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SUCCESSION PLANNING PRACTICES AT SEND A COW PROJECT UGANDA

BY

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Declaration

I, Faith Amunyo, declare that this research report is a result of my concerted research effort and investigation. It has never been submitted to any other institution for any degree award.

Signature....................   Date. 25 | 09 | 18

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Approval

This research report has been submitted for examination with my approval as the University Supervisor.

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Abstract

Following challenges of poor succession planning leading to leadership gaps in send a cow Uganda, a study was initiated to examine the succession planning practices currently being adopted in SACU and the impact these practices have had on the continuity and success of the project in Uganda. The study adopted a cross sectional design and quantitative approach. The sample was 59 staff from 66 total staff obtained using simple random and purposive sampling. Primary data was obtained from self-administered questionnaires. The tools used were valid with a content validity index ranging between of 0.77 and 0.89 as well as reliability of 0.483 to 0.574. The Statistical Package for Social Scientists was used for quantitative data analysis.

Key succession planning practices included mentoring and coaching, active involvement of the CEO and Board, diversity management policy, employee interest in taking higher positions and employee retention. Succession planning. The key challenges of implementing succession planning included, inadequate performance feedback mechanisms, resistance to change, line manager inactive participation in issues related to succession planning, difficulties in implementing personal development plans. Strategies to improve implementation of succession planning included; making individuals part owners, identifying staff who are ready for a bigger role, looking far and wide for employees with complementary skill sets and allocating enough financial resources to succession planning.

The study concludes that succession planning is a growing practice in organisations. Succession planning positively contributes to project management success especially in cost reduction, stability and satisfaction. Inadequate performance feedback mechanisms, complexity of the evaluation tool, resistance to change and ego related challenges need to be overcome for succession planning to be relevant.

The study recommends using a mix of various training and development methods, proper and continuous active involvement of the CEO and Board in succession programmes, using an acceptable evaluation criteria, ensure that managers retire honourably with some good financial packages, making individuals part owners, early identification of talent and preparing staff early enough to take on responsibilities, making succession planning a policy.

The practical implications for the study are that organisations should implement best practices for succession planning to survive with limited management disruptions. Organisations should consider employees involvement in deciding the future management fate of the organisation to reduce staff costs, boost morale and improve survival chances.

Key words: succession planning, project management success

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Succession planning is a critical process for the long-term viability of an organization (Garg & Van Weele, 2012). Lack of proper succession planning in an organisation can have a direct effect of causing business to collapse upon departure of key players. Many organizations are experiencing a shortage of skilled employees owing to retirements; deaths, talent poaching and changing of jobs (Human Resource Development Council HRDC, 2012). Adewale, Abolaji and Kolade (2011) view succession planning as a practice that can offer seamless leadership transition throughout the company. Garg and Weele (2012) supports the above authors stating that succession management is a deliberate and systematic effort by an organisation to ensure leadership continuity in key positions, retention and development of intellectual and knowledge capital for the future, and encouragement of individual advancement" Succession management is vital to impart stability in an organisation since a need for succession can threaten any business at any time irrespective of their greatness or size (Durst & Wilhelm, 2012).

Hall-Ellis (2015) upholds that departures of retiring employees and co-workers leaving the company can have significant leadership gap consequences.

Succession management is typically done for upper-management because the loss of a key leader can be detrimental to the social well-being and productivity of an organization (Garg & Van Weele, 2012). However, succession planning can also be beneficial to other positions within a company. Regardless of the position's level, a solid succession plan for project managers is critical for businesses that utilise project-based staff and teams (Adewale et al., 2011).

Hall-Ellis (2015) notes that one of the key factors of a project team's success is stability. If a project manager departs, the team and the client can be greatly affected. Team members can loose sight of the end goal, concentrate on why the leader left and subsequently loose direction and stability to achieve the goal. Furthermore, clients can become dissatisfied because they feel their project will be delayed and their priorities and objectives will be lost in the shuffle. However, with an effective succession plan, companies can easily fill the vacated position without experiencing significant short-term dysfunction during the transition period. The extent of the use of human resource capacity building in community based NPOs is unknown. While the literature (Stadler, 2011; McCarthy, 2013) suggests that there is no one best way to approach capacity building, through the assessment of the current capacity the researcher hopes to help non-profit organizations and human resource development professionals identify those areas of capacity that are strongest and those that need improvement.

Send a Cow Uganda (SACU), a Non-Government Organisation working with impoverished communities across East and Southern Africa, has been working in Uganda since 1988, growing from just two staff members to 66 in 2016. For the last 27 years, Send a Cow Uganda (SACU) has been involved in addressing poverty among the poor and needy in Uganda. Today, SACU operates in 31 districts and has reached 93 groups within the selected communities. SACU has undergone a restructuring process, which led to the creation of a new management team headed by the Country Director. The Senior Management Team comprises of a Programme Manager, Finance & Administration Manager and a Programme Funding Manager. Part of the target for send a cow

Uganda is to ensure that local people especially women take up leadership positions in the management of their group affairs (Send a cow annual report, 2016).

At the start of 2016, of the 1,600 leadership positions available in the 93 groups of SACU, only 28% were occupied by women but by year end, women occupied 72% of those leadership positions. The SACU succession planning is kept simple through what they refer to as "passing on the Gift". SACU has been determined to ensure good succession through using a mix of different succession planning practices like grooming women into leadership, recruiting local people in positions formerly occupied by foreign experts, culturing decision making skills among members among other strategies. This process however has met several challenges including costs, limited formal literacy necessary to carry out leadership positions, gaps in tracking leadership related information across members, attempts to use democracy instead of competence among others (Send a cow annual report, 2016) which have limited achievement of better succession planning. This has made succession planning quite difficult to fully achieve. It is at this point that Send a cow Uganda may have to revise its succession planning practices to ensure leaders are obtained internally without big interruptions and leadership vacuums.

1.2 Statement of the problem

Send A Cow has been operational for now 30 years but with no clear succession plan and practices. It was not until 2016 where at the start, of the 1,600 leadership positions available in the 93 groups of SACU, only 28% were occupied by women but by year end, women occupied 72% of those leadership positions. Again this rapid progress is not a clear sign that all is well but rather a process where succession was just rushed to ensure that more women occupied offices. Without a clear succession plan for people, various challenges have been evident. Notably, offices taken by incompetent people just to ensure succession for formality, democracy taking over competence which

finally leads to incompetence in leadership. As such, Send a Cow still exhibits gaps in organizational politics; egoism and limited willingness for leaders to be replaced which may blocks succession planning (Send a cow annual report, 2016). The groups are at times marred by issues such as internal conflicts, political interference, minimal adherence to their constitutions and corruption. All these conditions impair succession planning and show that the members of send a cow have not yet fully appreciated the importance of this concept and many challenges still stand in the way to achieving its full success. There is a need to fully explore the contribution, practices adopted, challenges and possible strategies to improve succession planning in Send a cow. This will help the organization to achieve better succession planning and more of its resultant benefits.

1.3 Purpose of the study

The purpose of this study was to examine the succession planning practices currently being adopted in SACU and the impact these practices have had on the continuity and success of the project in Uganda.

1.4 Research Objectives

This study was guided by the following research objectives;

i. To examine succession planning practices in Send a Cow Uganda.

ii. To examine the contribution of succession planning to project management success in Send a Cow Uganda

iii. To describe the challenges of implementing succession planning in Send a Cow Uganda.

iv. To identify the possible strategies to improve implementation of succession planning in send a Cow Uganda.

1.5 Research Questions

This study aimed at answering the following research questions;

i. What are the succession planning practices in send a cow Uganda?

ii. What is the contribution of succession planning to project management success in send a cow Uganda?

iii. What are the challenges of implementing succession planning in send a cow Uganda?

iv. What are the possible strategies to improve implementation of succession planning in send a cow Uganda?

1.6   Scope of the study

The scope of this study was confined to the geographical, subject and time scope.

1.6.1   Geographical Scope

The study was limited to Send A Cow Uganda (SACU), Kampala Uganda, in the central Region. The choice of send A cow is due to ease of accessing the respondents and the previous as well as current attempts to do succession planning which made it a suitable ground for the investigation.

1.6.2   Subject Scope

The study subject scope was limited to succession planning practices, contribution of succession management to project management success, challenges of implementing succession planning and possible strategies to improve implementation of succession planning.

1.6.2   Time Scope

The study was done between September 2017 and April 2018.

1.7 Significance of the study

The study was intended to be a learning point for the other projects in Ugandan of the same nature that are donor funded and community based projects on how to sustain their projects and be able to deliver even in the changing dynamics of leadership within the project.

The study highlights to SACU the issues arising from the practices they have chosen to adapt for succession planning and how effective those practices are in delivering the intended purpose.

The study handles the long standing issue of unified change over in projects that are foreign funded by showing how best succession can be achieved with limited project interruption.

Researchers and other academicians will also benefit from the findings as a source of reference for further research into the matter of succession planning in community based projects in Uganda.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains the review of related literature in accordance with the study objectives; to examine succession planning practices, to examine the contribution of succession planning to project management success, to describe the challenges of implementing succession planning, to identify the possible strategies to improve implementation of succession planning in send a Cow Uganda.

2.1 Concept and evolution of Succession Management

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available (Robert,2018).

Succession management is the process by which organizations identify candidates early on and develop them to fill leadership roles. Effective succession management can provide organizations with an improved ability to maintain continuity of operations during leadership transitions with minimal disruption, delivering benefits to both individual employees by preparing them to be strong leaders, as well as to organizations by facilitating smooth leadership transitions (Malakwen, 2013).

According to Garg and Weele (2012), succession planning is a practice that warrants uninterrupted effective functioning of an organisation by introducing a process that assists in developing and replacing key staff members over time. Mathur (2011) agrees with these authors stating that succession planning system is envisioned to ensure that skilled and talented employees are made ready to take over each key role in the event of sudden loss of efficiency created by retirements, death,

serious illnesses or promotions. Mathur (2011) further explains succession planning as some form of internal recruitment where highly capable employees have their abilities, skills and knowledge developed to prepare them to fill-in more challenging and exciting roles.

Stadler (2011) highlights that succession planning is regarded as "an encompassing term pertaining to a systematic determination of key roles within the organisation, selecting possible replacements, and equipping them with the necessary skills and expertise for existing and future roles. Neo and Hollenbeck et al. (2012) support Stadler (2011) asserting that when succession planning practices are put in place, they can identify and develop suitable high potential employees to fill in key positions as they become available within the organisation.

Adewale et al. (2011) notes that succession planning is a practice of perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has abundance of these performers to draw from, both now and in the future. The description of succession planning adopted by this study is by Mehrabani and Mohamad (2011) since these authors stress out succession planning as an effort to have a plan for the right quantity and quality of key staff and managers for the anticipated retirements, promotions, serious illnesses, death or any positions, which may be created in the future of the organization's plans.

2.2 Succession Management Practices

Malakwen (2013) asserts that it is quite a challenge for organizations to keep current employees and to find qualified replacements should the current ones leave either for other organizations or through natural attrition. This new trend, currently known as "war of talent" requires organizations to put in place combat strategies in recruitment and retention of employees. The significance of succession

management practices is derived from the fact that it is an important element of human resource management given that, individuals identified in the plan will eventually be responsible for ensuring an organization is able to tackle future human resource challenges. The practice provides the organization with a competitive edge by providing motivated and capable group of employees that are ready to move the organization forward even as they also become part of this success story. Pahanayak (2008) notes that being a process, succession management aims at identifying particular individuals working in the organization as possible successors for specific suitable positions.

McCarthy (2013) states that companies that do it right as measured by bottom-line results seem to follow all if not most of the following ten best practices in implementation of succession planning. These include: commitment and involvement of the CEO and Board, regular talent reviews, identifying viable successors for key positions, taking a pipeline approach to development, holding the executive team accountable, aligning the succession plan with business strategy, managing the irrational, political, and emotional dynamics of succession, assessing performance of potential successors, integrating succession planning with performance management, recruitment, selection, development and rewards and making a serious commitment to development in terms of time and resources. Molina (2013) on the other hand diverts from M'Cathy (2013) citing three succession planning best practices that are sure to result in growth and business continuity. These include: Benchmarking, a futuristic outlook and dynamism.

Talent management is one of the succession planning practices. Stuart - Kotze and Dann (2008) note that there is no shortage of talented people but there is a shortage of people who know how to identify, develop, recruit and retain talent. Talent consists of those individuals who can make a difference to

the organizational performance, either through their immediate contribution or in longer term by demonstrating the highest levels potential.

Armstrong (2012), puts an emphasis on selection and promotion procedures which he says should always meet the capacities of individuals and demands of work. He adds that management ought to conduct attitude and opinion surveys on potentially employees at risk who are usually the key talent of the organization. Armstrong (2010) refers to talent management as the process of identifying, developing, recruiting and deploying the talented people in an organization. On the other hand, talent relationship management is a process of building effective relationships with people in their roles with an aim to achieve talent engagement where talented employees remain committed to the organization. As a practice to achieve succession planning, organisations often times engage in talent management.

Career management is another succession planning practice. According to Armstrong (2009) career management encompasses recruitment, personal development, lateral moves, special assignments at home and abroad, development positions, career bridges and support for employees who want to develop. He lists several career management practices as formal mentoring, career counseling, performance appraisal, assessment centers, succession planning, retirement preparation, career workshop amongst others. Career management is the combination of structured planning and the active management choice of one's own professional career. Carlo (2008) notes that career planning on behalf of the employees by the organization is a practice that usually enhances succession planning endeavors.

Dominique (2016) notes that succession planning can be achieved by linking succession to performance management. Succession planning in the workplace is not only about determining who will lead your organisation into the future, it is also about identifying the key positions that are at risk and developing a pipeline of talent which can be drawn from at any time. Dominique (2016) notes that 90% of HR people identify succession planning as important and, more specifically, 92.5% say identifying high potential employees (HiPOs) is critical to their organisation's succession planning, but only 44% have a system for doing so. The key is to integrate the process of identifying and developing HiPOs into the performance management workflow and taking steps to automate some of the process. As a starting point, when HiPOs are identified during the performance management process, that should be recorded and data on HiPOs captured. Within this system, HiPOs may be linked to one or more talent pools that supply people into specific roles or lines of business. Once allocated to a talent pool, the high potential employee would then automatically be in line for the training and development planned for a position in leadership.

Armstrong (2009) says a principle feature of performance management is that it connects the objectives of the organization to a systematic work targets for individual employees. Effective performance management can make a major contribution towards the achievement of business objective while maximizing the contribution of employees. Good managers therefore should encourage and couch the middle aged potential employees so as to ensure that there is stability within the organization.

Raymond et al. (2011) note many approaches on employee development fall into four broad categories: formal education, assessment, job experiences and interpersonal relationships. Assessment as a development initiative entails collecting information and providing feedback to

employees about their behavior, communication style or skills. Armstrong (2009) says the underlying hypothesis is that employees will increase their involvement with the company if they are given the opportunity to control and understand their work. In this case, employees are treated as partners of the business whose interest is respected and who have a voice on matters that concern them. In this sense, management involvement is mainly concerned with communication and involvement. The main aim is to create a climate in which a continuing dialogue between managers and members of their teams takes place in order to define expectations and share information on the organizations' mission, values and objectives.

Employee retention is a common succession planning practice. It refers to the various policies and practices which let the employees stick to an organization for a longer period of time (Bertocci &Bertocci, 2009). It is only when employees are retained that the organization can successfully grooming them into becoming leaders or managers. Macleod and Clarke (2009) define employee engagement as a workplace approach designed to ensure that employees are committed to the organizations' goals and values, motivated to contribute to organization success and are able to enhance their own sense of belonging. In this regard, for employee retention to be realized, the following retention strategies should be implemented as discussed below:

Raymond et al. (2011) says that pay is an indicator of status within the organization and in society at large as it contributes to some peoples' self-worth. For this reason, satisfaction with pay is significant for retaining employees. Torrington et al (2011) says that pay has a role to play as a satisfier but it will not usually have an effect when other factors are pushing an individual towards quitting. Managing Expectations is another dimension. Raymond et al (2011) highlights that for some year's research has strongly suggested that employers benefit from ensuring that potential employees gain

a realistic job preview before they take up a job offer. The purpose is to make sure new staff enter the organization with their eyes wide open and do not find that the job fails to meet their expectations. Higher expectations make employees more ready to take on challenging roles that eventually prepare them to take leadership positions.

According to Wangithi and Muceke (2012) two major concerns of employees in term of their expectations include opportunities for training and career advancement. Induction can also be used to improve retention and improve succession planning. According to Wangithi and Muceke (2012) induction is a process often credited with the reduction of turnover early in the employment relationship only if it is effective and timely. They say the purpose of induction is to help new employees to adjust emotionally, enable dissemination of information about the organization and enables new employees to know about the corporate culture of an organization. According to Brown (2010) a well thought out orientation program, whether it lasts one day or six months, will help not only in retention of employees, but also in productivity.

2.3 Succession Management and Project Management Success

Trepanier and Crenshaw (2013) have found that organizations who have a formal succession plan in place experience continuity in strategic leadership, promote effective operations and enjoy improved quality of care. These authors also state that there are other benefits to having a succession program which include the improved retention rates, increased staff engagement and an improved financial performance.

Hussein (2013) studied on the effects of strategic succession planning on family owned Business in Kenya the objectives of the study were to determine if there was any strategic succession planning in

family owned businesses in Kenya and assess the effects of strategic succession planning on future direction of the family businesses. The study used descriptive survey design. A descriptive study was undertaken in order to ascertain and describe the characteristics of the variables of interest in a situation. According to the findings, majority of the respondents indicated strategic planning and succession plans respectively as major factors affecting survival of family owned businesses and hence need to be addressed to facilitate family businesses to the next generation. The failure to plan for succession is one of the greatest threats to the survival of the family businesses. Accordingly, the study suggests that family businesses have to plan succession appropriately to ensure continuity. The study also established that strategic succession plans help smooth running of family business and that succession plan does not help without family willingness.

Perrenoud et al. (2012) studied the Effective succession planning in construction companies in Arizona State where he discussed human resources are a very crucial aspect to deal with in the construction companies, in that study he had shown how the human resource was entering the age of retirement, and how the industry has to put much energy in preparing for the succession planning for one of their most important human resource, their leaders. However, the research showed how succession planning minimizes the negative effects that come with leadership transition. The research also revealed how construction companies which are family owned have small pools of successors, this leads to poor succession planning.

Neetha (2011) studied on the succession planning and its impact on organization performance in the IT in Bangalore (India), in the study she used descriptive study mainly aimed at fact finding out the relationship between succession planning and its impact on organizational performance in IT, she used questionnaires to collect, then the study found out that the mean percentage of succession

planning and organizational performance in IT consultancy was found to be higher than that of IT product or Research firms and the relationship between succession planning organizational performance was also found to be positive.

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2.4 Challenges of Implementing Succession Management

Developing a succession plan for some leaders can be difficult due to ego related concerns or an inability to relinquish power, which makes it difficult to think of leaving. Often times, organizations political issues or competing priorities replace the importance of finding and mentoring a successor. Leaders are usually aware that, their knowledge, skills, experiences, competence and problem solving abilities set them above their peers and keep them above the people they lead. Fear of losing power and respect set in when the time comes that others should be imparted of their resources. As a result the incumbent exalt him or herself in attempt to keep everyone down in protection of power and respect. This makes the incumbent resistant to leadership succession. In addition, having such a rich resources did not come on a silver platter. It must have taken several years of sacrifices, pain, confusion and frustrations especially in times of turbulence or pressure. On this account, the fear of losing the position as a result of opening up can be daunting for the individual

ruled by self-interest (Zhang & Rajagopalan, 2010). The theory of organizational inertia shows that the individuals in that state will put forth resistance because of the discomfort induce by fear, ego and unforgiveness. According to Ndofor et al (2009) organizational inertia will set in, which prevents continuous adaptation of the organization to the environment.

It is also noted that unresolved unforgiveness due to offences and perceived rivalry by the incumbent, of the successor or potential successors can become a strong barrier to successors drawing from the resources of the incumbent. Once, again, the incumbent may see this as an opportunity to take what is commonly known as 'sweet revenge' or to become a stumbling block to a potential successor making it to the top. Zang and Rajagopalan (2010) further note that, some incumbents even go to the extent of firing the designate successor because of fear. Others, who are courteous enough to make way for succession, wish that their successor fails so that their achievements become magnified in retrospect

Rothwell (2016) notes that succession planning prompts people to think of their own mortality. When people think about succession planning, they too often associate it with their own retirement, death, disability, or resignation. That is not happy thinking, and people avoid it. But ignoring succession does a disservice to the organization. Consider this: the single most common reason that small businesses fail is undercapitalization, followed by lack of succession planning. If something happens to a key person or the incumbent of a key position, it has effects that go beyond the individual to affect the organization. Managers should be encouraged to think of succession because it is essential to organizational continuity.

Ngumbau (2013) investigated the challenges of implementing performance management systems at

KenGen. The research design was a case study. The main challenges included; lack of clear link between annual corporate planning cycle and performance planning cycle, setting of weak performance measures, complexity of the evaluation tool, under-utilization of performance monitoring tools like tracking sheets and performance boards, inadequate performance feedback mechanisms, difficulties in implementing Personal Development Plan, lengthy approval for bonus payment, inactive participation of line managers , the existing culture which is not enabling, existing matrix structure which led to double reporting, lack of union involvement and long turnaround times in performance management activities. Ngumbau (2013) concluded that implementation of performance management system in KenGen faced varied challenges in all the five components.

Mehrabani and Mohamad (2011) note that there are many factors which cause instability in an organization's workforce. Some of these factors are illness, retirement, attrition or finding better jobs. Considering this unstable environment and in order to create stability for the future of the organization, they need to hire capable people for key positions. Mehrabani and Mohamad (2011) note that one of the important tools for attracting, developing and retaining the talent in the workforce is succession planning. There are many factors influencing the implementation of an effective succession planning system in organizations. Mehrabani and Mohamad (2011) shows that training, management supports, clarifying the career path, creating a positive vision, strong organizational culture, technology advancement, flat structure and the financial conditions are important influencers. While the lack of considering these factors are a threat to the system.

Gentry (2018) highlights that succession management can be a tedious process and many organizations struggle to feel like they've gotten it right or have made the progress they want to make. Succession management usually fails because of limited support from the executive level. HR and

management can lay the best plans, but if the executive level does not support and reinforce the necessary steps to implement the vision, it fails. Another common mistake is for management to make assumptions about the interest level, skills and abilities of those whom they have identified as a high-potential performer to take to the next level. Leaders usually forget to discuss the perceptions of the employees with them. In other cases there are gaps in skills evaluation to determine if they fit the current and future levels. It is important yet difficult to tell if an employee who is good at his or her current job as a star performer will make a good future leader. Gentry (2018) also points out that limited training for developing high performing employees will deter succession management. Limited training can frustrate all the achievements and plans along the succession management path.

Davis (2008) points out that both insiders and outsiders have strengths and weaknesses in entering new positions. Employees know the company and its inner workings, but may not recognize the need for transformation. Novel ideas can come from the outside, but many times these beginners do not know the company well enough to nurture the changes needed.

2.5 Possible Strategies to Improve Implementation of Succession Management

Malakwen (2013) notes that while succession management efforts can target various mission critical positions, it is recommended to first target leadership roles and functions that are critical to meeting mission requirements because they drive a disproportionate share of mission outcomes and are typically in short supply from the respective labour market. A more focused approach to understanding critical workforce segments and related leadership roles provides greater returns to succession management investments. Part of assessing demand also understands employee expectations for effective leadership using ratings and insights.

Pahanayak (2008) highlights that it is also important to assess supply for labour as a strategy for succession management. Workforce analytics can reveal important information about the composition, structure, performance, and capabilities of current leadership workforce segments, as well the current pipeline of future leaders and cultural "footprint" of an organization. This analysis includes workforce demographics characteristics (e.g., supervisory status, retirement eligibility, workforce age groups, attrition rate, pay grade, tenure, and performance ratings), as well as the availability of desired leadership skills within the organization and core leadership capabilities, as defined by the Office of Personnel Management (OPM), within the current workforce. Additional analysis may identify essential aspects of organizational culture, norms, and collaboration structures that contribute to achieving the agency's mission

Titzer et al. (2013) synthesis of literature shows that despite the clear benefits of succession planning, studies show that resource allocation for proactive, deliberate development of current and future nurse leaders is lacking. The study suggests that to increase succession-planning implementation and ensure dedicated resource allocation, strategic and deliberate evaluation methods, including cost benefit analysis (CBA) and balance score card (BSC) metrics are recommended. Finances was also in Trepanier and Crenshaw's (2013) theme as they acknowledge how a formal succession planning process is crucial to the financial and operational viability and sustainability of acute care hospitals.

Bossidy and Charan (2009) point out that one of the most important parts of an executive job is to pass the knowledge acquired over the years to the next generation of leaders. It is how an executive gets results today and leave a legacy that the executive can take pride in when he moves on. Bossidy and Charan (2009) further discuss the importance of developing the leadership pipeline through

continuous improvement, succession depth, and reducing retention risk and a leadership assessment matrix to identify those who are ready for a bigger role versus those who need to be replaced. Cheryl (2009) recommended some strategies for implementing deliberate and systemic succession plans in the academic environment via a research in higher education institutes. These strategies include: securing executive champions; aligning the succession plan to institutional culture, mission, vision and goals; taking an approach not unlike strategic planning; carefully constructing communication plans to embrace talent development without inferring entitlement; and a continuous evaluation of both the people and processes involved in succession planning.

In their quest for leadership model that will make leaders ready when the time comes, Barron, Chulkov and Waddell (2011), discover that Experiences and competences, focused on the present and the future needs of the organization, must form the central part of the leadership training and development program of the organization. The main factor to measure, here, is good performance of those given new assignments to succeed in leadership positions. Leadership competences must be identified, regularly reviewed and updated of which talented leaders are assessed and developed base on those competences. There is a need for measurement method that assesses how the succession process is faring over time (Hor et al, 2010).

Levitz (2008) studied about succession planning and leadership development. He emphasized that leadership development and succession planning must be at the core of strategic planning. Motwani et al. (2006) surveyed 368 US SMEs and found that, regardless of firm size, releasing the identity of the successor and providing him or her with training or mentoring were important planning steps.

Companies that manage succession well understand that the process starts years before the event. They know how to think outside the box. These companies may look internally for potential candidates to fill their key positions from within to develop them to the level needed. There is a price to develop talent from within. Resources must be dedicated early in an employee's tenure, and there is no guarantee they will stay with the organization after time and money has been invested. Instead of hiring someone from the outside that would take a full year to understand the inner workings of the company, organizations are breeding their own. Companies realize that to be effective, individuals have to know the business and know the players. In a fast changing, competitive world, time cannot be sacrificed (Flander, 2008). An essential element of the mentoring process is anticipating situations and giving the successor the tools he or she will need to be successful in their position. Something as simple as taking the opportunity to introduce the individual to board of director members can make the person comfortable when they later have to present to the board. Acknowledging gaps in the person's career and exposing them to situations they have not experienced prior will make their success even more likely.

From the small company to the international conglomerate, leadership development is important in business. In large organizations, the personnel planning process includes job analysis, from which a job description is developed along with job specifications. During this analysis, data is produced which determines the duties of the job and the characteristics of the people who should be hired for each position (Dessler, 2010). This is where the leadership more than just identifies positions that will need to be filled and potential employees who might fill them. A comprehensive corporate succession plan will identify both a company's current talent needs along with its future needs and the organizational direction.

Gowthami (2012) notes noting that a succession plan should be customized to the needs, vision, and mission of the particular organization and should form a part of its strategic goals. Additionally, a succession plan must meet the needs of and be accepted by all members of the organization. To ensure that the plan is implemented successfully, the organization should have commitment and support from top management; be guided by human resources; be embraced by line staff; focus on shared responsibility for employee development; include individual development plans for each employee focused on development opportunities with the greatest impact; ensure that employees take ownership of their development, with strong management support.

2.6 Succession management in Uganda

Kakuru (2017) examines Ugandan businesses and finds that some have lived beyond their entrepreneurs' lives while many collapsed just after the demise of the original entrepreneurs. This clearly indicates limited or poor succession management. Kakuru (2017) notes that in the private sector in Uganda, businesses are either run by the founders or their children, but with high controls from their parents, irrespective of age. Uganda has few businesses that have stood the test of time with the few exceptions especially some with Asian descent, is a clear sign of poor succession planning in many if not most family owned businesses. Therefore, succession is the greatest long-term challenge that most family owned businesses face. Taking an example of the once flourishing business like Zzimwe Construction Ltd which was battling debts with its financiers and suppliers a few months after the demise of the founder is an exemplary case of poor succession planning. Kakuru (2017) notes that it is only a few cases that will come out strongly in the media as several other thousands of businesses collapse unnoticed. There are however some successful cases like the Mulwana family that has seamlessly transitioned to the next generation. The other Ugandan cases

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include the Mehta and Madhvani Groups that have existed for years and now have their third generation taking up key positions of leadership and responsibility.

Ankunda (2010) notes that family businesses are a force to reckon with in Uganda's SME sector. However, it is alarming that such businesses have a short inter-generation survival rate. In a Ugandan setting, when the owner or founder of a business passes away, the alternatives left include: Closing the business' doors, Selling to an outsider or employee, Retaining ownership but hiring outside management or Retaining family ownership and management control. This transition is normally not smooth and quite often leads to the collapse of a business. And this is largely due to poor or the absence of planning for succession. One of the biggest challenges family businesses have is how to prepare the next generation to assume responsibility of the business. Related to this, is the willingness of the business founder to transfer the business to the next generation. In some cases, the founder or entrepreneur will not find it easy to retire because of reluctance to let go of power and control, personal loss of identity, fear of losing work activity and feelings of jealousy and rivalry toward successor. It is advisable that the founder or entrepreneur takes leaves of absence before fully relinquishing control to determine if the successor will manage.

CHAPTER THREE

METHODOLOGY

3.1   Research Design

The study adopted a cross sectional design using a quantitative approach. The adoption of the cross sectional design is based on the limited time available to complete the study thus concentration was on issues as they were at the time point of the study.

3.2 Study Population

SACU is a Non-Government Organisation (NGO) founded in 1988 with a current staffing level at 66 staff members who are employed by SACU (Internal Human resource report for SACU, 2016). The study population was therefore 66 staff.

3.3 Sampling procedure

The study sample was obtained using simple random sampling and purposive sampling. Simple random sampling was used to select staff. This method is adopted since it is free from bias and easy to use yet possesses an advantage of not requiring dividing the population into subpopulations or taking any other additional steps before selecting members of the population at random. Purposive sampling was used to select management staff to ensure that they are part of the study. This is based on the assumption that they had some key information which would otherwise be left out if they were excluded. The unit of inquiry was the individual the staff from SACU and unit of analysis was SACU as an organization.

3.4 **Sample size**

The sample size was 59 staff from 66 total staff in accordance with Krejcie and Morgan (1970).

3.5 Data Collection Methods and instruments

Primary data was obtained from self-administered questionnaires which were delivered to the respondents. The questionnaire was answered by the staff at the headquarters and extension workers who were currently full time employees. The study used a self-administered questionnaire to carry out the study. The questions were anchored on a five point likert scale, where 1=strongly agree (SA), 2= agree (A), 3=not sure (U), 4 = disagree (D) and 5= strongly disagree (SD).

3.6 Measurement of variables

The study measured items in accordance with the study objectives as summarized in table 3.1 below;

Table 3.1: Measures of variables

Item	Measures	Author
Succession management Practices	Commitment talent management, selection and promotion procedures and involvement of the CEO and Board, Benchmarking, futuristic outlook, dynamism, talent management, career management, performance management, formal education, assessment, job experiences, interpersonal relationships, employee retention managing expectations ,induction, orientation program.	Adewale et al. (2011);Armstrong (2010);Hollenbeck et al. (2012);McCarthy (2013); Mehrabani and Mohamad (2011); Raymond et al (2011) ;Stuart - Kotze and Dann (2008)

Succession management and to Project Management Success	Continuity in strategic leadership, effective operations, quality and quantity of the workforce in organization, survival of businesses, smooth running of business, minimizing the negative effects that come with leadership transition.	Hussein (2013); Perrenoud et al. (2012); Neetha (2011); Trepanier and Crenshaw (2013); Robbins and DeCenzo (2005)
Challenges of Implementing Succession management	Ego related concerns, inability to relinquish power, lack of clear link between annual corporate planning cycle and performance planning cycle, setting of weak performance measures, complexity of the evaluation tool, under-utilization of performance monitoring tools, inadequate performance feedback mechanisms, difficulties in implementing Personal Development Plan, lengthy approval for bonus payment, inactive participation of line manager, unsupportive culture, unstable environment, poor planning, Recruiting talent from a local area may not meet the needs of the organizations.	Lewis (2009) ; Mehrabani and Mohamad (2011) ; Ngumbau (2013); Rothwell (2016)
Possible Strategies to Improve Implementation Of Succession	identify those who are ready for a bigger role vs. those who need to be replaced, strategic planning, starting early, look internally for potential candidates to filltheir key positions, making individuals to know the business, giving the successor the needed tools, corporate succession plan, resource allocation, strategic and deliberate evaluation methods like cost benefit analysis (CBA) and balance score card (BSC), training, continuous improvement.	Bossidy and Charan (2009);Dessler(2010);Gowthami (2012) ;Levitz (2008);Titzer et al. (2013)

Source: derived from literature review by the Author (2017)

3.7 Validity and Reliability

3.7.1 Validity

To establish validity, the study used Content validity (CVI) where all valid items were divided by the total number of items and only variables scoring above 0.70 were acceptable (Amin, 2005). In addition, the questionnaire was piloted among respondents where 10% (9) staff were considered randomly to fill in the questionnaire and adjustments were made as considered appropriate. In addition, experts in the field of projects management were consulted to rate the tools to ensure that expert judgment results which indicate content validly index of over 0.70 for the tools were acceptable.

Table 3.2: Validity results

Variable	Items	Expert 1 Rating	Expert 2 Rating	CVI
Succession planning practices.	14	12/14	13/14	0.89
Contribution of succession planning to project management success.	11	9/11	8/11	0.77
Challenges of implementing succession planning.	12	11/12	10/12	0.88
Possible strategies to improve implementation of succession planning.	13	11/13	9/13	0.77

Source: primary data

3.7.2 Reliability

The research instrument was examined for its reliability by using Cronbach's Alpha value established using SPSS. All the items included in the scale adopted from reviewing literature were tested for reliability. Values which were ≤ 0.70 were rendered reliable. This agrees with Sekaran and Roger (2011) who state that the research instrument used to collect data from the respondents should be valid and able to yield similar results at all time.

Table 3.3: Reliability statistics

Variable	Items	Validity
Succession planning practices.	14	0.558
Contribution of succession planning to project management success.	11	0.483
Challenges of implementing succession planning.	12	0.541
Possible strategies to improve implementation of succession planning.	13	0.574

Source: primary data

3.8 Data processing and analysis

The researcher used SPSS (Statistical Package for Social Scientists) for quantitative data analysis. The study indicated the percentages and frequencies for the demographics and also indicated the mean and the standard deviation of the scores of the various questions set for each objectives. This helped the researcher to come up with meaningful deductions and conclusions.

3.9 Ethical Considerations

The study was conducted after obtaining official permission from MUBS and then proceeded to the participating entities in send a cow Uganda. The researcher also ensured that respondents freely accepted to participate in the study. All the obtained data was used in such a way that protected the privacy of send a cow and the individual participants.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains the presentation, analysis and interpretation of findings. The presentation follows the order of the objectives, namely; to examine succession planning practices in Send a Cow Uganda; to examine the contribution of succession planning to project management success in Send a Cow Uganda; to describe the challenges of implementing succession planning in Send a Cow Uganda; to identify the possible strategies to improve implementation of succession planning in send a Cow Uganda. Out of 59 respondents, only 43 returned the questionnaires (73%). The 100% was not attainable owing to some staff being in the field in distant parts from Kampala thus preventing them from returning the questionnaires on time.

4.2. Characteristics of Respondents

The study explored the age, gender and duration the respondents had spent in SACU. This was intended to show whether respondents had qualities that would make their responses reliable. The results on this are displayed in table 4.1,

Table 4.1: Characteristics of Respondents

age * gender Cross tabulation			Gender		Total
			Male	Female	
Age	18-30	Count	7	2	9
		% of Total	16.3%	4.7%	20.9%
	31-45	Count	5	16	21
		% of Total	11.6%	37.2%	48.8%
	46 -55	Count	2	5	7
		% of Total	4.7%	11.6%	16.3%
	56-65	Count	1	3	4
		% of Total	2.3%	7.0%	9.3%
	66+	Count	2	0	2
		% of Total	4.7%	0.0%	4.7%
Total		Count	17	26	43
		% of Total	39.5%	60.5%	100.0%
Duration in send a cow Uganda * gender Cross tabulation			Gender		Total
			Male	Female	
Duration	Less than 5 years	Count	9	14	23
		% of Total	20.9%	32.6%	53.5%
	Between 5 and 10 years	Count	6	8	14
		% of Total	14.0%	18.6%	32.6%
	More than 10 years	Count	2	4	6
		% of Total	4.7%	9.3%	14.0%
Total		Count	17	26	43
		% of Total	39.5%	60.5%	100.0%

Source: Primary Data

From table 4.1, results show that most respondents, 23 (53.5%) had spent less than 5 years in send A cow Uganda. This shows that the organisation was tolerant to new staff and indicator that old staff was giving way for new staff to exercise their skills and talents in there. This also means that there was some element of succession.

Concerning gender, results show that the organisation had both males and females; however, females were the majority 26 (60.5%) indicating that women had greater involvement in SACU activities. In

relation to succession, posts which had hither to been occupied by men were increasingly being handled by women and more so, effectively.

In relation to age, most respondents, 21 (48.8%) were in the age bracket of 31-45 years. This is explained by the fact that SACU was agriculture oriented yet most youth tend to ignore agriculture related activities in Uganda. In terms of succession, this age group is good enough to transition management from the above 45 to those below to ensure continuity of future operations with limited staffing capacity related gaps.

4.3 Succession Planning Practices in Send A Cow Uganda

Succession planning practices were explored and the results on this are interpreted as mean and standard deviation, where mean 1=strongly agree, 2=agree, 3=not sure, 4=disagree and 5= strongly disagree. The standard deviation (SD) shows the variability among the responses where, SD > 0.49 is interpreted to show high variability among the responses. Table 4.2 below shows the results on succession planning practices as below;

Table 4.2: Succession Planning Practices in Send A Cow Uganda

Statement	Mean	Std. Deviation
In my organization, mentoring and coaching is well practiced by most managers and supervisors.	1.42	.545
There is active involvement of the CEO and Board in succession ensuring that future leaders are obtained internally.	1.51	.506
In my organization, diversity management policy disregards any form of discrimination against gender, religion and sex.	1.54	.511
Employee interest in taking higher positions, willingness to be a part of it and efforts toward achieving goals associated with it is part of our performance management.	1.56	.502
At SACU, employee retention is a priority to ensure a large pool of experienced staff.	1.64	.443
In my organization, succession planning puts into consideration all key positions.	1.70	.513
At SACU there is a talent database to provide ready information for recruiting employers to higher positions internally.	1.77	.868
The organization always assesses my performance specifically to determine my suitability for future tasks.	1.77	.611
In my organization, the succession plan encourages promotion from within strictly based on merit.	1.78	.914
My organization offers training and development for employees earmarked in future leadership roles related to succession planning.	1.79	.709
My organization has a time line for succession, both for organizational need and for individual readiness.	1.89	.625
My organization has a clearly defined set of goals for attaining future leaders internally.	1.91	.895
I have already taken various positions in this organization ever since I joined.	2.40	1.233
The organization has facilitated me by advancement in formal education as a means of preparing me for future advanced roles.	2.58	1.401
Global mean	1.804	0.734

Source: Primary Data

From table 4.2, results show that in SACU, some practices were becoming very common. Among others these included, mentoring and coaching is well practiced by most managers and supervisors (mean =1.42, SD=.545); active involvement of the CEO and Board in succession ensuring that future leaders are obtained internally (mean= 1.51, SD=.506); and diversity management policy disregards any form of discrimination against gender, religion and sex (mean=1.54, SD=.511). These results

mean that staff were being coached and mentored as a way of preparing them for greater tasks in future. The top leadership was involved in the succession program hence giving it some boost. The results also show that SACU respected every staff regardless of differences in their social-economic backgrounds thus creating harmony necessary for succession planning. All these results however were obtained with high SD ranging between 0.506 and 0.545 thus showing high variability among responses.

There are also practices that were less common as revealed by the mean. Among others, these included, SACU has a clearly defined set of goals for attaining future leaders internally (mean=1.91, SD=.895); staff had already taken various positions in SACU ever since they joined (mean =2.40, SD=1.233); SACU had facilitated staff advancement in formal education as a means of preparing them for future advanced roles (mean=2.58, SD=1.401). All these results show that succession planning was gaining ground in SACU. Goals for succession planning were known, staff rotation in various positions to prepare them for bigger tasks ahead was done already and capacity development in terms of further studies was also being carried out. All these activities prepared staff to take new and higher positions. These results however revealed high variability among responses, reflecting diversity in opinion with SD ranging between 0.895 and 1.401

Overall, there were practices pointing to succession planning in SACU given the global mean score of 1.804, indicating that for most questions majority agreed, with an average SD of 0.734, indicating that staff had divergent opinions although their average point to agreeing.

4.4 Contribution of Succession Planning To Project Management Success in Send A Cow Uganda

The second objective explored the contribution of succession planning to project management success in send A Cow Uganda. The results on this are interpreted as mean and standard deviation, where mean 1=strongly agree, 2=agree, 3=not sure, 4=disagree and 5=strongly disagree. The standard deviation (SD) shows the variability among the responses where, SD > 0.49 is interpreted to show high variability among the responses. Table 4.3 below shows contribution of succession planning to project management success in send A Cow Uganda.

Table 4.3: Contribution of Succession Planning To Project Management Success in Send A Cow Uganda

Statement	Mean	Std. Deviation
The organization is now spending less on staff sourcing compared in the past owing to letting internal staff taking bigger roles.	1.44	.548
So far, I am satisfied with the performance of my fellow staff who have taken on senior positions.	1.47	.505
The negative effects that come with leadership transition are rarely experienced at SACU.	1.54	.463
The quality of the workforce is improving continuously owing to staff succeeding staff who leave higher positions.	1.70	.513
We now have a bigger staff which is adequate owing to succession practices.	1.74	.539
I can see SACU surviving in future owing to succession culture.	1.79	.638
I am very committed to SACU as I see my prospects of continuing to advance in management.	1.79	.773
SACU is generally stable in its entirety owing to staff being assured of taking bigger roles in future.	1.86	.601
Our organization has saved a lot of time that would be wasted in external recruitment.	1.91	.781
Allowing staff to assume bigger positions has ensured continuity in strategic leadership at SACU.	1.98	.801
Our operations are becoming increasingly effective as staff assume greater roles.	2.33	1.107
Global Mean	1.777	0.661

Source: Primary Data

From table 4.3, results show that succession planning was contributing to project success. The most outstanding contributions on account of the mean were revealed as follows; SACU was spending less on staff sourcing compared in the past owing to letting internal staff taking bigger roles (mean=1.44, SD=.548); staff were satisfied with the performance of fellow staff who had taken on senior positions (mean=1.47, SD=.505); and negative effects that come with leadership transition were reducing considerably in SACU (mean= 1.54, SD=.463). These results show that SACU was slowly gaining from having succession plans. Staff costs were reducing, performance of staff was more satisfactory and leadership transition related negativities were becoming less common as leadership vacuums were easily filled in by the staff prepared in the succession planning schemes. These results partly came with high variability with low variability registered on negative leadership transition, an indicator that most staff appreciated that leadership transition challenges were slowly being addressed by the succession planning system in place.

Other benefits mentioned but with comparatively low scores included; SACU had saved a lot of time that would be wasted in external recruitment (mean=1.91, SD=.781); allowing staff to assume bigger positions had ensured continuity in strategic leadership at SACU (mean=1.98, SD=.801); operations were becoming increasingly effective as staff assumed greater roles (mean=2.33, SD=1.107). In these results, it is shown that time was saved, leadership continuity was taking root and organisational effectiveness was being achieved. These results however had high variability as indicated by the SD ranging between 0.781 and 1.107, thus staff did not have common positions on these question much as the average shows that they generally agreed.

From the global mean of 1.777 and SD of 0.661, the results show that succession planning had made positive contributions to SACU despite the high variability displayed in the results. These are

explained by limited sharing of information and possible bias among respondents due to differences in attitudes and perceptions.

4.5 Challenges of Implementing Succession Planning In Send A Cow Uganda

The challenges in the implementation of succession planning in send A Cow Uganda were explored and the results are displayed in table 4.4. The results on this are interpreted as mean and standard deviation, where mean 1=strongly agree, 2=agree, 3=not sure, 4=disagree and 5=strongly disagree. The standard deviation (SD) shows the variability among the responses where, SD > 0.49 is interpreted to show high variability among the responses.

Table 4.4: Challenges of Implementing Succession Planning In Send A Cow Uganda;

Statement	Mean	Std. Deviation
Inadequate performance feedback mechanisms have limited my efforts to occupy higher level offices.	1.63	.489
Complexity of the evaluation tool.	1.67	.474
Resistance to change sometimes surfaces in SACU and limits progress of succession.	1.74	.658
I have difficulties in implementing my personal development Plan which limits my opportunities in SACU.	1.77	.571
My line manager inactively participates in issues related to succession planning which is constraining my chances.	1.81	.450
There is under-utilization of performance monitoring tools to allow for fair promotions.	1.88	.448
There is poor planning for succession in SACU.	1.91	.750
Unclear link between annual corporate planning cycle and performance planning cycle has limited success of succession planning.	1.93	.856
Sometimes there are weak performance measures which do not encourage me to aim higher to take on future challenges.	1.98	.831
Recruiting talent from a local area may not meet the needs of SACU which has sometimes made it look for outside sources of talent.	2.05	.575
Lack of support by persons of influence at times has limited success of efforts of employees to assume higher positions in SACU.	2.26	1.416
Ego related concerns have impaired smooth implementation of succession of leaders in SACU.	2.36	1.340
Global Mean	1.916	0.738

Source: Primary Data

From table 4.4, the study reveals several challenges along the way to achieving succession planning in SACU. According to the results, the most outstanding challenges to succession planning were; inadequate performance feedback mechanisms had limited staff efforts to occupy higher level offices (mean= 1.63, SD= .489); Complexity of the evaluation tool (mean=1.67, SD=.474); and resistance to change sometimes surfaced in SACU and limited progress of succession (mean=1.74, SD=.658). From these results, SACU feedback system was inadequate to support succession planning. The tools used to evaluate candidates for promotion were complex to most staff and this created ambiguity and bias against the system. Also, naturally, people resist change and this too surfaced in SACU. Most of the challenges mentioned displayed low SD hence showing low variability thus a tendency of most respondents to appreciate that indeed these challenges were really experienced in SACU.

The least felt challenges included; recruiting talent from a local area could not meet the needs of SACU which had sometimes made SACU to look for outside sources of talent (mean=2.05, SD=.575); lack of support by persons of influence at times had limited success of efforts of employees to assume higher positions in SACU (mean=2.26, SD=1.416); and Ego related concerns had impaired smooth implementation of succession of leaders in SACU (mean=2.36, SD=1.340). Whereas these challenges comparatively had lower scores, they were also felt in SACU and remain worthy to address if successful succession planning is to be realised. The high standard deviation ranging between 0.575 and 1.340 show high variability among respondents, which points to differences in knowledge, perception and bias as well.

Overall, the global mean was 1.916 and the overall SD was 0.738. These results show that most of the factors mentioned were identified by respondents as real challenges in the succession planning at SACU. The standard deviation shows high variability thus meaning that staff saw different challenges

as having different levels of significance in hindering achievement of succession planning hence making them have divergent opinions.

4.6 Possible Strategies To Improve Implementation Of Succession Planning In Send A Cow Uganda.

The study finally explored the strategies to improve implementation of succession planning in Send A Cow Uganda. The results on strategies are displayed in table 4.5. The results on this are interpreted as mean and standard deviation, where mean 1=strongly agree, 2=agree, 3=not sure, 4=disagree and 5=strongly disagree. The standard deviation (SD) shows the variability among the responses where, SD > 0.49 is interpreted to show high variability among the responses.

Table 4.5: Possible Strategies to Improve Implementation of Succession Planning in Send A Cow Uganda.

Statement	Mean	Std. Deviation
Making individuals part owners of the business will improve their zeal for succeeding employees who leave.	1.56	.590
Identifying staff who are ready for a bigger role vs. those who need to be replaced will improve succession planning.	1.58	.499
Looking far and wide for employees with complementary skill sets that may be appropriate for the program improves succession planning.	1.60	.541
Reinforcing the concept of preparation, not pre-selection in staff management will improve succession planning.	1.63	.489
Allocating enough financial resources to succession planning will improve its implementation.	1.72	.454
Continuous training, both formal and informal will improve succession planning.	1.74	.492
A feedback process that is continuous and timely throughout the review period, so employees know how they are doing and what is expected will improve succession planning.	1.86	.516
Holding managers accountable for developing their subordinates and recognizing those who excel in that area will improve succession planning.	1.95	.615
Starting the process early before staff to be replaced leave will improve succession planning.	1.98	.707
Strategic planning for succession is a pre- requisite to success in succession planning.	2.00	.873
Rewarding employees who willingly share their expertise and demonstrate interest in learning new things will improve succession planning.	2.00	.900
Cost benefit analysis (CBA) to identify cost effective strategies will make management more interested in succession planning.	2.05	.815
Using a balanced score card (BSC) will make all staff get equal opportunities for advancement on account of their performance.	2.28	1.098
Global mean	1.842	0.661

Source: Primary Data

From table 4.5, several possible strategies were put before the respondents to assess their effectiveness in addressing succession planning gaps. The most highly rated strategies included; making individuals part owners of the business would improve their zeal for succeeding employees who left (mean=1.56, SD=.590); identifying staff who were ready for a bigger role vs. those who

needed to be replaced would improve succession planning (mean=1.58, SD=.499); looking far and wide for employees with complementary skill sets who might be appropriate for the program would improve succession planning (mean=1.60, SD=.541). These results show that making employees part owners will make them more willing to stay, get dedicated and work towards climbing to the top of the organisation. Aligning staff who are willing to take positions with those who are willing to retire will make the coaching easy, assimilation of roles and finally pave way for smooth transition. The results further mean that identifying staff with most desirable qualities and prepare them early enough would help make the transition easier. These results had varying SD thus fair variability meaning that despite the difference in opinions, the contrast between the opinions was not so high.

Strategies with minimal approval according to the mean scores included; rewarding employees who willingly share their expertise and demonstrate interest in learning new things would improve succession planning (mean= 2.00, SD= .900); cost benefit analysis (CBA) to identify cost effective strategies would make management more interested in succession planning (mean=2.05, SD=.815); and Using a balanced score card (BSC) would make all staff get equal opportunities for advancement on account of their performance (mean=2.28, SD= 1.098). These results show that when SACU considers improving succession planning, the use of fair rewards, cost benefit analysis and considering all performance parameter can be an addition to the programme to make succession planning better. These suggestions however, displayed high variability with SD ranging between 0. 815 and 1.098. These indicate sharp contrast in the opinions amongst respondents regarding the effectiveness of the proposed strategies in addressing succession planning challenges.

Overall, the strategies suggested display a mean of 1.842 and mean SD of 0.661. These results generally mean that the proposed strategies would be effective and there was a sharp contrast on

whether the suggested strategies would be effective. The next chapter shows the discussion of findings.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter contains the summary and discussion of findings, conclusion and recommendations. The presentation is in accordance with the study objectives namely; to examine succession planning practices in Send a Cow Uganda; to examine the contribution of succession planning to project management success in Send a Cow Uganda; to describe the challenges of implementing succession planning in Send a Cow Uganda; to identify the possible strategies to improve implementation of succession planning in send a Cow Uganda.

5.3 Discussion of findings

This section discusses the findings by comparing primary findings with literature reviewed earlier to make final deductions as below;

5.3.1 Succession Planning Practices in Send A Cow Uganda

The first objective explored succession planning practices in SACU. The study revealed that most supervisors and managers in SACU practiced mentoring and coaching. This finding is supported by Armstrong (2009) who recommends formal mentoring for employees as a way of ensuring smooth succession planning. The study also revealed that there was active involvement of the CEO and Board in succession ensuring that future leaders were obtained internally. These findings fully connect with McCarthy (2013) who states that companies that do it right as measured by bottom-line results seem to follow commitment and involvement of the CEO and Board this what SACU was trying to put in place.

Results also revealed that at SACU, employee retention was a priority to ensure a large pool of experienced staff. These results are in line with Malakwen (2013) who advises that organizations need to put in place combat strategies in recruitment and retention of employees as a best practice in succession planning. The findings further show that in SACU the succession plan encouraged promotion from within and was based on merit. This finding is in line with Armstrong (2012) who asserts that selection and promotion procedures should always meet the capacities of individuals and demands of work.

The study in addition reveals that SACU offered training and development for employees earmarked in future leadership roles related to succession planning. This created a pool of staff ready to take on future higher positions. This finding is supported by literature according to Wangithi and Muceke (2012) who assert that the two major concerns of employees in term of their expectations include opportunities for training and career advancement. The study also revealed that SACU had a clearly defined set of goals for attaining future leaders internally. The findings are supported by Macleod and Clarke (2009) who show that employee engagement ensures that employees are committed to the organizations' goals and values, motivated to contribute to organization success and are able to enhance their own sense of belonging. These were being practiced gradually in SACU.

The study however revealed that not many staff had already taken various positions in the organization ever since they joined. Whereas Dominique (2016) notes that succession planning can be achieved by linking succession to performance management, SACU was not yet fully rotating employees in various positions to prepare them for future higher tasks. The study also revealed limited facilitation for advancement in formal education as a means of preparing me for future

advanced roles. Formal education has been proposed by Raymond et al. (2011) who note that many approaches on employee development fall into four broad categories: formal education, assessment, job experiences and interpersonal relationships. SACU was not adequately providing formal education advancement facilitation to staff.

5.3.2 Contribution of Succession Planning To Project Management Success in Send A Cow Uganda

The second objective explored the contribution of succession planning to performance of SACU. The study revealed that SACU was spending less on staff sourcing compared in the past owing to letting internal staff taking bigger roles. The results in addition revealed that staff was generally satisfied with the performance of their fellow staff who had taken on senior positions. These findings agree with Trepanier and Crenshaw (2013) who found that organizations which had a formal succession plan in place experienced continuity in strategic leadership, promoted effective operations and enjoyed improved quality of care. The findings of the current study thus agree with literature.

The study further revealed that the negative effects that come with leadership transition were rarely experienced at SACU. This connects to Perrenoud et al. (2012) who show how succession planning minimized the negative effects that come with leadership transition. Results also revealed that the quality of the workforce was improving continuously owing to staff succeeding staff that left higher positions. The study also revealed that SACU had a bigger staff which was adequate owing to succession practices.

Staff was happy to note that they were seeing SACU surviving in future owing to succession culture. This also was pointed out in earlier studies by Hussein (2013) who shows that strategic planning and succession plans respectively are the major factors affecting survival of family owned businesses and hence need to be addressed to facilitate family businesses to the next generation.

Results also revealed that staff was very committed to SACU as they saw their prospects of continuing to advance in management. In addition, SACU was generally stable in its entirety owing to staff being assured of taking bigger roles in future. More time was saved which would otherwise be wasted in external recruitment in the absence of a succession plan. The study revealed that allowing staff to assume bigger positions ensured continuity in strategic leadership at SACU. The study further revealed that the operations of SACU were becoming increasingly effective as staff assumed greater roles. These results agree with Neetha (2011) who reports that the relationship between successions planning organizational performance is positive.

5.3.3 Challenges of Implementing Succession Planning In Send A Cow Uganda

The third objective of the study was to explore the challenges of implementing succession planning in SACU. The study revealed that there were gaps in the performance feedback mechanisms which had limited the efforts of staff to occupy higher level offices. The issue of inadequate performance feedback mechanisms was also cited in Ngumbau (2013). The study also revealed that there was a challenge of complexity of the evaluation tool. The tools were not quite clear to every staff and therefore were making it quite hard to rate who was due for promotion and who was not fit.

The study further revealed that there were challenges related to resistance to change which sometimes surfaced in SACU and limited progress of succession. In the same line, Rothwell (2016) the presents views that succession planning prompts people to think of their own mortality. When

people think about succession planning, they too often associate it with their own retirement, death, disability, or resignation.

The study also further reveals that SACU staff had difficulties in implementing their own personal development Plan which limited their opportunities in SACU. Literature has also pointed out that implanting Personal Development Plans was quite challenging in Kenya and limiting the supervisor's ability to help staff to grow (Ngumbau, 2013)

It was further noted that line managers inactively participated in issues related to succession planning which was constraining staff chances. In literature, this issue emerged where inactive participation of line managers was evidently challenging succession planning efforts (Ngumbau, 2013).

In addition, the study identified challenges relating to under-utilization of performance monitoring tools to allow for fair promotions. When staff are not given chance to participate in voting who will be promoted in a fair way, it derails their morale. The challenge of poor planning for succession in SACU was also noted and this means poor implementation was much likely to happen. SACU also faced a challenge of unclear link between annual corporate planning cycle and performance planning cycle which limited success of succession planning. Literature also appreciates these issues, for instance, Mehrabani and Mohamad (2011) appreciate that an unstable environment frustrates succession planning. Gentry (2018) also points out that limited training for developing high performing employees will deter succession management. This further shows that poor linking performance to planning can frustrate succession planning.

The study revealed that lack of support by persons of influence at times had limited success of efforts of employees to assume higher positions in SACU. It was also reported that ego related concerns have impaired smooth implementation of succession of leaders in SACU. In relation to literature, it is indicated that unresolved unforgiveness due to offences and perceived rivalry by the incumbent fails succession planning (Zang & Rajagopalan, 2010). It is further noted that developing a succession plan for some leaders can be difficult due to ego related concerns or an inability to relinquish power, which makes it difficult to think of leaving (Zhang & Rajagopalan, 2010).

5.3.4 Possible Strategies To Improve Implementation Of Succession Planning In Send A Cow Uganda.

The fourth objective explored the possible strategies to improve succession planning in SACU. The study revealed that making individuals part owners of the business would improve their zeal for succeeding employees who leave. When staff is part of the ownership, a sense of attachment develops and other than opting to go, patience increases with the hope to climb higher in the succession ladder. In the same way, Gowthami (2012) notes that a succession plan must meet the needs of and be accepted by all members of the organization. The study further indicated that identifying staff that are ready for a bigger role versus those who are needed to be replaced would improve succession planning. Send a cow has experimented this and found it effective though it has not been fully formalized. There is thus need for formalizing this practice for better results. In this way, Pahanayak (2008) highlights that it is also important to assess supply for labour as a strategy for succession management. This essentially points to assessing demand and supply of labour.

In addition, the study revealed that looking far and wide for employees with complementary skill sets that may be appropriate for the program would improve succession planning. Some positions

in management require multiple skills and talent and the earlier multi-talented staff are identified, the better the succession process.

The study further revealed that reinforcing the concept of preparation, not pre-selection in staff management would improve succession planning. The organisation needs to groom its own staff other than depending on external recruitment. The study also revealed that allocating enough financial resources to succession planning would improve its implementation. The study also indicated that continuous training, both formal and informal would improve succession planning. It is important to train employees to prepare them for bigger roles. In literature, this issue also got mentioned that training is a central part of the leadership development programs of the organization (Barron et al., 2011).

5.4   Conclusion

From the above findings, the study concludes that,

The study concludes that succession planning is a growing practice in organisations as realised in SACU through mentoring, coaching, active involvement of the CEO and Board, diversity management where all people are respected irrespective of their social economic differences among other practices. SACU performed fairly well and was destined to do even better in terms of implementing succession planning.

The study acknowledges the contribution of succession planning to project management success. In SACU this has been evidenced in terms of spending less on staff sourcing compared to the past, staff being satisfied by the performance of the new office bearers who took over after the former occupants, as well as reduced negative effects that usually come with leadership or management

transition. All these benefits and more are likely to be achieved with good succession planning and missed if this is messed up.

The study also notes that succession planning is not always easy to implement as there are challenges along the way. Such challenges include inadequate performance feedback mechanisms, complexity of the evaluation tool, resistance to change and ego related challenges. For successful implementation of succession planning, such challenges ought to be resolved soon.

Finally, the study notes that several strategies can be used to improve implementation of succession planning. Such strategies include making staff part owners of the project, identifying talented staff early enough and prepare them to takeover challenges, looking employees with special skills and position them to be easily identified for promotions. A combination of such strategies can greatly improve succession planning initiatives.

5.5 Recommendations

From the above findings, the study makes the following recommendations,

The study recommends using a mix of various training and development methods like sponsoring higher education, mentoring and coaching to ensure that staff have the necessary skill set to qualify them for internal promotions.

The study recommends proper and continuous active involvement of the CEO and Board in succession programmes initiation, implementation and evaluation.

Using an acceptable evaluation criteria with clear and elaborate performance feedback mechanisms is required and thus needs to be put in place to ensure that all staff participate in the evaluation and get know who was promoted and why with a sense of fairness.

Send a cow should ensure that managers retire honourably with some good financial packages and a sense of a brighter future after retiring. This will make them more willing to cooperate in drives to let them be replaced by other energetic and active staff.

Better staff motivation to reduce unnecessary staff turnover and make staff more committed and caring about the future of the organisation.

Early identification of talent and preparing staff early enough to take on responsibilities in future needs to be put in place. This can be realized through staff rotation, role plays and routing delegation.

The study recommends clear documentation in policy all the issues pertaining to succession planning so that it implementation becomes mandatory in the context of Send A Cow Uganda.

5.6 Limitations of the Study

The study was completed in a limited period of time since research is allocated quite a short duration for thorough completion. The study looked at cross sectional data to determine the situation at hand. Getting longitudinal data to get the trends in succession planning and how they have evolved in SACU would be more insightful but was not possible. Nevertheless, the study achieved this by looking at how changes have been realized overtime, exploring even the contribution of succession planning to project management success.

Getting respondents was quite challenging as several appointments had to be made. However, many of the respondents finally complied.

5.7 Areas for Further Exploration

The study proposes an in depth investigation of how leadership traits influence succession management in public entities. Leaders have their own characteristics and it is these that could be determining their willingness or failure to relinquish their positions to successors. This needs to be further studied.

Studies can also be made on succession management and business survival to cross to other generations. It is not clear whether success management can have influence on the ability of businesses to succeed. It is possible that ineffective leadership transition may affect the going concern of the business.

Finally, a study be made to compare succession management success between family owned businesses and non-family owned businesses. It has been argued that many family businesses do not last long after the demise of the original founder except for businesses of Indian descent. This creates need to further study whether limitation preparations for the new generation to take over business responsibilities could explain the limited success of such businesses.

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Appendix I: Questionnaire

Dear respondent, I am Faith Amunyo, conducting an academic research under the topic "succession planning in project management: an examination of the succession planning practices at send a cow project Uganda. You are requested to participate in this study. This is an academic research and your response will be treated with the utmost confidentiality it deserves.

SECTION I: General Information (please tick the appropriate box below)

1. **Gender of respondent?**

Male		Female

2. **Age bracket of respondents?**

18-30	31-45	46 -55	56-65	66+

3. **For how long have you been a staff of send a cow Uganda**

Duration	Tick as appropriate
Less than 5 years	
Between 5 and 10 years	
More than 10 years	

SECTION II: PRACTICES

This section assesses the practices for succession planning in send a cow Uganda (SACU). Please indicate by ticking the appropriate box to what extent you agree or disagree with the following statements below.1=strongly agree (SA), 2= agree (A), 3=not sure (U), 4 = disagree (D) and 5= strongly disagree (SD)

	SUCCESSION MANAGEMENT PRACTICES IN SEND A COW UGANDA.	SA	A	U	D	SD
P1	My organization has a clearly defined set of goals for attaining future leaders internally.	1	2	3	4	5
P2	At SACU there is a talent database to provide ready information for recruiting employers to higher positions internally.	1	2	3	4	5
P3	In my organization, diversity management policy disregards any form of discrimination against gender, religion and sex.	1	2	3	4	5
P4	Employee interest in taking higher positions, willingness to be a part of it and efforts toward achieving goals associated with it is part of our performance management.	1	2	3	4	5
P5	My organization offers training and development for employees earmarked in future leadership roles related to succession planning.	1	2	3	4	5
P 6	In my organization, mentoring and coaching is well practiced by most managers and supervisors.	1	2	3	4	5
P 7	In my organization, the succession plan encourages promotion from within strictly based on merit.	1	2	3	4	5
P8	My organization has a time line for succession, both for organizational need and for individual readiness.	1	2	3	4	5
P9	In my organization, succession planning puts into consideration all key positions.	1	2	3	4	5
P10	There is active involvement of the CEO and Board in succession ensuring that future leaders are obtained internally.	1	2	3	4	5
P11	I have already taken various positions in this organization ever since I joined.	1	2	3	4	5
P12	The organization has facilitated me by advancement in formal education as a means of preparing me for future advanced roles.	1	2	3	4	5
P13	The organization always assesses my performance specifically to determine my suitability for future tasks.	1	2	3	4	5
P14	At SACU, employee retention is a priority to ensure a large pool of experienced staff.	1	2	3	4	5

SECTION III: SUCCESSION MANAGEMENT AND PROJECT MANAGEMENT SUCCESS

This section assesses the succession management and project management success in send a cow Uganda (SACU). Please indicate by ticking the appropriate box to what extent you agree or disagree with the following statements below.1=strongly agree (SA), 2= agree (A), 3=not sure (U), 4 = disagree (D) and 5= strongly disagree (SD)

	SUCCESSION MANAGEMENT AND PROJECT MANAGEMENT SUCCESS IN SEND A COW UGANDA.	SA	A	U	D	SD
S1	Allowing staff to assume bigger positions has ensured continuity in strategic leadership at SACU.	1	2	3	4	5
S2	Our operations are becoming increasingly effective as staff assume greater roles.	1	2	3	4	5
S3	The quality of the workforce is improving continuously owing to staff succeeding staff who leave higher positions.	1	2	3	4	5
S4	We now have a bigger staff which is adequate owing to succession practices.	1	2	3	4	5
S5	I can see SACU surviving in future owing to succession culture.	1	2	3	4	5
S6	The negative effects that come with leadership transition are rarely experienced at SACU.	1	2	3	4	5
S7	The organization is now spending less on staff sourcing compared in the past owing to letting internal staff taking bigger roles.	1	2	3	4	5
S8	SACU is generally stable in its entirety owing to staff being assured of taking bigger roles in future.	1	2	3	4	5
S9	I am very committed to SACU as I see my prospects of continuing to advance in management.	1	2	3	4	5
S10	Our organization has saved a lot of time that would be wasted in external recruitment.	1	2	3	4	5
S11	So far, I am satisfied with the performance of my fellow staff who have taken on senior positions.	1	2	3	4	5

SECTION IV: CHALLENGES OF IMPLEMENTING SUCCESSION MANAGEMENT IN SEND A COW UGANDA.

This section assesses the challenges of implementing succession management in send a cow Uganda (SACU). Please indicate by ticking the appropriate box to what extent you agree or disagree with the following statements below.1=strongly agree (SA), 2= agree (A), 3=not sure (U), 4 = disagree (D) and 5= strongly disagree (SD)

	CHALLENGES OF IMPLEMENTING SUCCESSION MANAGEMENT IN SEND A COW UGANDA.	SA	A	U	D	SD
C1	Ego related concerns have impaired smooth implementation of succession of leaders in SACU.	1	2	3	4	5
C2	Resistance to change sometimes surfaces in SACU and limits progress of succession.	1	2	3	4	5
C 3	Lack of support by persons of influence at times has limited success of efforts of employees to assume higher positions in SACU.	1	2	3	4	5
C 4	Unclear link between annual corporate planning cycle and performance planning cycle has limited success of succession planning.	1	2	3	4	5
C5	Sometimes there are weak performance measures which do not encourage me to aim higher to take on future challenges.	1	2	3	4	5
C6	Complexity of the evaluation tool,.	1	2	3	4	5
C7	There is under-utilization of performance monitoring tools to allow for fair promotions.	1	2	3	4	5
C8	Inadequate performance feedback mechanisms have limited my efforts to occupy higher level offices.	1	2	3	4	5
C9	I have difficulties in implementing my personal development Plan which limits my opportunities in SACU.	1	2	3	4	5
C10	My line manager inactively participates in issues related to succession planning which is constraining my chances.	1	2	3	4	5
C11	There is poor planning for succession in SACU.	1	2	3	4	5
C12	Recruiting talent from a local area may not meet the needs of SACU which has sometimes made it look for outside sources of talent.	1	2	3	4	5

SECTION V: POSSIBLE STRATEGIES TO IMPROVE IMPLEMENTATION OF SUCCESSION MANAGEMENT IN SEND A COW UGANDA

This section assesses the possible strategies to improve implementation of succession management in send a cow Uganda (SACU). Please indicate by ticking the appropriate box to what extent you agree or disagree with the following statements below.1=strongly agree (SA), 2= agree (A), 3=not sure (U), 4 = disagree (D) and 5= strongly disagree (SD)

	POSSIBLE STRATEGIES TO IMPROVE IMPLEMENTATION OF SUCCESSION PLANNING IN SEND A COW UGANDA.	SA	A	U	D	SD
PS1	Identifying staff who are ready for a bigger role vs. those who need to be replaced will improve succession planning.	1	2	3	4	5
PS2	A feedback process that is continuous and timely throughout the review period, so employees know how they are doing and what is expected will improve succession planning.	1	2	3	4	5
PS3	Holding managers accountable for developing their subordinates and recognizing those who excel in that area will improve succession planning.	1	2	3	4	5
PS4	Rewarding employees who willingly share their expertise and demonstrate interest in learning new things will improve succession planning.	1	2	3	4	5
PS5	Strategic planning for succession is a pre- requisite to success in succession planning.	1	2	3	4	5
PS6	Reinforcing the concept of preparation, not pre-selection in staff management will improve succession planning.	1	2	3	4	5
PS7	Looking far and wide for employees with complementary skill sets who may be appropriate for the program improves succession planning.	1	2	3	4	5
PS8	Starting the process early before staff to be replaced leave will improve succession planning.	1	2	3	4	5
PS9	Making individuals part owners of the business will improve their zeal for succeeding employees who leave.	1	2	3	4	5
PS10	Cost benefit analysis (CBA) to identify cost effective strategies will make management more interested in succession planning.	1	2	3	4	5
PS11	Using a balanced score card (BSC) will make all staff get equal opportunities for advancement on account of their performance.	1	2	3	4	5
PS12	Allocating enough financial resources to succession planning will improve its implementation.	1	2	3	4	5
PS13	Continuous training, both formal and informal will improve succession planning.	1	2	3	4	5

END

Thank you for your time