SUCCESSION PLANNING OF EXECUTIVE DIRECTORS
AND ITS EFFECT ON ORGANIZATIONAL
PERFORMANCE: A CASE OF NATURAL RESOURCE
MANAGEMENT ORGANIZATIONS

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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AND ITS EFFECT ON ORGANIZATIONAL 
PERFORMANCE: A CASE OF ORGANIZATION IN 
NATURAL RESOURCE MANAGEMENT 

BY 
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of Business in Partial Fulfilment of the Requirement for the 
Executive Master of Science (MSc) Degree in Organizational 
Development (EMOD) 

UNITED STATES INTERNATIONAL UNIVERSITY 

SPRING 2014
STUDENT’S DECLARATION

I declare that this research project is my original work and has not been previously published or presented for the award of a degree in any university.

Signed. ........................................... .............. Date..............................................

Lucy N. Njigua (ID. No. 638143)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed. ........................................... .............. Date..............................................

Ciro Getecha

Signed. ........................................... .............. Date..............................................

Dean, Chandaria School of Business
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ABSTRACT

This study was undertaken to fill the research gap that existed by studying effect of lack of succession planning of the executive director and its effect on performance of organizations in civil society organizations. The specific objectives of the study were to: investigate the extent to which succession plans exist in organizations; to investigate the effects of executive directors transitioning in the organizations and to analyze the benefits of a succession plan in the organizations.

The researcher used cross-sectional survey research design, which is a descriptive survey that considers the effects of the succession planning in civil society organizations and has both qualitative and quantitative characteristics. The study targeted 70 executive directors of Non-Governmental Organizations (NGOs) implementing Natural Resource Management Programs (NRM) both in the Kenya Civil Society Strengthening Program (KCSSP) and Changia Rasimilali Management Program (CRM).

Census was the preferred method used to select the sample for the study from the population. The main data collection instrument used was a set of questionnaires that contained both open ended and close ended questions which were also structured to cover all the objectives of the study. Data analysis was done using SPSS version 20 using both descriptive and inferential statistics such as pearson correlation. Measures of central tendency, such as the mean and measures of dispersion such as standard deviation, were used to analyze the data, based on the nature of data collected. Data was presented using frequency tables, pie-chart and bar charts.

The study findings on succession development planning indicated that the majority of the organizations lack a succession plan mostly due to laxity by the management. However, a significant number do have the plan in place despite the fact that some of them do not implement. The research found that it is the Board members and senior management that are responsible for developing the succession plan. At the same time, it was found that most of the organizations do not have/form a committee for the purpose of developing a succession plan.

The majority of the organizations have directors who are founding members and where the directors were non-founding members, they had been recruited internally. The research also found that the majority of the organizations had an Acting Director before one was
fully confirmed and that the majority also made appointments and promotions from the senior management teams.

The findings also show that the organizations have a stipulated time of service for the directors. It was established that the majority of the directors in organizations were founding members and that most had served for 10 years. The findings also showed that the majority of the organizations evaluate their directors regularly. Study findings also indicated that succession planning was beneficial in organizations and that directors appreciate these benefits.

The researcher concludes that majority of the organizations do not have a succession plan, mostly due to laxity by the Board members and senior management. Secondly, it was also concluded that majority of the directors in organizations are founding members and this means that if the CEO was to exit the organization would disintegrate since most key roles in the organization would not be played. The organization would be dysfunctional and at risk of the organization winding up. Lastly, succession planning is beneficial in addressing key issues such as employees management, organizational growth and sustainability.

The study recommended that organizations should have succession plans in place regardless of the nature of their registration hence the management should be more practical in implementing those plans. Other recommendations are mentoring of senior management team by the director together with increased delegation of roles. The board should also evaluate the director on his/her capacity to mentor and retain talented staff within the organization. Civil society organizations should increase the recruitment of female and younger (31-50 year old) candidates in leadership positions to have a more gender-balanced leadership.

Further research should also be carried on the process of succession planning which is currently implemented on an adhoc basis depending on the situation and the level of growth of an organization. Other areas of further study; are challenges that organization have in the implementation of succession plans; studies on how to attract leaders from other sectors, such as the profit-making companies, to join the non-profit sector.
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LIST OF ABBREVIATIONS

CBO Community Based Organization
CEO Chief Executive Officer
CRM Changia Rasilimali Management
CSO Civil Society Organization
ED Executive Director
ELM External Labour Market
HRP Human Resource Planning
IED Interim Executive Director
ILM Internal Labour Market
KCSSP Kenya Civil Society Strengthening Program
NGO Non-Governmental Organization
NRM Natural Resource Management
YWCA Young Women Christian Association
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CHAPTER 1

1.0 INTRODUCTION

1.1 Background of the Problem

Executive transition is a significant milestone for an organization and a predictor of its future effectiveness. Careers of departing and arriving executives and reputations of Board leaders are directly affected by the outcomes of transition (Adam, 2010).

According to Adam (2010), effective leaders are aligned around a mission and armed with a solid strategy, hence they are able to attract resources and achieve amazing results. There is a simple equation for this: Strategy + Leadership + Resources = Results. Achieving this alignment, of effective leaders who form the mission and strategy is not however a simple job.

Most Civil Society Organizations (CSOs) are operating hand-to-mouth at a subsistence level, making them highly risk averse. They are facing problems of credibility: that they are neither living up to their own values, nor delivering the development they promised in their proposals. Leadership of these organizations is largely male dominated and where women are in leadership, it is often because they founded the organization. Second-line leadership in CSOs is lacking due to resource constraints within CSOs and high turnover of senior staff recruited by international Non-Govermental Organizations (NGOs) and donors. (Onen, Oladipo, Isooba, Mboizi, and Kusiima, 2009).

Froelich, Mc Kee and Rathge (2011), points out that top executives often have relatively long tenure, providing organizational stability while avoiding the urgency of imminent leadership change and associated disruption.

On the other hand, Carlson and Donohoe (2010), says this is because non-profit leaders are exposed to and must juggle countless external and internal pressures. They wrestle with the competing internal priorities of staff and volunteer development, financial management, program effectiveness, resource development and Board relations. At the same time, they look beyond the organization walls to monitor the changing non-profit. Many executive directors do not know where to turn for support to prevent burnout or to
get their most basic questions answered. Over time, some begin to feel overwhelmed and distracted by yearning for a better quality of life.

Leaders rarely receive much support from their Boards in responding to these different demands. In most NGOs, the Board tends to be more compliant than supportive. Boards rarely operate well enough to share some of the leadership burden with the leaders. One leader lamented: ‘Sometimes Board members speak to me sympathising, as if it is not more of their burden than mine (Onen, et al. 2009).

According to Rothwell (2010), one aim of succession planning management is to match the organizational available (current) talents to its needed future talents. Another is to help the organization to meet the strategic and operational challenges facing it by having the right people at the right place and at the right time to get the right results.

Succession planning and management should support strategic planning and strategic thinking. It should provide an essential starting point for management and employee development programs. Without it, an organisation will have difficulty maintaining leadership continuity or identifying appropriate leaders when a change in business strategy is necessary (Rothwell, 2010).

One organization at risk of a potential leadership crisis is YWCA Muskoka. YWCA Muskoka is a non-profit organization operating under the umbrella of World YWCA and YWCA Canada. Today, YWCA Muskoka serves over 1,500 individuals in 25 locations, facilitating programs for women, girls, men and boys (Farlow, 2010). YWCA plays a vital role in delivering services such as leadership and entrepreneurial workshops to the community. However, YWCA Muskoka currently does not have a succession plan. Should the organization lose key staff such as the Executive Director or Board members for a prolonged period, it could face a leadership void and potentially transforming itself from an active, vibrant organization to an ineffective, unsustainable one. Given these potential consequences, the need for the organization to develop an effective succession plan for replacing the Executive Director and Board members is obvious (Costello, 2013).
Succession planning can be considered in several ways. It can be viewed as a risk management strategy, the proactive preparation for an emergency transition due to an unexpected departure of an organization’s leader. It can be approached as pre-preparation planning for an Executive Director who has said he or she will leave in a number of years. Finally, succession planning can be placed in the context of strategic planning, part of a broader effort to develop leaders throughout an organization (Adams, 2010).

Impediments to succession planning cover a wide range of concerns, from other work/time demands and need for performance management, to reluctance to provoke organizational politics, to inadequate awareness or even basic “foot dragging” on the part of top management and/or board of directors. Smaller organizations especially may perceive a lack of resources (monetary, time, expertise) to devote to succession planning, as well as thin ranks of internal talent and limited opportunity for grooming a successor (Barry, LP and Gabriel, 2006).

On resource mobilization and succession planning, Dym, Egmont & Watkins (2011), gives other impediments such as; a change in leaders often produces changes in fundraising capacity. Boards, staff, and executives are afraid that the loss of a talented executive or a well-connected Board member may threaten the organization. This fear has many manifestations and impact on transitions. Boards ask executives not to leave but to stay involved out of fear of losing funding-capacity.

The Chief Executive Officer (CEO) who foresees the need for change and takes bold steps to deal with threats and capitalize on opportunities can have a dramatic effect on the long–term effectiveness of the organizations (Yulk, 2002).

According to Intintoli (2013), forced turnovers will also influence the ability of the Board to effectively implement an existing succession plan since, often times, potential internal candidates also depart with the incumbent CEO (Fee and Hadlock, 2004). Moreover, the ability to quickly identify and employ an outside successor will depend upon monitoring prior to the turnover and the labour market for external candidates.

Looking internally for successors is unlikely to yield sufficient numbers of qualified candidates in non-profit organizations. With both external and internal labour markets
presenting obstacles for management succession, non-profit organizations should plan carefully to avoid their own leadership deficit (Froelich, et al. 2011).

One trap that some non-profit organizations fall into is allowing a former Executive Director to hand pick his/her successor and there had been no process affirming the wisdom of that choice. It is important that the board of directors independently verify that the candidate is their choice and not one that they are merely rubber-stamping because the former Executive Director recommended the candidate (Mayer, 2005).

In most cases, a failed CEO is often let go quietly or with some public statement that strains to avoid mention that the reason has to do with failure to meet expectations. In some rare cases, Boards have been known to be blunt about the reason a CEO is being let go. Some will argue that there is much to be learned from CEO failures and we need to share their lessons so others won’t make the same mistakes(Achua and Lussier, 2013).

In a study carried out by Dandira (2011), an executive’s employment contract generally lasts three to five years in Zimbabwe with the option of extension by the board of directors. The issue that has been in contention is that very few executives are going through their contracts up to the end. Poor performance and political interferences have been cited as the major causes of most executives failing to go through their contracts.

It is more common now to find that directors are serving for very short duration according to Wulf, Miksche, Roleder and Stubner (2010). A reason for these shorter tenures, researcher notes, is that many boards of directors have become more critical concerning the performance of the CEOs who they select, i.e. they demand positive performance effects immediately after a new CEO has taken office and are prepared to replace a CEO more quickly (Lucier, Wheeler and Habbel, 2007).

In researching on the effect of succession planning programs on staff retention Eshiteti, Okaka, Maragia, Odera and Akerele (2013) observed that staff turnover in the changing and highly competitive business environment is on the increase in most organizations in the world today (Sullivan, 2008). As a result, there are changes in workforce demographics, global competition, mergers, acquisition volumes, and technology that call
for the act of developing a pool of talent to take up leadership responsibilities and push the businesses to the next level.

In Kenya, Ministry of Water and Irrigation, Obaga (2013), observed that succession goals in the Ministry Career Planning had improved service delivery because the employees receive training consistent with the succession management plan. The observation is reinforced by Okun (2012) concluding that adoption of succession planning is necessary to ensure that the target beneficially and the stakeholders are well prepared to effectively run the projects after withdrawal of donor support.

All NGOs in Kenya are required to have at least three directors (who comprise the Board of the organization), one of whom must be a Kenyan. The directors have responsibility for overseeing the management of the NGO. From the directors, a team of officials are usually elected to whom the directors give responsibility of exercising oversight on the management of an organization on a day to day basis since the Board of directors meet after a long time, say after every three months (NGO Coordination Board, 2002). This regulations therefore requires that all NGOs which form a big percentage of civil society organizations in Kenya, must have an Executive Director at any given time.

According to Onen et al. (2009), leaders should begin to analyze and take action on succession from the outset of their tenure, rather than waiting until it was too late at the end. Leaders need to be helped to think through where the organization would go without them and where they would go without the organization. The perceived lack of career opportunities beyond NGO leadership is seen as a major factor in blocking individual, organizational and even sectoral change.

Tierney (2006), concludes that the leadership deficit looms as the greatest challenge facing non-profit organizations over the next ten years. We can use our unprecedented wealth to strengthen the sector’s capacity to meet society’s escalating demands; or we can allow its leadership deficit — with its debilitating consequences — to widen. We are at a crossroads. The choice is ours.
1.2 Statement of the Problem

In some civil society organizations the Executive Director is a founding member of the organizations, whereas in others he or she is appointed by the Board. In both scenarios, the Executive Director plays a crucial role in the sustainability of the organisation. Some donors fund organization because of the trust they have in the Executive Director as the leader of the organization. On the other hand, the organization’s identity and image are so linked to the Executive Director such that his actions are always perceived to represent the image and identity of that organization.

According to Charan (2005), the CEO succession process is broken. Many companies have no meaningful succession plans, and few of the ones that do are happy with them. The CEO’s tenure is shrinking; in fact, two out of five CEOs fail in their first 18 months. It isn’t just that more CEOs are being replaced but rather they are being replaced badly.

A survey carried out by Biggs (2004), on randomly selected non-profit healthcare CEOs in the United States confirmed that these organizations do not emphasize CEO succession planning to the extent that public companies do.

According to Kuratko and Hodgets (2004), the Executive Director personality and talents make the operation what it is. If this person was to be removed from the picture, the company might not be able to continue. In Kenya, the NGO Board commissioned a mapping exercise of all NGOs registered with the Board. In the findings, the NGO Board found that 82% of organizations registered with the NGO Board were either inactive or had ceased to exist (NGO Coordination Board, 2002). This can be attributed to many issues, among them lack of proper succession plan in these organizations.

During the transition period, conflict and chaos can sometimes be so unrestrained that the growth of the organization is seriously impaired for years to come. High turnover and poorly managed transitions all too often mean that organizations develop neither stable, experienced leadership nor the opportunity to grow in the planned and steady way that optimizes their potential. Perhaps worst of all, some organizations may fall into a downward spiral of events, precipitated by poorly managed leadership transition, and move unavoidably towards dissolution (Dym et al, 2011).
According to Casey (2006), Board chairs, officers, and members take justifiable pride in the success of the non-profit organizations they serve. Even the most fiscally sound and competently managed organizations, however, may be vulnerable to the sudden or not-so-sudden departure of a talented leader or leaders. Leadership transitions can be challenging. They can be emotionally difficult and require more work for the Board and failed transitions can weaken an agency significantly.

Due to the nature of NGOs formation and operations, these organizations rarely develop risk management plans which include succession plans. In most organizations, the Executive Director is the main planner, implementer, and controller of programs within the organizations. (Tierney, 2006).

According to Froelich et al. (2011), first, there is a notable disconnect between the perceived importance of succession planning and the actual concrete actions undertaken toward implementing the plan. This is related to a set of ironies: (1) the belief that the top executive will keep continuing even in the face of lengthy tenure and moving closer to retirement; (2) realizing that the leader will be hard to replace, yet anticipating addressing succession with a short (6-month) regional search with no search firm for assistance; and (3) a strong preference for an internal candidate when such candidates are largely deemed non-existent, partially due to lack of leadership development activities within the organization.

Achieving organizational success is not a chance occurrence; it is determined largely by the decisions strategic leaders make. Strategic leadership refers to the top management function that is usually conducted by the CEO of an organization in coordination with an executive team (Achua and Lussier, 2013).

The patterns of executive transitions define the strength and sustainability of an organization. Humming organizations get stronger each time they hire a new executive; struggling organizations get weaker each time they make a poor hiring decision or fail to attend to the transition issues that are key to the new executive having a chance at succeeding (Adam, 2010).

Crucially, organizations engaged in succession planning must be aware that while it is imperative that psychological and managerial issues are dealt with, the transfer of tangible
or financial assets can often determine the actual success or failure of succession (Ip and Jacobs, 2006).

The study hoped to investigate the extent to which succession plans exists in organizations, benefits of having a succession plan and the roles played by the directors in organizations. In addition, the study analyses the effects of executive director transitioning on the performance of the organizations.

1.3 General Objective
The general objective of this study was to determine the effect of lack of succession planning of the executive director and its effect on performance of organizations in civil society organizations in Kenya.

1.4 Specific Objectives
1.4.1 To investigate the extent to which succession plannings exist in civil society organizations.
1.4.2 To investigate the effects of director’s transitioning in an organization.
1.4.3 To analyse the benefits of having a succession plan in an organization.

1.5 Importance of the Study
1.5.1 Academicians and Researchers
Academicians and researchers may find the results of this study important by citing the report or by facilitating subsequent studies arising from the recommendations of this study.

1.5.2 Civil Society Organizations
The result of this research will be important to other CSOs who might be struggling with the challenges of developing succession plans. The directors of these organizations will hopefully see the need to have the plan in place for effective performance in the organization.
1.5.3 Consultants:

The report will be useful to management consultants who support civil society organizations develop strategies and plans for successful transitioning of Executive directors and other senior managers in the organizations.

1.5.4 Donors and Funding Partners

Donors and funding agencies will learn more about how to manage directors’ transition in partner organizations and how this can be addressed in the future funding.

1.5.5 NGO Board and NGO Council

The NGO Board and NGO Council will be interested to know how the effect of transitioning of directors of NGOs affects NGOs and their sustainability. This is because most Civil Society Organizations (CBOs) are registered as NGOs and these two bodies are mandated to register and regulate the performance of NGOs.

1.5.6. Viwango

Viwango is an independent, standards-setting and certification organization for CSOs in Kenya. This organization would be interested to understand the dynamics at play in the transition of Executive directors from organizations as they promote the adoption of minimum quality standards by CSOs in Kenya.

1.6 Scope of the Study

This study was carried out in June, 2013 among 70 NGOs under the Natural Resource Management (NRM) Program for both the Kenya Civil Society Strengthening Program (KCSSP) and Changia Rasilimali Management (CRM) Program at ACT! The research aimed to determine if the organizations have succession plans and the roles that directors play in the organizations. The research also assessed the benefits that organization would accrue if they developed succession plans. Data collection was done using a questionnaire format which was e-mailed to the respondents. This resulted to a slow response and the researcher devised a strategy that assured respondents of confidentiality through the use of internet survey monkey tool.
1.7 Definition of Terms

1.7.1 Board of Directors

According to Guyana HIV/AIDS Reduction & Prevention (GHARP, 2006), a board of directors is a group of external people who collaborate to provide technical, managerial, and financial support to an organisation. The board is ultimately responsible for governing the organisation and holds legal responsibility for the organisation and its operations. The board helps develop, support, and defend the organisation’s mission.

1.7.2 Chief Executive Officer (CEO)

He/ she is the highest-ranking company employee. The CEO is involved with the strategic direction of the organization (Weaver and Weston, 2008).

1.7.3 Civil Society Organizations (CSOs)

Non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. CSOs therefore refer to a wide of array of organizations: community groups, NGOs, labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations (World Bank, 2010).

1.7.5 Leaderful Organization

This is a non-profit organization where everyone shares the collective and concurrent experience of serving as a leader either formally or informally. Among those skills needed to develop such collective leadership is the ability to access and choose appropriate modes of behavior for achieving specific outcome (Turesky and Gallagher, 2011).

1.7.7 Non-Governmental Organisations (NGOs)

A non-governmental organisation (NGO) is a legally constituted organisation created by private persons or organisations with no participation or representation of any government. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-governmental status insofar as it excludes government representatives from membership in the organisation. (Rodney and Biersteker, 2003).
1.7.8 Succession Planning

Succession planning is a defined program that an organization systemizes to ensure leadership continuity for all key positions by developing activities that will build personnel talent from within (Wolfe, 1996).

1.8 Chapter Summary

This chapter looked at the background of the problem in succession planning both in corporate and non-profit organizations. It discussed issues that NGOs face in developing succession plans. The importance of the study outlining some of the people that will benefit from the study is also outlined. We also outlined the research questions and giving the scope of the research. The next chapter provides literature review on succession planning, the roles of an executive director and the benefits of having a succession plan in an organization. Chapter three will look at the research methodology followed by chapter four which will share the key findings arising from the study and will seek to provide an analysis of the results. Finally chapter 5 will share the findings and provide conclusions and recommendations.
CHAPTER 2

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter is an analysis of the literature on succession planning in various contexts. It sought to bring an understanding of the importance of succession planning in both corporate and civil society organizations. It also analyses the roles played by an Executive director in an organization. Lastly, it looks at the advantages of having succession plans in organizations. The study sought to consider the following specific objectives. First, to investigate the extent to which succession planning exist in civil society organizations. Secondly, to investigate the effects of director transitioning in the organization. Thirdly, to analyze the benefits of having a succession plan in the organization.

2.2 Existence of Succession Planning in Organisations

2.2.1 Organizational Factors and Succession Planning
Succession planning is about more than filling the top spots it is a smart, talent management strategy that can drive retention of talent throughout the organization – and ensure that the organization has the skills it needs in place, or on hand, to respond to the rapidly shifting sands that make up today’s business environment (Hills, 2009).

According to Sambrook (2005), succession planning forms part of the human resource plan, which should contribute to the overall business plan. Human resource planning (HRP) attempts to ensure there is a match between the demand and supply of labour, from the internal (ILM) and/or external (ELM) labour markets.

In addition, Rothwell and Poduch (2004), advises that both succession planning and management should be regarded as a fundamental tool for organizational learning because they should ensure that the lessons of organizational experiences, what is sometimes called Institutional Memory, will be preserved and combined with reflection on that experience to achieve continuous improvement in work results.

Organizations with strong leaders, especially long-term EDs or founders, should seriously consider departure-defined succession planning. By the very nature of their sustained
success, these EDs’ exits inevitably make a strong impact on their organizations. The negative effects can be avoided with thoughtful succession planning (Wolfred, 2008).

When an organization is in a state of transition or in the midst of reinventing itself, leaders, by definition, face new challenges. As General Electric’s CEO, Jeff Immelt points out, old leadership profiles no longer apply; they must be updated or replaced. One starting point is to use the organization’s new vision, business strategy and desired culture as reference points to negotiate future executive profiles (Grosu and Corethi, 2010).

2.2.1 Succession Planning Process
Succession planning is generally considered to be a unique, case-by-case process, where a one-size-fits-all mentality is simply not appropriate, and thus the wide variation in viewpoints cannot be avoided. It requires continuous investment of time, resources, and support by the given company as a whole, and input and advice from financial and legal experts (Ip and Jacobs, 2006).

According to Cassey (2006), the first stage of the process should include an organizational assessment, identifying the agency’s strengths and challenges and confirming, clarifying the organization’s strategic direction, along with any transition-associated implications (e.g., Is an Interim Executive needed?). In the third and final stage, the organization plans and conducts an appropriate welcome for the new executive. The executive, in turn, develops an entry plan, a brief personal document outlining learning goals and relationship-building priorities.

In their writing, Conger and Riggio (2007), states that a regular CEO and executive succession planning process should be conducted on an annual basis at a very minimum. It is a rigorous review taken that reaches down several levels. It also espouses directors to the company executive on both a formal and informal basis.

2.2.1.2 Good Practice in Succession Planning Development
Best practice organizations make succession planning an integral corporate process by exhibiting a link between succession planning and overall business strategy. This link
gives succession planning the opportunity to affect the corporation long term goals and objectives (Rothwell and Poduch, 2004).

In discussing succession planning, Groves (2007), states that best practice organizations effectively integrate leadership development and succession planning systems by fully utilizing managerial personnel in developing the organization’s mentor network, identifying and codifying high potential employees, developing high potentials via project-based learning experiences and manager-facilitated workshops, establishing a flexible and fluid succession planning process, creating organization-wide forums for exposing high potential employees to multiple stakeholders, and establishing a supportive organizational culture.

According to Biggs (2004), once the succession-planning process is completed, the Board should make sure that any promises it has made are communicated to succeeding Board leadership and that those promises must be kept.

Succession management systems should focus intensively on linchpin positions—jobs that are essential to the long-term health of the organization. They’re typically difficult to fill, are rarely individual-contributor positions, and they usually reside in established areas of the business and those critical for the future (Conger and Fulmer, 2003).

2.2.1.3 Executive Transition Management and Succession Planning
The general observation has been made that it is not the event of CEO succession per se, but the succession context that affects post succession firm performance (Finkelstein and Cannella, 2009).

According to Yulk (2002), new leaders are unlikely to have most effect on organization’s performance unless they differ considerably in skills from the leaders they replace. If a successor is more skilled, performance is likely to improve, whereas if he/she is less skilled performance is likely to decline.

The tenure of departing CEOs importantly influences firm operational performance. We proposed that lengthy CEO tenures would be associated with strong organizational inertia,
leading to difficulty when the successors wish to initiate strategic change. However, if a departing CEO's tenure is too short, the firm may not have recovered sufficiently from the disruption of the previous succession. (Cannella Jr., 2002).

### 2.2.1.4 Staff Management During Succession Planning

Senior staff are very appreciative and welcome the opportunity to develop their leadership abilities. What is important is for them to realize that there is no guarantee that they will actually succeed their current executive director (Price, 2008).

Ibarra (2005), suggested that organization identify critical positions and high-potential employees. Critical positions are those that are essential for the organization, department, division, work unit, or team to achieve the necessary work results. A high-potential employee is someone who has the capability to advance to one of the following: firstly, a critical position, secondly, a higher level of responsibility or a higher level of technical proficiency. This identification step should be completed at the department level by senior management and by the executive management team for the entire organization.

Another subject that generates its own quota of concern and frustration is that of job descriptions and the continued effort to revise them so they reflect succession plan, including recruitment and selection, retention, and organizational interventions like process improvement, structure/possible reorganization, and measurement systems. (Ibarra, 2005).

According to Dym et al. (2011), taking time to survey staff, Board members who will not serve on the transition team, or search committee, funders, volunteers and community members, will pay off in a better understanding of the type of a leader needed and in buy-in from these constituents when a finalist has been identified.

If an organization has pursued a strategy of “doing more with less” without considering long-term succession, middle managers who would have been more likely candidates for senior management positions may have been given incentives to leave, thereby creating a leadership vacuum. If the company wants to acquire new companies and expand into new markets, but hasn’t built the internal talent pools necessary to support these activities, it is probably dealing with a leadership deficit that is constraining plans for growth.
Conscientious planning can help the organization maximize existing opportunities in view of all the challenges involved (Grosu and Coretchi, 2010).

2.2.1.5 Communication Strategy and Succession Planning
Not only is it essential to develop a succession plan, but it is also important to communicate that you have one to staff, Board, external stakeholders and funders. It is a wonderful sense of peace to know that your organization is prepared for what could be a pivotal time of change in its life cycle – an executive transition (Price, 2008).

Regular communication with these ‘public’ during the transition is essential to allaying fears and rumours and to obtaining their support and participation in outreach as well as preparing the organization climate for future leader (Dym et al, 2011).

Proactive communication helps reduce uncertainty, buffer the confusion that comes with change and retain top performers who, in the long term, will bring value to the organization. However, leaders should keep in mind that a successful communications strategy must take into account the needs of other employee segments as well. Keeping “stars” while losing “soldiers” will put the organization at risk, so mastering this balancing act is critical (Grosu and Coretchi, 2011).

2.2.2 Roles Performed by Various Groups During Succession Planning Process

2.2.2.1. Role of Transitioning Committees On Succession Planning
Executive Transition Management activities generally include diligent and proactive outreach to establish a diverse group of qualified prospects, coordinating candidate recruitment and screening, preparing for and conducting interviews, and checking references (Cassey, 2006).

According to Dytham-Ward (2009), a fundamental element of the strategy for developing the upper executive is the introduction of the development and mobility committee. Writing on succession planning development Price (2008) states that some organizations will establish a succession planning subcommittee of the board that either is an ad hoc committee or a task force, but one that meets at least annually or semi-annually to ensure that essential elements of succession planning are in place.
Search committee members often have no experience hiring CEOs. Lacking guidance, they supply either the narrowest or the most general of requirements and then fail to invest either the candidates or the recruiters (Charan, 2005).

2.2.2.2 Roles of the Board and Executive Director in Succession Planning
So, who is responsible for succession planning? Well, it is a shared responsibility between the non-profit organization’s executive director and its Board of directors. However, in most cases, it really is up to the executive director to drive the process. (Price, 2008).

In their writing on the role of board members in development of succession plans, Froelich et al (2011) states that the Board of directors can play a significant role in establishing a proactive stance toward succession planning through internal talent development and establishing/monitoring on going succession-related activities.

Since the ultimate clients of the leadership development program are the executive leadership team and the governing board, it is critical that these groups “own” the program and be fully committed to it. Without that, its on-going existence is tenuous at best. (Byrne and Rees, 2006). The same opinion is shared as stated by Giambatista, Rowe, and Riaz (2005); Tierney (2006). Both the Board and the current executive director play major roles in the management of succession process, including planning for, recruiting, and developing future leadership (Dalton and Dalton, 2007).

Chand and Bronner (2008), argue that the Board and management, being the internal change agents, need to be proactive in identifying areas that are critical to the organization’s sustainability. Growing and developing others is not solely the work of a human resource department. It is vital for leaders from the Baby Boomer generation to realize this and to become more intentional about developing others.

Finally, Biggs (2004), states that the Board's role in succession planning comprises several tasks; the board should sign off on any designation of internal candidates or any succession planning efforts. Although the CEO is the central player in the process, the Board should understand this is a joint duty and not one delegated solely to the CEO. The Board should
adopt the succession plan as its plan, not just something the CEO created in a vacuum. The CEO should also understand that the Board will make the ultimate decision on any successor to be named.

2.2.2.3 Role of Interim Executive Director in Succession Planning
Interim CEOs are usually named in reaction to crisis, when unforeseen circumstances dictate an immediate, but temporary, solution to the lack of a CEO. Such a circumstance will signal a failure on the part of the Board. Obviously, the choice to select an interim CEO suggests that the Board had no viable executive succession plan in place. (Dalton and Dalton, 2007).

Ballinger and Marcel (2010), defined an interim CEO succession as a case where the title of Chief Executive Officer is vacated by the incumbent and the Board of directors has not announced a permanent successor, but instead designates a particular individual as ‘interim CEO’ or ‘acting CEO’ or ‘CEO’ until a permanent successor is named.

Adam (2004), states that board and staff often reflect on the direction of the organization and any capacity building needed before the next executive director is hired. An interim executive experienced in capacity building may be brought in to lead these efforts, as well.

2.3. Effect of Directors Transitioning in the Organizations

2.3.1 Roles Performed by Executive Director in Organizations
All executive directors (paid or unpaid) share one universal role, regardless of where they work. The Board always hires the ED as a temporary caretaker of the mission, entrusting the organization to the ED with the expectation that it will thrive in that person’s care. So, an executive director does not own the no-profit organization but is charged by the Board with controlling its operations and course while making it thrive (Carlson and Donohoe, 2010).

Mintzberg listed the role of CEO in ten points and grouped them into three. A CEO generally plays many roles such as figurehead, leader, and liaison as the interpersonal role.
He or she collects information, circulates information, and provides information to the media as the part of informational role. Further, he or she also takes part in decision-making, negotiating, disturbance handling and resources allocation as part of decision-making role. A CEO not only attends many ceremonies and guides his or her followers. Informational role is related to monitoring, collecting, and disseminating information. A CEO regularly verifies what is going on outside and inside. Similarly, he or she gathers all the useful and relevant information. If required, a CEO also supplies information to the insiders and publicizes the information officially to the outsiders (Babu and Jawahar, 2012).

2.3.1 Strategic Leadership Roles
According to Carlson and Donohoe (2010), a leader is a strategist, a visionary and someone who inspires others to greatness. This is the most critical role of executive directors in any organization. You are leading when you bring stakeholders together to decide on the organization’s vision and values or when you bring staff and volunteers together to design a program or develop a strategy or resolve a problem.

According to Finkelstein, Hambrick and Cannella (2009), top executives may orchestrate the formulation of company strategy, including the choice of which products and markets to emphasize, how to outdo competitors, how fast to grow, and so on (Ansoff 1965, Poeter 1980). Top executive also have a role in strategy implementation- allocating resources, establishing policies and programs, and developing an organization that is aligned with the strategic thrusts of the firm (Chandler 1962, Galbraith and Kazanjian 1986; Quinn 1980). A top executive creates a context -- through staffing, reward and measurement systems, culture and style -- that influence the strategic choices made by the managers and technical specialist throughout the organization who are most familiar with the marketplaces, technologies, and competitors (Bower, 1970; Burgerklman, 1983).

2.3.1.2 Management Roles
Effective leadership from the top is critical during a crisis. When there is a crisis, employees will look at the CEO or the most senior leader on how to cope with the situation (Achua and Lussier, 2013).
According to Gallant (2007), within the facility, the president or CEO has the ultimate responsibility for safety. That responsibility is met through having the facility manager establish requirement on all operations.

Nonprofit management is unique because non profit organizations are different from business and government entities—often reliant on the support of donors and the work of volunteers, pursing misson derivd from values and priciplees about which they may be disagreement, and engendering a sense of ownership and a desire for influence among multiple constituencies both inside and outside the walls of the organization itself. In this environment the non-profit CEO must provide leadership as well as management( Worth 2011).

2.3.1.3 Human Resource Management Roles
Human resource management is critical if organizations are to be effective. Public and non profit organizationa are labor-intensive enterprises depending on the knowledge, skills, ability, and other characteristics of their employees. To be successful, they need to develop progressive Human resource management practices. Understanding th legal environment of human resource management, the social and cultural changes affecting society and organizations, the generational changes taking place in todays’s work environments, and changes in the educational opportunities available to incumbent employees and future employees is important (Pynes,( 2013).

On management of human resource in an organization Collins and Clark (2003),states that CEO is the likely to be the best source of information about the practices used to manage top executives for example important human resources issues such as hiring, compensation and training are typically negotiated between a form’s CEO and its board of directors. chief executive officers (CEOs) have increasingly emphasised the need for their firms to effectively attract, motivate, develop and retain talent.

2.3.1.4 Financial Management Roles
Cash is the lifeblood of an organization’s operation. The entity that continues to generate cash and maintaint its access to cash will survive and thrive. An organization that ignores or poorly managers it cash position has difficulty carrying out it mission and may fail. More business fail for lack of ready cash than for any other reasons, even firms with sound
profitability. Resource-constrained non-profit organizations are increasingly aware that proficient financial management sustains program initiatives, and may mark the difference between surviving and failing concerns (Zietlow, Hankin and Seidner, 2011).

As a resource wizard, the Executive Director is responsible for building a strong resource portfolio that secures the organization with funding during economic downturns and other financial lean times. The executive director is responsible for stewarding and managing funds received so well that the organization’s trustworthiness is unquestionable (Carlson and Donohoe, 2010).

The CEO of an non profit organization is appointed by and reports to the board of trustees and has primary responsibility for the day-to-day operations. Specific responsibilities are: managing the financial operations of the organization to include internal control, review of financial statements, and monitoring of all financial details to ensure their accuracy and integrity (Zietlow et al., 2011).

2.3.1.5 Creating and Maintaining Organizational Culture Roles

Executive role of creating and maintaining a culture of integrity in organizations Herman and associate (2011), states that leadership and management of a non profit organization must put in place systems that reward participants for honesty in every form, even forms that lead to the revelation of difficulties and deficiencies.

According to Schein (2009), if elements of a culture become dysfunctional, it’s the unique function of leadership to perceive the functional and dysfunctional elements of the existing culture and to manage cultural evolution and change in such a way that the group can survive in a changing environment. The bottom line for leaders is that they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.

The behaviour of top executives of a firm establishes the firm’s reputation. If the behaviour of the firms is not consistently ethical, other stakeholders—workers, consumers, suppliers will begin to question every action and decision of the firm (Weaver and Weston, 2008).
2.3.1.6 Board Relationships Roles

We have come to the view that chief executives must often enable and develop their boards’ abilities to carry out their duties and responsibilities largely as a result of our research on the leadership skills of effective non-profit chief executives (Herman and associates, 2011).

The effective executive knows that board service is an exchange and seeks to be aware of the needs of individual board members. The executive also works with the board president to find assignments that met those needs. The executive is skilled at listening (that is at hearing the concerns behind the words) and at helping the board resolve differences. The effective executive helps set and maintain high standards (about attendance, effort, and giving). Through the board president and committee chairpersons, the executive encourages board members to complete tasks and meet deadlines (Herman and Associates, 2011).

2.3.1.7 Symbolic and Ceremonial Roles

If non-profit administrators are truly to be effective, they need to recognize that their organization is linked in myriad ways to the world outside it. Their like any other organization, exists in a complex net of relations with other organizations and institutions, each of which affects each other in some way (Herman and Associates, 2011).

By virtue of being at the top of the organizational hierarchy, executive actions often convey extra meaning (Pfeffer 1918a.) Some top executives actions are expressly symbolic, such as hosting a farewell dinner for a much loved employee, holding a recognition ceremony to honor some extraordinary achievement, or personally appearing in the company advertisement (Finkelstein et al, 2009).

Spending time on external relations may seem too obvious to deserve mention. However, both systematic evidence and experience show that routine activities and the inevitable day–to-day office problems can easily absorb nearly all an executive’s time. Executive must learn to delegate much of the management of internal affairs and focus on the external. Dollinger (1984) found that small business owners and managers who spent more time on boundary-spanning or external activities were more successful (Herman and Associates, 2011).
2.4. Benefits for Succession Planning Program In Organization

Today, succession planning and management is a systematic process that strategically plans for and prepares human capital to meet the current and future workforce needs of the organization (Rothwell, 2010).

While researching on American higher education leadership crisis Luna, (2012) states that growing one’s own leaders for the future provided faculty/administrative interrelationships with organizational confidence, strength, and stability.” A comprehensive, integrative plan for succession planning with organizational support is believed to be an investment in people, the fiber of academe, and a succession culture is required for building relationships and trust, as found in Kezar’s (2004) research on academic governance.

Succession planning and management is a systematic process to ensure leadership continuity, to retain and develop human capital for the future, and to encourage personal growth and internal mobility in order for an organization to achieve its mission (Rothwell, 2010). This process helps to maintain the level of quality and the continuity of leadership in the organization (Coward, 2012).

On a study on global financial employment and its talent shortfall, McDonald and Hite (2008), concurred with the retention benefits that Helton and Jackson (2007) identified as a benefit of succession planning. He also described the positive impact which succession planning had on employee motivation and job satisfaction. Employees’ commitment to the organization, and their work and future, are enhanced; and they are “less inclined to pursue other opportunities” (p. 21). Rothwell (2010) agreed that adopting a comprehensive succession planning and management process impacts both the employees and the organization. Succession planning and management builds and strengthens the relationship between the employees and the organization.

2.4.1 Organizational Benefits

The integration of succession planning and the strategic goals and unit plans of the college provide a guide to how the organization will succeed at succession planning and management. Moreover, this process ensures that the necessary resources and strategic direction are there for the long-term success of the program (Coward, 2012).
When an executive plans to depart in one to four years, a unique opportunity exists to build organizational capacity. This opportunity usually occurs when the executive plans to retire or move to a different field or kind of position. Departure-defined succession planning supports executives and Boards in using the planned departure to build leadership and look at organizational strengths and areas of growth (Adam, 2011).

According to Ip and Jacobs (2006), business succession planning encompasses not only top-level management, but also a breadth of other factors. It can cover issues such as the procedures necessary for a successful transfer, legal and financial considerations, psychological factors, leadership development, and exit strategies.

Organization that gives ongoing attention to talent-focused succession planning can be more nimble and flexible, having the skills and capacity at hand to meet whatever challenges may arise. In turn, the executive’s job becomes more “doable” because leadership is shared (Wolfred, 2008).

According to Coward (2012), organizational assessment identifies the number of people eligible for retirement and positions that may be impacted by a leadership shortage. The organization is able to strategically identify internal positions and competencies needed for the continued growth of the institution. Organization alignment provides direction to developing talent. The integration of succession planning and the strategic goals and unit plans of the college provide a guide to how the organization will succeed at succession planning and management. Moreover, this process ensures that the necessary resources and strategic direction are there for the long-term success of the program.

2.4.2 Employees Benefits

Effective succession management comes when you adopt a talent mind-set. You make time for an in-depth talent assessment and differentiate between strong and weak performers. You give challenging assignments to inexperienced but high-potential managers (Conger and Fulmer, 2003).

In his writing, Sambrook (2005), states that human resource planning (HRP) attempts to ensure there is a match between the demand and supply of labour, from the internal (ILM)
and/or external (ELM) labour markets. It helps calculate critical resources, including succession planning and career pathing of employees (Beaver and Hutchings, 2004).

According to Huang Tung (2001), while writing on succession management systems and human resource outcomes; wrote Johnson et al. (1994) suggest that by implementing a succession program firm can lower turnover rates, improve staff morale, and promote the most highly qualified employees to key positions.

In outlining a successful way of implementing succession plan Price (2008), states that it is important to assign responsibilities to senior leaders to help them demonstrate their leadership skills. This permits staff to feel confident about and demonstrate their ability to handle complex administrative tasks. Make sure that these opportunities are creative, motivational and even inspirational.

One critical opportunity succession planning offers lies in building the diversity of an agency’s talent pool. As positions at various levels within an agency open, the chance emerges to recruit staff that can best connect with the cultures and needs of an organization’s clients (Wolfred, 2008).

Appreciating the fact that staff have organizational knowledge that they gain over time, Rothwell and Poduch (2004), state that technical succession planning is important because it acknowledges what people carry around in their heads — their so-called tacit knowledge.

Talent training and development ensures that the organization has the qualified talent needed to fill future leadership positions. The institution’s leadership may demonstrate support of the training and development of employees by creating mentor and leadership training programs, by utilizing individual employee development plans, and by identifying and/or developing a qualified pool of talent (Coward, 2012).

2.4.3 Sustainability Benefits
It is imperative to recognize that the process of establishing systematic succession planning is the equivalent of making a long-term culture change. It can be a major shift in an organization whose decision makers have been accustomed to filling one vacancy at a
time. Succession planning requires a commitment to a longer-term, strategic view of talent needs, and it features these benefits (Ibarra, 2005).

Strategies to develop these leaders need to be intertwined with the organizations overall strategic planning process and the need to be updated just like all other goals and objectives of the organization. Developing this pipeline needs to be kept at the forefront of all stakeholders’ minds in an organization. This type of succession planning, when incorporated into all practices of an organization, helps to strengthen the organization’s capacity for long term sustainability (Price, 2008).

Today, succession planning requires more than just an organization chart that shows who holds what job within the local government. Best practice organizations use succession planning to develop and maintain strong leadership and to ensure that they address all the competencies required for today’s and tomorrow’s work environment (Ibarra, 2005). Rothwell (2010), adds that succession planning and management is thus important in making and realizing investments in intellectual capital in the organization.

Planning for succession in a single agency may also benefit the entire network of non-profit organizations, so important to the health of communities. As staff develop their skills and ambitions, some will migrate to job opportunities in other agencies, while those same agencies will return the courtesy with potential leaders from their own staffs. As succession planning takes root as a standard practice, the entire nonprofit sector will become that much stronger and more effective in pursuing its community impact aims (Wolfred, 2008).

According to Schein (2010), culture and leadership are two sides of the same coin in that leaders first start the process of culture creation when they create groups and organization. After culture exists, they determine the criteria for leadership and thus determine who will or will not be a leader.

Like any other strategic process, succession planning needs a vision and/or mission to give it purpose or shape. It also needs to be linked timely to the business values, and to be integrated into other strategic processes. Annual succession planning reviews tend
inevitably to emphasize replacement and continuity as core purposes. With continuous review, however, there is more likely to be a values-based mindset. For example, for some organizations the purpose of succession planning becomes to ensure their flexibility and ability to respond rapidly and effectively to external and internal changes (Clutterbuck, 2012)

2.5 Chapter Summary

This chapter reviewed literature from the various arguments by researchers and practitioners with regard to succession planning in organizations. They pursued the understanding of succession planning principles and outlined the succession planning process. It critically examined the roles played by board members and directors in succession planning. The other focus was on the overall roles of directors in an organization. Also reviewed was literature on the benefits of succession planning. The next chapter will look at research methodology.
CHAPTER 3

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter covers the choice of the research design method, the population and sampling design, data collection methods, the research procedures and the methods that were used for data analysis.

3.2 Research Design
The function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible. Obtaining relevant evidence entails specifying the type of evidence needed to answer the research question, to test a theory, to evaluate a program or to accurately describe some phenomenon (De Vaus, 2001). The research used cross-sectional survey research design.

This is a descriptive survey that considers the effects of the succession planning in civil society organizations and has both qualitative and quantitative characteristics. This was chosen because the survey questionnaire included both qualitative and quantitative data. The survey looked at the extent to which organizations had succession plans, the effects of a Director’s transitioning from an organization and the benefits of developing a succession plan.

3.3 Population and Sampling Design

3.3.1 Population
According to Fraenkel and Wallen (2000), a population is the group of interest to the researcher. It is the group to whom the researcher would like to generalize the results of the study.

As mentioned earlier, this study targeted 70 executive directors of organizations implementing Natural Resource Management programs for both KCSSP and CRM Programs at ACT!+. The organizations are located across Kenya and have various forms of registration such as NGOs, CBOs, Trust, Company by grantees and Societies.
3.3.2 Sampling Design

3.3.2.1 Sampling Frame
A sampling frame is a complete and correct list of population members only (Cooper and Schindler, 2001). The researcher worked with a sampling frame drawn from only the organizations implementing Natural Resource Management programs at ACT! These partners were selected from the two programs at ACT! which were Changia Rasilimali Management (CRM) and Kenya Civil Society Strengthening programs (KCSSP). This information was gathered from ACT! database. During the time of carrying out this research, KCSSP program partners had concluded their program while the CRM partners were in their second year of project implementation.

3.3.2.2 Sampling Technique
A sample is the exact group on which information is obtained. Sampling therefore is the process of selecting these individuals (Fraenkel and Wallen, 2000). Census was the sampling technique used in this project. Census is a study of every unit, everyone or everything, in a population. It is known as a complete enumeration, which means a complete count (Australia Bureau of Statistics, 2013). Census was the preferred technique because of the small sample size and the fact that the targeted respondent were CEOs of the organisation who were easily accessible.

3.3.2.3 Sample Size
Census sampling technique being the preferred method, a sample size of 70 was used to administer data collection instruments. Table 3.1 below shows the sampling distribution between the KCSSP and CRM partners.

Table 3.1 Sampling Distribution 1

<table>
<thead>
<tr>
<th>Type of program</th>
<th>No. of organizations in the population</th>
<th>% of the category in the population</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCSSP partners</td>
<td>24</td>
<td>34%</td>
</tr>
<tr>
<td>CRM Partners</td>
<td>36</td>
<td>66%</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100%</td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods
The research used questionnaire with both open ended and close ended questions as the main method of collecting data. The chief advantage of the questionnaire is that it could be given to a large number of people at the same time. It also had relatively high rate of response, often close to 100% (Fraenkel and Wallen, 2000). The tool was structured alongside the three specific objectives. Section one focussed on general information about the organization and the respondent. Section two investigated the extent to which succession planning existed in civil society organizations. Section three, looked at the effects of director tranzitioning in the organization and, the last section, on the benefits of having a succession plan in an organization.

3.5 Research Procedures
The data collection was subjected to a pre-test before the full survey was carried out. The pre-test of the questionnaire is considered critical since it could reveal ambiguities, poorly worded questions and unclear choices and could also indicate whether the instructions to the respondents are clear (Fraenkel and Wallen, 2000). The pre-test was carried out on 5 organizations. The results of the pre-test were analysed before carrying out the full data collection with all the organizations. The final data collection tool was administered through e-mail communication and internet based monkey survey

In the surveys, some members of the sample do not respond and this can affect the outcome of the final analysis of the data (Fraenkel and Wallen, 2000; Gill and Johnson, 2002). To increase the response rate, the researcher used the internet based survey monkey tool and sent out regular reminders to the respondents.

3.6 Data Analysis Methods
The questionnaires were prepared for data analysis by editing and coding. Quantitative data was analyzed using SPSS version 20. Measures of central tendency (means) and measures of dispersion (standard deviation) were used for analysis based on the nature of data collected. The data was presented using pie-charts, bar charts and frequency tables.

3.7 Chapter Summary
This chapter articulated the research methodology used throughout the project. It shared the research design, the population and sampling design, data collection methods, the research procedures and the methods that were considered for data analysis. The next
chapter considers the key findings arising from the study and seek to provide an analysis of the results.
CHAPTER 4

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the findings and analysis of the research findings. The research compromised of 70 organizations both from the Kenya Civil Society Organizations and the Changia Rasilimali Management Programs of which the executive directors were the respondents. The questionnaires were sent out and a response rate of 75% was realized. Out of the 70 respondents only 53 responded. The chapter also gives the general information of the respondents as well as their organizations. For the individual respondent, the general information will include: gender of the respondent, age, and duration of time they have served in the organizations. For the organization, it will include the nature in which the organization is registered, number of staff and directors in the organization. This chapter also tackles the research questions where each of them is answered by the analysis of the obtained data presented using tables and graphs. The impact of succession planning of executive directors in civil society organizations is evaluated by the research findings obtained where the mean response is obtained with the standard deviation of the responses given. This chapter analyses all the objectives of the study individually and gives the summary of the analysis and discussions.

4.2 General Information

4.2.1 Respondent Information

4.2.1.1 Gender of Respondent
The research requested information on the gender of the respondents. From the survey, 30 (57%) of respondents were male executive directors while 23 (43%) of respondents were female executive directors. The following figure shows the findings.
33

Male 57%
Female 43%

Figure 4.1 Gender of the Respondents

4.2.1.2 Age of Respondents
The study also inquired on the age of the respondents. Figure 4.2 below shows that majority, 19 (35.8%) of the respondents were aged between 31 and 40 years. This was followed by 18 (34.0%) who were 41-50 years old. Ten of the respondents (18.9%), were aged 20-30 years while only 6 (11.3%) were between 51 and 60 years of age.

Figure 4.2 Age of Respondents

2 1.3 Duration of Time Served In the Organization
Finally, on respondent’s personal information the study finding in Figure 4.3 shows the number of years that the respondents had served in the organizations. Majority 18 (34%)
respondents had served in the organization for a period of 1-3 years. This was followed by 13 respondents (24.5%) who had served for 10 years and above. Twelve respondents (22.6%) indicated that they had served for 4-6 years while a minority of 4 respondents (7.5%) had served for less than one year.

![Figure 4.3 Duration of Time Served in the Organization](image)

**4.2.2. Organization Information**

**4.2.2.1 Organizations’ Registration**

Study findings in Figure 4.4 indicate the nature in which the organizations are registered. Majority of the organization, 30 (56.6%), were registered as NGOs. This was followed by 8 (15.1%) and 7 (13.2%) that were registered as Trusts and CBOs, respectively. A minority 4 (7.5%) of the organizations were registered as Societies and Companies limited by guarantee.
The findings showed that majority of 26 organizations (49%), had 3-10 members of staff, followed by 18, (34%) that had 11-20 member of staff while 6, (11%) had 20-40 members of staff. Figure 4.5 shows the number of staff in the organizations that were studied.
4.2.7 Numbers of Directors in the Organizations Since it was Established

The respondents were asked to state the number of directors their organizations has had since they were established. Majority, 36 of organizations (68%) had 1-2 directors. Next were 10 organizations (19%) that had 3-4 directors followed by 6 (11%) that had had 6 or more directors. A minority, 1 organization (2%) had between 5 and 6 directors since it was established. This is further illustrated in Figure 4.6.

![Figure 4.6 Number of Directors in the Organizations since it was Established](image)

4.2.8 General Information on Individuals and Organizations

Findings in Table 4.1 show the general information of the respondents and organizations in the study. The highest mean response was 2.42 which indicates that majority of the responses were obtained for the nature of registration of the organizations. This had a standard deviation of 1.134 implying that if the study was conducted on the entire population rather than on the sample then the results obtained would be different.
Table 4.1 Summary of General Information on Individuals and Organizations

<table>
<thead>
<tr>
<th>Questions on General Information on Individual and Organizations</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender of the respondent</td>
<td>1.57</td>
<td>.500</td>
</tr>
<tr>
<td>Age of the respondent</td>
<td>2.38</td>
<td>.925</td>
</tr>
<tr>
<td>Number of years served in the organization</td>
<td>3.11</td>
<td>1.325</td>
</tr>
<tr>
<td>How the organization is registered</td>
<td>2.42</td>
<td>1.134</td>
</tr>
<tr>
<td>Number of staff in the organization</td>
<td>1.74</td>
<td>.880</td>
</tr>
<tr>
<td>Number of directors in the organization since it was established</td>
<td>1.57</td>
<td>.991</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3 Existence of Succession Planning in Organizations

4.3.1 Whether the Organization Has a Succession Plan

The findings show that majority, 28 of the organizations (52.8 %), did not have succession plans while 25 (47.16%) had one. Figure 4.7 shows the results obtained when the respondents were asked whether their organizations had a succession plan.

Figure 4.7 Whether the Organization Has a Succession Plan
4.3.1.1 Stage in the Succession Planning Development

Organizations with succession plans were asked to state the stage at which the succession planning development has reached. Figure 4.8 shows the responses obtained where majority, 9 respondents (36%), said that the process had been finalized and was being implemented while 8 (32%) said that it was still in draft form. Six respondents (24%) said that theirs had been finalized but not implemented.

![Figure 4.8 Stage in the Succession Planning Development](image)

4.3.2 Persons Involved in the Succession Planning Development

The results show that 11 of the organizations (44%), state that both the senior management and Board of directors were involved in development plan. In 5 organizations (20%), it was the Board members who were involved while in 4 (16%), the senior management team was involved. Three organizations (12%), had their succession plan developed by other stakeholders. This is further illustrated in Figure 4.9.
4.3.3 Reasons for not Developing a Succession Plan
Out of the 28 organizations (52.8%) that did not have a succession plan, majority, 11 (39.3%) said that the management had not initiated the process. Nine, (32.1%), said that the Board had not prioritized the development plan. Five (17.9%) had other reasons for not having a succession plan. This is further illustrated in Figure 4.10.
4.3.4 How the Director was Recruited
The studies sought to find out how the directors in the organizations were recruited. Majority, 23 of the respondents (43.4%), said that they were the founding directors. Sixteen (30.2%) said that the director was recruited through an internal promotion process while 7 (13.2%) said that the recruitment was done through an external process. This was further illustrated in Figure 4.11.

Figure 4.11 How the Director was Recruited

4.3.5 Reason for the Recruitment of a Director
Study findings in Figure 4.12 show that majority, 21 of the organizations (39.6%) recruited a director because they needed someone with specific skills and competencies. This was followed by 12 (22.6%) who said that the recruitment was done as part of the succession planning process. Thirteen (24.5%) had other reasons for recruiting a director, while 7 (13%) did not respond to this question.
Figure 4.12 Reason for the Recruitment of a Director

4.3.5 Type of Transition the Organization was Going Through

The results obtained as shown on Figure 4.13 shows the when the respondents were asked the type of transition that their organization was going through. Majority, 22 (41.5%) were going through organizational start-up formation. Ten organizations (18.9%) were going through turn around strategies and ten others were under-performing organizations. This was followed by 9 organizations (17%), that were undergoing a founder succession.

Figure 4.13 Type of Transition the Organization Was Going Through
4.3.6 Whether the Organization Formed a Transitioning Committee during the Succession Planning Process

The findings in Figure 4.14 show that 37 of the respondents (50.9%) did not form a transitioning committee during the succession planning process while 16 (35.8%) had a committee.

![Figure 4.14 Whether the Organization Formed a Transitioning Committee during the Succession Planning Process](image)

4.3.7 Whether a Communication Strategy was Developed During Succession Planning

The results obtained when the respondents were asked whether a communication strategy to communicate with the stakeholders was developed during the succession planning period. Nineteen, (35.8 %), said that they developed other strategies while 18, (34%), said that they did not have a communication strategy. Only 13, (24.5%), had one. This is further illustrated in Figure 4.15.
Figure 4.15 Whether a Communication Strategy was Developed During the Succession Planning Period

4.3.8 Whether an Acting Director was Appointed Before the Director was Fully Confirmed

Study findings in Figure 4.16 show the responses obtained when the respondents were asked whether there was an acting director for the organization before the director was fully confirmed. Majority, 35 of the organizations (66%), had an acting director while 12 (22.6%), did not have one.

Figure 4.16 Whether an Acting Director was Appointed Before the Director was Fully Confirmed
4.3.9 Whether Other Senior Management Appointments were Made During Succession Planning

The results obtained when the respondents were asked whether the Board made other senior management appointments from among other senior management staff. Majority, 27 of the respondents (50.9%), said yes while 21 (39.6%) said no.

![Bar chart showing the results of whether other senior management appointments were made during succession planning.](chart.png)

**Figure 4.17 Whether Other Senior Management Appointments were Made During Succession Planning**

4.3.10 Whether the Organization Has a Stipulated Period of Service for the Director

Study findings in Figure 4.18 show the results obtained when the respondents were asked whether their organizations had a stipulated period of service for the director. Thirty five (60%) said yes while 18, (40%) said no.
4.3.11 Organization Succession Planning Development

The findings show the responses obtained on the research objective of existence of succession plans in organizations. The highest mean was 2.43 which shows that majority of the responses obtained were those answering the question whether the succession plans were finalized or still in draft form. This had a standard deviation of 0.870, implying that if the study was conducted in the entire population rather than on the sample, then the results obtained would be the same.
Table 4.2 Summary of Existence of Succession Planning Programs in Organisations

<table>
<thead>
<tr>
<th>Question on Existence of Succession Plans in Organizations</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of a succession plan</td>
<td>1.56</td>
<td>.503</td>
</tr>
<tr>
<td>If yes, is the succession finalized or still in draft form</td>
<td>2.43</td>
<td>.870</td>
</tr>
<tr>
<td>Who was involved in the development plan</td>
<td>2.14</td>
<td>1.062</td>
</tr>
<tr>
<td>If there is no succession plan, what is the reason for not having one</td>
<td>1.90</td>
<td>.817</td>
</tr>
<tr>
<td>How the Director was recruited</td>
<td>2.15</td>
<td>.918</td>
</tr>
<tr>
<td>Reason for recruitment of a Director</td>
<td>2.15</td>
<td>.691</td>
</tr>
<tr>
<td>Kind of transition the organization was going through</td>
<td>2.23</td>
<td>1.043</td>
</tr>
<tr>
<td>Whether the organization formed a transitioning committee during the succession planning</td>
<td>1.71</td>
<td>.461</td>
</tr>
<tr>
<td>Whether a communication strategy was developed to communicate with the stakeholders during the succession planning period</td>
<td>1.71</td>
<td>.629</td>
</tr>
<tr>
<td>Whether there was an Acting Director for the organization before the Director was fully confirmed</td>
<td>1.47</td>
<td>.506</td>
</tr>
<tr>
<td>Whether the Board made other temporary appointments from among other senior management staff</td>
<td>1.58</td>
<td>.500</td>
</tr>
<tr>
<td>Whether the your organization have a stipulated period of service for the Director</td>
<td>1.65</td>
<td>.487</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4 Effect of Directors Transitioning in the Organizations

4.4.1 Whether the Director is a Founding Member or a Non-Founding Member
The findings shows the results obtained when the respondents were asked whether the director was founding members or a non-founding member. In 28 organizations (53%), the director was a founding member while in 19, (36%), the director was a non-founding member. This is shown in Figure 4.19.
Figure 4.19 Whether the Director is a Founding Member or a Non-Founding Member

4.4.2 Number of Years the Director Has Served In the Organization

Study findings in figure 4.20 indicates the number of years the directors had served in the organization. Ten of the organizations, (18.9%), had directors who had served for 5 years. This was the majority. The least were 3 (5.7%) 6 and 7 years, respectively.

Figure 4.20 Numbers of Years the Director Has Served in the Organization
4.4.3 Whether the Director is Evaluated Regularly By the Board
Study findings in Figure 4.21 illustrate the results obtained when the respondents were asked whether the directors were evaluated regularly by the board. Majority, 35, (66%), said yes while 12, (23%), said no.

![Figure 4.21 Whether the Director Is Evaluated Regularly By the Board](image)

4.4.4 The Director is the Figure Head in the Organisation
The findings in Figure 4.22 shows the results obtained when the respondents were asked to state the extent to which the role played by the director as the figure-head would be affected if the executive director was to transition from the organization. Majority, 15 of the respondents (28.3%), agreed that the role would change to some extent. Only 4 (7.5%), agreed it would change but to a small extent.
Figure 4.22 The Director is the Figure Head in the Organization

4.4.5 The Director is the Leader of the Organization

The results in Figure 4.23 were obtained when the respondents were asked to state the extent to which the role played by the director as the leader would be affected if the executive director was to transition from the organization. Twenty of of the respondents (37.7%), said that it would be affected to a great extent. A minority, 1 (1.9%), said that it would not be affected at all.

Figure 4.23 The Director is the Leader of the Organization
4.4.6 The Director is the Liaison Officer of the Organization

The findings in Figure 4.24 show the results obtained when the respondents were asked to state the extent to which the role played by the director, as the liaison officer, would be affected if the executive director was to transition from the organization. Majority, 17 (32.1\%) said that the role would be affected to a great extent. This was followed by 16, (30.2\%) saying that it would be affected to a large extent. Only 1, (1.9\%), said that it would be affected by only to a small extent.

![Figure 4.24 The Director is the Liaison Officer of the Organization](image)

4.4.7 The Director Monitors Information in the Organization

The result shows the results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director would be affected if the executive director was to transition from the organization. Majority, 21 (39.6\%) said that the role would be affected to a large extent while a minority, 6 (11.3\%), chose not to answer the question.
4.4.8 The Director is the Disseminator of Factual Information in the Organization

The findings show the results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director as the disseminator would be affected if the executive director was to transition from the organization. Majority of the respondents, 14 (26.4%), said that the role of the director would be affected to a large extent. A minority, 1 (1.9%) said that the role would not be affected at all.

Figure 4.25 The Director Monitors Information in the Organization

Figure 4.26 The Director is the Disseminator of Factual Information in the Organization
4.4.9 The Director is the Spokesperson of the Organization
The results shows the results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director as the spokesperson would be affected if the executive director was to transition from the organization. Majority, 18 of the respondents, (34%), said that the role would be affected to a large extent with an equal number saying that it would be affected to a great extent. Three respondents (5.7%) said that the role would only be affected to a small extent.

![Graph showing the extent of role affected]

**Figure 4.27 The Director is the Spokes Person of the Organization**

4.4.10 The Director is the Entrepreneur in the Organisation
The findings show that the results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director as an entrepreneur would be affected if the executive director was to transition from the organization. Majority, 15 of the respondents (28.3%), said that the role would be affected to a great extent while 13 (24.5%), said that it would only be affected to some extent. Only 1 respondent (1.9%), said that the role would not be affected at all.
4.4.11 The Director is the Disturbance Handler in the Organization

The findings show the results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director as the disturbance handler would be affected if the executive director was to transition from the organization. Majority, 14, (26.4%) said that the role would only be affected to some extent. A minority, 4, (7.5%) said that the role would only be affected to a small extent with an equal number saying that it would not be affected at all.

Figure 4.28 The Director is the Entrepreneur in the Organization

Figure 4.29 The Director is the Disturbance Handler in the Organization
4.4.12 The Director is the Resource Allocator in the Organization

The results show the results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director as the resource allocator would be affected if the executive director was to transition from the organization. Fourteen respondents, (26.4%), equally accepted to a large extent, great extent and small extent that the role would be affected. However, 2 of the respondents (3.8%), felt that the role would not be affected at all.

![Pie chart showing the extent to which the role would be affected.]

Figure 4.30 The Director is the Resource Allocator in the Organization

4.4.13 The Director is the Negotiator in the Organization

The results obtained when the respondents were asked to state the extent to which the role of monitoring played by the director as the negotiator would be affected if the executive director was to transition from the organization. Majority, 17 (32.1%), accepted to a great extent. Only 4, (7.5%), accepted that the role would change to a small extent.
4.4.14 Current Rating of the General Performance of the Directors
The results show that 27 of the respondents (50.9%), rated the general performance of the directors at 80%. This is followed by 15, (28.3%), who rated the directors at 60%. Only 1 respondent (1.9%) gave the directors a low rate of 20%.
4.4.15 Effects of Directors Transitioning in the Organizations

The findings show that the highest mean response of 4.84 was obtained for the response on the role of the director as a leader. This shows that majority of the respondents agreed with this role to a large extent. This had a standard deviation of 1.083 implying that if the study was conducted on the entire population rather than on the sample, then the results obtained would be slightly different.

Table 4.3 Summary on Effects of Director Transitioning on the Organization

<table>
<thead>
<tr>
<th>Questions</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Director is founding member or non-founding member</td>
<td>1.40</td>
<td>.496</td>
</tr>
<tr>
<td>Number of years the Director has served in the organization</td>
<td>4.00</td>
<td>2.882</td>
</tr>
<tr>
<td>Whether the Director is regularly evaluated by the board</td>
<td>1.36</td>
<td>.605</td>
</tr>
<tr>
<td>Director is the figure head and performs ceremonial and symbolic duties as head of an organization</td>
<td>3.13</td>
<td>1.408</td>
</tr>
<tr>
<td>As a leader, the Director fosters proper work atmosphere and motivates and develops employees</td>
<td>4.84</td>
<td>1.083</td>
</tr>
<tr>
<td>The director is the chief liaison officer and develops and maintains a network of external contacts to gather information</td>
<td>3.91</td>
<td>1.120</td>
</tr>
<tr>
<td>Monitors: gathers internal and external information relevant to the organization</td>
<td>3.70</td>
<td>.998</td>
</tr>
<tr>
<td>Disseminator: transmits factual and value based information to the subordinates</td>
<td>3.74</td>
<td>1.073</td>
</tr>
<tr>
<td>Spokesperson: communicates to the outside world of performance and policies</td>
<td>4.09</td>
<td>.905</td>
</tr>
<tr>
<td>Entrepreneur: designs and initiates change in the organization</td>
<td>3.72</td>
<td>1.117</td>
</tr>
<tr>
<td>Disturbance handler: deals with unexpected events and operational breakdown</td>
<td>3.55</td>
<td>1.230</td>
</tr>
<tr>
<td>Resource allocator: controls and authorizes the use of organizational resources</td>
<td>3.74</td>
<td>1.093</td>
</tr>
<tr>
<td>Negotiator: participates in negotiation activities with other organizations and individuals</td>
<td>3.98</td>
<td>.967</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.5 Benefits for Succession Planning Program In Organization

4.5.1 Succession Planning Improves the Employee’s Ability to Respond to Changing Environmental Demands

Results findings in Figure 4.33 indicate the responses when the respondents were asked to state the extent to which they agreed that a succession plan improves employees’ ability to respond to changing environmental demands. Majority, 22 (41.5%), strongly agreed while only 1, (1.9%), respondent disagreed.

![Figure 4.33 Succession Planning Improves the Employee’s Ability to Respond to Changing Environmental Demands](image)

4.5.2 Succession Planning Gives the Organization a Chance to Identify Strategic Directions and Priorities That Can Influence the Future of the Organization

The findings show the results obtained when the respondents were asked to state the extent to which they agreed with the opinion that the process gives the organization a chance to identify strategic directions and priorities that can influence the future of the organization. Majority, 28 (52.8%), strongly agreed with a further 15 (28.3%), agreeing. Two respondents (3.8%) disagreed while an equal number were not sure.
4.5.3 Succession Planning Identify Needs as a Means of Targeting Necessary Training, Employee Education and Employee Development

The respondents were asked to state the extent to which they agreed with the opinion that the process identifies the needs as a means of targeting necessary training employee education and employee development. Majority, 21 of the respondents (39.6%), strongly agreed with a further 20 (37.7%), agreeing. Only 1 respondent (1.9%) strongly disagreed. This is further illustrated in Figure 4.35.
4.5.4 Succession Planning Decides Which Workers Can Be Terminated Without Damage to the Organization

The findings show the responses obtained when the respondents were asked to state the extent to which they agreed to the opinion that a succession plan helps to decide which workers can be terminated without damaging the organization. Majority of the respondents, in this case, 19 (35.8%) were not sure. However, 16 (30.2%), agreed while only 1, (1.9%), respondent disagreed.
Figure 4.36 Succession Planning Decides Which Workers Can Be Terminated Without Damage to the Organization

4.5.5 Succession Planning Encourages the Advancement of Diverse Groups Such As Minorities or Women in Future Groups within the Organization

The findings show the results obtained when the respondents were asked to state the extent to which they agreed with the opinion that a succession plan encourages the advancement of diverse groups such as minorities or women in future groups within the organization. Majority, 20 of the respondents (37.7%), agreed with a further 12 respondents (22.6%), strongly agreeing. Only 1 respondent (1.9%) disagreed with the opinion.
Figure 4.37 Succession Planning Encourages the Advancement of Diverse Groups Such As Minorities or Women in Future Groups within the Organization

4.5.6 Succession Planning Copes with the Effects of Downsizing and Other Staff Reduction

The results show the responses obtained when respondents were asked to state the extent to which they agreed with the opinion that a succession plan helps to cope with the effects of downsizing and other staff reduction. Majority, 22 of the respondents (41.5%), agreed with a further 9, (17%), strongly agreeing. Four respondents (7.5%) disagreed with an equal number strongly disagreeing.
4.5.7 Succession Planning Copes with the Effects of Voluntary Separation of Programs Such As Employee Buyout

The results show the responses obtained when the respondents were asked to state the extent to which they agreed with the opinion that succession planning helps to cope with the effects of voluntary separation of programs such as employee buy outs. Majority, 17 respondents (32.1%), agreed with a further 10 (18.9%), strongly agreeing. Four respondents (7.5%), disagreed while 2 respondents (3.8%), strongly disagreed.
4.5.8 Succession Planning Provides Increased Opportunities for High Potential Workers

The findings show that majority, 21 of the respondents (39.6%), agree with the opinion that a succession plan provides increased opportunities for high potential workers. A further 18, (34%), strongly agreed with the same. Only 1 respondent (1.9%), disagreed with an equal number strongly disagreeing.
Figure 4.40 Succession Planning Provides Increased Opportunities for High Potential Workers

4.5.9 Succession Planning Unlock the Potential for Intellectual Capital in the Organization

Study results in Figure 4.41 indicate that majority, 21, (39.6%) and 14 (26.4%), of the respondents agreed and strongly agreed, respectively with the opinion that a succession plan unlocks the potential for intellectual capital utilization. Only 3 (5.7%), of the respondents strongly disagreed.
4.5.10 Succession Planning Helps Individuals Realize Their Career Paths within the Organization

The results show that majority, 24 of the respondents (45.3%), agreed with the opinion that succession planning helps individuals to realize their career paths within the organization. This was followed by 12, (22.6%), who strongly agreed. Only 1 respondent (1.9%) strongly disagreed with the same.
4.5.11 Succession Planning Reduces the High Cost to Organizations and Communities of Poorly Managed Transition

The study findings in Figure 4.43 indicate that majority, 22 of the respondents (41.5%) strongly agreed with the opinion that succession planning reduces the high cost to organizations and communities of poorly managed transition. A further 19, (35.8%) agreed with the same. Only 3, (5.7%) disagreed with an equal number strongly disagreeing.

Figure 4.43 Succession Planning Reduces the High Cost to Organizations and Communities of Poorly Managed Transition
4.5.12 Succession Planning Presents an Opportunity to Discuss the Organization Culture and Make Concrete Plans

The study findings in Figure Table 4.44 show that majority, 22 of the respondents (41.5%), respondents agreed with the opinion that succession planning presents an opportunity to discuss the organization culture and to make concrete plans. Only 1 respondent (1.9%) strongly disagrees with that opinion.

![Figure 4.44 Succession Planning Presents an Opportunity to Discuss the Organization Culture and Make Concrete Plans](image)

4.5.13 Benefits for Succession Planning Program in Organization

Findings in Table 4.4 indicate that responses given to the opinions greatly supported the opinion that succession planning process gives the organization a chance to identify strategic directions and priorities that can influence the future of the organization. Using a scale of 1-5 where 0-1.0 indicates strongly disagree; 1.1-2.0 disagree; 2.1-3.0 partly agree; 3.1-4.0 agree and 4.1-5.0. The standard deviations were less than 1.0 indicating that suppose the study was obtained from the entire population rather than the sample then the mean response would not be different from the one obtained from the sample.
Table 4.4 Benefits of Succession Planning Programs in Organizations

<table>
<thead>
<tr>
<th>Questions on the benefits of succession planning in organizations</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improves employees ability to change to environmental demands</td>
<td>47</td>
<td>4.30</td>
<td>.778</td>
</tr>
<tr>
<td>The process gives the organization a chance to identify strategic directions and priorities that can influence the future of the organization</td>
<td>47</td>
<td>4.47</td>
<td>.776</td>
</tr>
<tr>
<td>Identifies needs as a means of targeting necessary training employee education and employee development</td>
<td>47</td>
<td>4.23</td>
<td>.914</td>
</tr>
<tr>
<td>Decides what workers can be terminated without damage to the organization</td>
<td>47</td>
<td>3.53</td>
<td>1.018</td>
</tr>
<tr>
<td>Encourages the advancement of diverse groups such as minorities or women in future groups within the organizations</td>
<td>47</td>
<td>3.91</td>
<td>.803</td>
</tr>
<tr>
<td>Copes with the effect of downsizing and other staff reduction</td>
<td>47</td>
<td>3.60</td>
<td>1.155</td>
</tr>
<tr>
<td>Copes with the effect of voluntary separation of programs such as employee buyout</td>
<td>47</td>
<td>3.62</td>
<td>1.054</td>
</tr>
<tr>
<td>Provides increased opportunities for high potential workers</td>
<td>47</td>
<td>4.15</td>
<td>.884</td>
</tr>
<tr>
<td>Unlocks the potential for intellectual capital in the organization</td>
<td>47</td>
<td>3.91</td>
<td>1.039</td>
</tr>
<tr>
<td>Helps individuals realize their career paths within the organizations</td>
<td>47</td>
<td>3.91</td>
<td>.929</td>
</tr>
<tr>
<td>Reduces the high cost to organizations and communities of poorly managed transition</td>
<td>47</td>
<td>4.21</td>
<td>1.041</td>
</tr>
<tr>
<td>Presents an opportunity to discuss the organization culture and make concrete plans</td>
<td>47</td>
<td>3.96</td>
<td>.884</td>
</tr>
<tr>
<td>Current rating of the general performance of the Directors</td>
<td>47</td>
<td>3.57</td>
<td>.744</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>47</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.5.14 Existence of Succession Plan vs. Effects of Director Transitioning in the Organisations

The study results indicate that there was strong internal correlation between the existence of succession plan and the roles of directors since most of their Pearson Correlation values are less than 0.5.

The study results indicate that there was strong correlation (Pearson 0.291 < 0.5) between the existences of a succession plan and director as the figure-head performing ceremonial and symbolic duties as head of an organization.

The study results also indicate that there was strong internal correlation between monitors (gathered internal and external information relevant to the organization); resource allocator (controlled and authorized the use of organizational resources); disturbance handler (delt with unexpected events and operational breakdown) since all their Pearson correlation values were less that 0.5 and also less than 0.25.

Other roles were weakly correlated to the existence of succession plan with their Pearson Correlation values being less than 0.5 but more than 0.25 such as negotiator (participates in negotiation activities with other organizational and individuals); entrepreneur (designs and initiates change in the organization); disseminator (transmits factual and value based information to the subordinates). The director is the chief liaison officer and develops and maintains a network of external contacts to gather information and, as a leader, he/she fosters proper work atmosphere and motivates and develops employees.

Finally, the study exhibited that there was no correlation between spokesperson (communicated to the outside world of performance and policies) and existence of succession planning since it had a Pearson Correlation value of 0.530 > 0.5.

The study findings were significant at both 10% and 5% as indicated by their p-values (Sig.). The ** indicate that correlation is significant at the 0.01 level of significant (2 tail) and the * indicate that correlation is significant at the 0.05 level of significant (2 tail) so for the ** any value below 0.01 is significant while for the * any value below 0.05 at 2 tail is significant; thus all the responses are significant except for monitors (gathered internal and external information relevant to the organization); disturbance handler delt with
unexpected events and operational breakdown) and resource allocator (controlled and authorized the use of organizational resources).

Table 4.5 Existence of Succession Plan vs. Effect of Directors Transitioning in the Organizations

<table>
<thead>
<tr>
<th>Effect of Directors Transitioning in the Organizations</th>
<th>Existence of a succession plan</th>
</tr>
</thead>
</table>
| Director is the figure-head and performs ceremonial and symbolic duties as head of an organization | Pearson Correlation.291  
Sig. (2-tailed).061 |
| As a leader the Director fosters proper work atmosphere and motivates and develops employees | Pearson Correlation.472**  
Sig. (2-tailed).002  
N 42 |
| The director is the chief liaison officer and develops and maintains a network of external contacts to gather information | Pearson Correlation.334*  
Sig. (2-tailed).031  
N 42 |
| Monitors: gathers internal and external information relevant to the organization | Pearson Correlation.271*  
Sig. (2-tailed).083  
N 42 |
| Disseminator: transmits factual and value based information to the subordinates | Pearson Correlation.414**  
Sig. (2-tailed).006  
N 42 |
| Spokesperson: communicates to the outside world of performance and policies | Pearson Correlation.530**  
Sig. (2-tailed).000  
N 42 |
<table>
<thead>
<tr>
<th>Role Description</th>
<th>N</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneur: designs and initiates change in the organization</td>
<td>42</td>
<td>.432**</td>
<td>.004</td>
</tr>
<tr>
<td>Disturbance handler: deals with unexpected events and operational breakdown</td>
<td>42</td>
<td>.243*</td>
<td>.121</td>
</tr>
<tr>
<td>Resource allocator: controls and authorizes the use of organizational resources</td>
<td>42</td>
<td>.269*</td>
<td>.085</td>
</tr>
<tr>
<td>Negotiator: participates in negotiation activities with other organizational and individuals</td>
<td>41</td>
<td>.320*</td>
<td>.042</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level of significant (2 tail)
* Correlation is significant at the 0.05 level of significant (2 tail)

### 4.6 Chapter Summary

This chapter provides the results of the analysis where the researcher had used the filled questionnaires to get the results of the study. The results of the study were presented using charts and Tables. The missing system in the Table indicated the number of respondents that did not respond to the question under review. The study captured 88% response rate as the researcher was only able to capture responses from a fraction of the study sample.

The next chapter discusses the findings and provides conclusion and recommendations to the study.
CHAPTER 5

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the study findings, discussions of the research findings where they are compared with the findings of other relevant studies which were earlier carried, conclusions that were drawn by the researcher, according to the findings of the study, and the recommendations made by the researcher for the status improvement. The study further illustrates the recommendations that can be adopted.

5.2 Summary

This study was undertaken to fill the research gap that exists by studying succession planning of executive directors in civil society organizations. The specific objectives of the study were: to investigate the extent to which succession plans exist in organizations; to investigate the effects of executive director transitioning in the organizations, and to analyze the benefits of a succession plan in an organization.

The study adopted the use of a cross-sectional survey research design for this research and targeted 70 executive directors of NGOs implementing Natural Resource Management programs both in The Kenya Civil Society Strengthening program and the Changia Rasilimali Management program. Census sampling was used to select the sample for the study.

The main data collection instruments used were questionnaires that contained both open ended and close ended questions. They were also structured to cover all the objectives of the study. Data analysis was done using SPSS version 20 using both descriptive and inferential statistics. Measures of central tendency such as the mean and measures of dispersion such as standard deviation were used to analyze the data based on the nature of data collected. Inferential statistics such as pearson correlation was used to make predictions about the population from observations and analyses of a sample.

The study had a response rate of 75% with all the 53 questionnaires filled out of the 70 expected. This was not surprising especially considering that questionnaires have relatively high rate of response often close to 100 % (Fraenkel and Wallen, 2000). Majority of the
respondents in the study were male. Majority of the respondents were also aged 31-40 years followed by those between 41 and 50 years old and then those 20-30 year olds. Those who were 51-60 years of age were the least. Majority of the respondents had served in their organizations for 4-6 years followed by those who had served between 1 and 3 years then 7-9 years. Those who had served for less than one year were the least.

Majority of the organizations sampled were registered as NGOs, followed by those registered as Trusts and as CBOs, respectively. Organizations registered as societies and those limited by guarantee were the least in number. Organizations with 3-10 members of staff were the majority. This was followed by those with 11-20 then by those with 20-40 staff members. Organizations with more than 40 staff members were the least. Most of the sampled organizations had 1-2 directors since they were established. This was followed by those that had 3-4 and 5-6 director, respectively.

From the study, it was established that majority of the organizations did not have a succession plan. Some organization though had their succession plans already finalized and implemented while others had them finalized but are yet to be implemented. Others even still had theirs in draft stage. It was also established that, in most organizations, it was the senior management and the Board members who were involved in the development of the succession plan. Of those organizations that did not have a succession plan, majority claimed that it was the management that had not initiated the process. A significant percentage also noted that the Board had not prioritized the development of the succession plan.

In most organizations, the study indicated that the director was the founding member of his organization. Where it was otherwise, the director was mostly recruited through internal promotion process. The study also found out that the organizations mostly recruited directors since they needed specific skills and competencies that the directors had to offer.

However, it is important to note that a significant number of organizations had other reasons for recruiting directors. Of the organizations sampled, majority indicated that they were at the organizational startup stage. A significant number of organizations were underperforming or were going through turn around strategy when the director was recruited.
Study findings also indicated that majority of the organizations did not form a transition committee during the succession planning process. In majority of the organizations, there was an acting director for the organization before the director was fully confirmed. Many organization Boards made senior management appointments during the succession process. The study also indicated that majority of the organizations had a stipulated period of service for the director.

Most of the sampled organizations had directors who were founding members; however those with directors who were non founding members were also a significant number. Majority of the organizations had directors who had served for close to 5 years. The least serving directors had served for only 1 year with those who had served the longest having served for even more than 10 years.

Very few organizations regularly evaluated the directors and majority of them don’t. Majority of the respondents acknowledged that the role of the executive director as a figure-head; leader; liaison officer; monitoring officer; information disseminator; spokesperson; entrepreneur; disturbance handler; resource allocator and negotiator would be affected if the executive director was to transition from the organization.

On the benefits of the succession planning, the study established that majority of the respondents agreed to varying extents that succession planning was responsible for: improving the employees’ ability to respond to changing environmental demands; giving the organization a chance to identify strategic directions and priorities that can influence the future of the organization; identifying the needs as a means of targeting necessary training employees education and employees development; deciding what workers can be terminated without damage to the organization.

Other benefits included: encouraging advancement of diverse groups such as minorities or women in future groups within the organizations; coping with the effects of downsizing and other staff reduction; coping with the effects of voluntary separation of programs such as employees buyout; providing increased opportunities for ‘high potential workers’; un-taping the potential for intellectual capital in the organization; helping individuals realize their career paths within the organization; reducing high cost to organizations and communities of poorly managed transition and presenting an opportunity to discuss the organization culture and make concrete plans.
5.3 Discussion

This section presents the researcher’s discussion on the study findings obtained where the findings are compared with the findings of earlier studies which were done by different scholars and institutions.

5.3.1 Existence of Succession Planning in Organizations

From the study, it was established that majority of the organizations had a succession plan, out of which, some organizations had theirs already finalized and implemented, others had them finalized but not yet implemented. Others even still had theirs in draft stage.

It was also established in the study that in most organizations it was the senior management and the Board members who were involved in the development of the succession plan. This is supported by Price (2008), who states that succession planning is a shared responsibility between the non-profit organization’s executive director and its board of directors. However, in most cases, it really is up to the executive director to drive the process.

Majority of respondents claimed that it was the management that had not initiated the process in organizations that did not have a succession plan. A significant percentage also noted that the board had not prioritized the development of the succession plan. This argument is back by Chand and Bronner (2008), who argue that the board and management, being the internal change agents, need to be proactive in identifying areas that are critical to the organizational sustainability.

Over half of the respondents in the study indicated that the director was the founding member of the organizations and where it was otherwise, the director was mostly recruited through internal promotion process. Very few directors were recruited through an external recruitment process.

The study also found out that the organizations mostly recruited directors since they needed specific skills and competencies that the directors had to offer. It is however important to note that a significant number of organizations had other reasons for recruiting directors such as director recruitment as a turnaround strategy and making underperforming organizations to start performing again.
Of the organizations sampled, majority indicated that they were at the organizational startup stage. A significant number of organizations were underperforming organizations or were going through turnaround strategies. According to Rothwell and Poduch (2004), best practice organizations make succession planning an integral corporate process by exhibiting a link between succession planning and overall business strategy. This link gives succession planning the opportunity to effect the corporation long term goals and objectives.

Majority of the organizations did not form a transitioning committee during the succession planning process. This is divergent to Price (2008), who states that some organizations will establish a succession planning sub-committee of the board that either is an ad hoc committee or a task force, but one that meets at least annually or semi-annually to make sure that essential elements of succession planning are in place.

The study also indicated that majority of the organizations had a stipulated period of service for the director. In majority of the organizations, there was an acting director for the organization before the director was fully confirmed. Majority of them made appointments from among the senior management staff. This is an indication of lack of proper succession planning according to Dalton F. and Dalton M. (2007), interim CEOs are usually named in reaction to crisis, when unforeseen circumstances dictate an immediate, but temporary, solution to the lack of a CEO. Such circumstance will signal a failure on the part of the Board.

The study also showed that the sector has minimal executive transition with a majority (63%) indicating that they have 1-2 directors in the organization. The sector is male dominated and the majority are aged between 31 and 40 years.

5.3.2 The Effects of Director Transitioning in the Organisations

Most of the sampled organizations had directors who were founding members; however those with directors who were non founding members were also a significant number. Majority of the organizations had directors who had served for close to 5 years. The least serving directors had served for only 1 year with those who had served the longest having served for even more than 10 years. Froelich et al. (2011), points out that top executives often have relatively long tenure, providing organizational stability while avoiding the urgency for imminent leadership change and associated disruption.
Most of the respondents indicated that the director is regularly evaluated by the board while a small percentage of 23% stated that the director is not evaluated by the board. This is supported by the Froelich et al. (2011), who states that the board of director can play a significant role in establishing a proactive stance toward succession planning through internal talent development and establishing/monitoring on going succession related activities.

Majority of the respondents acknowledged that the role of executive director as a figure head; liaison officer; spokesperson this is confirmed by Finkelstein et al. (2009), who points out that by virtue of being at the top of the organizational hierarchy, executive actions often convey extra meaning (Pfeffer 1918a.) Some top executives actions are expressly symbolic, such as hosting a farewell dinner for a much loved employee, holding a recognition ceremony to honor some extraordinary achievement, or personally appearing in the company advertisement.

On the role of the director being the leader of the organisation, majority of the respondents established that the director is the leader of the organisation and this is affirmed by Carlson and Donohoe (2010), who point out that a leader is a strategist, a visionary and someone who inspires others to greatness. This is the most critical role of executive directors in any organization. You are leading when you bring stakeholders together to decide on the organization’s vision and values or when you bring staff and volunteers together to design a program or develop a strategy or resolve a problem.

Majority of the respondents agreed that director is the monitoring officer; information disseminator and negotiator and these roles would be affected to a great extend if the director was to exit the organisation. According to Achua (2013), Effective leadership from the top is critical during a crisis. When there is a crisis, employees will look at the CEO or the most senior leader on how to cope with the situation. This is also acknowledged by Collins and Clark (2003), states that CEO is the likely to be the best source of information about the practices used to manage top executives for example important HR issues such as hiring, compensation and training are typically negotiated between a firm’s CEO and its board of directors. Chief executive officers (CEOs) have increasingly emphasised the need for their firms to effectively attract, motivate, develop and retain talent.
Most of the respondents confirmed that the roles of the directors of being an entrepreneur and resource allocator would be affected if the executive director was to transition from the organization. Zietlow et al (2011), points out that CEO of an non profit organization is appointed by and reports to the board of trustees and has primary responsibility for the day-to-day operations. Specific responsibilities are; manage the financial operations of the organization to include internal control, review of financial statements, and monitoring of all financial details to ensure their accuracy and integrity.

The respondents agreed with Mintzeberg leadership theory which has been used over time in leadership management and Tierney (2006), which states that in most organizations the executive director is the main planner, implementer and controller of programs within the organizations.

### 5.3.3 Benefits of Succession Planning in Organizations

The respondent in the study could only agree to varying extents to the opinionated benefits of the succession plan. According to Wolfred (2008), an organization that gives ongoing attention to talent-focused succession planning can be more nimble and flexible, having the skills and capacity at hand to meet whatever challenges may arise. In turn, the executive’s job becomes more manageable because leadership is shared.

On the benefits of the succession planning, the study established that a majority of the respondents agreed, to varying extents, that succession planning was responsible for improving the employees’ ability to respond to changing environmental demands. This is confirmed by Beaver and Hutchings (2004), who state that human resource planning (HRP) attempts to ensure there is a match between the demand and supply of labour, from the internal (ILM) and/or external (ELM) labour markets. It helps calculate critical resources, including succession planning and career pathing of employees.

Majority of the respondent agreed with the statement that succession planning gives the organization a chance to identify strategic directions and priorities that can influence the future of the organization. This is argument is backed by Coward (2012), who argue that integration of succession planning and the strategic goals and unit plans of the college provide a guide to how the organization will succeed at succession planning and management. Moreover, this process ensures that the necessary resources and strategic direction are there for the long-term success of the program.
On the benefit of succession planning being used to identify needs as a means of targeting necessary training, employees education and employees development. Majority of the respondent agreed with the statement. Coward (2012), states that talent training and development ensures that the organization has the qualified talent needed to fill future leadership positions. The institution’s leadership may demonstrate support of the training and development of employees by creating mentor and leadership training programs, by utilizing individual employee development plans, and by identifying and/or developing a qualified pool of talent.

Though a number of respondend did not agreed with the statement that succession planning can be used to decide what workers can be terminated without damage to the organization. According to Coward (2012), organizational assessment identifies the number of people eligible for retirement and positions that may be impacted by a leadership shortage. The organization is able to strategically identify internal positions and competencies needed for the continued growth of the institution.

Other benefits include encouraging advancement of diverse groups such as minorities or women in future groups within the organizations which is supported by Wolfred (2008) who argues that one critical opportunity succession planning offers lies in building the diversity of an agency’s talent pool. As positions at various levels within an agency open, the chance emerges to recruit staff that can best connect with the cultures and needs of an organization’s clients.

Majority of the respondent agreed with the following benefits of succession planning; Coping with the effects of downsizing and other staff reduction; coping with the effects of voluntary separation of programs such as employees buyout; un-taping the potential for intellectual capital in the organization; helping individuals realize their career paths within the organization. This is affirmed by Rothwell (2010), argument that succession planning and management is thus important in making and realizing investments in intellectual capital in the organization.

Effective succession management comes when you adopt a talent mind-set. You make time for an in-depth talent assessment and differentiate between strong and weak performers. You give challenging assignments to inexperienced but high-potential managers (Conger and Robert, 2003). This argument was confirmed by the majaority of the respondent who
agreed that succession planning provides increased opportunities for ‘high potential workers’;

Majority of the respondent agreed that succession planning reduces the high cost to organizations and communities of poorly managed transition and presenting an opportunity to discuss the organization culture and make concrete plans. This argument is supported Cluttterbuck (2012), succession planning needs a vision and/or mission to give it purpose or shape. It also needs to be linked timely to the business values, and to be integrated into other strategic processes. Annual succession planning reviews tend inevitably to emphasize replacement and continuity as core purposes. With continuous review, however, there is more likely to be a values-based mindset.

5.4 Conclusion

With reference to the study findings obtained under the analysis of the data collected, the researcher makes conclusions with respect to each research question based on the way data was collected.

5.4.1 Existence of Organization Succession Planning

The researcher obtained significant results to the research objective of succession planning development. Based on these findings, the researcher concludes that majority of the organizations do not have a succession plan, mostly due to laxity by the Board members and senior management. In some organisations succession plan is developed but its not finalised. This has lead to poor transition of leadership within the organisations which leads to founders syndrome in some organisations when the founding director has been with the organisation for a long time.

5.4.2 Effect of Directors Transitioning in the Organizations

The researcher obtained significant results to the objective of the effect of directors transitioning in the organizations. Based on these results, it can be concluded that majority of the directors in organizations are founding members and that the longest served period in the director position was 10 years. This can be concluded to means that organisations are vunerable and at the mercy of the CEO. If the CEO was to exit the organization would disintegrate since most key roles in the organization would not be played. The organization would be dysfunctional and at risk of the organization winding up.
5.4.3 Benefits for Succession Planning Program In Organization

The researcher gathered enough evidence on the research objective of the benefits of the succession planning. Based on the results it can lead to the conclusion that succession planning is beneficial in: improving the addressing key issues such as employees management, organizational growth and sustainability.

5.5 Recommendations

Based on the study findings, the researcher makes the following recommendations.

5.5.1 Recommendations for Improvement

5.5.1.1 Existence of Succession Planning in Organizations

The researcher recommends that it is important for organizations to have a succession plan regardless of the nature of the registration of the organization. She also recommends that management should be more practical in implementing the succession plan and avoid drafting a plan without adopting it as an organization document for implementation.

The management is also challenged to take the first step in succession planning development if they do not already have one. It will be important to increase the recruitment of female and younger (age 31-50 years) candidates in leadership positions within the non-profit sector to have a more gender balance leadership.

5.5.1.2 Role of Directors in the Organizations

The researcher recommends mentoring of senior management team by the director together with increased delegation of roles. The board should also evaluate the director on his/her capacity to mentor and retain talented staff within the organization. This will ensure that in case of an exit of the director the organization key roles are continue to be performed as the organization seeks fill the position.

5.5.1.3 Benefits of Succession Planning

Based on the indisputable benefits of a succession planning, the researcher recommends that organizations which do not have a succession plan yet should develop one since the benefits on employee management and organizational growth and sustainability will support the organization in the effective implementation of the strategy.
5.5.2 Recommendations for Further Studies

The researcher recommends further studies on the process of succession planning which is currently implemented on an adhoc basis depending on the situation and the level of growth of an organization. Other areas of further studies are challenges that organization have in the implementation of succession plans. Studies on how to attract leaders from other sectors, such as the profit-making companies, to join the non-profit sector should also be investigated further.
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APPENDICES

APPENDIX I: QUESTIONNAIRE

QUESTIONNAIRE ON SUCCESSION PLANNING OF EXECUTIVE DIRECTORS IN CIVIL SOCIETY ORGANIZATIONS

Introduction
This questionnaire is part of a research project on the effects of the succession planning of directors on performance. You were selected to be a part of this study on the basis of the fact that you are currently serving in a Natural Resource Management Organization.

Objective: To determine the effect of the succession planning of executive directors on the effective performance of CSOs in Kenya.

Specific Objectives

1.4.1 To investigate the extent to which succession plan exist in the organization
1.4.2 To investigate the effects of CEO transitioning in the organization
1.4.3 To analyze the benefits of having a succession plan in the organization

The research will help in providing the following information

- Determine best practices with regard to NGO management.
- Identify the capacity development gaps with regard to succession planning in civil society organisations.
- Determine capacity development initiatives to improve director transition and carry out effective succession planning in civil society organizations.

As a staff, this is an important opportunity for you to investigate how the succession planning process is carried out in your organization and aim at identifying areas of strength and those that would require improvement.

Your responses to this questionnaire will be entered directly into a database and treated confidentially and for academic purpose only.

In the case of questions with an open-ended response, comments will be reported in an anonymous form that does not disclose the identity of the respondent.

Your participation is voluntary. You may decline to answer any question or decide to discontinue participation at any point.

Please tick here to indicate your informed consent to participate in this study ☐
### General information about the respondent

1. What is the title of the position you hold in your organization?

2. What is your gender

   - [ ] Female
   - [ ] Male

3. How old are you?

   - [ ] 20-30 years
   - [ ] 31-40 years
   - [ ] 41-50 years
   - [ ] 51-60 years
   - [ ] 60 years and above

4. How long have you served in the organization?

   - [ ] Less than 1 year
   - [ ] 1-3 years
   - [ ] 4-6 years
   - [ ] 7-9 years
   - [ ] 10 years and above

### General information about the Organization

5. Your organization is registered as?

   - [ ] Trust
   - [ ] NGO
   - [ ] Society
   - [ ] CBO
   - [ ] Company limited by guarantee
   - [ ] Other
   
   (Kindly specify)…………………………………………………………………………………………………………

6. Which year was the organization registered?……………………

7. Our organization has the following number of staff

   - [ ] 3-10
   - [ ] 11-20
   - [ ] 21-40
   - [ ] 40 and above

8. How many directors has your organization had since it was established?

   - [ ] 1-2
   - [ ] 3-4
   - [ ] 5-6
   - [ ] 6 and above
9. Does your organization have a succession plan?
   □ Yes
   □ No
   IF YES
   (a) Is it finalized or is it still in draft form?
   □ Finalized and being implemented
   □ Finalized but not being implemented
   □ Draft
   (b) Who was involved in the development of the plan?
   □ Board members
   □ Senior management team
   □ Both
   □ Others (Kindly specify)…………………………………………………

10. If you do not have a succession plan, what is the main reason for not developing one?
   □ The management has not initiated the process
   □ The Board has not prioritized the development of a succession plan
   □ Others…………………………………………………………………….

11. How was the director recruited?
   □ Internal promotion process
   □ External recruitment process
   □ You are a founding director

12. What was the reason for recruitment?
   □ Organization succession planning process
   □ Specific skills and competencies
   Other reasons specify……………………………………. 
13. What kind of a transition was your organization going through?
   - ☐ Turnaround strategies
   - ☐ Organizational startups
   - ☐ Underperforming organizations
   - ☐ Founder succession

14. Did your organization form a transitioning committee during the succession planning process?
   - ☐ Yes
   - ☐ No

15. During the succession planning period, did you develop a communication strategy to communicate with all the stakeholders?
   - ☐ Yes
   - ☐ No
   - ☐ Others specify……………………………………………………………………………………

16. Did you have an acting director for the organization before the director was fully confirmed?
   - ☐ Yes
   - ☐ No

17. Did the Board make other temporary senior management appointments from among other senior management staff?
   - ☐ Yes
   - ☐ No

18. How long did the whole recruitment and confirmation process take?

19. Does your organization have a stipulated period of service for the director?
   - ☐ Yes
   - ☐ No

20. If yes how many years?
## Role of Directors’ in an Organization

21. The Director is a

- [ ] Founding member
- [ ] Non founding member

22. How many years has the Director served in the organization?

23. Is the Director regularly evaluated by the Board?

- [ ] Yes
- [ ] No
- [ ] Others specify…………………………………………………………………………………

On a scale of 1-5 please indicate the extent to which these roles played by the Executive Director would be affected if the Executive Director was to transition from your organization

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Small extent</th>
<th>Some extent</th>
<th>Large extent</th>
<th>Great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

24. The Director is the **Figure Head** and performs ceremonial and symbolic duties as head of an organization.

25. As a **Leader**, the Director fosters proper work atmosphere and motivates and develops subordinates.

26. The Director is the Chief **Liaison Officer** and develops and maintains a network of external contacts to gather information.

27. **Monitors**: Gathers internal and external information relevant to the organization.

28. **Disseminator**: Transmits factual and value based information to subordinates.

29. **Spokesperson**: Communicates to the outside world of performance and policies of the organization.
30. **Entrepreneur**: Designs and initiates change in the organization.

31. **Disturbance Handler**: Deals with unexpected events and operational breakdowns.

32. **Resource Allocator**: Controls and authorizes the use of organizational resources.

33. **Negotiator**: Participates in negotiation activities with other organizations and individuals.

### The benefits of having a succession plan in an Organization

Kindly indicate your level of agreement or disagreement with the statements on the benefits of having a Succession Plan within your organization

The rating is as shown:

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Partly disagree/partly agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

34. Improves employees' ability to respond to changing environmental demands.

35. The process gives an organization a chance to identify strategic directions and priorities that can influence the future of the organization.

36. Identify needs as a mean of targeting necessary training, employee education and employee development.

37. Decides what workers can be terminated without damage to the organization.

38. Encourages the advancement of diverse groups such as minorities or women in future groups within the organizations.

39. Copes with the effects of downsizing and other staff
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>40.</strong></td>
<td>Copes with the effects of voluntary separation of programs such as employee buyout.</td>
</tr>
<tr>
<td><strong>41.</strong></td>
<td>Provides increased opportunities for ‘high potential workers’.</td>
</tr>
<tr>
<td><strong>42.</strong></td>
<td>Unlocks the potential for intellectual capital in the organization.</td>
</tr>
<tr>
<td><strong>43.</strong></td>
<td>Helps individuals realize their career paths within the organization.</td>
</tr>
<tr>
<td><strong>44.</strong></td>
<td>Reduces the high cost to organizations and communities of poorly managed transition.</td>
</tr>
<tr>
<td><strong>45.</strong></td>
<td>Presents an opportunity to discuss the organization culture and make concrete plans.</td>
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46. Final comments

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Thank You!!
### APPENDIX II: RESEARCH FRAME

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**APPENDIX III: SAMPLE SOURCE**

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