes appropriately. All the above-listed efforts are time critical. Responding in a timely manner, with a calculated risk in mind is of significance. This will assist to avert the costs associated with non-responses to the changes in the macro-environmental factors.

### **1.1.2 Sustainability**

Sustainability is the continued effort to fulfill the organization mission by meeting the needs of its beneficiaries and supporters, (Hailey, 2014). Sustainability is an ongoing process as opposed to a period target. It involves interaction between the organizational strategies, assets to its external operating environment. Sustainability can be argued to be the corner stone of the organizations strategy, as strategy is put in place so as to achieve long term survival of the organization.

For NGOs there are numerous dimensions through which sustainability can be judged. According to Hailey (2014), they include financial, organizational, services, public image and many other. NGOs ability to anticipate change and react appropriately is key. The External environment presents sustainability efforts with challenges. Strategically responding and effective management of these changes defines a sustainable organization.

Financial sustainability, traditionally has been extensively focused on. These has led to NGOs to become self-sustaining through self-financing. This brings about the extra finances to supplement the existing sources of funds (Murithi, 2014). NGOs typically tend to rely on one single source of funding which might be pulled for a myriad of reasons. The unexpected lack or decline in funding then put the NGOs in the inherent danger of not being sustainable.

### **1.1.3 Macro-Environmental Factors**

The macro-environment consists of things that affect, positively or negatively on any organizations, argued Johnson, Scholes, and Whittington, (2008). Organizations do not have any leverage of control to the macro-environment as opposed to its internal environment. The PESTEL model (Johnson et. al, 2008), shows that the macro-environment is made up of the political, economic, social, technological, ecological and legal factors. According to David (2009), the macro-environment presents opportunities and threats to the organization. These opportunities and threats should be managed if possible so as to avert and embrace any consequences, negative and positive for the attainment of organizational goals in the long run.

Leveraging of the organization's capabilities, as well as its limits, gives the organization the ability to appreciate the volatility and diversity of the environment and find mechanisms to institute change. Even, though organizations might face similar environmental factors, they end up choosing different response strategies to guide their operations. The organization must consider all the variables of the macro-environment, while it conducts environmental scanning to provide insights of the opportunities and threats, and how to set strategic responses in adjusting the organization so that it may obtain and retain its competitive advantages, (Ashill & Jobber, 2010).

Macro-environmental factors are considered important determinant of response strategy selection. Each organization has a unique context to, where it is located and how it is involved in different operations with its surroundings. The best perception of the macro-environmental factors is how they rely on each other, For instance, the economic factor cannot be pulled apart from the social and political factors (Elena and Rexona, 2013). Hence, organizations should have their own distinctive view of their surroundings and interpret it correctly, for better decisions to be reached. This brings the importance of environmental scanning as a means to gain a better expertise of the impact of the macro-environmental factor.

#### **1.1.4 Hebrew Immigrant Aid Society in Kenya**

HIAS in Kenya is a refugee trust that was founded in 2002, as part of the global Jewish NGO, formed to provide aid to Jews fleeing from Russia and Eastern Europe due to persecution in 1881. With its headquarters in Maryland USA, it operates and provides help to refugees and immigrants all over the world. It operates in 14 countries. The Kenyan operation was started to help urban refugees and asylum seekers from several African countries to advocate for and resettle the most vulnerable in society (HIAS, 2018).

HIAS in Kenya serves between, 500 to 900 beneficiaries on a monthly basis. It has field offices in Nairobi. The beneficiaries reached are urban refugees and asylum seekers whose population is on the rise. With the growth of 25% between 2014 and 2016 with an estimate of 63, 278 registered refugees. The refugee trust provides psychosocial support to survivors of gender-based violence (SGBV), legal and livelihoods services to give opportunities to the refugees and asylum seekers have self-reliance. This is achieved through partnerships to provide services that are both beneficial to the refugees and host communities. Key partners include Refugee Affairs Secretariat (RAS), United Nations Refugees agency (UNHCR), the Kenya Red Cross Society, National Council of Churches Kenya (NCCCK), Refugee Consortium of Kenya (RCK) and Community Based Organizations, (CBOs).

HIAS, faces challenges from their macro-environment. These include: legal acts and regulations, political inconsistency, technological advancement in humanitarian sector, socio-cultural implications, economic fluctuations, the constant growth of urban refugee population and finding the balance between supporting the refugees and host communities among others. This has forced HIAS in Kenya to change strategically in order to fit in and remain relevant in the humanitarian and refugee management sector.

## **1.2 Research Problem**

The micro-environment presents business realities which form the basis for goals, policies, and actions that are incorporated in a good business strategy. Through effective strategic management, it's possible to monitor changes in the macro-environmental factors, of any organization by how well it adapts to the changes. Therefore, it is important for the organization to be flexible with respect to changes in their surroundings to shape their competencies and capabilities for survival and maintaining relevance, (Vecchiato, 2012).

HIAS Kenya transits from one state to another with the interest of providing different service to its beneficiaries, maintaining relevance and sustainability in its day to day activities. Consequently to survive this environment of constant change HIAS in Kenya has to engage in continuous assessment of the macro-environmental factors. This is an effort to establish what influences it has on the organization, to enable coping mechanism. Therefore, HIAS like other organizations, needs to continually adjust its activities and internal configurations to reflect the new external realities as the inability to do this may put its eventual fate at risk (Macharia, 2015).



Previous international studies undertaken include; Fidaa (2010) study on strategic organizational responses to environmental pressure: a case of three Palestinian Non-Governmental Organization and Musallan's (2011), continuous field research examining the perceived internal and external effectiveness of NGOs in the Palestinian territories: the role of complexity, resilience and job adaptability. This studies indicate that organizations responds to similar environmental factors in different ways concluding that NGOs operate in a reality of a harsh environment. Another study by Hsu, Hsu, and Hasmath (2016) on NGO strategies in an authoritarian context, and their implications for citizenship: the case of the People's Republic of China. It's evident that the context of operations affects the response to changes in the environment. Kumi's (2017) mixed-method survey titled, Diversify or Die? The response of Ghanaian non-governmental development organization to a changing aid landscape. The study concludes by stating the importance of responding to changes in the external environmental factors.

Locally, Ombok's (2009), survey on the response strategies of international non-governmental organizations in Nairobi to changes in the macro-environment. Mohamed's (2014), a cross-sectional survey on response strategies of the United Nations Agencies in Somalia to changes in the macro-environment. They both agree that environmental factors do indeed affect NGOs and they do adopt response strategies. Musyoki's (2016) case study, an assessment of strategic responses by NGOs in the Kenya water sector: a case of KEWASNET. The finding indicates that there are environmental challenges in the water sector and mitigating factors are taken up to deal with the challenges. Eunice's (2017) cross-sectional descriptive survey on

the influence of the business environment on strategies adopted by international audit firms in Kenya. It is obvious from the survey that environmental factors affect the audit firms and evaluation and readjustment of strategies is crucial.

It is clear, that there is a contextual difference in the above-mentioned studies. These studies focused on NGOs in different countries and cities which have unique environmental challenges from time to time. Hence the research question: What changes in the macro-environmental factors affect HIAS in Kenya? ; What response strategies has HIAS in Kenya adopted to deal with the changes it faces? And, how response strategies affect sustainability of HIAS in Kenya?

### **1.3 Research Objectives**

The research objectives of this study were;

- i. To determine changes in macro-environmental factors affecting Hebrew Immigrant Aid Society in Kenya.
- ii. To establish the response strategies adopted by the Hebrew Immigrant Aid Society in Kenya to deal with the macro-environmental changes.
- iii. To determine how response strategies to macro-environmental change affects sustainability of HIAS in Kenya.

#### **1.4 Value of the Study**

The study will be of significance to theoretical knowledge which lies in verifying the response strategies, supporting the existing literature in this area and will be useful in providing the basis for further research. Therefore, it will contribute to the broader literature knowledge in the fields of business environment and strategy, and in closing the knowledge gap that the study seeks to explore.

With the findings of the study, NGOs and other organizations dealing with refugee affairs will be able to borrow ideas which will guide managerial policy. Policy makers such as the government and NGOs involved in the management of refugees, to formulate statutory frameworks and code conduct to regulate the sector. The policies will be able to affect the management of refugees and influence the field in an ethical manner.

Finally, it will be of significance to managerial practice. Practitioners, especially in the NGOs and state department responsible for refugees, will use this study to conduct regular reviews of their organizations positioning and responses to the ever-changing environment. The manager will use the finding of this study to help in the anticipation and response of the change in the macro environment in a strategic manner for long term sustainability.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents the theoretical foundation of the research paper. It gives the significance of anchoring the study with theories. The dynamic capabilities and the resource-based view are discussed. It goes ahead to provide the relationship between the environmental changes, response strategies and sustainability. It also provides the empirical studies and finally presents the research gap that validates the need for the research.

### **2.2 Theoretical foundation**

A theory is credited with the ability to provide connections to events in one big web. According to Creswell and Creswell (2017), theory gives approach of making needed sense of situations presented. The ability of a theory to achieve this is from the relationships among the declarative statements that are usually contained. The theoretical foundation then, have an effect on the actions and decisions taken in the research process. The following theories are adapted to anchor the study. They include the resource-based view (Barney, 1991) and the dynamic capabilities theory (Teece and Pisano, 1994).

### **2.2.1 Resource-Based View**

This theory was proposed by Professor Barney Jay in 1991. The theory has earned huge attention as a framework to explain the conditions which an organization can gain competitive advantages. Barney (1991) argues that organizations can generate a sustained competitive advantage from firm resources. These resources can include management and organizational techniques, information and knowledge under the organization's control. (Barney, Wright, & Ketchen, 2001). Assets are important when they assist in enhancing the efficiency and effectiveness of the organization (Barney, 2001), thus resources become a strategic necessity as the organization is seen to adapting to the environment as dictated by its resource.

While the significance of the RBV is undeniable, many scholars are still debating on it. Priem & Butler, (2001) argue, the significance of a specific resource is determined by relations of organizational strategy and macro-environmental factors. The conditions in which a resource is valuable to the organizations is context dependent. This view incorporates the idea of dynamic capabilities. Newbert (2007), presents the acknowledgment of the potential estimation of assets as being subject to organizational procedures, how strategy is implemented and resources utilized.

However, challenges in the RBV constructs still remain. For instance, RBV puts a lot emphasis on the internal analysis of the distinctions in asset enrichments across firms and clarifies how these distinctions can be a source of a long-term competitive advantage (Barney, 1991). For instance, this is in contrast with the porter's industry analysis which holds the importance of the macro-environmental factors concerning the organization (Rumelt, 1991). Another challenge of the RBV lies in the intangible resources. They are difficult to watch assets by definition. Consequently, estimating the intangible assets is an inherent difficulty in RBV hypothesis (Armstrong, & Shimizu, 2007).

RBV is relevant to this study as it assists in the identification of valuable resources, which the organization builds its strategies on. The theory is expected to identify resources that provide a competitive advantage (McEvily & Chakravarthy, 2002); and how whenever environment changes, the organization must readjust its strategy, formerly based on its resources. As much as a few assets will add to organizational competitive advantage, it is possible that different assets will have negative effects on the organization. In spite of the fact that the RBV hypothesis may help the acknowledgment of such resources and attempt to help management rid them, the theory suggests that it is a demanding task to do (Craig and Katsuhiko, 2007).

### **2.2.2 The Dynamic Capabilities Theory**

The theory was proposed by David Teece and Gary Pisano in 1994. Teece et al., (1997), go ahead to argue that, the theory explains the organizations' ability to adjust to changes in the business condition and the capacity of strategic management to conform to the environment. In a competitive and constantly changing environment, organizations require the capacity to envision changes and roll out improvements in their approach. The capacity to do this is alluded as a powerful ability.

Dynamic capabilities can be categorized into three dimensions: detecting abilities; to distinguish and shape dimensions; seizing capacities, to accept those opportunities and reconfiguration capabilities, to pick up and sustain competitive advantage via the firm's resources. Eisenhardt and Martin (2000), highlight that dynamic capabilities are made of precise tactics, including making alliances in the industry, making strategic decisions etc., helping organizations to compete in a rapidly changing environment. Managers are required to reconfigure various capabilities to adjust them to new strategies.

Some limitations of this theory include; the difficulty to measure it empirically as well as the relationship between dynamic capabilities and organizational performance (Easterby-Smith et al., 2009). Even though capabilities can be valuable, they are not always a source of a firm's performance. Winter (2003), criticizes that the concept is often linked to generic formulas for competitive advantage yet dynamic capabilities approach does not answer all questions of sustainable competitive advantage.

The theory will be able to give the process, positions, and paths of the organization and how it relates to the macro-environment. According to Teece et al. (1997), the process is the current managerial practices, positions allude to the particular resources of the firm, while the paths are the strategic alternatives that the organization enjoys. This will provide the relationship that is present in between the organization and the macro environment.

### **2.3 Environmental Changes, Response Strategies and Sustainability**

The environment has two parts, the internal/micro and the external/macro environments. The internal environment is within the control of management while the macro-environment is not. The environment in which an organization operates is ever-changing, radically and unpredictably (Pearce & Robinson, 2013), hence organizations require to continuously reinvent themselves. This reinvention requires the formulation and implementation of a strategy which is the process of matching what the organization can do with the universe. The organization ought to know how and what to respond to.

This study will focus on the macro-environment. The macro-environment present opportunities and threats which either cause harmony or chaos creating pressures for the organization. For the organization to survive, it has to adapt its internal operations to reflect the external realities (Carayannis, Sindakis & Walter, 2015). Organizations that do not keep up with the constant change might end is irrelevant. Pearce et al., (2013) show the macro-environment to consist of the economic, political, social and technological aspects. These factors are hard to manipulate or handle.



There must be a strategic fit between the environment and the organization. This is brought about by the fact that organizations are both environmental dependent for inputs, and environmental serving as it provides the outputs for consumptions. The fit is reached through the response taken to maintain the harmonious balance. The speed of response time to environmental challenges has been identified by Pearce et al (2013), as a source of competitive advantage for various organizations. The reactive or proactive actions taken by management in the instances of change are known as response strategies.

Sustainability of NGOs is achieved through the Organizations' positioning within the macro-environment and flexibility to adapt to change (Mukanga, 2011). This can be reached through response strategies to environmental changes. By reacting to these external changes, the key dimensions of sustainability such as financial sustainability, deemed to be significant to NGOs (Murithi, 2014) are affected.

With this in mind, achieving sustainability through appropriate strategic responses to macro-environmental changes is important. This will allow for the organization to build resilience, maintain and/or expand its services and responsibilities to its stakeholders. Ultimately, this will be reflected on managerial flexibility to locate and reallocate assets in response to opportunities and threats over time (Murithi, 2014).

## **2.4 Empirical Studies and Knowledge Gaps**

Fidaa (2010) study on strategic organizational responses to environmental pressure: a case of three Palestinian Non-Governmental Organization and Musallan's (2011), continuous field research on the perceived internal and external effectiveness of NGOs in the Palestinian territories. They look at the harsh geopolitical, social factors and the uncertainty of the environment affecting NGOs in Palestine. Another study by Hsu et al, (2016) on NGO strategies in an authoritarian context, and their implications for citizenship: the case of the People's Republic of China and Kumi's (2017), mixed-method survey titled, Diversify or Die? The response of Ghanaian non-governmental development organization to a changing aid landscape. The papers look at the implications of NGOs on the host communities and conditions that give rise to NGOs.

Other studies include Kheing and Dahles' (2014) survey study, Resource dependence and effects of funding diversification strategies among NGOs in Cambodia; Okorley and Nkrumahs' (2012) multi method study titled organizational factors influencing sustainability of local NGOs; Portela's (2012) study on the Legitimacy and Risk: perception of organizational risk in a Norwegian non-governmental organization and McLoughlin's (2011), paper on the Factors Affecting State–Non-Governmental Organization Relations in Service Provision: Key Themes from the Literature. These studies explore and try to explain the relationship between the external environment and the effects it has on NGOs and what they can do to remain sustainable in the long run.

Locally studies include; Ombok's (2009), survey on the response strategies of international non-governmental organizations in Nairobi to changes in the macro-environment and Mohamed's (2014), a cross-sectional survey on response strategies of the United Nations Agencies in Somalia to changes in the macro-environment. The surveys look at how well international NGOs operate and adopt in foreign countries. Musyoki's (2016) case study, an assessment of strategic responses by NGOs in the Kenya water sector: a case of Kenya Water and Sanitation Civil Society Network (KEWASNET). ELungata's (2014), survey on the response strategies adopted by mobile phone companies in Kenya to changes in the telecommunication industry. This two studies explore how organizations in different sectors respond to changes in the macro-environmental factors.

Akech's (2014) case study on Sony Sugar and how it strategically responds to changes in the external environment and Eunice's (2017) cross-sectional survey on the influence of the business environment on strategies adopted by international audit firms in Kenya. This study looks at profit-making firms operating in different parts of Kenya and how they react to the changes in the business environment. Evusah's (2013) case study titled, strategic responses by the University of Nairobi to changes in the external environment and Etyang's (2013), cross-sectional survey on the response strategies to changes in the microenvironment by middle-level colleges in Nairobi Central Business District, both look at the education sector and how offering of the service is influenced by the changes in the external environmental factors.

These studies shade light on the nature of response strategies to changes in the macro-environment. They also establish that each organization operates in a specific environmental context and may not be fully comparable to other organizations. Due to these differences, responses adopted were different. No study mentioned, focused on a humanitarian NGO dealing with urban refugees and asylum seekers, let alone how response strategies affect sustainability of NGOs. This then brings to light, the knowledge gap which this research intends to fill.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter introduces the research methodology. It describes the approaches taken to conduct the research. It gives a detailed description of the research design. It discusses the manner in which the collection of data from the field will be conducted. Finally, the chapter presents the data analysis, the technique to be adopted is considered suitable since it related the information collected to the proposed objective.

### **3.2 Research Design**

A research design is a set of conditions that guide the gathering, measure, and analysis of information. It is a map of sought to guide the investigator at various points in the research cycle. As Kothari, (2004) put it, the design is required for smooth sailing thereby making the research yield needed information with minimal time and effort. It is of assistance to the researcher to establish the key relationships between the variables of the study. A good design, therefore, should maximize the reliability of the data while reducing the biases.

The research design used is a case study. A case study is an analysis that involves the careful and complete observation of organizations, institution or a complete community (Kothari, 2004). It looks at the depth rather than the breadth of the study unit. A case study stresses on a full analysis of components and their relations, relying on qualitative information (Cooper & Schindler, 2014).

The design was considered since the research focused on the response strategies adopted by HIAS in Kenya. It allowed the researcher to collect in-depth information from the managers at HIAS on the nature of responses they adopted to deal with the changes in the macro-environment.

### **3.3 Data Collection**

The study utilized primary and secondary sources of information. According to Cooper & Schindler, (2014), both methods used together to complement each other. The primary data was collected by use of the self-administered interview. Primary data collected was on the various elements of the macro-environment and the reactions taken to the changes in the elements. The researcher interviewed senior, middle level and technical managers, holding key positions in the organization.

The researcher employed the interview method to collect the primary data. Primary data is that which the researcher him/herself gathers. The interview was guided by an interview guide. The interview guide contained a series of open-ended questions, designed to obtain information from the individuals who were interviewed. The interview guide was divided into three parts. Part A contained general information. Part B focused on the changes in the macro-environmental factors and Part C focused on the responses strategies adopted to deal with the changes discussed in Part B. Part D, looked at how strategic responses to environmental factors affect sustainability of the organization. The interview method was settled upon since many researchers agree that it a multi-method data collection tool with a high cooperation rate.

The secondary data was sourced from HIAS in Kenya. Secondary data is the information gathered by others and not the researcher. This was mainly through its internal memoranda and communications, and other publications from its website. It was used to gather information and facts about the organization. The secondary sources were subjected to scrutiny, so as to establish their importance in assisting to understand the organization's response strategies and the nature of changes that necessitate the need for strategic interventions.

### **3.4 Data Analysis**

Data and information collected for this study through the use of the interview guide will be qualitative in nature. The data was checked to ensure completeness and consistency. Then, a content analysis was performed to allow for the in-depth understanding of the case. Kothari (2004), states that content analysis consists of analyzing documentary materials and the content of verbal communication which is either printed or spoken.

Content analysis was utilized to come up with derivations through a precise and objective identification of the particular messages. Numerous researchers concur that this sort of investigation gives the specialist a qualitative picture of the respondent's concerns, thoughts, attitudes, and feelings.

Data was analyzed and matched to the research objectives mentioned in the first chapter. As suggested by Yin (2003), this is based on the matching approach where information is related to the proposed research objectives. The results acquired from the data analysis was presented, discussed and conclusions reached in the subsequent chapter.



## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

The chapter outlines the presentation of results and findings, through analysis based on the objectives of the study. The objective of the study was to determine changes in macro-environmental factors affecting HIAS, to establish the response strategies adopted by HIAS to deal with the macro-environmental changes and to determine how response strategies to macro-environmental change affects sustainability of HIAS in Kenya. Primary data was collected using an interview guide while secondary data was collected through HIAS Kenya 2016-2018' strategic plan and other internal publications. The data collected was analyzed through content analysis and the respondent had worked at HIAS for a period of at least three years. This is an indication that the respondent had thorough knowledge of the organization.

### **4.2 The Macro-Environment of HIAS in Kenya**

From the interview conducted, it's clear that HIAS in Kenya is facing a challenging macro-environment. The management has put in place various mechanisms to respond to these challenges. The Country Director pointed out that, HIAS Kenya has a strategic plan covering the period 2016-2018, which guides the various operations of the organization. The strategic plan provides the vision and mission of the organization. However it is supplemented by a yearly situational analysis, which monitors and informs the organization on the current micro environmental changes in the refugee sector.

From the interview it was evident that the current strategic plan is based on findings from external consultants with insights from the organization's management. Through a SWOT and PESTEL analysis the context in which HIAS in Kenya operates is brought out clearly. This brings out a better understanding of the macro-environment. The strategic plan was developed and then cascaded down to every department, program and project at HIAS in Kenya. From the analysis it was evident that HIAS in Kenya faced opportunities and threats from the macro-environment.

The Country Director, indicated several political and legal factors that affect the organization. Among them is the transition of the old constitution to the new 2010 constitution of the Republic of Kenya, the refugee Act 2006 which was enacted with the view that refugees will reside in Kenya for a short period of time of about six months to two years. However, many refugees, particularly those from Somalia, Ethiopia, Rwanda etc. are known to have lived in the country for over 25 years. The refugee situation is now protracted, leading to population movements from camps to urban areas, third generation refugee children and this requires programming that is appropriate to these changes. Other factors include the 2017 general elections in Kenya, legislative and policy developments in Kenya the cessation of refugee status of Rwandans also posed a challenge to the provision of service to their beneficiaries. From outside the Kenyan borders, countries like Uganda have anti LGBTI legislation, recent violation of human rights in Ethiopia and daunt the work of HIAS. Other factors such as the 2013 tripartite agreement on the repatriation of Somali refugees and signing of a peace deal in the DRC.

There is a lengthy registration process for the refugees which might sometimes hinder the most vulnerable from receiving the much needed humanitarian assistance. The 2017 political general elections in Kenya, legislative and policy developments in Kenya and the cessation of refugee status of Rwandans also posed a challenge to the provision of services to their beneficiaries. From outside the Kenyan borders, Uganda has anti-homosexuality Act of 2014, recent violation of human rights in Ethiopia. Other factors such as the signing November 10<sup>th</sup>, 2013 tripartite agreement on the repatriation of Somali refugees by the Government of Kenya, the Federal Government of Somalia and UNHCR which was the legal framework to guide the voluntary repatriation of Somali refugees to their country in safety and dignity

Economic challenges such as the inflation of the Kenyan shilling, is a win or a loose for the organization. Since most of its funding is in foreign currencies, the foreign exchange rates would see either gains or losses in forex from time to time. HIAS relies entirely on donor funding is a risk as the donors keep on changing their funding priorities. This leads to funding shocks which in turn causes staff redundancies and unemployment for a short term basis. Also, from the PESTEL analysis it is evident that there is restriction of funds from the diaspora to the refugees. This implies that HIAS would require more funds to support urban refugees, since most of them are not economically self-sufficient. These factors lead to a decline in remittances is expected to make the humanitarian crisis go from bad to worse eroding the gains made in recent years in the urban areas.

Out of the interview, came clear the sociocultural factors that affect HIAS in Kenya. First, the xenophobic and homophobic attitude are on the rise. There is a possibility of raising conflict with host communities as both are competing for scarce resources. This has led to the refugees been taken advantage of and harassed at the communities they live amongst. Acts of terrorism in our neighboring countries and within, affect social welfare of the urban refugees and asylum seekers, particularly those from Somalia. This has led to Government of Kenya (GoK), taking tough stands on refugees which include forced encampment. Also there are backward cultural practice that the refugees embrace, criminates homosexuality making the provision of protection of Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTI), refugees an opportunity and challenge too.

Technology is a force to reckon with in this day and age. Technology factor poses a challenge and Opportunities for HIAS in Kenya. The Country Director, indicated that humanitarian efforts depend on a data sharing approach to avoid duplication of efforts and resources and to increase efficiency. There are many NGOs working with urban refugees, but there are no joint and standardized data collection, analysis and reporting tools amongst them. These include, refugee registration data base.

HIAS in Kenya operates in conducts community outreach services in Kayole, Kawangware, Kasarani, Kitengela and Ongata Rongai and some of the areas are hard to reach and don't have reliable internet connection. She said that HIAS is working to introduce a number of technology based tools to help with implementation, monitoring and evaluation of their work. They include a mobile application, an offline data collection equipment that can be used in the field without proper internet connection and an Electronic Case Management System.

#### **4.3 Response Strategies Adopted By HIAS in Kenya to Deal with Changes in the Macro-Environmental Factors**

From the research finding it was established that HIAS in Kenya has adopted various response strategies to deal with the changes in the macro-environmental factors. From the interview, HIAS in Kenya has embraced strategic alliances with other humanitarian agencies, the GoK through RAS and other international bodies and institutions. For instance, through partnering with UNHCR, HIAS in Kenya as an implementing partner is able to access funding for some of its projects. A collaborative partnership with DRC for access to livelihood interventions which lead to self-reliance of refugees, IOM for medical checkups, cultural orientation and transportation of refugees who go for resettlement and RCK for advocacy for policy changes and legislative reforms violence and discrimination. National Council of Churches of Kenya (NCCCK) for medical treatment of refugees, Kituo Cha Sheria (Centre for Legal Advice for legal representation) and Xavier Project for access to education.

Through such partnership HIAS in Kenya has been able to contribute towards awareness creation activities such as 16 days of Activism against Gender Based Violence, International Day against Homophobia and the World Refugee Day. HIAS has also build capacity of local NGOs, CBOs and government agencies. Through partnership, then it is possible to avert and minimize the risks brought by political, legal, economic and social cultural changes in the environment.

From the interview, it was also noted that HIAS in Kenya has embraced diversification of their services to its beneficiaries. This was informed from a thorough needs assessments, the NGO has and is looking to introduce new programs and projects. An example, is the introduction of a Mental Health and Psychosocial Mobile Application Game currently in development. HIAS has also introduced a child protection program which takes care of unaccompanied, separated, abused and neglected refugee's children through foster care and group home programs. These is to allow the children to grow up normally and have a sense of social belongings. There are plans to introduce an adolescent and sexual rights capacity building program. The country director said "All these coupled with the older programs and projects are to meet the vision and mission of HIAS in Kenya." Majorly this approach is used to deal with social cultural changes.

The country director said that they are partnering currently utilizes research conducted by international bodies and institutions like, UNHCR, DRC, IRC, the World Bank and Oxford University to inform their programming and advocacy. “Research in the humanitarian sectors is important as it allow for one to understand trends, needs dynamics, best practice, needs dynamics,” she said. HIAS in Kenya uses research from academia and practice, concerning humanitarian effort to inform the need to diversify their work and to also learn from the best practice in the sector. Even though HIAS in Kenya has not delved in to its own funded research. Research and development helps it mitigate the economic and technological challenges.

The interview reveled that HIAS in Kenya has taken up outsourcing of relevant expertise as a response and coping mechanism to the external environment. This is especially where the organization lack internal capability of handling specific tasks and situations. They have outsourced translators while interacting with refugees in the field or while processing them for resettlement, and hired consultants to carry out technical activities like environmental analysis and needs assessments on behalf of the NGO. This is not only acting as a cost cutting measure, but also as a way of getting work done in the most efficient way.

These response strategies are effective. In her own view, they contribute to the impact of the organizations work, hence attracting funding from donor and other international bodies. They bring good will between the partners and the GoK making work a tad easier. Strategic alliances ensure refugees access more services that HIAS does not provide while avoiding the duplication of efforts and resources on similar agenda in the humanitarian sector. They also provide a platform for benchmarking of best practices within the humanitarian sector.

#### **4.4 Response Strategies to Macro-Environmental Change Affecting Sustainability of HIAS in Kenya**

The study sought to determine how the responses strategies adopted to deal with the macro-environmental changes have affected sustainability of HIAS in Kenya. With the research finding it is evident that sustainability is affected. HIAS in Kenya has some dimensions through which they view sustainability. They include financial, service, public image and advocacy sustainability. This is however, is part of the organization adopting a three year strategic plan, aimed at a long term strategic direction. All these play a role in the overall organization sustainability of HIAS in Kenya.



The interview reveal that financial sustainability to be reached especially with donor funding challenging in itself. This as a result of donors changing their priorities from time to time. HIAS in Kenya is not self-funding, putting at a risk of low funding from time to time. Even though they funded by international humanitarian bodies organizations, there is still need to adopt self-funding initiative. In the meantime they are lobbying to add a number of donor to come on board and support their work in the urban centers of Kenya. With many sources of funding then the risk of low funds is mitigated. It was also evident that funding itself affects to huge extent the overall sustainability of the organization and its operations.

For the service and public image sustainability, it takes a lot of components within the organization structures and system to achieve. The human resource play huge role at these as they are responsible in interacting and displaying of the organizational culture and values as far as HIAS is involved in the humanitarian work. The perception of its publics is affected by the behavior and message sent through the interaction of HIAs with its partners, the society and its recipients.

HIAS in Kenya is involved in advocacy aimed at improving the life and handling of the refugee and asylum seekers. From the interview it was evident at the lengths HIAS has gone to advocate for clear laws, policy and building capacity of the involved institutions that are involved with the creation and implementation of these laws and policies. The organizations and its partners advocate for laws and policy through RAS with the GoK. They also advocate for the humane treatment of refugees in the societies where they are settle and re integrated to. This is seen through the effort put during celebrations of day like the World Refugee Day.

It is evident that the response strategies adopted to deal with the macro environmental changes have affected the sustainability of HIAS in Kenya. These can be seen through program and project development, improved donor funds reporting, engaging in partnerships and collaboration which enables sharing of resources, elimination of duplicated resources by using little and sharing more hence getting great results, staff training and development and better pay which increases staff performance and motivation and encourages them to do more, capacity building and empowerment of societies and stakeholder which builds a sense of ownership. All these enhances interventions, institutional capacity building and good management practice which enhances sustainability.

#### **4.5 Discussion**

The study has revealed some direct relationship between the research finding and the underlying theories with regard in which HIAS in Kenya has responded to the changes in the macro-environmental factors and how this has affected its sustainability. Kimare (2013) argues that as changes in the macro-environment accelerate, organizations' survival increasingly depends on it devising responses to unforeseen circumstances. HIAS in Kenya must devise these response strategies for survival. This study is about long term survival and sustainability. HIAS in Kenya has responded to the changes in the macro environmental factors through having strategic alliances and partnerships, investing in research and development, diversifying their services and outsourcing of technical services that they cannot fulfil internally. All these have been used to also see to it that the organizational sustainability is achieved.

Barney (1991) resource based view explains how organizations can generate a sustained competitive advantage from firm tangible and intangible resources. The theory shows why resources are strategic necessity as the organization adapts to the environment as dictated by its resource. HIAS in Kenya must therefore take note of all the resources at its disposal and use that to deal with the changes in the external environment. Strategic plans and response strategies should take into account the resources of the organization. HIAS in Kenya must identify resources which they should use to build their strategies around and also be wary of those that high present them with negative consequences.

Teece et al., (1997), dynamic capabilities theory, explains the organizations' ability to adjust to changes and the capacity of management to conform to the environment. The theory states that response strategies that an organization can adopt are influenced by the availability of resources and other company's capabilities. HIAS in Kenya must utilize the available resources and management capabilities efficiently to strategically respond to the changes in the macro environment.

The findings also supports Carayannis, Sindakis & Walter, (2015) that the macro-environment present opportunities and threats which either cause harmony or chaos for the organization. For the organization to survive, it has to adapt its internal operations to reflect the external realities. The study also support the idea presented by Elena and Rexona, (2013) that the macro-environmental factors rely on each other. For instance, the economic factor cannot be pulled apart from the social and political factors. Hence, HIAS in Kenya should have their own distinctive view of their surroundings and interpret it correctly, for better decisions to be reached.

The study also established that HIAS in Kenya has sustainability as an important factors. By the defining of sustainability indifferent dimensions, the study confirms Hailey (2014) argument, that sustainability dimensions can include financial, services, public image and organizational sustainability. Through achieving sustainability HIAS in Kenya, continually fulfils their organizational mission by meeting the need of its beneficiaries. It's also evident that the macro environment present's the sustainability efforts with challenges.

The issue of financial sustainability as presented by Murithi, (2014), come ups. The need for self-funding and having sustainable source of funds is also present at HIAS in Kenya, as an effort to minimize the effects when donor funds are pulled or economic conditions put a risk at the funding of the organization.

In comparison with empirical studies, Okorley and Nkrumahs (2012), reveal that NGOs can improve their sustainability through funding, program development, general management and effective resources allocation. They also conclude that these are concrete determinants of organizational sustainability. They also say that for survival of NGOs, they require need based programs and projects supported by organizational commitment. This is similar to HIAS in Kenya, as they have new and old programs and projects based on needs assessment conducted. And at the time of implementing the projects HIAS in Kenya also has commitment in terms of funding, resource allocation and management.

Another study by Kumi (2017), compares well with the study undertaken. Kumi concludes with the need for NGOs to have self-reflection and organizational learning. The need to have sustainable survival beyond donor funds should become a preoccupation of NGOs. Hence constant monitoring and examining of internal structures, systems and external realities is necessary so as to mitigate the any weakness and threats through strategies. HIAS in Kenya has adopted a similar mode of operations seen from the strategic planning and the yearly situational analysis.

The study also agree with Ombok (2009), who concludes that to deal with Economic factor, the organizations needs to have a multiple sources of funding. For political changes, NGOs should alliance with the government and other agencies to minimize the risk associated, while for the social and technological factors, they should adopt diversification strategies. HIAS in Kenya has taken a similar approach to deal with the same environmental factors. Another study by Mohammed (2014), conclude that collaborations and strategic alliances are important to taking a shared approach for the NGOs. This is evident with HIAS in Kenya as it has collaborated and has numerous alliances to serve many strategic purposes.

## **CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION**

### **5.1 Introduction**

The study was undertaken with the objectives of determining changes in macro-environmental factors affecting HIAS, establishing the response strategies adopted by HIAS to deal with the macro-environmental changes and determining how response strategies to macro-environmental change affects sustainability of HIAS in Kenya. This chapter gives a summary of the research findings, recommendation for policy and practice. It further gives a conclusion with the limitations of the study and suggestions for further study.

### **5.2 Summary of the Study**

From the study finding it is evident that HIAS in Kenya has a long term goals indicated in their 2016-2018 strategic plan and reviewed in a regular basis. The strategies adopted by HIAS are formulated by top management with help from consultants and implemented by all staff. The study shows clearly that HIAS in Kenya has many challenges presented by the macro-environmental factors. These challenges include unfavorable political and legislative environment; gaps in internal systems; resource constraints brought about by funding shocks, variations in the inflation rates and changes in donor priorities and the rising numbers of urban refugees.

From the interview, the interviewee revealed that HIAS in Kenya, has actively sought out collaborations and strategic alliances with GoK, other humanitarian agencies and CBOs. Through these linkages it has been possible to take a shared approach in providing their services. This has also led to better funding, avoiding duplication of resources which lead to better service delivery for less cost within the humanitarian circles for the good of the refugees and asylum seekers. The findings also indicate that other strategies such as outsourcing, diversification of services and research and development have been employed at HIAS in Kenya. All these have led to the success the organization has achieved in providing for their beneficiaries and the continued commitment and morale exhibited to sustain their involvements in the humanitarian service provision.

The finding also show the response strategies adopt have added to organizational sustainability of HIAS in Kenya. They include financial, service, public image and advocacy sustainability over time in its operations. From all these coupled with their internal structures and systems, HIAS is contributing significantly to restore the acceptable standards of living from all its programs and projects toward the urban refugees and asylum seekers.



### **5.3 Conclusion**

The study concludes that HIAS in Kenya has been able to adequately respond to the changes of the macro environment despite the challenges especially in the political, legal, economic, and social cultural and the technological environment. The ecological factor really doesn't play significant role in the context of HIAS as they operate in the urban areas where this factor doesn't prevail to an extent of adversely affecting its operations.

The study further sought to establish if the response strategies were effective and the effect they had to the sustainability of HIAS in Kenya. The strategic responses are aimed at strengthening HIAS' position in taking advantage of the opportunities, averting and minimizing the risks associated with threats of the macro-environment. The effectiveness of the response strategies is critical for the survival and sustainability of the organizational. The respondent was quite content with the response of HIAS in Kenya to deal with the changes in the macro environment leading to sustainability of the organization.

The interview brought to light various challenges such as include unfavorable political and legislative environment; gaps in internal systems; resource constraints brought about by funding shocks, variations in the inflation rates and changes in donor priorities: chronology related challenges and the rising numbers of urban refugees.

The response strategies put in by management, with help from consultants at HIAS in Kenya provided direction needed. They include Strategic alliances and collaborations, outsourcing of consultancy services, diversification of their need based programs, and delving into utilizing research and development. All these were taken up to react to the changes in the macro environment and ensure long term survival and sustainability. The study supports the theories and empirical studies depicted. It also supports the idea of the organization keeping touch with the changes in its environment for it to survive. Any sought of change in the environment requires a response which is strategic for both survival and growth of the organization.

#### **5.4 Recommendations**

The refugee management sector in Kenya and in the world is constantly growing and equally facing a lot of challenges, just like in any other humanitarian sectors. The study makes recommendations to players within the humanitarian services and refugee management in Kenya, HIAS in Kenya included. These include recommendations on managerial policy, practice and contributions to knowledge.

##### **5.4.1 Recommendation for Managerial Policy**

There is a need to accept that refugee laws and policy should be reworked to be clearer than it is at the moment. The study will be of help making policy that will guide NGOs in the political and legal inclinations that involve the refugee management sector. With this study in mind the significance of formulating refugee bill and subsequent guidelines.

To the government of Kenya, through the legislature should find ways to align the constitution of Kenya 2010, with better refugee laws and acts. This is in the effort to drop the idea of refugee's status to be temporary, rather accept it to include a permanent status for those affected. This is in the effort to ease the burden on the delivery of services to the recipients, who are the urban refugees.

#### **5.4.2 Recommendation for Managerial Practice**

These recommendation goes to the NGO managers' in this sector. It is important to always do a continuous and exhaustive and contextual analysis of the organization, as this will lead to sober strategic planning and response strategies to the environment conditions. There is a need of having a shared approach in providing of services. All project undertaken should be informed from a need based assessment.

Also the findings, show the need to develop stronger collaborations to enhance mutual organizational learning, capacity building, and research, innovation and development within the sector. These will allow for access of resources from a global scale making the sector more sustainable in providing the services to refugees. Self-funding of NGOs should be the way to go to avoid cases of donor pullouts affecting the financial sustainability.

### **5.4.3 Contributions to Knowledge**

There has been several studies on response strategies adopted by organizations be it profit making or NGOs on changes to their external environment. This study focused on response strategies and sustainability of HIAS in Kenya as opposed to the changes in its external environmental factors. To this extent this research will be important to organizations and individual with interest to refugee management and especially HIAS in Kenya. Thus then this study becomes a source of knowledge.

The information about response strategies and sustainability from the study should be vital for managers and any other interested parties in similar or other organizations. They should use the finding of the study to inform the current response strategies and either evaluate those that are effective or not. This should lead to bettering the knowledge in the same area. This also solidifies previous research findings as it becomes a source of referencing and area for further study.

### **5.5 Limitations of the Study**

Despite the research having met its objectives, the research encountered a number of challenges that limit the study. First, the study focused on management of HIAS in Kenya. The sentiments provided informing the findings were limited to the views of management. This arguably provided a half-baked picture of the organization. Views of other stakeholders of HIAS in Kenya are equally important but are not captured in the study.

The research being a case study, in its self is self-limiting as the results cannot be generalized to a large extent other institutions, even those in the same sector as HIAS in Kenya. This is attributed to the fact that HIAS in Kenya operates in its own unique environment. The contextual differences between organizations cannot fully allow the results of this study to be replicated.

Finally, the study had both financial and time constrains. Time being an important aspect in any research process, this study was not accorded enough time to allow for exhaustive interrogation of HIAS in Kenya. Financial constraints limited the efforts of the researcher to explore deeper into the organization. The researcher had minimal time and financial resources to extensively interrogate HIAS in Kenya.

### **5.6 Suggestions for Further Study**

The context of this study was HIAS in Kenya. By way of generalizing the results of the study, the results could be used by doing similar case studies indifferent contextual setting. Expanding response strategies to different context should be the next step to further develop the result of the study.

At the same time more studies need to be conducted to establish the relationship between local and international NGOs in Kenya. This will go a long way in ensuring that the response strategies point towards the overall firm's objective as well as the sustainability of the organization. Further research needs to be carried out on self-funding as opposed to donor funding for NGOs and how that affect sustainability of the organization.

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## **APPENDICES**

### **Appendix I: Introduction Letter**

**MAKORI ERICK MOSES**

**P.O BOX 26035-00100,**

**NAIROBI**

**Dear Respondent,**

**RE: INTRODUCTION LETTER**

I am a postgraduate student at the University of Nairobi, School of Business. I am pursuing a Master of Business Administration (MBA) degree. As part of the requirements for the award of the degree, I am required to carry out and submit a research project. I am conducting a study on the response strategies of HIAS in Kenya to changes of the macro-environmental factors.

In this respect, I kindly request that you provide objective answers to the following questions, that are vital to the study. The information provided will only be used for the intended purpose of the study and will be held in confidence. A copy of the project report will be availed to your organization (HIAS in Kenya), upon request.

Thanking you in advance.

Yours faithfully,

**Makori E. Moses.**

## **Appendix II: Interview Guide**

*(This interview guide is designed to collect data that will guide the study on response strategies of HIAS in Kenya to the changes in the macro-environment. The information collected will be used only for academic purposes and held in confidence.)*

The questions below seek to achieve the following research objectives;

- i. To determine changes in macro-environmental factors affecting Hebrew Immigrant Aid Society in Kenya.
- ii. To establish the response strategies adopted by Hebrew Immigrant Aid Society in Kenya to deal with the macro-environmental changes.
- iii. To determine how response strategies to macro-environmental change affects sustainability of HIAS in Kenya.

### **PART A: GENERAL INFORMATION**

1. What is your current position at HIAS in Kenya?
2. How long have you worked at HIAS in Kenya?
3. How often are strategies formulated and reviewed at HIAS in Kenya?

## **PART B: CHANGES IN THE MACRO-ENVIRONMENT**

1. Which changes in the macro-environment affected the affairs of HIAS in Kenya?
  - a) Political factors, e.g. government control and regulations.
  - b) Economic factors, e.g. exchange rate and tax regulations.
  - c) Social-cultural factors, e.g. population growth, clash of different cultures, acculturation and culture shock.
  - d) Technological factors, e.g. refugee management databases and applications.
  - e) Ecological factors, e.g. weather, built environment for housing and waste management.
  - f) legal factors
2. Why do you think that these macro-environment factors affect HIAS in Kenya?

## **PART C: RESPONSE STRATEGIES**

1. What responses strategies has HIAS in Kenya taken to respond to the changes in the macro-environmental factors?
  - a) Strategic alliances
  - b) Research and development
  - c) Outsourcing
  - d) Diversification, and;
  - e) Any others. (Please mention).
2. What change is each response strategy adopted aimed at solving?

3. How effective are the response strategies adopted by HIAS in Kenya. Why do you think they are effective? (give reason for each of the response strategy)

**PART D: SUSTAINABILITY**

1. What are the dimensions of sustainability for HIAS in Kenya?
  - a) Financial sustainability
  - b) Service sustainability
  - c) Public Image sustainability
  - d) Advocacy sustainability
  - e) Any other dimension (please mention).
2. How has the response strategies adopted affected dimensions of sustainability of HIAS in Kenya?
3. Are the responses strategies sustainable? Why do you think they are sustainable? (Give reasons for each dimension).

**Thank you for your time and participation!**