

## ASSESSMENT OF MANAGERIAL SUCCESSION PLANNING ON PROJECTS PERFORMANCE IN RWANDA: A CASE STUDY OF HUMANITARIAN FOOD INITIATIVE PROJECT

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### ABSTRACT

**T**he general objective of this research is to assess the managerial succession planning on the projects performance. Today's projects must have the right people in the right jobs at the right times. They cannot afford to be performed without people who have the required qualifications and competencies to quickly fill a critical or key role when the need arises. All projects operate with the aim of achieving on its performance and become successful. Projects therefore design different measures that can help them achieve on performance, like proper designing and managerial succession planning. The researcher used a both analytical and descriptive design based on both qualitative and quantitative data while the population was 70 employees of the project. Questionnaires were used as the data collection techniques while data were collected from both primary and secondary sources. The collected data were presented using tables while analysis and interpretation was done based on the percentages and frequency of the collected data. Results showed that The majority of respondent means (4.52 aggregate mean) said that managerial succession planning in Humanitarian Food initiative project plays role in recruitment for tomorrow employment, that managerial succession planning mitigating and foreseen project risks, managerial succession planning allocating project resources according to priory activities, other respondents said that managerial succession planning plays role in talent management, managerial succession planning helps in knowledge transfer between employees, finally, other big of respondents said that managerial succession planning plays role in capacity building. The performance criteria and factors of the project, respondents revealed a results indicate that it was revealed that that the majority of respondent as indicated by the table above the strongly agreed that the project performance criteria are the following: efficiency use of Cost/ budget as first performance criteria of the project, the project gets on its performance because it meets desired quality of products delivered, again the project has technical efficiency in everyday activities, also the project has sufficient requirements in order to get on performance of the project, other important indicator of performance of project is achievement of targeted goals, finally all respondents means 70 (100.0%) said that the last important indicator of performance of project is time achievement.

**Key Words:** *Managerial Succession planning, project performance, project, performance, Project Sustainability, Project competitiveness*

## 1.0 INTRODUCTION

This chapter presents introduction, background of the study, problem statement, study objectives and the research questions, justification of the study and scope of the study.

### *1.1. Background of the study*

Even though a number of key issues play important roles in the success or failure of any project's survival and long-term prosperity, leadership stands as a fundamental factor in this regard. The failure of leaders and seniors managers can be a horrifying incident and lead to major consequences within and outside the project. The importance of succession planning to a project is one of the key issues. Recent world research regarding succession planning and management divided it in three time periods. The first period covers from 1960 to 1980, this period can be designated as the rise of succession Research. The second period covers from 1980 to 1990 is best described as Emerging trends and development of succession planning. The third period succession planning and beyond covers from 1990 to the present, While some debates exist on the origins of succession as a research topic, the bulk of empirical based studies of succession occurred during the mid-1950s to the mid-1960s. In this period of time, the main focus of research was on CEO succession and management development (Zaich, 1986).

The human resource planning came into vogue in the mid-1970s to mid-1980s, at this point research attention shifted focus to planning for HR needs of an entire organization rather than focusing solely on the senior management group. Research into succession planning and management began in earnest in the 1980s since then; succession planning has evolved with the waves of change in work place and human resource management.

Whether public or private, the ability of a project to survive is based on the organization's capacity to produce sustained and high quality leadership over time. Increasingly, leadership capacity building is receiving renewed attention as governmental and private agencies face mounting pressures to ensure organizational sustainability, flexibility, and responsiveness in the face of increasing uncertainty and limitations (Kesner, 1994).

Increasing turbulence in the public sector environment, characterized by organizational restructuring, funding uncertainties, and increasing program complexities, has substantial effects on the ways public sector organizations respond to leadership replacement. Some organizations, such as the military, have considerable experience and expertise with succession planning. In the event of a personnel change or a loss, the leadership knows exactly who will take over and what his or her role will be—from the newest recruit all the way up to the commander-in-chief. These organizations typically understand the strengths and weaknesses that particular individuals within the organization possess and what is required to fill gaps in skills and competencies (Butler, 2002).

Events show us disasters such as the sudden death of a key executive can reverberate throughout an organization, paralyzing both leadership and staff and impeding the organization's ability to execute its business plan. Effective organizations cannot afford to passively wait for the future; they must create it by investing their time, thoughts, and planning in order to ensure the quality and continuity of their leadership talent. A number of agencies have taken action to upgrade their succession planning practices in an attempt to unblock the leadership pipeline (Mallach, 2006).

Managerial succession planning was there from the beginning of Rwanda up today, where we all know that in various institutions let it be in Government or private institutions, it is supposed to be applied for the betterment of the organizations, but the way it is applied is different from that of the past epoch, the managerial succession planning of today is based on scientific approved principles for you to be approved to be successor on different positions of the project, which was different from that of long ago, where they could base on sentiments of the king for you to be promoted which is sometimes not basing on competence.

### *1.2. Problem statement*

The failure of project performance has been as a result of poor project management and managerial succession planning. Managers in most projects consciously do not have strong project management skills and poor leadership skills, inadequately-trained managers, lack of skilled labor, also inadequate definitions of talent as a guide in the project performance. The improper managerial succession planning would equally hinder the proper allocation of the project scarce resources, this leads to the failure of project performance. It should also be noted that over time it has been shown that project managerial succession planning and project performance are necessarily directly related (Goss, 1986).

A project that doesn't attain its performance as a primary goal should have to re-think. The transition of leadership is a critical point in a project's existence and many changes come from succession that not only effect the management directions of the project but often will change the ownership of the project and also achieve on performance. Planning for succession has been credited for minimizing the impacts that come from leadership transition in projects. Despite all our knowledge around the problem of the project performance, researchers point out that in the last years a report was released regarding the performances of projects has shown clearly the results are very low 42% are not functioning well, contemporary researchers are urging us to research on this specific problem which so far has little information available to know the causes of these projects not achieve on their performance, that is why the researcher is interested to carry out a study to figure out if Managerial Succession Planning can contribute to the Projects performance (ibid, 2000).

### *1.3. Objectives of the research*

#### *1.3.1 General objective*

The general objective of this research is to assess the managerial succession planning on the projects performance.

#### *1.3.2 Specific objectives*

The specific objectives of this research were the following;

1. To assess the contribution of managerial succession planning on the Humanitarian Food initiative performance
2. To identify the performance criteria of the Humanitarian Food Initiative project
3. To assess the managerial succession planning process challenges faced by Humanitarian food initiative project.
4. To identify possible solutions to overcome the challenges faced by Humanitarian Food initiative project in its managerial succession planning process

## 2.0 LITERATURE REVIEW

### 2.0. Introduction

In this chapter, the researcher presents the review of literature related to the variables of the study. It reviews studies by other scholars especially studies touching on managerial succession planning in projects, factors necessary for the project performance and the contribution of managerial succession planning on the project performance.

### 2.1. The theoretical review/Conceptual framework

There were different theories on strategic succession planning, each identifying own paradigm and concept on family owned businesses. Some of these theories will include; Game Theory of Succession Planning, Leadership Model Succession Theory and Requisite Organization Theory (RO).

#### 2.1.1. Game Theory of Succession Planning

This theory called Game theory is part of the decision theory concerned with interdependence decisions. Theory was developed in 1950s by many scholars. The theory is a study of mathematical models of conflict and cooperation between intelligent rational decision-makers. The problems of interest involve multiple participants, each of whom has individual objectives related to a common system or shared resources. Because game theory arose from the analysis of competitive scenarios, the problems are called games and the participants are called players. Situations involving interdependent decisions arise frequently, in all walks of life (Watts, 2004).

All of such situations call for strategic thinking and making use of available information to devise the best plan to achieve ones objectives. Game theory simply extends this concept to interdependent decisions, in which the options being evaluated are functions of the player's choices. One of the most significant challenges to enduring family businesses is the process of passing the leadership of a firm from one generation to another. Game theory positions itself as a model for examining succession as a set of rational but interdependent choices made by individuals about a firm's leadership. The primary contribution of game theory is demonstrating the application and understanding the decisions and outcomes of succession events (Dunemann & Barrett, 2004).

#### 2.1.2. Leadership Model Succession Theory

Leadership Model Succession Theory proposes that to ensure leadership succession is in place, the company should maintain redundancy in management structure to maximize coverage, plan ahead for retiring executives by appointing a successor before the current leader leaves, groom selected internal candidates by allowing them to shadow the current leaders and finally prevent conflict by making leadership changes swiftly. The theory is seen in the business world with companies promoting from an existing leadership structure to retain control of business strategies and organizational direction. Successful businesses have the potential to survive their founders. Businesses structured as corporations, nonprofits or cooperatives have trajectories that are related to, but separate from, the people who found them. Business succession is the process of figuring out how a company will continue to operate after its founders or leaders are no longer actively involved (Ibrahim, 2001).

#### 2.1.3. Requisite Organization Theory

According to Requisite Organization Theory (RO), an employee's potential capability is the key factor in identifying talent within a succession management strategy and is measured in the unit of time-

horizon. An individual's time-horizon is the length of time into the future that (s) he can plan and work. Making plans and carrying them out in the future requires an increasing amount of complex mental processing the further the distance into the future.

It follows that ability to handle complexity of mental processing is proportional to potential capability. Therefore, one's ability to plan into the future, or time-horizon, is the unit by which potential capability is measured (Zacharakis, 2000). Within this theory, managers-once-removed (MoRs) evaluate subordinates-once-removed (SoRs) and subordinates-twice-removed to determine potential capability. Within RO, organizations identify critical talent within a succession management strategy by plotting employees' age and time-horizon on a Potential Progression Data Sheet. This data sheet allows organizations to visualize the career trajectory of employees and select succession candidates accordingly.

#### *2.1.4. Concept of Manpower Planning*

According to (Bjornberg, 2002), As obtained in the literature, several studies have argued asserting that the function of personnel in contemporary organizations is undergoing a radical transformation; departing from the era of personnel administration to a concept of comprehensive and integrative approach that focuses on the adequate utilization and development of human resources. This new concept is referred to by several names such as human resource planning, manpower planning, human resource management, etc.

This concept has been defined by different authors in various ways and the only conclusion is that manpower planning is referred to as the total package of the personnel-related activities. Essentially, considerable misunderstanding and disagreement exists regarding the components of manpower planning and in addition, it is important to note that diversity also exists in organizations regarding the content of "manpower planning" programs. There are a number of external pressures that motivate organizations to adopt a new model for manpower planning (Stybel, 1982).

Enforcement of Equal Employment Opportunity (EEO) legislation has made many organizations to modify their employee management in areas such as recruitment, selection, compensation, performance appraisal and other related practices. It is evident that the legislation and manpower planning has made the bad situation worse, whereby newly hired and old employees are more concerned about work life quality and departing from the concept of employee who subordinates his personal life to the demands of the organization he works for. In the same direction, employees are becoming insistent that employers should have laudable career programs, establish improved work climates, and above all their personal needs and aspirations should be factor into management decisions. Similarly, Pension Reform Law also has significant implications on organization personnel policies and procedures.

Distribution of age of the workforce and the educational level attainment of the population should also be taken into consideration by organizations regarding manpower planning. However, it is often said that insufficient or unqualified workforce in organization is as serious as scarcity of raw materials in production. Similarly, it has been argued that investment in manpower is as equally important as in acquisition of plants, equipment and materials for organizational growth and survival. Some organizations were forced to reschedule their plans for expansion due to their inability to procure the needed human resources; while some companies experienced high manpower planning errors, poor product, lower level of efficiency and poor service quality simply because they failed to anticipate the basic manpower requirement for their organizations (Fleischmann, 2000).

Taylor (2002) identifies three types of planning that aim at achieving practical goals and objectives of organization. (1) Micro planning deals with forecasting supply and demand for specific groups. (2) Contingency planning covers the situation where possible scenarios are examined and the implications assessed before major decisions are taken. (3) Succession planning is a third type that focuses on manpower planning activity such as recruitment and development of employees in order to fill managerial and top positions.

Collins (2009) defines succession planning as a process that can provide seamless leadership transition across the organization. Strategic, systematic and deliberate effort to develop competencies in potential leaders through proposed learning experiences such as targeted rotations and educational training in order to fill high-level positions without favoritism.

In the words of Charan et al (2001) succession planning is perpetuating the enterprise by filling the pipeline with high performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future. From this perspective, succession planning is seen as management pipeline that accelerates management performance over a period of time. Charan's definition looks into the future and this probably influences succession planning is co-creating, a transformational stage during which management explores the future. Succession planning is organized process comprising the identification and preparation of potential successor to assume new role.

However, this definition is short and compact, but it is not futuristic and lack strength when compared with Charan's definition. The Journal for Quality and Participation reported that 67% of companies do not have a succession plan and 45% have no executive development plan in place and it was argued that the crisis could be alleviated by implementing succession training programs (Harris, 2008).

#### *2.1.5. Succession Models*

##### **Relay Succession Planning Model**

Santorin (2004) came up with the first succession model, which is referred to as Relay Succession Planning. In this model, He advocates that current CEO of an organization should pass the baton to a successor over a long period of time. The impact of companies practicing this model is being evaluated in Santorin's research compared with organizations do not have such plans in place. However, it was recorded that organizations that practice relay succession plans performed better because the successors were exposed to corporate challenges and were able to deal with such challenges in the pre-succession phase (Garman, 2004).

Obviously, current CEO was able to pass the baton in real time and this would give the successor the opportunity to test the reins of leadership and at the time receive training. In similar direction, organizations that implemented relay succession model should perform better in the post-succession phase, because he been tried and tested, which implies that experience would be speaking for him. However, it is essential to note that not all organizations would hold the view that hiring internally is better, some organizations may prefer outsider in order to inject fresh ideas and vision thereby bringing positive change into the organization. It is evidence in Santorin's research that those organizations that had internal relay succession model had a higher return on investment over time (Santorin, 2004).



### Scharmer's U Model

Scharmer (2007) came up with the second succession model which is referred to as Scharmer's Theory U Model". Scharmer argues that the Top Management Team should embrace and act in order to implement succession planning. In the first instance, this model views succession planning as beginning from the immediate future and supports a concept of a process of five movements that can make change possible. These movements are; Co-initiating in the words of Scharmer, at this stage, organization establishes a common purpose with all stakeholders about a future event. Co-sensing is the second movement stage in which an organization sees the need at hand collectively across boundaries. Also, at the stage, new ideas and innovation occur through collective input. The third stage is presenting, whereby the leadership of organization begins to see the future they envisage. This futuristic plan establishes a foundation for change, thereby spurs an organization to an expected end.

Further, at this stage, it is observed that the leadership let go off unresolved past issues and forges ahead to a more realistic future. The fourth in this model is 'co creating' Scharmer argues that at this stage, leadership of organization explores the future and prototypes what the future might look like. He goes further to suggest that leadership should make succession planning a long-term concept rather than working on organizational immediate requirements.

There is need to assess company' strategy and policy that highlight the required qualifications of the successor in order to have a sustainable and dynamic succession plan in place. The Scharmer's fifth movement in Theory stage coevolving can help an organization to embrace change and implement succession planning strategies in the context of an emerging future.

#### 2.1.6. Project performance indicators

The definition of project success is ambiguous, Salleh (2009) Stated that a project is successful if it achieves the triple objective outcome of within time, scope, and quality. This is the traditional view of project management. It implies the successful achievement of time, cost and quality objectives, as well as the quality of the project process.

Turner (2004) identifies on time, within budget and to specification especially for information technology projects as the standard for judging success. Overall project success deals with the wider and longer term impact of the project, which means both project management success and project product success. They noted that project management can be determined at the end of the project, which means in many cases,

Success criteria will determine months or years after finishing the project, especially public projects. Hence, determining if a project is successful is difficult if viewed from the above two success criteria, Erling, *et al.*, (2006).

Baccarini (1999) use the concept project success in a different approach, viewing it as product success, which implies the quality and impact of the end product to the end user (in terms of satisfaction of user(s) needs, meeting strategic organizational objectives, satisfaction of stakeholders' need) when a project execution is finished. The project success as the "results much better than expected or normally observed in terms of cost, schedule, quality, safety and participant satisfaction.

In their work, Baker, *et al.*, (1988) defined project success to include technical performance and satisfaction among various key people on the project to clients, project team and users. He mentioned in their work on managing information systems projects that time, cost, user satisfaction and the impact on computer operations.

#### 2.1.6.1. Project Management Steps or Phases

Every project has its own characteristic due to changeable components. Thus, there is no formula or technique to overcome all projects. But, most of the projects have similar phases and properties. To understand project phases and their properties, might prevent some problems. Hereby, project phases and project properties are essential to be understood since they constitute main reasons of unsuccessful projects. General project management contains five phases, namely: Defining, planning, execution, controlling, closing.

#### **Defining Phase**

In first phase; projects steps, concepts, boundaries (works, workers, equipment's, techniques, aims, times, units...etc.) are defined with detail. Especially, PT's responsibilities, tasks and their authorizations have to be defined clearly before the next phase. In addition, definitions have to be coherent with project value dimensions; like such as time pressure, cost limitation and quality standards. If the first step is wrong or inadequate, the rest of phases will be wrong. So, PM should not parry this phase. On contrary, all definitions should be considered from different aspects. Because, after project start, these definitions tell PM and PTM what should be done and what should not be done.

#### **Planning Phase**

Planning can simply be defined as a project road map. Before any project acts are started, project plan has to be completed in order to know how the work will be performed. It exactly tells when a task will start and get completed, who will perform the tasks, what kind of and how much resources will be used etc. However, PM and/or project planners cannot know the exact future, they may forecast possible outcomes. The best plan does not mean to know real outcomes. The aim of the plan is better understanding of project way and project proposes.

In this phase, another important point is that resources (4M - Man, Materials, Money, and Machine) have to be assigned to the right place at the right time. If this cannot be succeeded, resources will be wasted or they will not be enough to complete the tasks. Thus PM shouldn't underestimate these assignments

#### **Execution Phase**

Execution phase is the act time of the project. This phase refers to personnel and PT that perform as in project plan. PTMs must have enough experience to accomplish their tasks.

Moreover, they must know when their tasks will start and be completed according to the project plan.

#### **Controlling Phase**

In this phase, PM tries to understand where the project is and how far the activities are reached, according to the plan. Controlling tools are the best instruments for a project to reach its propose. These instruments are like PM's eyes, ears and other sense organs to follow or sense the roadmap. PM should focus on controlling phases so as not to stumble in any project phase<sup>16</sup>. Especially, manager can interfere some critical activities, when they realize that activities are proceeding in wrong directions. Besides, monitoring system not only indicates the completed work measure as project plan, but also it helps PM to look ahead for possible future problems' signs.

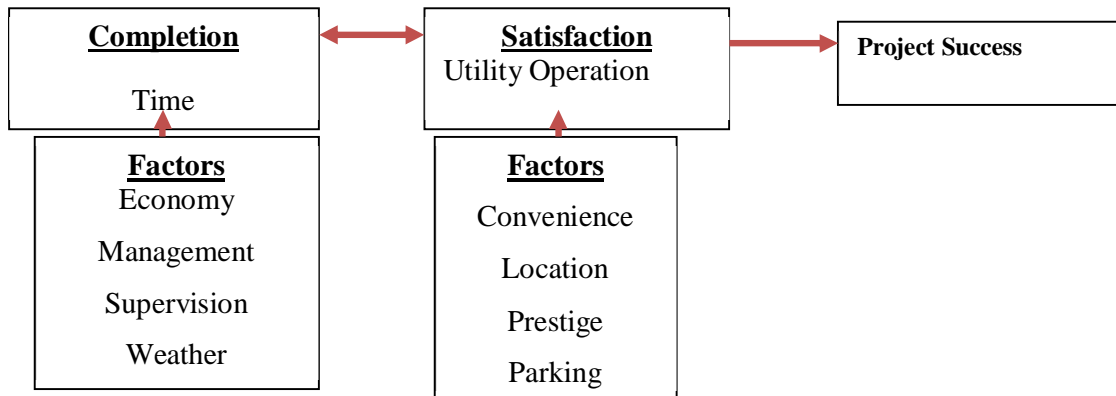
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<sup>16</sup> Walker, J.W. (1974). *Evaluating Practical Effectiveness of Human Resource Planning Applications*. Human Resource Management, 74(13):19-27.



### Closing Phase

PM may think that this phase is not necessary for project, because the fact that phase has very similar data for future projects. But, it may include essential values and experiences for the next projects. PM can understand which parts of project are so essential and how similar problems or situations are prevented and how they are accomplished. They propose to classify project success into two categories: the macro and micro viewpoints. For macro viewpoint (Figure C) the completion and satisfaction criteria are the two sets of conditions for determining project success. Generally, the owner, users, stakeholders and the general public are the groups of people who will look at project success from the macro viewpoint.



**Figure 2.1: Macro viewpoint of project success**

**Source:** Taylor, S. (2002)

#### 2.1.6.2. Critical performance factors of the project

Many studies have been conducted over the years to determine which project management success factors influences success. There is a clear lack of consensus between researchers and authors regarding what factors affect project success. Liu & walker (1998) agree that defining critical success factors for a project is contentious and intricate. Critical success factors concept was about the how to manage information systems crises, and was further developed by Rockart (1979) on his work by identifying the use of critical success factors to create competitive advantage, the strength of critical success factors is through their identification and confirmation through working with senior management teams other teams close to the work on how to involve and concentrate on key design features for success.

The critical success factors the main reasons responsible for project failure or success. They identified that project failure is still very high because critical success factors are rarely specific enough for project managers to act on. The critical success factors as “those features which have been identified as necessary to be achieved in order to create excellent results: if the critical success factors are not present or taken into consideration, one can largely expect that problems will be experienced which act as barriers to overall successful outcome. Anderson & Jessen (2000) stressed the need to separate the actual task and people oriented issues while evaluating project results. They identified critical success factors based on a stepwise structure, reflecting progression through a project. They covered: Scope (Project mission and goals, terms of references), Planning (Planning at global level, planning at detail level), execution (activities, decisions), and control (financial and technical control, internal and external communication).

Belassi & Turkel (1996) grouped the critical success factors into four areas: the project (e.g. size, uniqueness, urgency etc), the organization (structure, management support), the external environment (technological, financial, political) and the project manager and his team (background, skills). Cooper & Klienschmidt (1996) focused on the identification of critical success factors for new product development, including a defined strategy and adequate research and development spending. Westerveld (2003) uses foundation for quality management model to categorize critical success factors; leadership and team, policy and strategy, stakeholder management, contracting, resources, and product management.

### 2.1.7. Conceptual Perspectives

On the basis of the review of literature as explained in the immediate previous sections, the conceptual framework is combinations of the various findings in literature which have been grouped and arranged to a framework which was guide this research in an attempt to provide a solution to the research problem. The conceptual framework is illustrated in figure below:

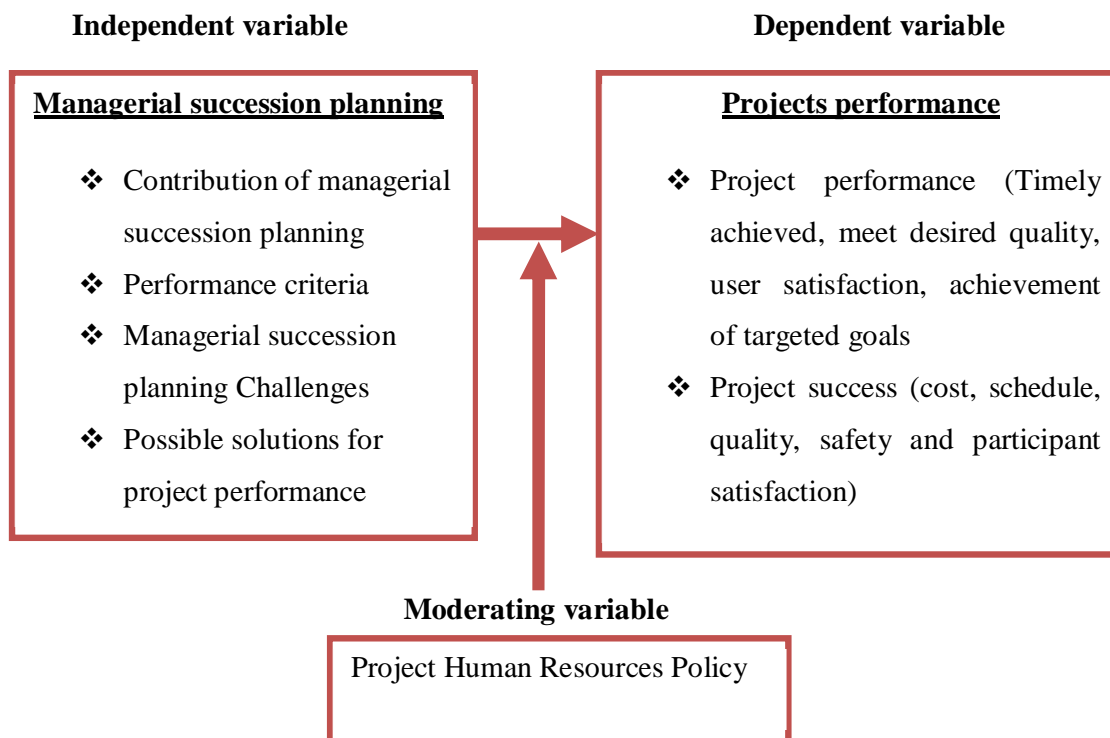


Figure 2.2: Conceptual framework

It can be said that the ultimate goal of leaders is to work themselves out of their jobs. Effective leaders plan an exit that is as positive and graceful as their entrance was. They come to the job committed to the mission and goals of the organization and to their personal goals. When those goals are realized, the transition to new leadership becomes a primary focus. An excellent successor becomes, literally, the ultimate leadership responsibility. Succession planning is an ongoing process of systematically identifying, assessing, and developing talent to ensure leadership continuity for all key positions in an association.

Succession planning does not exist in isolation. It must be interwoven with the association's strategic objectives and should reflect the way the association needs to evolve in order to achieve its strategic goals. This means that the kinds of leadership styles, skills, and behaviors you want to develop and promote might

be different in the future from those in the existing culture (Evans, 2005). According to the following demonstration managerial succession planning in projects through Recruitment & Selection for tomorrow, employee development and talent management, retention and engagement, knowledge transfer and capacity building

### *2.2. Critique of the Existing Literature relevant to the study.*

Lori, F. (2007) studied the influence of Organizational culture in the implementation of succession planning in Georgia state, the research methodology he used to collect data was qualitative, the study was conducted with 30 participants of Executive and mid-level Managers from large, Fortune 500. Lori Powers said that in global organizations faced with high speed in change, that it cannot formally follow the guidelines of succession planning it takes very long to be clear to choose the heir. However, those organizations who seek faster, external executive hires have found it no panacea as organizational culture often trumps talent and industry experience.

Recent research points to those who do internal succession well, with little disruption and ready change depend on their ability to execute plans (Charan & Colvin, 1999). Succession planning processes serve as secondary embedding mechanisms to perpetuate existing cultural values; as a result they are difficult to change. The vast majority of research to date has utilized quantitative, positivistic methods in the study of succession planning resulting in a multiplicity of variables furthering

Diane (2009) studied the organizational characteristics of strategic planning, succession planning and career management and the processes impact on the hiring location of academic leaders from within the Technical college of Wisconsin. An online quantitative survey was distributed to the population of 236 individuals with a 67 percent return rate. The study was conducted in the 16 college Wisconsin Technical College System. The population included the chief academic officers, academic vice presidents or provosts, deans, and associate or assistant deans.

The study results indicate a direct relationship between the maturity of strategic planning and the maturity of succession planning. The study also explores leadership development experiences offered by two-year technical colleges and respondent satisfaction and value of the leadership development experiences. The study finds no relationship between organizational characteristics of strategic planning, succession planning and career management and the location of academic-leadership hires.

The results of this study establish a link between organizational-strategic planning, succession planning and administrative-career management within two-year technical colleges. These data further identify relationships between the academic administrators perceptions of the elements of strategic planning, succession planning and career management used within his or her respective organization. In addition, the study also explores the satisfaction of leadership experiences and identifies the point in career progression when the learning experience reflects the highest satisfaction.

Osibanjo (2011) they studied on the succession planning and organization survival in private tertiary universities, the results indicated that Talent retention, organizational conflict and nepotism positive and significantly correlated with organizational survival. On the other hand variables such as Turnover Rate, Career Development and Supervisor' Supervision) are insignificantly correlated with organizational survival. The results are supposed to inform the leadership (management) team with essential insight into the relationship among the study variables (independent and dependent).

Robbins & DeCenzo (2005) defined organization as a systematic arrangement of people brought together to accomplish some specific purpose. The organization is “the framework of responsibility, authority and duties through which the resources of an enterprise are brought together and coordinated for the achievement of set goals. As expected organizations strive for survival and continuity on one hand, which are paramount; on the other hand, manpower planning (Human Resource) is essential and seen as the total package in relation to the quality and quantity of the workforce in organization.

Hussein (2013) studied on the effects of strategic succession planning on family owned Business in Kenya the objectives of the study were to determine if there was any strategic succession planning in family owned businesses in Kenya and assess the effects of strategic succession planning on future direction of the family businesses. The study used descriptive survey design. A descriptive study was undertaken in order to ascertain and describe the characteristics of the variables of interest in a situation.

According to the findings, majority of the respondents indicated strategic planning and succession plans respectively as major factors affecting survival of family owned businesses and hence need to be addressed to facilitate family businesses to the next generation. The failure to plan for succession is one of the greatest threats to the survival of the family businesses. Accordingly, the study suggests that family businesses have to plan succession appropriately to ensure continuity. The study also established that strategic succession plan help smooth running of family business and that succession plan does not help without family willingness.

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

Neetha (2011) studied on the succession planning and its impact on organization performance in the IT in Bangalore (India), in the study she used descriptive study mainly aimed at fact finding out the relationship between succession planning and its impact on organizational performance in IT, she used questionnaires to collect, then the study found out that the mean percentage of succession planning and organizational performance in IT consultancy was found to be higher than that of IT product/ Research firms and the relationship between succession planning organizational performance was also found to be positive.

### *2.3. Research Gap*

Despite the growing interest of research done with leadership succession since the late fifties, little research is available to the projects on what drives effective succession planning in their projects (Kesner & Sebora, 1994). However, it is with this perspective that the researcher is interested basing on this research gap creates a need for relevant studies that will assist Humanitarian food initiative project effectively plan for succession of their executive leadership and assess its impact on the project performance.

Previous researchers/scholars have not attempted to investigate the problem of how to answer the question on how managerial succession planning impacts on the project performance in Rwanda and this is why the researcher had an interest to carry out this research.

## 2.4. Summary

The researcher reviewed literature in relation to the research objectives and looked at managerial succession planning and looked at the steps in managerial succession planning that included identifying future leaders, setting leaders aside for specific positions, training them about different roles within the project and preparing for the exit of the existing leaders so that the project may not experience the problems related to power vacuum. The researcher also looked at the necessary factors for the success of the project and mentioned factors like management of the project, the environment undershot the leaders and other employees work and the project itself in terms of the design. Smart planning, smart people, open communication, strong project closure and team motivation.

The researcher further looked at the impact of managerial succession planning on the project management and mentioned that managerial succession planning aids in continuity, as an insider might be more likely to follow through with current plans and strategies and this in the end leads to the project performance. The essence of succession, or replacement, planning is linking person potential with position need and developing a plan that results in having the right person in the right job at the right time. Successful plans are designed specifically for the needs of each project, to the point of being culturally sensitive.

## 3.0 RESEARCH METHODOLOGY

### 3.0. Research designs

In designing the research, the researcher considered both descriptive and analytical research designs. The researcher described and analyzed issues related to managerial succession planning and the project performance. Therefore descriptive and analytical design was used. Descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions (Kothari, 2004).

### 3.1. The target population

Population can be defined as "the totality of persons or objects with which a study is concerned. Thus, population is any group of people, organization about which one wants to draw conclusions (Grinnell & Williams, 1990). The population of this research was the 70 employees of the humanitarian food initiative project located in Kimihurura sector, Gasabo district – Kigali city. Hence, the researcher used all population because its total number was found to be affordable, by using the census method. Therefore, sampling methods were not applied.

### 3.2. The instruments

Data were collected from field visits to the employees of the humanitarian food initiative project located in Kimihurura sector, Gasabo district Kigali city. Questionnaires and key informants discussions were conducted to investigate the contribution of managerial succession planning on the projects performance.

### *3.2.1. Administration of data collection instruments*

This includes the methods that the researcher used to collect both primary and secondary data from various sources and they include questionnaires, interviews and documentary review. Primary data were collected from respondents while reviews data were collected through the review of related literature from text books, journals, reports and internet. The researcher ensured that the research instruments used are reliable, consistent and free from any bias. Questionnaires contained clear and accurate questions that were intended to find the contribution of managerial succession planning on the project performance. They were only to be used for the intended purpose and the views were interfered with to ensure consistency.

#### Questionnaires structured questions

The researcher formulated questions related to managerial succession planning and its impacts on the projects performance. The questionnaires were closed so as to provide respondents with opportunity to freely give their views.

The questionnaire is most frequently a very concise, preplanned set of questions designed to yield specific information to meet a particular need for research information about a pertinent topic. The research information is attained from respondents normally from a related interest area (James, 1997).

#### Documentary review

Document analysis is a social research method and is an important research tool in its own right and is an invaluable part of most schemes of triangulation. Documentary work involves reading lots of written material (Heffernan, 2001). The researcher reviewed written documents related to managerial succession planning and its impacts on projects performance, in order to identify relevant secondary data.

### *3.3. Data collection procedures*

This includes the methods that the researcher used to collect both primary and secondary data from various sources and they include questionnaires, and documentary review. Primary data were collected from respondents while secondary data were collected through the review of related literature from text books, journals, reports and internet. The researcher ensured that the research instruments used are reliable, consistent and free from any bias. Proceeding from general to specific research questions, makes the research activities in any project more focused in terms of data needed to answer the research questions. Hence questions associated with data collection are some of the most important in any research enquiry (Madhu, 2005).

## **4.0 RESEARCH FINDINGS AND DISCUSSION**

### *4.1. Introduction*

This chapter presents results of the study and gives the description of the background of respondents, the presentation of findings and verification of research objectives. The findings were presented, analyzed and interpreted as per the set research objectives in this study.

### *4.2. Demographic Characteristics of Respondents*

This section describes the background of respondents according to age group, gender, level of education and experience in cooperative.



*Table 4.1: Distribution of respondents by gender*

| <b>Gender of respondents</b> | <b>Frequency</b> | <b>Percentage</b> |
|------------------------------|------------------|-------------------|
| Male                         | 34               | 49.0              |
| Female                       | 36               | 51.0              |
| <b>Total</b>                 | <b>70</b>        | <b>100.0</b>      |

As illustrated in Table 4.1, female respondents took the largest portion with 36 respondents (over 51%), suggesting that females were more than males in the Humanitarian Food Initiative Project

*Table 4.2: Distribution of respondents by age group*

| <b>Age group of staff</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------|------------------|-------------------|
| 20-30                     | 27               | 39.0              |
| 31-40 years               | 33               | 47.0              |
| 41-50 years               | 7                | 10.0              |
| Above 50 years            | 3                | 4.0               |
| <b>Total</b>              | <b>70</b>        | <b>100.0</b>      |

As illustrated in Table 4.2, age group of 31-40 years took the largest portion with 33 respondents (over 47%) while the least age group was of above 50 years with 3 respondents (less than 4.0%). As per the cumulative percentage, the respondents (10.0%) were between 41 and 50 years old, finally, there is a big number of young people mean 20-30 years with 27 respondents (39.0%). This means that employees of this project range in working age and this have much impact on managerial succession planning within the project.

*Table 4.3: Distribution of respondents by level of education*

| <b>Level of education</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------|------------------|-------------------|
| Diploma                   | 16               | 23                |
| Bachelors degree          | 40               | 57                |
| Masters degree and above  | 14               | 20                |
| <b>Total</b>              | <b>70</b>        | <b>100.0</b>      |

As illustrated in Table 4.3, the “Bachelors degree” category took almost a largest portion with 40 respondents (57.0%) while only 16 respondents (23.0%) were found with “Diploma” level and only 14 respondents (20.0%) were found with Masters degree and above, suggesting that as they are working in project educated people with Bachelors degree and above were majority in Humanitarian Food Initiative project.

Table 4.4: Distribution of respondents by experience

| How long have you been a employee<br>Of this project? | Frequency | Percentage   |
|---|-----------|--------------|
| Less than two years                                   | 12        | 17           |
| 3-6 years   | 38        | 54           |
| Above six years                                       | 20        | 29           |
| <b>Total</b>  | <b>70</b> | <b>100.0</b> |

As illustrated in Table 4.4, staff members who had work in this project for less than two years took the portion with 12 respondents (17.0%), 38 respondents with 3-6 years (54.0%), finally 20 respondents with above six years (29.0%). Suggesting that majority of the employees was familiar with the project.

Table 4.5: Distribution of respondents by job position

| Respondents job position | Frequency | Percentage   |
|--------------------------|-----------|--------------|
| Current employee         | 56        | 80.0         |
| Managers                 | 11        | 16.0         |
| Directors                | 3         | 4.0          |
| <b>Total</b>             | <b>70</b> | <b>100.0</b> |

As illustrated in Table 4.5, indicates that 56 respondents (80.0%) are current employees mean junior position within the project, 11 respondents (16.0%) are managers of the project, finally 3 respondents (4.0%) are directors of Humanitarian Food initiative project.

Table 4.6: The level of skills in managerial succession planning within your project

| Respondents job position | Frequency | Percentage   |
|--------------------------|-----------|--------------|
| High skills              | 42        | 60.0         |
| Moderate skills          | 25        | 36.0         |
| Low skills               | 3         | 4.0          |
| <b>Total</b>             | <b>70</b> | <b>100.0</b> |

As illustrated in Table 4.6, indicates that majority of respondents have high skills in managerial succession planning of the project means 42 respondents (60.0%), and other 25 respondents (36.0%) have moderate skills in managerial succession planning of the project, finally there are some employees of Humanitarian Food initiative project who have low skills, 3 respondents (4.0%).

## 4.2. Presentation of findings

### 4.2.1. The role of managerial succession planning on the Humanitarian Food initiative project performance

This section describes the independent variable (Managerial succession planning) conceptualized as role ranking. Using the following role provided by managerial succession planning, respondents were asked to choose among recruitment & Selection for Tomorrow, employee Development and Talent Management, retention and Engagement, knowledge Transfer, capacity building what it have provided.

Table 4.7: Descriptive statistics on the contribution of managerial succession planning on the Humanitarian Food initiative project performance

| Questions                    | N         | Mean( $\mu$ ) | Std. deviation ( $\sigma$ ) | Comment           |
|------------------------------|-----------|---------------|-----------------------------|-------------------|
| Recruitment for tomorrow     | 70        | 4.55          | 0.48                        | Strongly<br>Agree |
| Mitigating project risks     | 70        | 4.64          | 0.42                        | Strongly<br>Agree |
| Allocating project resources | 70        | 4.76          | 0.45                        | Strongly<br>Agree |
| Talent Management            | 70        | 4.26          | 0.57                        | Agree             |
| Knowledge Transfer           | 70        | 4.52          | 0.41                        | Strongly<br>Agree |
| Capacity building            | 70        | 4.43          | 0.41                        | Strongly<br>Agree |
| <b>Aggregate Mean</b>        | <b>70</b> | <b>4.52</b>   |                             |                   |

From Table 4.7, the objective that assessed the contribution of managerial succession planning on the Humanitarian Food initiative project performance was outward with aggregate mean of 4.52. This means that respondents had same perceptions.

The reason of this mean is that the majority of respondent said that managerial succession planning in Humanitarian Food initiative project plays role in recruitment for tomorrow employment, that managerial succession planning mitigating and foreseen project risks, managerial succession planning allocating project resources according to priory activities, other respondents said that managerial succession planning plays role in talent management, managerial succession planning helps in knowledge transfer between employees, finally, other big of respondents said that managerial succession planning plays role in capacity building.

*Table 4.8: Descriptive statistics on the performance criteria and factors of the Humanitarian Food Initiative project*

| Questions                      | N         | Mean( $\mu$ ) | Std. deviation ( $\sigma$ ) | Comment        |
|--------------------------------|-----------|---------------|-----------------------------|----------------|
| Efficiency use of Cost/ budget | 70        | 3.60          | 1.812                       | Strongly Agree |
| Meet desired quality           | 70        | 3.60          | 1.712                       | Strongly Agree |
| Technical efficiency           | 70        | 3.60          | 1.741                       | Strongly Agree |
| Sufficient requirements        | 70        | 3.60          | 1.503                       | Agree          |
| Achievement of targeted goals  | 70        | 3.60          | 1.701                       | Strongly Agree |
| Timely achieved                | 70        | 3.60          | 1.90                        | Strongly Agree |
| <b>Aggregate mean</b>          | <b>70</b> | <b>3.60</b>   |                             |                |

The statistics from Table 4.8, the objective that assessed the performance criteria and factors of the Humanitarian Food Initiative project was outward with aggregate mean of 3.60. This means that respondents had same perceptions on the performance factors.

The justification of this means is that the majority of respondent as indicated by the table above the strongly agreed that the project performance criteria are the following: efficiency use of Cost/ budget as first performance criteria of the Humanitarian Food Initiative project, the Humanitarian Food Initiative project gets on its performance because it meets desired quality of products delivered, again the Humanitarian Food Initiative project has technical efficiency in everyday activities, also the Humanitarian Food Initiative project has sufficient requirements in order to get on performance of the project, other important indicator of performance of Humanitarian Food Initiative project is achievement of targeted goals, finally all respondents means 70 (100.0%) said that the last important indicator of performance of Humanitarian Food Initiative project is time achievement.

*Table 4.9: Descriptive statistics on the recommended procedures to follow in order to achieve on the project performance*

| Questions  | N         | Mean( $\mu$ ) | Std. deviation ( $\sigma$ ) | Comment        |
|--|-----------|---------------|-----------------------------|----------------|
| Improve the project estimation process             | 70        | 3.90          | 0.47                        | Strongly Agree |
| Understanding of true resource capability          | 70        | 3.90          | 0.43                        | Strongly Agree |
| Ensure to select and prioritize the right projects | 70        | 3.90          | 0.44                        | Strongly Agree |
| Plan Projects in a clear and consistent manner     | 70        | 3.60          | 0.57                        | Agree          |
| Optimize your resource usage                       | 70        | 3.61          | 0.41                        | Strongly Agree |
| Encourage and facilitate team collaboration        | 70        | 3.65          | 0.46                        | Strongly Agree |
| Proper managerial succession planning              | 70        | 3.66          | 0.48                        | Strongly Agree |
| <b>Aggregate mean</b>                              | <b>70</b> | <b>3.74</b>   |                             |                |

The results from the table 4.9 indicate that out of the 100 % respondents, the finding from respondents on the recommended procedures to follow in order to achieve on the project performance.

The statement that assessed on the recommended procedures to follow in order to achieve on the project performance was perceived with an aggregate mean of 3.74. These findings illustrated by the above table where the majority of respondents confirmed that in order to achieve on performance the project should improve its estimation process and understanding of true resource capability within the project is crucial recommendation to achieve the performance, ensure the selection and prioritization of the right projects is other key of performance, other respondents said that to plan projects in a clear and consistent manner helps to achieve on its desired performance, here all respondents said that in order to achieve the performance the Humanitarian Food Initiative project must optimize its resource usage, Humanitarian Food Initiative project should encourage and facilitate team collaboration, finally the majority of respondents confirmed that Humanitarian Food Initiative project must have proper managerial succession planning within the project.

*Table 4.10: Descriptive statistics on the relationship between managerial succession planning and the project performance*

| Questions  | N  | Mean( $\mu$ ) | Std. deviation ( $\sigma$ ) | Comment        |
|--|----|---------------|-----------------------------|----------------|
| The performance of the project dependent on proper managerial succession planning      | 70 | 4.00          | 0.37                        | Strongly Agree |
| Proper managerial succession planning help in control of every day the life of project | 70 | 4.00          | 0.35                        | Agree          |
| The project performance is a result of proper managerial succession planning           | 70 | 3.90          | 0.31                        | Strongly Agree |
| <b>Aggregate mean</b>  |    | <b>3.97</b>   |                             |                |

The statistics from Table 4.10, the statement that assessed there is relationship between managerial succession planning and the project performance was outward with aggregate mean of 3.97. This means that respondents had same perceptions on if there is a relationship between the two factors.

The justification of this means is that the majority of respondent strongly agreed that there is a relationship between managerial succession planning and the project performance as indicated by the following factors: the performance of the project dependent on proper managerial succession planning, also the majority of respondents said that proper managerial succession planning helps in control of the project in its every day the life, furthermore there is relationship between managerial succession planning and the project performance because the project performance is a result of proper managerial succession planning.

*Table 4.11: Descriptive statistics on the managerial succession planning process challenges faced by Humanitarian Food Initiative project*

| Questions   | N  | Mean( $\mu$ ) | Std. deviation ( $\sigma$ ) | Comment           |
|---|----|---------------|-----------------------------|-------------------|
| Lack of skilled labor   | 70 | 3.00          | 0.583                       | Disagree          |
| Poor leadership skills  | 70 | 2.25          | 1.652                       | Disagree          |
| Inadequately-trained managers   | 70 | 2.60          | 1.430                       | Disagree          |
| Inadequate definitions of talent  | 70 | 2.32          | 1.256                       | Strongly disagree |
| The succession focused on specific roles, with a small number of candidates, rather than developing large clusters of roles | 70 | 2.41          | 1.451                       | Agree             |
| Ambition to achieve greater responsibilities  | 70 | 2.25          | 1.023                       | Strongly disagree |
| <b>Aggregate mean</b>   | 70 | <b>2.47</b>   |                             |                   |



The statistics from Table 4.11, the statement that assessed the managerial succession planning process challenges faced by Humanitarian Food Initiative project was outward with aggregate mean of 2.47. This means that respondents had different perceptions on the managerial succession planning process challenges faced by Humanitarian Food Initiative project.

The justification of this means is that the respondents had the different views on the managerial succession planning process challenges faced by Humanitarian Food Initiative project, the data shows that lack of skilled labor, poor leadership skills with the project, inadequately-trained project managers, there is inadequate definitions of talent, the Humanitarian Food Initiative project faced the challenges of the succession focused on specific roles, with a small number of candidates, rather than developing large clusters of roles finally a big challenge is ambition to achieve greater responsibilities.

*Table 4.12: Descriptive statistics on the possible solutions to overcome the challenges faced by Humanitarian Food Initiative project in its managerial succession planning process*

| Questions  | N  | Mean( $\mu$ ) | Std. deviation ( $\sigma$ ) | Comment |
|--|----|---------------|-----------------------------|---------|
| Greater emphasis on coaching and mentoring   | 70 | 3.90          | 1.316                       | Agree   |
| Building on high degree feedback to engage a wider audience in planning and support for managers and leaders           | 70 | 3.80          | 1.422                       | Agree   |
| Creating forums (where the project's employees can explore openly the succession planning processes and their impacts) | 70 | 3.70          | 1.483                       | Agree   |
| Create effective links between succession planning and the day-to-day functioning of the project                       | 70 | 3.60          | 1.966                       | Agree   |
| Increase knowledge and skills of employees within the project  | 70 | 3.50          | 1.354                       | Agree   |
| <b>Aggregate mean</b>  | 70 | <b>3.70</b>   |                             |         |

The statistics from Table 4.12, the objective that assessed the possible solutions to overcome the challenges faced by Humanitarian Food Initiative project in its managerial succession planning process was outward with aggregate mean of 3.70. This means that respondents had same perceptions on the possible solutions.

The findings from the table 4.12 indicates that a number of respondents said that to overcome those challenges Humanitarian Food Initiative project should put Greater emphasis on coaching and mentoring of its employees, Humanitarian Food Initiative project should building on high degree feedback to engage a wider audience in planning and support for managers and leaders, other solution is that this project should create forums (where the project's employees can explore openly the succession planning processes and their impacts), also the majority of respondents said that this project should create effective links between succession planning and the day-to-day functioning of the project, again respondents confirmed that the succession should be focused on specific roles, with a small number of candidates, rather than developing large clusters of roles with the project, finally other respondents said that Humanitarian Food Initiative project should increase knowledge and skills of employees within the project.

#### *4.3. Discussion of the results*

According to the age group, 31-40 years category took the largest portion with 33 respondents (over 47%) while the least age group was of "above 50 years" with 3 (4%). As per the cumulative percentage, suggesting that there were mostly married people who are in working age. According to the gender, female respondents took the largest portion with 51% suggesting that males were few among employees of Humanitarian Food Initiative Project. According to the level of education, "university level" category took almost a largest portion with 40 (over 57%) and other have masters degree. This result would be explained by the fact that the most educational requirement in recruiting employees of Humanitarian Food Initiative Project is having at least bachelor's degree. This is positive position in strategic planning because, when employees are more educated they perform, plan and achieve the goal and objectives of the project.

Regarding the contribution of managerial succession planning to the project performance, From Table 4.7, the objective that assessed the contribution of managerial succession planning on the Humanitarian Food initiative project performance was outward with aggregate mean of 4.52. This means that respondents had same perceptions. The reason of this mean is that the majority of respondent said that managerial succession planning in Humanitarian Food initiative project plays role in recruitment for tomorrow employment, that managerial succession planning mitigating and foreseen project risks, managerial succession planning allocating project resources according to priory activities, other respondents said that managerial succession planning plays role in talent management, managerial succession planning helps in knowledge transfer between employees, finally, other big of respondents said that managerial succession planning plays role in capacity building.

Regarding the performance criteria and factors of the Humanitarian Food Initiative project, respondents revealed a results indicate that it was revealed that that the majority of respondent as indicated by the table above the strongly agreed that the project performance criteria are the following: efficiency use of Cost/ budget as first performance criteria of the Humanitarian Food Initiative project, the Humanitarian Food Initiative project gets on its performance because it meets desired quality of products delivered, again the Humanitarian Food Initiative project has technical efficiency in everyday activities, also the Humanitarian Food Initiative project has sufficient requirements in order to get on performance of the project, other important indicator of performance of Humanitarian Food Initiative project is achievement of targeted goals, finally all respondents means 70 (100.0%) said that the last important indicator of performance of Humanitarian Food Initiative project is time achievement.

Regarding the managerial succession planning process challenges faced by Humanitarian Food Initiative project, the statistics from table 4.11, the statement that assessed the managerial succession

planning process challenges faced by Humanitarian Food Initiative project was outward with aggregate mean of 2.47. This means that respondents had different perceptions on the managerial succession planning process challenges faced by Humanitarian Food Initiative project. The justification of this means is that the respondents had the different views on the managerial succession planning process challenges faced by Humanitarian Food Initiative project, the data shows that lack of skilled labor, poor leadership skills with the project, inadequately-trained project managers, there is inadequate definitions of talent, the Humanitarian Food Initiative project faced the challenges of the succession focused on specific roles, with a small number of candidates, rather than developing large clusters of roles finally a big challenge is ambition to achieve greater responsibilities.

#### 4.4. Testing the relationship between role of managerial succession planning on projects performance

The relationship between the role of managerial succession planning and projects performance was statistically tested using Pearson's correlation matrix.

This was used because both role of managerial succession planning and projects performance were numerical. The results obtained are shown in table below:

Table 4.13: Statistical test using Pearson's correlation matrix

|   |                     | <b>Role of managerial succession planning</b> | <b>The projects performance</b> |
|---|---------------------|---|---------------------------------|
| <b>Role of managerial succession planning</b> | Pearson Correlation | 1   | .703**                          |
|   | Sig. (2-tailed)     |   | .001                            |
|   | N                   | 70  | 70                              |
| <b>The projects performance</b>               | Pearson Correlation | .703**  | 1                               |
|   | Sig. (2-tailed)     | .001  |                                 |
|   | N                   | 70  | 70                              |

\* Correlation is significant at the 0.01 level (2-tailed).

A strong positive relationship ( $r=.703^*$ ) was established because .703 is close to 1, implying that a positive relationship that was significant at 0.01 level existed between the role of managerial succession planning and the projects performance.

To further establish the significance of the role of managerial succession planning on the projects performance. Since  $r=0.703$ , This implies that the majority of respondent strongly agreed that there is a relationship between managerial succession planning and the project performance as indicated by the following factors: the performance of the project dependent on proper managerial succession planning, also the majority of respondents said that proper managerial succession planning helps in control of the project in its every day the life, furthermore there is relationship between managerial succession planning and the project performance because the project performance is a result of proper managerial succession planning.

## CHAPTER 5

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### *5.0. Introduction*

In this chapter, the findings from chapter four are discussed, conclusions drawn and recommendations made in line with the study research objectives. The purpose of this study was to assess the contribution of managerial succession planning on the projects performance.

#### *5.1. Summary of Findings*

##### *5.1.1. The contribution of managerial succession planning on the Humanitarian Food Initiative performance*

The findings of this study indicates that managerial succession planning contributes to the project performance because the majority of respondents said that it plays role in recruitment for tomorrow employment, it mitigates and foreseen project risks, it allocates project resources according to priory activities and also it helps in knowledge transfer between employees

##### *5.1.2. The performance criteria of the Humanitarian Food Initiative project*

Regarding to the findings of this study relating the performance criteria of the project, the a big number of respondents said that consider efficiency use of Cost/ budget as first performance criteria of the Humanitarian Food Initiative project, the project has technical efficiency, also the project has sufficient requirements in order to get on performance of the project, important indicator of performance of Humanitarian Food Initiative project is achievement of targeted goals

##### *5.1.3. The managerial succession planning process challenges faced by Humanitarian Food Initiative project*

The findings of this study revealed out that there are some challenges faced by Humanitarian Food Initiative project such as lack of skilled labor, poor leadership skills with the project, inadequately-trained project managers, inadequate definitions of talent, the succession focused on specific roles etc.

##### *5.1.4. Possible solutions to overcome the challenges faced by Humanitarian Food Initiative project in its managerial succession planning process*

The findings from this research indicates that the possible solutions are the following to put Greater emphasis on coaching and mentoring of the employees, to build on high degree feedback to engage a wider audience in planning and support for managers and leaders, other solution is that this project should create forums also the majority of respondents said that the project should create effective links between succession planning and the day-to-day functioning of the project etc.

#### *5.2. Conclusions*

The managerial succession planning contributes to the performance of Humanitarian Food Initiative project through Recruitment of employees for tomorrow, mitigating project risks, Allocating project resources, talent management, knowledge transfer, capacity building. In addition, it plans ahead for retiring executives by appointing a successor before the current leader leaves, groom selected internal candidates by allowing them to shadow the current leaders and finally prevent conflict by making leadership changes

swiftly. Again it helps in promoting from an existing leadership structure to retain control of business strategies and organizational direction. Successful project have the potential to survive their founders.

In regards to the performance indicators within Humanitarian Food Initiative project, is remarked by efficiency use of Cost/ budget, meet desired quality, technical efficiency, sufficient requirements, achievement of targeted goals, timely achieved. In addition, project performance in a different approach, viewing it as product performance, which implies the quality and impact of the end product to the end user (in terms of satisfaction of user(s) needs, meeting strategic organizational objectives, satisfaction of stakeholders' need) when a project execution is finished. The project performance as the results much better than expected or normally observed in terms of cost, schedule, quality, safety and participant satisfaction.

Brief, the analysis of the study results generally showed that managerial succession planning contributes to the performance of Humanitarian Food Initiative project. The discussion of the findings helps the researcher to achieve all the study objectives and research questions.

### *5.3. Recommendations*

The project as a systematic arrangement of people brought together to accomplish some specific purpose. Within the project the framework of responsibility (managerial succession planning), authority and duties through which the resources of project are brought together and coordinated for the achievement of set goals hence the performance. As expected projects perform and continuity on one hand, which is paramount; on the other hand, manpower succession planning (Human Resource) is essential and seen as the total package in relation to the quality and quantity of the workforce in the project.

In line with the findings and the main emerging issues from the study, the following recommendations are hereby suggested:

Humanitarian Food Initiative project should have a greater emphasis on coaching and mentoring of its employees, there should building on high degree feedback to engage a wider audience in planning and support for managers and leaders, other solution is that this project should create forums also there should create effective links between succession planning and the day-to-day functioning of the project, there should increase knowledge and skills of employees within the project, finally train its employees in order to increase leadership skills.

#### *5.3.1. Suggestion for further study*

Due to constraints like suspicious respondents, objectivity of the study, subjectivity of the respondents and financial resources, the study focused on managerial succession planning and project performance. A case study of Humanitarian Food Initiative project, further research is thus recommended on the replica of this study to be conducted in other projects and organizations. This will help in establishing the general trend of the investigated variables to improve on the contribution of managerial succession planning and project performance in developing countries. Research should be conducted also on other variables that may affect the project performance projects and even in institutions (organizations)

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