

STRATEGIC RESPONSES TO ENVIRONMENTAL CHALLENGES
BY INTERNATIONAL AWARD FOUNDATION IN KENYA

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

Signature

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

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DEDICATION

To my wife Zondiwe aka Zondiblazer, for being there for me with her tremendous support through prayer and belief in me even during my most challenging moment

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My foremost gratitude goes to God Almighty who renewed my strength at every single stage of doing this proposal.

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Despite all the ups and downs, working on this proposal has been a great learning experience.

ABSTRACT

In the present day operating conditions, there has been a great interdependence between both business and non-profit oriented entities with the environment to which they operate in. The capacity for an organization to thrive in such an environment will be dependent upon their capacities to come up with appropriate strategies. Therefore, for organizations to remain competitive in the complex and unpredictable business environment, development of an appropriate strategy is crucial since the adaptation of an organization is necessitated by continual interaction with the environment. Response strategies are essential due to the fact that organizations are open systems and have a continuous interface and interaction with the external environment and as such these strategies will be triggered by the changes. This is because one of the challenges facing business entities is choosing and implementing a good strategy. The objective of the study was to determine the response strategies to environmental changes by International Award Foundation in Kenya. The research design adopted was a case study. The study used primary data which was collected using an interview guide. Content analysis was used to analyze the collected data. The study established that the changes in IAF environment include economic, technological, political, legal and social changes. The changes emanating from operations of IAF were noted by the interviewees to be diversity of cultural backgrounds which affect team work, age differences as the younger are more ready and open to change than the old and varying linguistic zones that have affected the operations in terms of language barriers. In order to respond to the changes in the environment, IAF adopted information technology, organizational restructuring, differentiation strategy, strategic partnership, innovation strategy, organizational structure, resource mobilization, leadership and culture, and change management. It is recommended that IAF continually monitor its environment and swiftly modify its strategy in response to changes in the external environment.

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ABBREVIATIONS AND ACRONYMS

IAF - International Award Foundation

NGO - Non-Governmental Organizations

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the present day operating conditions, there has been a great interdependence between both business and non-profit oriented entities with the environment to which they operate in. The capacity for an organization to thrive in such an environment will be dependent upon their capacities to come up with appropriate strategies. Therefore, for organizations to remain competitive in the complex and unpredictable business environment, development of an appropriate strategy is crucial since the adaptation of an organization is necessitated by continual interaction with the environment (Thompson and Strickland 2005). Organizations use a strategy to determine goals and objectives, identify necessary courses of action and allocation of resources necessary to achieve the set goals. According to Pearce and Robinson (2000), in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy.

This study was based on the open systems theory. The open systems theory (OST) refers simply to the concept that organizations are strongly influenced by their environment (Bastedo, 2004). Open systems theory is a modern systems-based change management theory designed to create healthy, resilient and innovative organizations and communities in today's environment characterized by a fast changing and unpredictable environment. Pfeiffer and Salancik (2003) point that as organizations and communities conduct their business, they influence and change their external environments, while at the same time

being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change. The environment consists of other organizations that exert various forces of an economic, political, or social nature. The environment also provides key resources that sustain the organization and lead to change and survival (Scott, 2002). Thus, organizations and communities are open systems; changing and influencing each other over time.

International Award Foundation (IAF) in Nairobi operates in a very dynamic environment. These changes that keep happening in the environment whether anticipated or not determine the strategic objectives that IAF in Nairobi adopts in order to remain relevant in relation to its mission of empowers young people with life skills needed to handle life challenges so that they grow into better citizens to themselves, their communities and the world at large. By virtue of its work of ensuring the citizens are empowered, IAF has unique challenges in its environment.

1.1.1 Environmental Challenges

A firm's environment consists of remote environment, industry environment and operating environment. The organization ought to know how and what to respond to; know whether the action should be proactive or reactive in order to increase market share and safeguard customers. This requires new skills to help counter these challenges in the environment. Johnson and Scholes (2002) state that environmental changes shape opportunities and challenges facing the organization, the paces of technological change, speed of global communication mean faster change now than never before thus, the need to constantly adjust according to these changes to remain successful. Business organizations have no control over the external environment. Any changes in this

external environment will require the organizations to respond by altering their internal environment to counter any threats or exploit resultant opportunities. An organization relies on strengths to capture opportunities and recognize weaknesses to avoid becoming a victim of environmental threats. A company performs environmental analysis to gain an understanding of these strengths, weaknesses, opportunities and threats. The environmental analysis then influences corporate planning and policy decision.

Ansoff and McDonnell (1990) noted that environmental turbulence is a combined measure of changeability and predictability of the firm's environment. Their high level of dynamism, capability and uncertainty characterizes turbulent environments. Reasons behind this increasing turbulence are associated to many factors like technological convergence and the consequential fall in the barriers to entry of industries related to communication and information, the increasing access and availability of information and the need to manage that information in a more effective way and the increasingly global profile of competitors (Scott, 2006). According to Johnson and Scholes (2001), understanding the environment is made difficult by its many diverse influences, secondly is the element of uncertainty and thirdly is the way organizations cope with complexities posed by the uncertain environment.

Pearce and Robinson (2003) posits that the factors that influence a firm's operations can be divided into three interrelated subcategories; factors in the remote environment, factors in the industry environment, and factors in the operating environment. Factors in the remote environment are political, economic, social or technological. Political factors include government regulations and legal issues and define both formal and informal rules under which the firm must operate. These include tax policy, employment laws,

environmental regulations, trade restrictions and tariffs and political stability. Economic factors affect the purchasing power of potential customers and the firm's cost of capital. These include economic growth, interest rates and inflation rate. Social factors include demographic and cultural aspects of external environment. Some social factors are health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. Technological factors can lower barriers to entry, reduce minimum efficient production levels and influence outsourcing decisions. Some of these are research and development activities, automation, technology incentives, and rate of technological change.

1.1.2 Concept of Strategic Responses

Strategic responses are the decisions that are concerned with the whole environment in which the firm operates, the entire resources and the people who form the company and the interface between the two (Ross, 2011). Strategic responses enable organizations to cope with increased uncertainty and turbulence in the micro- and macro-environment and they include long range planning, new venture development, budgeting and business policy (Pearce and Robinson, 2011). They consider what the organization needs in the future to achieve its desired aims and establish an approach to change considering the key players, barriers and enablers of change. They focus on the effectiveness of the entire organization and require more resources to implement. It is through strategic responses that an organization is able to position and relate itself to the environment to ensure its continued success and also secure itself from surprises brought about by the changing environment (Denis, Lamothe and Langley, 2011).

For effective strategic responses continuous scanning of both internal and external environment is a prerequisite so as it keeps abreast of all environmental variables underpinning current and future business operations of the firm (Thompson and Strickland, 2003). Response strategies may include: response which are beneficial for reasons other than environmental change and justifiable in their own right; economically efficient and cost effective, in particular those that use market-based mechanisms; able to serve multiple social, economic, and environmental purposes; flexible and phased, so that they can be easily modified to respond to increased understanding of business, technological, and economic aspects of businesses environmental change, compatible with economic growth and the concept of sustainable development; administratively practical and effective in terms of application, monitoring, and enforcement; and, reflecting obligations of the areas of financing and technology(Pearce and Robinson, 2010).

Response strategies require International Award Foundation to change their strategy to match the environment and to redesign their internal capability to match this strategy. If International Award Foundation strategy is not matched to its environment, then a strategy gap arises. The degrees to which response are viable will also vary considerably depending on the region or country involved. The implications of specific response will depend on its social, environmental, and economic context (Grant, 2011).A good corporate strategy should therefore integrate International Award Foundationgoals, policies, and action sequences (tactics) into a cohesive whole, and must be based on business realities

1.1.3 The NGO Sector in Kenya

Non Governmental Organizations in Kenya are service providing agencies that are registered under The Societies Act, Cap 108, of the laws of Kenya. There are over eight thousand (8,000) Non-Governmental Organizations registered in Kenya (NGO Coordination Board, 2012 and Kenya Projects Organization- KENPRO). To efficiently provide services they recruit and select professionals from the labor market and train and orient them to the type of services they intent to provide to the community (ties) where theywork. Some NGOs are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements.

Most Non-Governmental Organizations in Kenya are funded by private donors, international agencies and the Kenyan Government initiatives. The operations of the local NGOs has come into focus from both the government and other stakeholders majorly due to what is perceived as their inclination to holding seminars in urban centres without necessarily their activities being felt in the local communities especially those NGOs concerned with poverty alleviation and fight of diseases. Considering that most of these NGOs are health based and aim in the improvement of the livelihood of most Kenyans who live below the poverty line, there is need for their activities to be concentrated in rural areas where majority of the challenges that they deal with are. The funding of the NGO sector has also lately been affected especially after the financial crisis of the financial sector of western countries as well as the economic depression. This has forced the NGOs to scale down in their activities and also diversify their income sources by some even establishing income generating to supplement their income.

NGOs in Kenya have since become vibrant, dynamic and economically sound as they pursue sustainability. Growth presents both opportunities and threats and NGOs have not been spared their share of threats such as limited financial resources, changing donor patterns, political interference, and poor governance especially from the NGO Board. According to Sihanya (2006), these challenges necessitate that NGOs formulate appropriate strategies to exploit the emerging opportunities and face the inherent threats in order to reap potential benefits. As much as NGOs by definition are not operated for profit or other commercial purposes, the regulations do not bar an NGO from undertaking substantial economic activities in pursuit of its purposes and as a result, many NGOs are resorting to registering separate entities as trust to conduct business on their behalf among other measures. The NGOs also face a myriad of challenges such as political interference, duplication of efforts, negative competition and inability to address local structural causes of poverty, deprivation and under development. These challenges necessitate the need to devise strategies and approaches to strengthen their position in the turbulent environment.

1.1.4 International Award Foundation

The International Award Foundation (IAF) Regional Centre is a Non-Governmental Organisation based in Nairobi Kenya and has its presence in Sub-Sahara Africa. It is registered as a Trust under the laws of Kenya. The IAF was set up in 1988 to coordinate the activities of the Africa Region. The Award empowers young people with life skills needed to handle life challenges so that they grow into better citizens to themselves, their communities and the world at large. The Award itself is based on the attainment of goals in four key activity areas (Skills, Service, Physical Recreation, and Expedition) and at

three levels, Bronze, Silver and Gold Awards. IAF operates in a total of 33 countries in Sub-Saharan Africa. It has a presence at Country level in 21. In 12 Countries, 15 institutions have been licensed to run the Award programme as Independent Award Centres. The mission of the IAF is to promote the International Award for Young People across the region, provide the Award worldwide, through appropriate international, national and local organisations, to as many young people as possible aged 14 to 24, and preserve the quality of the experience for young people by assuring appropriate standards of management.

The IAF is financially supported by The Duke of Edinburgh's Award International Foundation set up as a Charity. This Foundation does its own fundraising separately from the fundraising of individual Countries. In each country IAF offers partner organizations and agencies working with young people a self-development programme to integrate with their own activities, thus adding value to their work and providing a cost-effective and efficient way of reaching hundreds of thousands of young people across the region. Developing partnerships is a high priority for the International Award Foundation. IAF is also one of the six organizations which form the Alliance of Youth NGOs alongside the World Organization of the Scout Movement, World Association of Girl Guides and Girl Scouts, Young Men Christian Association, Young Women Christian Association, and the International Federation of the Red Cross and Red Crescent Societies.

In the demanding environment facing IAF, one of the key challenges facing the organization founders and local management teams relate to the ability to identify long-term strategic vision that can be delivered effectively – through best practices, strategic

management techniques that allow the institution to balance the pressures of change, continuity and resources. Unfortunately, the organization environment has been turbulent and this has seen it scale down its operations due to lack of good sense of the strategies that can be practically applied to mitigate against financial challenges and cut throat competition for resources that make self-reliance a mirage to many. The problem escalates when the donors just fund the NGO based on the overall performance without considering the specific challenges of the area of operation.

1.2 The Research Problem

As the present day operating environment becomes more volatile and unpredictable, organizations must find new strategies to increase their capacity and competitiveness (Lipponen *et al.*, 2004). They need to create a customer experience that keeps customers coming back, a strategy which will ultimately separate one's firm from the competition and also identify mechanisms that will generate adequate funding to the firm. The ability for a firm to build a long term commitment to deliver excellence at every moment of serving the customers and other partners in the business chain must extend from top management of the firm to every frontline employee. According to Rivard *et al.*, (2006) strategic fit among organizational activities is fundamental not only to create competitive advantage but also for sustainability.

They posit that it is harder for a rival to match an array of interlocked activities than it is merely to imitate a particular sales-force approach, match a process technology, or replicate a set of product features. A good corporate strategy should therefore integrate an organization's goals, policies, and action sequences (tactics) into a cohesive whole, and

must be based on business realities. This is because one of the challenges facing business entities is choosing and implementing a good strategy.

Non-Governmental Organizations (NGOs) have a key role to play both in promoting social, environmental and economic sustainability, as well as helping the poorest in society cope with the impacts from economic and environmental challenges. However, the same NGOs continuously face several challenges ranging from a lack of funds to carry out all intended projects, a lack of skilled manpower, political interference, lack of local support for some of the projects and also government interference. In the case of International Award Foundation, the organization has not been spared from the funding challenges arising due to among other reasons, donor fatigue, the recent financial meltdown and competition for limited resources with other like-minded NGOs. Some of the challenges have been worsened by the poor international integration.

The IAF strategic plan to make the IAF 'fit for purpose' recognized some of the challenges facing the organization as: limited capacity to grow and reach an ever wider variety of young people; limited profile and perception to attract funding and much needed partnerships with strong stakeholders, limited ability to manage the quality of its leadership and the experience young people receive while participating and also poor image and structures of Country Offices and low capacities of Country staff. If such challenges emanating from the operating environment are not addressed by coming up with appropriate strategies, then it will be expected that IAF will not be able to realize its objectives. There is need to establish therefore the response strategies adapted by the organization to counter the challenges that arise from the international business environment.

International studies done in the area of strategic responses include Bourgeois and Eisenhardt (2009) investigations of rapidly changing environments and found that successful firms have an ability to react to environmental changes. Ginn (2010) investigation of acute care hospitals in the 2000s found out that these organizations have the ability to make strategic decisions both carefully and quickly in light of sudden environmental changes. Milliken and Lant (2011) suggest that organizations whose past experience has been in an environment with constant change will come to expect change, are likely to remain more vigilant, devote more resources to environmental scanning, and consequently may be less likely to underestimate the significance of environmental changes. Organizations have to be able to respond effectively to challenges and opportunities as they arise.

Studies have been carried out on strategic responses adopted by organizations to changes in the environment. For instance, Ngonga (2011) did a study on changing environment of food industry in Kenya and established that the firm realized the challenges faced in the business environment and chose to divest from the tin manufacturing and outsourced this non-core role and invested on food manufacturing and packing machines. On the other hand Wambua, (2011) studied strategic responses adopted by mobile phone companies to changes in the telecommunications industry. He concluded that mobile phone companies consider human capital as the key differentiation strategy and invest in innovative strategies in order to understand customer needs, tastes and preferences. Komira (2011) researched on the strategic by Jubilee Insurance to changing competitive environment. The findings of the study was that Jubilee insurance has expanded into new regions,

investing into modern information technology to the speed settling claim, reducing operation cost and premium rates, hiring and maintaining experienced and qualified staff, training and development of key staff, enhancing risk management strategies, development of new products, concentrating on the niche market, and enhancing proper code of conduct to improve the organizations image among others. Mohamed (2014) undertook a study on response strategies of the United Nations agencies in Somalia to changes in the macro-environment and established that United Nations agencies collaborated with stakeholders, formed strategic alliances, adopted organizational learning and organizational re-engineering and came up with innovative strategies proactive strategies, adopted downsizing and outsourcing strategies, focusing strategies and technological forces as strategic response to the changes in the macro-environment.

From the above studies, it is evident that most researchers have focused on profit making organizations, and there are few who have focused on non-profit making organizations although there is specifically no study that has been undertaken on International Award Foundation. It is on this basis that this study has been conducted to answer the question, what are the strategies that have been adopted by International Award Foundation to counter environmental challenges?

1.3 Research Objectives

The objectives of this study were to:

- (i) Establish the challenges in the environment faced by the International Award Foundation in Kenya.
- (ii) Establish strategic responses adopted by IAF to meet the environment challenges.

1.4 Value of the Study

This study contributes to the research on the strategies adopted by the NGOs, in the light of global competitive challenges. In particular, it contributes to the rising body of research on how the NGOs in different regions of the world cope with the increasingly reduction in the funding for pro-poor initiatives partly due to the changing economic times of the traditionally sources of funding.

The study will be of value to theoretical knowledge of the study which lies in verifying the competitive strategies as well as supporting the existing literature knowledge in this area by evaluating several competitive strategies adopted by the NGOs. The management and staff of the NGOs will find this study an invaluable source of material in developing and harnessing their competitive strategies in the present day competitive business environment. This study will provide insight on some of the challenges that may be faced in the development and implementation of their competitive strategies plans and how they can avoid them.

The findings of this study are expected to contribute to research and practice, by elaborating the strategies that are pursued by the companies in order to be competitive in the industry. The study may also add to the existing body of knowledge by stimulating new areas for further research through the findings and subsequent recommendations. The policy makers could use the results of the study to identify and bridge up gaps in the existing competitive strategies. This would help in improving the competitiveness of NGOs in delivering effective and sustainable interventions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical foundation of the study, environmental challenges and strategic responses to environmental challenges. It explains the theoretical framework and further looks at the theories that form the foundation of this study.

2.2 Theoretical Framework

A theoretical framework refers to how the researcher or writer of the report not only questions, but ponders and develops thoughts or theories on what the possible answers could be, then these thoughts and theories are grouped together into themes that frame the subject (Neuman, 2010). It is the process of identifying a core set of connectors within a topic and showing how they fit together. This study will be guided by a number of theories as discussed subsequently.

2.2.1 Open Systems Theory

The open systems theory comes from the relationship that emanates from the operation of an organization as a system. Organizations are thought of as systems with interrelated subsystems that process various inputs to generate various outputs, pleasing users and customers in the process. They depend therefore on the environment for their survival. Organizations as open systems remain efficient and effective by adapting to the shifts in their environment. They have to be concerned not only with what happens within and among its subsystems and people, but also with what happens outside of itself for no organization operates in a vacuum. The decisions the organization make have to fit in two environments internal and external. These forces influence condition in every

organization; however the most influential force in one organization may have little impact on other organizations. Managers continually ought to scan and monitor the environment. This allows managers to determine their organizations best response to an environmental change. The systems therefore that interact with the environment are therefore open systems (Plunkett *et al.*, 2008).

Environmental determinism argues that the environment is the primary mechanism for explaining the performance of an organization. Therefore, strategic leaders have limited effect on the performance of an organization. There are different frameworks to help examine the macro environmental influences in which firms operate. A political, economic, social, and technological (PEST) analysis is one of them. Firms do not have any influence on the macro environmental forces such as political, economical, social, and technological factors. Therefore, these factors can be viewed as either threats or opportunities. This theory will guide this study as an analysis of these factors on the country or region level would give a firm the chance to better position themselves within their environments through increased awareness and adaptation. Firms are also under their microenvironments' influence which has a closer effect on an organization's ability to make a profit. A microenvironment consists of bargaining power of suppliers, bargaining power of customers, threat of new entrants, and threat of substitute products (Porter 1996).

2.2.2 Contingency Theory

Contingency theory posits that the environment, managers and organizational factors all play a role in determining strategic direction. Contingency theory presumes that the ability

of managers to influence organizational outcome is restricted by environmental factors and organizational factors (Carpenter and Golden, 2007). The theory is based upon the organism analogy, views organizations as consisting of a series of interdependent subsystems, each of which has a function to perform within the context of the organization as a whole. This can be related to technology, quality customer service, employees motivation and marketing strategy that can be used to as a strategic response to competition by organizations. The human subsystem embraces the people in the organization, their leadership, and their motivation. Where uncertainty is to be associated with the mathematical concepts of probability and fuzziness or propositions of bounded rationality, it results in two approaches to uncertainty which are complementary to each other since the greater the amount of information that the organization needs to have in order to perform and to complete a task, the greater is the degree of cognition that the organization needs to have in order to process and to manage this information for task execution and completion (Nobreet *al.*, 2009).

Contingency theory assumes that each of the subsystems is open to a range of variation. Each should be designed so that it is congruent with the others and corresponds to the environment with which it is faced (Mentzer, 2001). The technology used in the organization will also have an important effect upon the subsystems and the organizational structure. Contingency theory additionally rests upon the open systems view that regards the organization as dependent upon the wider environment. The marketing strategy performance decides whether the organization survives or not, and is determined by the way the organization manages its relationship with the environment. The theory suggests that a leaner organizational structure and reduced red tape increase

flexibility and facilitate the fit between intra-organizational processes and the environment. Economically, a key reason for downsizing is to reduce costs as organizations seek to maximize efficiency (Zhang, 2000). Several strategies seem pertinent, notably a cost leadership strategy which enables the organization to increase return on sales, or to increase market share through aggressive costing. Following staff downsizing the company can mute the leaner cost structure into competitive advantage by increasing profitability or lowering prices, which will be expressed in increased market share.

2.3 Strategic Responses to Environmental Challenges

In order for an organization to remain successful in its business, there is need to understand the challenges, opportunities and threats that are provided by the external environment, so that the organization can take advantage of the opportunities and avoid threats (Xu, Lahaney, Clarke and Duan, 2003) by applying appropriate response strategies. For these institutions to survive in such an environment, their strategies therefore, need to focus on their customers (students, parents and industry) to deal with emerging environmental challenges which in turn pose managerial challenges. A major escalation in environmental turbulence means a change from the familiar world to that of new things, new technologies, new competition, new customers and a new dimension of social control (Ansoff and McDonnell, 1990). The environment in which organizations operate is never constant and given its composition and forces therein, it presents unique challenges to organizations and their management and hence the need for crafting of appropriate and sustainable response strategies.

Strategic response is about restructuring by adopting new strategies that match the challenges from the environment (Johnson, Scholes, and Whittington, 2008). Porter (1985) avers that for firms to retain competitive advantage, they need to examine their environment, both internal and external and respond accordingly. Thus, environmental scanning is the first step in responding to the environmental challenges. In so doing, the firm will understand how to respond to threats, technological changes, political, economic, social and cultural challenges as well as taking advantage of opportunities (Pearce and Robinson, 2011).

Response strategies are those choices made by managers that commit important resources, set important precedents and/or direct important firm-level actions besides shaping a firm's direction (Dean and Sharfman, 2006). In any organization, response strategies are formulated and implemented as an activity within the broad strategic management that serves as a framework within which choices are made concerning the nature and direction of the organization. This framework helps in the allocation of resources in order to enhance financial and strategic performance (Ofori and Atiogbe, 2012).

2.3.1 Information Technology

Information technology has become a strategic asset which can help improve business processes and change the function of markets. Thus, it is necessary for organizations to continue their efforts in developing and implementing the up-to-date technology. Nevertheless, many organizations still hesitate to adopt new information technology and some even believe information technology does not matter as a strategic response

because of its commoditization (Carr, 2003). Automation of business processes has led to a drastic improvement in productivity and reduction in costs while telecommunications has improved the speed with which information is transmitted thus facilitating speedy decision making. Information technology has become indispensable ingredient in organizations in several strategies to meet challenges of change they include internet, intranets that support business operations, develop new products, services, processes and capabilities that give a business a strategic advantage over the competitive forces it faces in its industry (O'Brian, 2002).

Technological advances create new products, production techniques and ways of managing and communicating. As technology evolves, new industries, markets and competitive niches develop. To avoid obsolescence and promote innovation, a firm must be aware of technological changes that might influence its industry. Creative technological adaptations can suggest possibilities for new products or for improvements in existing products or in manufacturing and marketing techniques. A technological breakthrough can have a sudden and dramatic effect on a firm's environment. It may spawn sophisticated new markets and products or significantly shorten the anticipated life of a manufacturing facility. Thus, all firms and mostly those in turbulent growth industries must strive for an understanding both of the existing technological advances and the probable future advances that can affect their products and services. Technological forecasting can help protect and improve the profitability of firms in growing industries. It alerts strategic managers of both impending challenges and promising opportunities (Pearce and Robinson, 2007).

Technology itself can be a barrier to change in organizations. Technological change is especially rapid in information technology, a supreme challenge for organizations that try to keep up with the pace of innovation while controlling costs. Significant technological changes can create major dislocations, rendering investments in existing technologies obsolete. Organizations cannot depreciate prior investments fast enough to keep up with the rate of change or shift their technical and human infrastructures rapidly enough without undermining organizational performance. As organizations introduce new technologies, full implementation and successful adoption will not be achieved unless the workforce accepts technologies (Lohrkeet *al.*, 2004).

For the strategic response to be achieved, all the departments need to work dependently and effective communication is quite crucial because it provides synergy. Information access, sharing and exchange are exploited to their full potential. In practice, policy also allows management to communicate a company's mission, major goals and objectives, and operational domain to its internal and external stakeholders.

2.3.2 Structural Response

Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted (Carpenter and Golden, 2007). Thompson and Strickland (1980) notes that strategy implementation involves working with and through other people and institutions of change.

It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered.

Structure according to Thompson (1997) is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes.

Executives of firms employ response strategies in order to deal effectively with everything that affects the growth and profitability of the firm so that it can position itself optimally in its competitive environment by maximizing the anticipation of environmental change (Pearce and Robinson, 2011). An organization is considered efficient and operationally effective if it is characterized by coordination between objectives and strategies. Therefore, there has to be an integration of the parts into a complete structure that it operates as a system. While planning a response strategy, it is essential to consider that decisions are not taken in a vacuum and that any act taken by an organization is likely to be met by a reaction from those affected, competitors, customers, employees or suppliers.

Wang *et al.*, (2007) noted that organizational culture is a set of important assumptions, often unstated that members of an organization share in common. Organizational culture similar to an individual's personality is an intangible yet ever present theme that provides meaning, direction and the basis of action. Insightful leaders nurture key themes or dominant values within organizations that reinforce the competitive advantages they possess or seek, such as quality, differentiation, cost and speed. Organizational culture helps in nurturing and dissemination of core values. Implementation of new strategy will be concerned with adjustments in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy (Pearce and Robison, 2007).

2.3.3 Strategic Alliance

Economic globalization, technical revolution, unutilized opportunities, open international market and its private nature have helped a greater number of companies to realize it is impossible for them to accomplish new market development only with their own resources and techniques. Therefore, they choose to establish strategic alliances and cooperation in order to gain clear channels through their joint market contracts. By doing so, they can make up their shortages in technology and manufacturing, perfect the effect of the supply chain, achieve market or scale economy and strengthen their domestic or international competitiveness(Thompson, 2006).

Alliances tend to maintain and improve competitive advantage by making strategic decisions, which are primarily focused on development of new products, services, and processes. These decisions are the tools of aligning the strengths of the alliance with its external possibilities. Entering these cooperative arrangements lowers the costs and risks, since the costs and market risks for new product/service development tend to be very high for an individual company. A strategic alliance has to contribute to the successful implementation of the strategic plan; therefore, the alliance must be strategic in nature (Lambellet *al.*, 2008). Awareness that engaging in partnerships could provide access to different core competencies that are often unique to each organization and sector is building.

Strategic partnerships bring benefits to both sides. Non Governmental Organizations receive financial resources, access to networks; business organizations understand local conditions, relations with local communities, get higher reputation and credibility (Van

Huijstee and Glasbergen, 2010). A real collaboration implies contributing skills, resources and expertise, and sharing the risk. The nature of this collaboration is changing. Sometimes they include government agencies, international organizations and present multimember partnerships.

While strategic partnerships have long considered each other as 'adversaries', there is now a growing interest for working together towards a sustainable future. Because neither sector is capable of handling escalating environmental and social concerns on their own, there is a need to join forces (Pearce and Doh, 2005). Awareness that engaging in partnerships could provide access to different core competencies that are often unique to each organization and sector is building. Strategic partnerships bring benefits to both sides. Non Governmental Organizations receive financial resources, access to networks; business organizations understand local conditions, relations with local communities, get higher reputation and credibility. A real collaboration implies contributing skills, resources and expertise, and sharing the risk. The nature of this collaboration is changing. Sometimes they include government agencies, international organizations and present multimember partnerships.

2.3.4 Restructuring Response

Downsizing is eliminating the number of employee's particularly middle level management. It results to increased self management, larger span control and more work for those that remain. Outsourcing means obtaining work that was previously done by employees inside organization from sources outside the company who can perform better. It is a source of competitive advantage. Activities that can be outsourced include;

information processing, various personnel activities, security among others. According to Rugman and Verbeke (2000) restructuring also entails removal of structural barriers and creation of learning organizations capable of continued re-generation from the variety of knowledge, experience and skills of individuals within a culture which encourages mutual questioning and challenge around a shared purpose of vision.

Activities within a business value chain are more critical to the success of the business strategy than others. Business process reengineering popularized by consultants Hammer (1996) is one popular method. Business process reengineering is intended to regularize a company so that it can best create value for customer by eliminating barriers that create distance between employees and customers. It involves fundamental rethinking and radical redesign of business process to achieve dramatic improvements for instance, cost, quality service and speed. Reengineering and value orientation have led to downsizing, outsourcing and self management as themes of influencing original structure. Dean and Sharfman (2006) noted that retrenchment strategies appear to be the most common approach adopted by businesses to deal with economic crisis conditions, especially in the short-term, cutting operating costs and divestment of non-core assets.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used to carry out the study. The chapter describes the proposed research design, data collection and data analysis. It elaborates the tools and process the study will involve.

3.2 Research Design

A research design is a plan or blueprint of how a person intends to conduct his/her research (Babbie and Mouton, 2004). The research design was a case study. A case study is an in-depth investigation of an individual, institution or phenomenon. Case studies allow a researcher to collect in-depth information, more depth than in cross-sectional studies with the intention of understanding situations or phenomenon. Case study is chosen as it enabled the researcher to have an in-depth understanding of the study. A case study design is most appropriate where a detailed analysis of a single unit of study is desired as it provides focused and detailed insight to phenomenon that may otherwise be unclear. Case studies are particularly popular in organizational research and are well suited to capturing the social world of people in understanding a real life situation (Babbie and Mouton, 2004). The study was used to identify the strategies adopted by International Award Foundation to environmental changes. The reason for this choice was based on the knowledge that case studies are the most appropriate for examining the processes by which events unfold.

3.3 Data Collection

The study used primary data which was collected using an interview guide. The interviewees were the International Award Foundation senior management staff that included the Director, Licencing Manager, Development Officer, and Kenya National Director. These were considered to be key informants for this research. Key informants are also a source of information that can assist in understanding the context of an organization, or clarifying particular issues or problems. In addition the departments in which the intended respondents work in were key developers' and implementers of the international award foundation strategies.

Qualitative interviewing builds on the conversational skills that one already have. According to Beebe (2006), interviews entail direct personal contact with the participant who is asked to respond to questions. The method used in this study was that of a semi-structured interview, in which the interviewer has a structured plan of investigation, namely a set of pre-determined questions.

3.4 Data Analysis

The data obtained was analyzed using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study.

Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many important but difficult-to-study issues of interest to management researchers (Carley, 2003). This approach was

more appropriate for the study because it allowed for deep, sense, detailed accounts in changing conditions. Thus the qualitative method was suitable for this research because this research was conducted within the environment where the implementation initiatives occurred.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish response strategies to environmental challenges by International Award Foundation in Kenya (IAF). This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2 Interviewees' Profile

The interviewees comprised of top and middle level managers of International Award Foundation in Kenya. In total, the researcher interviewed the four interviewees that had been intended to be interviewed. The duration in which the interviewees have worked in the IAF varied from four to twenty years. Three of the respondents have worked with IAF for more than five years while the other one had worked for less than five years. This indicates that majority of the respondents have worked in IAF for a longer duration of time and therefore understand the response strategies that have been adopted to environmental challenges. On the level of education, two of the interviewees indicated that Master's degree was the highest level of education attained while the other two indicated that they were degree holders.

4.3 Environmental Changes Faced by the International Award Foundation

The environment consists of variables (opportunities and threats) that are outside the organization and not typically within the short-run control of top management. These

variables form the context within which the IAF exists. The interviewees were requested to indicate the technological changes that have affected the operations of IAF. They noted that some countries have not enacted the necessary legislation on the use of some technological tools and these results in conflict with the local laws and this can be attributed to non involvement of stakeholders in the need to adapt to new technological changes. The attitude of some IAF staff has also contributed to the slow technological adoption as some have not appreciated the new advancement in technology. The cost of implementing the new technology was noted as being high as it requires the installation of new software in all the countries so that the staff can access all the information they need in the region.

On the political changes that have occurred, the interviewees noted that political situations differ in the countries of operation. Some countries are more formal than others for example formalities and documentation between Anglophone and Francophone. At the same time whenever elections are held most countries undergo instability and these threaten the operations of IAF and while most programmes are run by the government, the change of governments and appointments affect continuity of projects as the new governments have to understand the operations of IAF before committing the new administration. Also the politics of the region is that there is no firmness from the region onto the member countries. This stops the regional office from having a strong position to

shepherd the organization in embracing the strategies preferred. Corruption has affected the operations of many governments and IAF operations were found to be affected since in some countries corruption is perpetuated by the government officials who are supposed to provide assistance to IAF employees.

Organizations exist in the context of a complex environment and as a result, they develop strategies in view of their capability for survival, growth and development. The changes in environment give rise to opportunities for organizations but also exert threats on it. The interviewees noted that Governments in the countries they work was the greatest impediment to the achievement of its objectives as they are suspicious on what they are doing with the youth for the youth forms a large proportion of the country's population. In the same vein, the youth do not have patience to succeed as they desire quick wins such that programmes that offer hand outs are more favored against long term interventions like IAF that look at character and life skills. IAF demands voluntarism but youth now want to succeed fast and need more lucrative engagements. At the same time youth have been enticed through radicalization and crime engagement of quick returns if they engage themselves in the activities and this affects greatly the operations of credible youth programmes like IAF.

The change in the mobile phone technology where smart phones is easily available in the market has seen the youth access internet easily. This technological change has seen IAF move away from the traditional mode of communication (flyers) to blogs and social media.

The study revealed that it is challenging for IAF staff to adapt to the cultural differences of the communities they interact with in the field, mostly country side. In the field or country side, the environment is not as business oriented as compared to the cities, in the region. The interviewees further noted that the back-bone of the award are role models who are older people. However, socially, there are very few inspiring young people as adults. This has led young people to pick up artists from entertainment industry as mentors and yard sticks. The economic condition of the countries that IAF operate in differs and this has an effect on the overall objective of the organization. Most of the economies in the region are way slower than the population growth, and this influences the disposal income of the citizens. The infrastructure growth is suffering against expenditure on recurrent issues. The limitation in infrastructure propels poverty which affects the programme as young people are the most affected from economic challenges like poverty and unemployment.

IAF undertakes its operations through funding from donors however the funds have reduced prompting IAF to introduce charges that promotes sustainability in the light of funding dwindling. This is making access by more economically challenged societies difficult.

The changes emanating from operations of IAF were noted by the interviewees to be diversity of cultural backgrounds which affect team work, age differences as the younger are more ready and open to change than the old and varying linguistic zones that have affected the operations in terms of language barriers. In order to counter these challenges the interviewees noted that change management was paramount as this will enable IAF to link strategic change with operational change and every aspect of the organization in relation to dynamic external environment. IAF employees are the core assets due to their input toward the existence, growth and development of the organization, thus in recognition of the pace of changes in the business and economic environment that is presently witnessed, the organization had to recruit new staff and get rid of human resource not fitting into the response strategies. There is need to create an operational spine that is strong. For example some tech strategies like the Online Record Book, demand IT skills that may not be there.

The interviewees further noted that the structure of IAF in Kenya is centralized and not friendly to make use of county structure. But is heavily centrally located in Nairobi and this disadvantage the youth who are located in the rural areas as the access to the organization only happens when there is a programme being run by the organization in their area. At the same time 98% of the programme in Kenya is in school. This cuts out the access by young people who are out of school. Thus need partnerships out of schools.

4.4 Strategic Responses

Organizations have been adopting different initiatives and interventions in order to cope with the challenges in the environment the organizations are in. The interviewees indicated that information technology adoption has enabled IAF to communicate and share information across the region adequately and faster. This has reduced the cost and increased efficiency through platforms like online record keeping and online learning hub which helps in training instead of physical travels which is cumbersome and time consuming. The Online Learning Hub has enabled the stakeholders who are located in vast geographic areas opportunity to train on their own. Online Record Book enables young people to engage into the various programmes without physical presence and IAF to monitor and be updated with what's happening and where to intervene without being physically there. Thus, it is necessary for organizations to continue their efforts in developing and implementing the up-to-date technology.

Restructuring of an organization enables it to respond to environmental challenges by having the right employees, culture and structure that is easy for decision making. The

interviewees noted that restructuring has helped IAF do the right and needed things. This is helping with priorities aimed at responding to the changes. At the same time IAF has imposed pressure and too much information on Country offices as the firm tries to meet the set targets. Some restructuring are done without member organizations involvement. In the Kenyan context the interviewees said that there is need to align the structure more to the County as opposed to the centralization. This restructure so far has presented IAF in Kenya with opportunity to reach more and raise some funds through user fees. The structure is more clearer and directly responding to what is needed to be done. IAF is serving the customers better by for example having a defined front office and back office teams.

On the use of differentiation strategy, the interviewees said that the repackaging of the programme has enabled IAF to attract more support from partners like governments. Identifying impact areas and outcomes and re-aligning them to youth goals at country levels or government strategy has meant more funding support as the government sees the Award as a tool to reach some of their goals. The successful youth empowerment has seen IAF being recognized globally for its work of providing a cost-effective and efficient way of reaching hundreds of thousands of young people across the region. This has been the unique selling point of IAF in that a value has been created that makes it stand out from other youth programmes. A standardized approach enables the Award to be uniform in its value and experience to all young people across.

Today's environment requires IAF to embed in relationships with other actors in order to gain access to resources needed. IAF must be able to act quickly in response to opportunities and barriers. Leaders, in IAF are progressively recognizing that the global

challenges facing the world require partnership and collaborative efforts across all three economic sectors to respond effectively. The interviewees noted that the main motivations for IAF partnering with other organizations is that it is intended to help IAF accomplish their objectives and mandate as partners with IAF are more familiar with the needs at the grassroots levels and as such it makes it easier for IAF to penetrate such areas through partners.

The changes in the operating environment has seen IAF take up innovation strategy basically as one of the critical measures to stay relevant and survive. As an NGO, it's not easy to reach the young people desired due to resource limitations. Thus partnership has been the greatest gain. The target group of 14 – 24 is mainly in learning institutions and this partnership through structures like Ministries of education has assisted IAF in reaching many. The interviewee indicated that IAF has been innovative in the ways that have led to increase its employee's capacity and skills so that they can be more resourceful to the organization towards the achievement of its objectives.

At the same time the packaging of the Award programme makes it easy for partners to adopt the programme and run it independently. The results from the interview with the interviewees show that IAF organizational structure has been used to respond to environmental challenges through faster decision making process which is shorter. It was found that in the present strategic plan, there has been room for market dynamics and internal growth. It was also found that all the departments are involved in the implementation phase. The study established that there is express line authority.

The interviewees unanimously agreed that though there has been a decline on resources received by IAF is has not affected its operations to a large extent as they have incorporated other institutions in the running of projects started.

Organizational culture is an organization way of doing things. It constitutes mostly values and beliefs that are held over time in the course of doing business. Therefore the match between the strategy and culture is crucial for successful implementation of IAF strategic objectives. The interviewees were asked whether leadership and culture of IAF enabled it to respond to environmental challenges. The respondents noted that leadership of IAF was supportive in ensuring that the objective of the organization was achieved. They ensured that IAF follows the right strategic goals, unite the organization behind the strategy and that managers are granted freedom on the running of the organization projects in different countries. On the use of culture to respond to the challenges, the interviewees indicated that the staff has been taken for team building and training on the benefits of change, by having well established staff policy and equal treatment of departments to achieve common goal.

In order to successfully manage change processes, IAF need to know what changes to expect, the types and situations as well as possible problems likely to be experienced. On the use of change management to respond to environmental changes, the interviewees noted that change announcements were communicated, those communications were timely, useful, and addressed employees' concerns which help employees feel ready for change. At the same time the interviewees noted that the employees were involved during change management and these enable the employees to feel involved and that their

opinion matters, but change managers receive valuable information that can help them to make better decisions when it comes to implementing a change.

4.5 Discussion of Findings

From the findings of the study it was revealed that IAF is effected by environmental factors and these factors are key to the management of the organization. Johnson, Scholes and Whittington (2005), an organization exists in the context of a complex political, economic, social, technological, environmental and legal world. The environment changes and affects different organizations differently. This is consistent with the findings of the study that economic factors, technological, political, legal factors and social factors influence the operations of IAF and therefore these changes warrant appropriate strategic responses. Pearce and Robinson (2005) discuss macro environmental forces economic, political, social and technological. Each of these factors influences corporate strategy. While these descriptions are generally accurate, they may give the false impression that the components and factors are easily identified, mutually exclusive, and equally applicable in all situations.

Response strategies are essential due to the fact that organizations are open systems and have a continuous interface and interaction with the external environment and as such these strategies will be triggered by the changes. Strategy is a bridge between the firm's resources and the opportunities and risks the firm faces in the environment. The choice of

the responses depends on the speed with which a particular treat or opportunity develops in the environment. Well developed and targeted strategic responses are formidable weapons for IAF in acquiring and sustaining competitive edge. The study found out that the IAF has responded to the changes in the operating environment through information technology, organizational restructuring, differentiation strategy, strategic partnership, innovation strategy, organizational structure, resource mobilization, leadership and culture. The findings are consistent with Pearce and Robinson (1988) observations that in order to effectively achieve the firm's objectives, set of plans and actions must be strategically fit to the complexities and dynamism of a rapidly shifting environment. Organizations can achieve their objectives by responding to the changes in the environment through new products, new markets, new process, new service, new strategies for entering the market, restructuring, marketing, information technology, leadership and culture change. They further noted that alignment of strategies of organizations with the requirements of their environment outperform organizations that fail to achieve such an alignment.

The interviewees indicated that adoption of change management strategy, enable the organization to operate effectively in ever changing environment Furthermore, they indicated organization should be flexible and make changes to the plan and communicate

changes to all the staff. Claire (2008), states that any organization to achieve strategic fit, its strategic position in the external environment must be clear in order to respond to these changes.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes and discusses the findings in relation to the research problem and research objectives. The chapter is thus outlined into summary of the findings, conclusions, recommendations, limitations of the study and suggestions for further research.

5.2 Summary of Findings

The study established that the interviewees have worked in IAF for more than four years and therefore they have sufficient knowledge of the organization. IAF constantly interact with its environment to survive, are environment dependent and depend on environment for survival and therefore affected by changes in the environment. These changes were found to be economic, technological, political, legal and social changes. For IAF operating in a highly challenging environment requires the exploitation of critical resources in order to gain competitive advantage.

Organizations being environmental dependent have to constantly adapt their activities and internal configurations to reflect the new external realities and failure to do so may put the future success of an organization in jeopardy. The study established that IAF responded to the changes in environment through information technology, organizational restructuring, differentiation strategy, strategic partnership, innovation strategy,

organizational structure, resource mobilization, leadership and culture. The leadership and culture of an organization guide the organization to deal with constant change by embracing change, clarifying strategic intent and shaping culture to fit with opportunities and challenges that change afterwards. The study found out that change management was used by IAF to succeed in today's competitive business environment.

5.3 Conclusion

From the results of the study it is evident that organizations exist and are surrounded by an environment – the business or organizational environment. The environment in which organizations operate has become not only increasingly uncertain in recent years but also more interconnected; thus changes anywhere in the system reverberate unpredictably and often chaotically. The changes in the environment were found to be that economic factors, technological, political, legal factors and social factors.

From the findings of the study it was concluded that IAF is affected by environmental changes and that these changes are key to the management of the organizations hence the response strategies adopted influenced the organizations' ability to function properly. The study also concludes that IAF collaborated with stakeholders, formed strategic alliances, adopted information technology, differentiation strategy, innovation strategy, resource mobilization, leadership and culture and change management as strategic response to the changes in the macro-environment.

5.4 Limitations of the Study

During the study the researcher encountered quite a number of challenges related to the research and most particularly during the process of data collection. It was challenging for the respondents who are senior managers to make time for the interview appointment. This is because of their busy schedule. The researcher was however diligent in following up the interviewees and rescheduled their appointments in line with the busy schedule, hence the interviews were covered comprehensively.

During the research, lack of cooperation is undoubtedly the greatest challenge that was witnessed by the researcher. Respondents were naturally suspicious and uneasy when directed to cooperate in a study that they were not aware of its consequence. To further calm and set at ease the respondents, the researcher explained the nature of the study and its intended purpose and that it was purely an academic undertaking and that information divulged would be held in confidentiality by the researcher. The study also failed to look at the challenges faced during implementation of the strategic responses to challenges in the external environment. This would help avoid such pitfalls in future during strategy implementation.

5.5 Recommendations of the Study

The study established that IAF environment is affected by several changes. It is therefore recommended that IAF continually monitors its environment and swiftly modifies its strategy in response to changes in its external environment. This will ensure that it realizes its strategic objectives and survives the environmental uncertainty.

In response to environmental challenges organizations should employ corporate, business and functional level strategies.

The study established that the adoption of the strategies enables IAF to respond to the changes in the environment. Towards the achievement of this, an organization should implement appropriate process of identifying and harnessing strategies in order to face the challenges from the uncertain business environment. At the same time, the process of harnessing the organizations strategies should be backed by the support of the organizations top management and the staff level of awareness of strategies is critical to the success of implementing the same strategies in an organization.

The study also found that adoption of change management strategy enable the organization to operate effectively in ever changing environment, change a strategy continually; the study thus recommends that organizations should periodically review their mission and vision statements, strategic planning committee should continue to meet regularly to look at internal progress and external realities that affect the organization's beneficiaries, donors, partners, and stakeholders respectively.

5.6 Suggestion for Further Research

The results of this study point to a number of opportunities for further research in response strategies to environmental challenges. The discussions in this study indicate that organizations respond differently to environmental challenges based on their operating environment. This study focused on one organization, IAF; further studies can be carried out on the non-profit organizations sector to establish the correlation. This

study focused on the changes in IAF environment and the strategic responses adapted. More research can be carried out on the challenges faced during implementation of the strategic responses.

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APPENDIX: INTERVIEW GUIDE

The interview guide will seek to achieve the following objectives;

- i. To establish the changes in the environment faced by the International Award Foundation in Kenya.
- ii. To establish strategies adopted by International Award Foundation to meet the environment challenges.

SECTION A: Demographic Data

1. For how long have you worked at International Award Foundation?
2. For how long have you been holding the current position?
3. What is the highest level of education you have achieved?

Section B: Environmental Changes

4. What are the technological changes that have affected the operations of IAF?
5. What are the political changes that have occurred to IAF?
6. Has the industry environment changes affected IAF?
7. How have social changes affected IAF?
8. What are the economic changes that have affected IAF?
9. What are the operating changes that have occurred to IAF?

Section C: Strategic Responses

10. How has the adoption of information technology by IAF enabled it to respond to technology changes?
11. How has organizational restructuring enabled IAF to respond to environmental challenges?
12. How has the adoption of differentiation strategy enabled IAF to respond to environmental challenges?
13. How has strategic partnership enabled IAF to achieve its objectives?
14. How has innovation strategy enabled IAF to respond to environmental challenges?

15. How do changes to organizational structure enable IAF to respond to environmental challenges?
16. How has resource mobilization strategy enabled IAF to counter environmental challenges?
17. How has the leadership and culture of IAF enabled it to respond to environmental challenges?
18. How has change management been implemented by IAF to counter environmental challenges?