

**EFFECT OF SUCCESSION MANAGEMENT ON BUSINESS CONTINUITY OF
COMMUNITY-BASED ORGANIZATIONS IN KITUI COUNTY, KENYA**

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Award of the Degree of Master of Business Administration of South Eastern Kenya
University**

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DECLARATION

I understand that plagiarism is an offence and I therefore declare that this project is my original work and has not been presented to any other institution for any other award.

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DEDICATION

This research is dedicated to my wife Grace Muema and my daughters Natalie Wilson and Nayeli Wilson who are my inspiration in everything I do. They have always supported me, encouraged me, and inspired me a lot.

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LIST OF ABBREVIATIONS AND ACRONYMS

ASALs	:	Arid and Semi-Arid Lands
BC	:	Business Continuity
BCP	:	Business Continuity Planning
CBOs	:	Community-Based Organizations
GOK	:	Government of Kenya
ICT	:	Information and Communication Technology
KENPRO	:	Kenya Projects Organization
NACOSTI	:	National Council for Science and Technology
UNIDO	:	United Nations Industrial Development Organization
USA	:	United States of America

OPERATIONAL DEFINITION OF TERMS

Business Continuity:

Refers to the ability of an organization to maintain essential functions and recover quickly from disruptions, ensuring that operations remain uninterrupted during crises (Ferrari, 2023). It will be operationalized by examining how effective succession planning impacts the organization's ability to sustain operations and adapt to changes without significant interruptions.

Career Path:

Refers to the progression of job roles and responsibilities an individual follows within an organization, reflecting their career development and growth over time (Ikechukwu & Adighije, 2017). Career path will be used to assess how planned career advancements and role transitions contribute to the stability and sustainability of community-based organizations by ensuring that critical positions are filled with qualified and prepared individuals.

Community-Based: Organizations

These are local non-profit organizations that further some social or humanitarian missions within communities (Hussain et al., 2018). CBOs will be used by evaluating their ability to sustain operations and achieve their objectives through effective succession management practices, which include planning for leadership transitions and ensuring organizational resilience.

- Cultural Identity:** Affiliation with or a sensation of belonging to a particular group based on a variety of cultural criteria; such as nationality, ethnicity, race, gender, and religion (Cadieux, 2018). It will be operationalized by examining how adherence to and preservation of local cultural practices and values influence the effectiveness of succession planning and its impact on ensuring organizational stability and continuity.
- Cultural Succession:** The ability of the organization to transfer beliefs and values to new employees within the organization (Groves, 2019). Cultural succession will be used to assess how well the incoming leaders maintain and integrate the organization's cultural values to ensure a smooth transition and sustained organizational identity.
- Knowledge Succession:** Knowledge succession is achieved by training employees to ensure they keep up with the changes in the business environment (Ferrari, 2023). It will be used to assess how well these organizations manage the transfer of key knowledge to successors, and how this transfer impacts their ability to maintain operations and achieve long-term sustainability.
- Leadership Succession:** The process by which the knowledge and skills relating to how to manage human resources are communicated to the existing and new workforce (Ikechukwu & Adighije, 2017). Leadership succession will be operationalized by evaluating the effectiveness of succession planning and practices in preparing potential leaders to take over key roles, thereby

ensuring the organizations' long-term stability and ability to achieve their goals.

Succession Management: Is the process of identifying individuals and training them to become leaders so that there are no gaps in leadership (Pyromalis & Vozikis, 2019). It will be used to examine how effective succession planning impacts the ability of these organizations to maintain uninterrupted operations and achieve long-term sustainability.

Talent Succession: This is the process by which an organization attracts and trains employees to ensure a continuous flow of talent inside an organization to improve its productivity (Ferrari, 2023). It will be operationalized by examining how effective talent succession planning impacts the stability and ongoing success of these organizations, particularly focusing on the readiness of internal candidates to assume critical roles and maintain organizational performance.

ABSTRACT

Continuity challenges have been blamed on improper succession management, poor access to funding, and withdrawal of donors more so after COVID-19 and unresolved conflicts among others. Several research works have been carried out regarding succession management but they have failed to adequately address the context of business continuity in CBOs despite the deplorable situation of CBOs. This study sought to examine the effects of succession management on the continuity of Community-based organizations in Kitui County, Kenya. The study was guided by the following specific research objectives; to determine the effect of knowledge succession, leadership succession, cultural succession, and talent succession on business continuity in community-based organizations in Kitui County. The anchoring theory that guided the study was The Social Exchange theory supported by the Schamer's U theory, the Human Capital theory, and the Trait Leadership theory. A descriptive cross-sectional survey was used in this project. The target population was 228 CBOs in Kitui County. The study sampled 145 participants, who were chairpersons of the CBOs in Kitui County. Data for this research was obtained using a semi-structured questionnaire and analyzed through the use of descriptive and inferential analysis methods while findings were presented in figures and tables. The response rate was at 88% where 128 questionnaires were returned out of 145 administered. The study carried out descriptive and inferential statistics included. The study showed a beta of 0.303 which was associated with a p-value of 0.004 between knowledge succession and business continuity, a beta value of 0.583, and a p-value of 0.000 between leadership succession and business continuity, a beta of 0.121, and a p-value of 0.202 between cultural succession and business continuity and a beta of 0.622 and a p-value of 0.000 was observed between talent succession and business continuity. The study concluded that knowledge succession, leadership succession, and talent succession had a significant effect on the continuity of CBOs in Kitui County. However cultural succession did not have a significant effect on continuity. The study recommended that local authorities should develop and implement policies to guide CBOs in establishing knowledge succession programs, focusing on capacity-building and creating knowledge repositories. Further, leadership succession plans should be formalized, with training and resources provided for effective leadership transitions. Additionally, policymakers should ensure cultural succession practices that align with CBO goals and promote transparency and communication. Moreover, CBOs should prioritize talent succession planning and employee retention to ensure long-term stability and success. The research should explore CBO succession management in diverse contexts and consider additional variables like risk management. Lastly, the study recommended that top managers should invest in structured mentorship programs and enhance cross-training for knowledge succession.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

Business continuity involves ensuring that an organization can maintain its operations and strategic direction despite changes in leadership or key personnel. This requires a proactive approach to identifying and developing potential leaders within the organization who can step into critical roles seamlessly (Ferrari, 2023). Business continuity through succession management involves creating and implementing a comprehensive succession plan that covers these key areas. By ensuring knowledge is effectively passed on, leadership roles are smoothly transitioned, organizational culture is preserved, and talent is continuously developed, organizations can mitigate the risks associated with leadership changes (Almansoori, 2023). This proactive approach not only ensures that operations remain uninterrupted but also helps maintain employee morale and productivity. Ultimately, effective succession management strengthens the organization's resilience, enabling it to thrive and adapt to future challenges while maintaining its competitive edge (Azadegan et al., 2020).

By establishing a comprehensive succession plan, organizations can anticipate future leadership needs, address skill gaps, and create a pipeline of qualified candidates ready to take on leadership positions. This process helps to minimize disruption during transitions, sustain organizational knowledge, and maintain stakeholder confidence. Effective succession planning ensures that the organization remains resilient and capable of achieving its long-term goals, even amidst inevitable changes in its leadership team (Bokhari, Muhammad & Zakaria, 2020). Succession management will be measured through knowledge succession, leadership succession, cultural succession, and talent succession. Knowledge succession involves the transfer of critical organizational knowledge and expertise from outgoing leaders to incoming ones, ensuring that valuable insights and strategies are retained (Păunescu & Argatu, 2020). Leadership succession on the other hand focuses on the smooth transition of leadership roles, where potential leaders are identified and developed to step in without causing disruptions (Labus et al., 2020).

Cultural succession emphasizes maintaining the organizational culture, ensuring that the core values and practices continue to guide the company even after leadership changes (Sanchis et al., 2022). Lastly, talent succession is about identifying and grooming high-potential employees to fill key positions, thus sustaining the workforce's capability and performance (Tómasson, 2023).

The process of gathering knowledge and passing it on to other people inside an organization as well as to other areas of the organization is known as knowledge succession or transfer (Almansoori, 2023). The objective is to make such information accessible to both existing and potential employees. Knowledge succession or transfer conceptualization entails; knowledge generation, knowledge capture, and knowledge sharing (Fadeyi, Oladele, Imhonopi, & Nwachukwu, 2019). Knowledge generation, capture, and sharing are important parts of the succession management process; knowledge succession helps employees acquire information and utilize this information to grow in the firm (Ge & Campopiano, 2022). A crucial component of succession management is preserving the information held by important staff and passing it on to possible successors. According to Al-Shanti (2017), knowledge succession enables the organization's personnel to conduct ongoing activities and studies targeted at gaining knowledge, storing knowledge, disseminating knowledge, and applying knowledge to achieve superior performance.

Building a leadership pipeline inside an organization via the selection and training of candidates for key leadership roles is leadership succession management. To prevent leaders from rushing into poor judgments during a management transition, a proactive, forward-looking succession management strategy develops successor abilities well in advance (Bhalla, Orglmeister, & Tong, 2016). Leadership succession plans offer a predetermined set of activities that enable an organization to ensure smooth operations (Schiefer, Uberwimmer, Füreder, & Costa, 2019). The new individuals who undertake the vacant positions in the firm must match the competent skills required for every firm since excellent leaders are a rare commodity.

Identifying a successor in any organization is the first step to ensure that the firm will maintain cultural succession (De Massis *et al.*, 2018; Pyromalis & Vozikis, 2019). The competencies of social networking, cultural identity, and technological adoption of the successor are important variables for smooth and efficient cultural succession (Dekker, Helsen, Lybaert, Steijvers, & Orens, 2017). Organizations going through transformation will seek to promote or employ leaders who will bring out the best in the existing culture while aligning with the organization's long-term goals (Cadieux, 2018). This level of alignment cannot be achieved through unstructured conversations alone; rather, it necessitates a thorough comprehension of the present and future cultures, including all of their positive and potentially negative aspects, as well as the use of specially developed tools to assess how well individuals fit into the target cultures.

Talent succession is now recognized as a methodical approach to attract, train, and retain top employees to ensure a continuous flow of talent inside the organization to boost workforce productivity. Creating a long-lasting organization requires a good successive plan that will ensure that the firm achieves its strategic goals. The five key proxies of talent succession are recruiting, choosing, engaging employee potential, developing the level of engagement, and keeping personnel and apprenticeship. The need for human capital will continue to drive talent succession as businesses look to achieve a competitive edge (Groves, 2019).

By systematically measuring these aspects, organizations can gauge their readiness and effectiveness in handling leadership transitions (Rezaei Soufi, Torabi & Sahebjamnia, 2019). Studies indicate that 58% of companies face extended disruptions without proper succession plans, leading to revenue losses of up to 17% annually. Moreover, organizations with robust succession plans report 2.5 times higher profitability and 1.5 times greater market share compared to those without such plans (Niemimaa *et al.*, 2019). The sudden departure of key executives can decrease employee morale and productivity by 22%, highlighting the importance of preparing for seamless transitions (Alharthi & Khalifa, 2019). Ensuring business continuity through effective succession planning mitigates these risks. It enhances organizational stability, stakeholder confidence, and long-term

sustainability. By prioritizing succession planning, organizations can better navigate leadership changes and maintain consistent value for stakeholders.

Community-based Organizations (CBOs) must critically evaluate how to best promote business continuity in an organization due to globalization and the growing degree of competition. Organizations must respect succession management if they want to thrive in the dynamic and competitive environment (Castro-Arce & Vanclay, 2020). Today's businesses may show their love and respect for their workers by using succession management. Global business trends are dynamic and ever-evolving. CBOs are currently compelled to embrace succession management to grow and match the employees' skill sets with the changing environment to continue providing services (Karaki, 2022).

1.1.1 Succession Management

As a long-term strategy, succession management is the process through which organizations train individuals to take over critical jobs over time (Pyromalis & Vozikis, 2019). What happens in the outside world that can directly and profoundly affect the personnel plans in the organization that would result in changes to the quantity and quality of manpower needed to support an organization's mission and vision are some of the fundamental questions that succession management aims to answer. Consequently, succession management entails knowledge succession, cultural succession, leadership succession, and talent succession management (Groves, 2019).

Globally, Succession management involves strategic planning and development initiatives to ensure leadership continuity in Community-Based Organizations (CBOs) across various countries. For example, in Canada, the Toronto Environmental Alliance has implemented a robust succession management plan that includes mentorship programs and leadership training to prepare younger members for future leadership roles, ensuring organizational sustainability. In Australia, the Brotherhood of St Laurence has established a comprehensive succession planning process, incorporating a mix of internal promotions and external recruitment to maintain a dynamic leadership team that aligns with the organization's mission and values. Meanwhile, in the United Kingdom, the National Trust

has developed a succession framework focusing on talent development and knowledge transfer, which includes job shadowing and skill-building workshops to groom future leaders from within the organization. These examples highlight how effective succession management practices can enhance the resilience and long-term success of CBOs by fostering a continuous pipeline of capable leaders (Okwakpam, 2019).

In Canada, the United Way Worldwide is another example of a CBO that prioritizes succession management to sustain its impact. They have implemented leadership development programs aimed at identifying emerging leaders within the organization and providing them with mentorship and training opportunities (Bakar, 2022). By investing in talent development, United Way ensures a steady pipeline of capable leaders who can effectively carry forward the organization's mission and goals, even amid leadership changes. This proactive approach to succession management strengthens the organization's capacity to address community needs over the long term (Beaton, 2018).

Community-based organizations in Palestine are one category of organizations impacted by poor business continuity. In some fields, including health, education, social assistance and relief, women's empowerment, and economic recovery, these groups play a major role and considerably contribute to Palestinian society (Goldfield, 2023). They also play important roles in lobbying, the improvement of expressive and leadership abilities, the democratization of community building, and positions that emphasize innovation. The Palestinian government has insisted on business continuity planning and a social safety net since this industry is seen as crucial. Business continuity calls for organizations to ensure they have the right resources needed to deploy seamless transitions that ensure continuity. Business continuity ensures that firms can meet their growth needs whilst maintaining service quality (Wonnia, 2021).

In Africa, Succession management within Grameen Ghana is crucial for sustaining its impact. The organization identifies promising individuals from the community and provides them with training and mentorship to prepare them for leadership roles. For instance, when a branch manager retires or moves on, individuals from the community are

groomed to step into leadership positions. This ensures continuity in service delivery and community engagement, enabling the organization to maintain its effectiveness over time (Schmid, Raju & Jensen, 2021).

In Nigeria, organizations like Development Africa work on education, health, and economic empowerment projects. Succession management within Development Africa involves mentorship programs aimed at developing future leaders. Experienced staff members mentor younger colleagues, allowing them to gradually take on more responsibilities (Olubiyi, Lawal & Adeoye, 2022). Junior project coordinators are given opportunities to shadow senior coordinators and eventually lead projects. This approach ensures that skills and knowledge are transferred effectively, allowing the organization to sustain its projects and initiatives even amidst personnel changes (Musumali & Qutieshat, 2022).

In South Africa, the Thanda Foundation focuses on education and community development programs in rural areas. Succession management within the Thanda Foundation involves active community involvement in decision-making processes and leadership roles. Local community leaders are engaged in project planning and implementation, ensuring that initiatives are culturally appropriate and responsive to community needs. Additionally, younger community members are encouraged to participate in leadership training programs. By building leadership capacity from within the community, Thanda Foundation ensures continuity and relevance in its programs, fostering sustainable development (Sawalha, 2020).

Across Africa, CBOs face challenges such as limited resources and high turnover rates, making succession management critical for their sustainability. Effective succession planning ensures that organizations can maintain their missions and impact even amidst leadership changes. By investing in mentorship, training, and community involvement, these organizations are building resilient leadership pipelines. These efforts contribute to the long-term impact and continuity of services, empowering communities to thrive and overcome challenges effectively (Kutame et al., 2021).

Succession management in Kenyan CBOs is often approached through various strategies tailored to the organization's needs and resources. One common strategy is the implementation of mentorship and training programs, where emerging leaders are identified and mentored by experienced individuals within the organization. Additionally, some CBOs establish clear career pathways and development opportunities for staff and volunteers, fostering talent retention and growth from within the organization. Moreover, initiatives such as knowledge transfer programs ensure that critical institutional knowledge is documented and passed on to incoming leaders, preserving continuity (Igonya, Moyer & Wekesah, 2022).

Succession management in Kenya has not been given the attention it deserves, a situation that has led to a looming shortage of workforce. The lack of succession management has led to several challenges such as aging employees, gaps in staffing, and a mismatch of skills thus leading to a high staff turnover. According to Ochola (2022), this problem is not confined to the public sector but also to the CBOs. As such, there is a need to extend the need for succession management beyond the public sector to ensure the continuity of firms in the private sector (Ochola, 2022). Dewah and Mutula (2016) argued that non-governmental organizations have started to identify the need for using talent management to achieve business continuity by implementing resilience in designing critical functions, technological initiatives, human resource systems, recovery plans, and effective and timely delivery of essential resources. The objective is to help the public sector with knowledge management strategies, efficiency improvements, service delivery, and succession issues.

However, challenges exist in the effective implementation of succession management practices in Kenyan CBOs. Limited financial resources, lack of formalized processes, and a shortage of skilled personnel often hinder comprehensive succession planning efforts. Additionally, the informal nature of many CBOs sometimes leads to ad-hoc approaches to succession, which may not adequately address long-term continuity needs. These challenges highlight the importance of developing structured and sustainable succession planning frameworks (Ssesanga, 2021).

In Kitui County, like in many parts of Kenya, Community-Based Organizations (CBOs) play a vital role in addressing local challenges and improving livelihoods. These organizations are often deeply embedded within their communities, providing essential services such as healthcare, education, water provision, and livelihood support. However, ensuring business continuity in CBOs in Kitui County presents unique challenges due to the region's specific socio-economic context. Kitui County faces issues such as recurring droughts, limited access to resources, and high levels of poverty, which can impact the sustainability of CBOs and their ability to maintain operations over time (Kaimenyi, 2019). Succession management within CBOs in Kitui County is critical for ensuring their long-term viability and effectiveness. Many CBOs in the county rely on passionate community members who volunteer their time and skills to lead and run various projects and initiatives. However, without proper succession planning, these organizations risk losing valuable expertise and leadership when key individuals step down or move on (Kithikii, 2023). Therefore, there is a growing recognition of the need for structured succession management practices within CBOs in Kitui County to ensure continuity of services and sustained impact on local communities. Through tailored succession planning efforts, CBOs in Kitui County can overcome challenges and continue serving their communities effectively, contributing to the overall development and resilience of the region (Mutia, 2023).

1.1.2 Business Continuity

Business continuity is crucial for organizations to ensure their longevity and ability to provide value over time (Kowo, Akinrinola, & Akinbola, 2021). It involves identifying hazards and vulnerabilities that may affect business operations, aiming to achieve resilience and continuity despite challenges (Disaster Recovery Institute, 2016). The goal of business continuity is not only to return to pre-event normalcy but also to quickly resume operations and remain a vital part of the community or industry. Maintaining trust among stakeholders is essential for business longevity and understanding and formulating strategies for business succession are crucial for organizations to minimize vulnerabilities and gain resilience (Margherita, 2021).

Business continuity planning in African CBOs has given organizations self- assurance and helped them to survive interruptions and discontinuities. In Nigeria for instance, various contemporary organizations have secured a BC plan for unexpected incidents that may disrupt the normal operation of their businesses (Sawalha, 2018). Because risk is one of the characteristics of CBO operations in a complex and evolving market environment, succession management has been key for the attentive reduction in organization danger and risk of closure that could threaten the short-term and long-term lives of any business organization. Nevertheless, not many community-based organizations have considered succession management for resilience in their survival and continuity in Nigeria. The success of BCP procedures in companies must be assessed in light of this. The cross-disciplinary character of organizational crises needs an integrative-strategic risk strategy and succession management, according to many researchers and theories, there is a need to improve understanding of business continuity practice by integrating more disciplines and subfields.

Business continuity, therefore, is essential for organizations to withstand challenges and remain viable over time. Effective succession planning involves recognizing potential threats, maintaining flexibility, aligning with organizational values, and considering the impact on stakeholders and organizational performance. It ensures organizations can adapt to changing environments while maintaining their mission and relevance in serving their communities. (Doern, 2016).

1.1.3 Community Based Organizations

Community-based organizations (CBOs) are businesses that function both locally and nationally. They support initiatives aimed at fostering community growth and improving the quality of life. Community refers to people who have similar ideologies and are connected to achieve a common goal that will benefit them. NGOs are also types of CBOs or their affiliates that help communities express their needs, get funding, and carry out their initiatives. CBOs utilize people-centered models to ensure they improve the status of living of the members of the target groups (Hussain et al., 2018).

Community-based organizations (CBOs) have become critical players in economic growth and development owing to their focus on human development, environmental actions, and other economic activities. CBOs have played a crucial role in many countries such as Thailand, India, and Indonesia leading to social reconstruction and societal growth. CBOs have continuously evolved to meet the emerging needs of society implying that the current CBOs are very different from those of yesteryear. However, identifying the exact number of CBOs still hard to determine because of the lack of trusted sources. It is assumed that there are over a hundred thousand CBOs in the world that operate in different sectors.

The CBOs in the US are designed to achieve various goals such as enabling the citizens to realize their social, political, and economic mandate. These organizations ensure that people can meet their needs and preferences thus improving the standards of living in the community (Lewis & Kanji, 2019). The laws and regulations in the US are designed to avoid the generalization of CBOs in the country. As such, the country ensures that it gives freedom to anyone to form a CBO to achieve any goal they deem important to them. These goals may include political cause, philosophy, or even religion without any limitations (Bromideh, 2019).

Widespread poverty in sub-Saharan Africa has necessitated the urgent need for the concept of Community-Based Organizations (CBOs) and community management intervention in development initiatives and programs. As they contribute 24% of the continent's gross national income, the CBOs are among the organizations that are currently expressing their significance as alternative economic engines for promoting development in Africa (World Bank, 2008). In Nigeria, around 40% of CBOs offered their local community social amenities valued at 61,940.27 US dollars. According to Owolabi (2019) CBOs in Nigeria play crucial roles in a variety of areas such as technology, empowerment, and agriculture among others.

Despite the claim that CBOs come and go, it is undeniable as acknowledged by Lynn (2018) that they continue to be important in the modern business environment to the vast majority of people through discounted or free services. CBOs can affect policy and

community development activities in Kenya and play a significant role in supporting both rural and urban development. They are effective tools for a variety of development programs and projects, including infant nutrition programs and related health practices, tourism development projects, water projects, livestock farming, and sustainable enterprise and resource development (Prieto et al, 2021). The range of their involvement in development programs is therefore broad, which has led to an increase in the number of CBO-led projects and programs in various parts of the nation.

1.2 Statement of Problem

In Kenya, Community-Based Organizations (CBOs) first gained traction as tools for local development in the 1960s. CBOs in Kitui County help improve the members' purchasing power for inputs and provide profitable markets for their produce. The problem of continuity within CBOs in Kitui County, Kenya, poses significant challenges to their sustainability and effectiveness. Many CBOs in the county face difficulties in maintaining their operations and service delivery over time, leading to disruptions in community support and development initiatives (Mbandi & Mwenda, 2021). The issue of continuity stems from various factors such as poor succession management, withdrawal of donors, political interference, and the impact of events like COVID-19 and the death of sponsors. These challenges have resulted in many CBOs failing to celebrate their third birthday and experiencing adverse effects on their operations, hindering their ability to serve the community effectively (Deloitte, 2020).

Poor succession management practices contribute significantly to the continuity problem faced by CBOs in Kitui County. Research indicates that the majority of CBOs experience reduced operations and service delivery due to inadequate succession planning (Deloitte, 2020). Funding dependency on individuals rather than the organization itself also exacerbates the issue, as funding sources may be lost if key individuals leave the organization. This lack of continuity not only affects service delivery but also impacts the organization's ability to retain employees, satisfy suppliers, and fulfill its objectives (KNBS, 2022).

Moreover, the COVID-19 pandemic has further highlighted the challenges of continuity faced by CBOs in Kitui County. Many organizations struggled to recover fully after the pandemic, leading to difficulties in offering timely services and meeting financial obligations (Deloitte, 2020). The inability to maintain essential functions during and after disasters like the pandemic underscores the urgent need for improved continuity planning and management strategies within CBOs. This situation is exacerbated by poor succession planning, which leaves organizations vulnerable during transitions, as incoming leaders may lack the necessary knowledge and skills to maintain operations. The pandemic has thus exposed the critical weaknesses in current succession management practices, stressing the importance of robust and proactive strategies to ensure resilience and sustainability in CBO operations.

Despite several research works on succession management, there is a notable gap in addressing the specific context of business continuity in CBOs. The symptoms of the problem include frequent leadership vacuums, disrupted service delivery, and financial instability. These issues highlight the critical importance of knowledge transfer, cultural preservation, talent development, and leadership succession as key variables in succession management. Past studies, such as those by Bokhari, Muhammad, and Zakaria (2020), have primarily focused on human resource and financial planning, presenting a conceptual gap in understanding the holistic approach needed for effective succession management in CBOs. Moreover, Ferrari (2023) emphasizes that effective succession planning should encompass broader organizational elements, including cultural and strategic continuity, which have been overlooked in previous research.

Addressing the issues of succession management in CBOs in Kitui County, is crucial for ensuring that these organizations can continue to serve their communities effectively. Kitui County's socio-economic dynamics, coupled with external pressures such as political interference and funding fluctuations, necessitate a tailored approach to succession management that goes beyond traditional human resource planning. The study seeks to explore how succession management practices, specifically focusing on knowledge, culture, talent, and leadership succession, impact business continuity in CBOs. By

examining these elements, this research aims to provide a comprehensive understanding of how to strengthen the resilience and operational continuity of CBOs amidst various challenges. Therefore, the current study aims to address the following question: What is the effect of succession management on business continuity in community-based organizations in Kitui County, Kenya?

1.3 Research Objectives

1.3.1 General Objective

The main objective is to determine the effect of succession management on business continuity in Community-Based Organizations in Kitui County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific research objectives;

- i. To establish the effect of knowledge succession on business continuity in community-based organizations in Kitui County, Kenya.
- ii. To determine the effect of leadership succession on business continuity in community-based organizations in Kitui County, Kenya.
- iii. To determine the effect of cultural succession on business continuity in community-based organizations in Kitui County, Kenya.
- iv. To establish the effect of talent succession on business continuity in community-based organizations in Kitui County, Kenya.

1.4 Research Hypotheses

H₀₁: Knowledge succession has no statistical significance on business continuity in Community-Based Organizations in Kitui County, Kenya.

H₀₂: Leadership succession has no statistical significance on business continuity in Community-Based Organizations in Kitui County, Kenya.

H₀₃: Cultural succession has no statistically significant on business continuity in Community-Based Organizations in Kitui County, Kenya.

H₀₄: Talent succession has no statistical significance on business continuity in CBOs in Kitui County, Kenya.

1.5 Significance of the Study

1.5.1 Management

The study is highly beneficial for management by offering insights into how effective succession planning can ensure organizational stability and sustainability. By understanding the impact of succession management practices, management can develop strategies to mitigate disruptions during leadership transitions, retain institutional knowledge, and maintain service delivery to the community. This research will assist management in making informed decisions to optimize succession processes, foster a resilient organizational culture, and ultimately improve the long-term success and impact of CBOs in the County.

1.5.2 Community-Based Organizations

This study holds significance for CBOs in general by providing valuable insights into best practices for succession planning, which are crucial for the sustainability and effectiveness of all types of CBOs. By understanding how succession management affects business continuity, CBOs can develop proactive strategies to ensure smooth transitions, retain institutional knowledge, and maintain their services to the community. These insights will help CBOs across different regions improve their resilience, enhance their capacity to serve communities and achieve their long-term goals. Overall, the study contributes to strengthening CBOs' ability to make a meaningful and lasting impact on society.

1.5.3 Policymakers

The study will be of significant importance to policymakers by helping them understand the role of succession management in ensuring organizational sustainability and service continuity to inform policy decisions aimed at supporting CBOs. Policymakers can use the findings of the study to develop policies and guidelines that promote effective succession planning practices within CBOs, thereby fostering resilience and stability in community development initiatives. By recognizing the importance of succession management, policymakers can implement measures to support CBOs in building strong leadership pipelines, retaining talent, and ensuring uninterrupted service delivery to communities.

This research contributes to shaping policies that strengthen the capacity of CBOs to fulfill their roles effectively and sustainably.

1.5.4 Academicians and Theory Development

The study will significantly benefit academicians and contribute to theory development in the field of succession management and business continuity within community-based organizations (CBOs). For academicians, it provides empirical data and insights into the unique challenges and strategies of succession management in the context of CBOs, enriching the academic discourse and supporting further research in this area. The findings will also contribute to the development of theoretical frameworks that address the dynamics of leadership transitions, knowledge retention, and organizational resilience in CBOs. By integrating practical observations with existing theories, this research will enhance understanding and inform future studies, ultimately advancing the body of knowledge in succession management and its role in ensuring business continuity.

1.6 Scope of the Study

The study was based in Kitui County. The scope of this study was limited to succession management and how it is affecting business continuity. The study targeted 228 CBOs in Kitui County who renewed their license in 2023. It was done once on every CBO.

1.7 Assumptions of the Study

The study assumed that respondents would provide data that would be used in coming up with the research thesis. The study also assumed that the respondents would give honest opinions and reliable data that would be used in coming up with the research thesis and specifically in drawing recommendations for policies among public universities. The study also had the assumption of completing the study within the intended one year which is provided by the university.

1.8 Limitations and Delimitations of the Study

The research faced a variety of setbacks on the way to achieving the set objectives. Some respondents had shied off from participating in the study, however, the researcher

presented a NACOSTI letter and research approval/permit from SEKU which encouraged them to participate. The respondents were also worried that the information they gave could be divulged to third parties therefore affecting their confidence, the researcher was however able to overcome the challenge by identity concealment and assurance of non-disclosure of their identities. In addition, some selected CBOs were located in far-flung areas which called for efficient and convenient means of transport which were promptly arranged out of the available budget.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This section discusses the literature related to succession management on business continuity in community-based organizations. The first section presents a theoretical literature review underpinning the study variables. The second section presents empirical literature relating to the study variables which helps to identify the research gaps. The third and last section presents the interrelationship among variables in a conceptual framework.

2.2 Theoretical Review

The conceptual discussion on the possible relationship between succession management and business continuity is supported by Schamer's U theory, human capital theory, social exchange theory, and trait leadership theory. The Social Exchange Theory was the main theory selected to guide the study because it provides a comprehensive framework for analyzing how succession management affects business continuity in community-based organizations addressing the relational and cultural aspects that are critical for successful succession, making it highly relevant for this study.

2.2.1 Scharmer's Theory U

Claus Otto Scharmer developed Theory U in 2007 to elucidate the effects of succession in organizations. Scharmer's theory aims to help individuals break free from their default mode of thought, offering points of reference for contributing uniquely to solutions that align with genuine societal needs. Scharmer posits that firms should develop strategic succession plans to remain competitive in the market. These plans ensure organizational flexibility to seize new opportunities and avoid confusion that could lead to a firm's collapse during uncertainty. Scharmer's theory outlines stages for creating a successful succession plan: initiating the process, sensing, creating the succession plan, and evolving. The initiating process involves gathering stakeholder views before formulating the succession strategy (Cowart, 2020).

Scharmer's Theory U operates on several assumptions. It assumes that succession planning is essential for maintaining organizational stability and competitiveness. It also presumes that stakeholder involvement is crucial in formulating effective succession strategies. However, the theory has limitations. One criticism is its complexity and the extensive process it requires, which may not be feasible for all organizations. Another limitation is that it assumes all stakeholders will have a unified vision for the organization's future, which may not always be the case. Despite these criticisms, the theory's emphasis on adaptability and forward-thinking makes it relevant for modern organizational challenges.

The scope of Scharmer's Theory U encompasses the comprehensive stages of succession planning within organizations, emphasizing the need for a forward-looking approach. The sensing phase involves identifying the need for succession and establishing boundaries for its implementation. This stage requires stakeholder input to align with the organization's goals. Organizations should envision a succession plan focused on long-term survival, not just short-term gains. This future-oriented plan enables the firm to build structures and systems crucial for sustained market competitiveness. Scharmer's model is dynamic, allowing organizations to adapt to changing business environments and prepare for future opportunities (Scharmer & von Ameln, 2019). The relevance of Scharmer's Theory U to the study on succession management in community-based organizations (CBOs) in Kitui County, Kenya, is significant. The theory provides a framework for understanding how CBOs can develop effective succession plans to ensure business continuity. By focusing on stakeholder involvement and long-term planning, the theory offers insights into how CBOs can maintain stability and adapt to changes in their operating environment. This is particularly important for CBOs in Kitui County, which face challenges such as funding dependence and political interference. Scharmer's theory helps address these issues by emphasizing the need for flexible and comprehensive succession planning.

Scharmer's Theory U supports leadership succession. The theory's stages—initiating, sensing, creating the succession plan, and evolving—provide a structured approach to leadership transitions. According to Keith (2022), effective leadership succession involves having the right structures and systems in place to identify and prepare the next leader.

This aligns with Scharmer's model of evolving practices to avoid chaos and maintain business continuity. Additionally, Fitch and Lynam (2019) highlight the importance of preparing for future leadership needs, supporting Scharmer's emphasis on a long-term perspective. By focusing on leadership succession, Scharmer's theory ensures that organizations can sustain their competitive edge and achieve their goals.

Despite Scharmer's Theory U focusing on leadership and organizational change, emphasizing the need to move through a process of letting go of the past, co-creating new possibilities, and achieving a deeper connection with future potential, the theory has its limitations including a lack of empirical evidence to validate its effectiveness and practical application across diverse organizational contexts. The theory can be seen as overly idealistic, as it may not fully address the challenges of implementing transformative change in environments with entrenched cultures or limited resources. Additionally, the abstract nature of the theory may make it difficult for practitioners to translate its concepts into concrete actions and measurable outcomes.

2.2.2 Human Capital Theory

Human Capital Theory was introduced by Schultz in 1961, positing that the introduction of skills and information within a firm significantly increases its overall productivity. Schultz argued that while training, education, and knowledge acquisition might be expensive, they are essential investments for a company's long-term success. This theory emphasizes the importance of retaining a skilled workforce, suggesting that organizations can make substantial savings by ensuring employees stay with the company rather than leaving after significant training investments. The theory also highlights the importance of maintaining highly motivated employees who feel included in organizational changes, thereby enhancing overall performance (Marginson, 2019).

The scope of Human Capital Theory extends to various aspects of organizational management, particularly focusing on the benefits of internal training and development. It posits that organizations should prioritize developing and retaining talent from within rather than sourcing from outside. This approach is deemed more prudent because

internally trained employees are more likely to understand and align with the company's culture and values. The theory is relevant to various organizational practices, including employee retention strategies, productivity enhancement, and overall firm performance improvement (Latov & Tikhonova, 2021).

Human Capital Theory operates under several key assumptions. First, it assumes that investing in employee education and training will lead to increased productivity and efficiency. Second, it posits that a well-trained and knowledgeable workforce is crucial for maintaining a competitive edge. However, the theory also has its limitations and criticisms. One major criticism is the difficulty in quantifying the exact financial returns on investments in human capital, as the benefits are often intangible and may vary across different contexts. Additionally, the theory may overlook the potential challenges and costs associated with continuous training and development programs (Dom & Ahmad, 2020).

The relevance of Human Capital Theory to this study lies in its ability to explain the interrelationship between knowledge succession and business continuity. The theory underscores the importance of investing in employees through education and training to ensure the organization's long-term success. By fostering a culture of continuous learning and development, organizations can maintain a skilled and motivated workforce, which is essential for sustaining business operations and achieving strategic goals. This theory provides a strong foundation for understanding how knowledge succession can enhance business continuity by enabling employees to effectively contribute to the organization's growth and stability.

Human Capital Theory underpins knowledge succession. The theory emphasizes the need for continuous investment in employee education and training to enhance productivity, efficiency, and customer satisfaction. By focusing on knowledge succession, organizations can ensure that their workforce possesses the necessary skills and knowledge to drive business success. This investment in intangible assets, such as employee capabilities, is deemed as crucial as investing in physical assets, highlighting the importance of a well-rounded approach to organizational development and continuity.

A key limitation of this theory is that it often assumes a direct and linear relationship between education, skills development, and improved performance, which may oversimplify the complexities of individual and organizational dynamics. The theory also tends to overlook other factors that influence performance, such as organizational culture, management practices, and external economic conditions. Additionally, it may not account for the diminishing returns of investment in human capital if not aligned with the specific needs and goals of the organization.

2.2.3 Social Exchange Theory

The Social Exchange Theory, introduced by George Homans in 1958, posits that constant interaction among members of an organization fosters a supportive climate where people assist one another, particularly during crises, thus enhancing mutual coexistence. Homans' theory suggests that ongoing interaction among individuals within an organization increases interpersonal trust, leading to higher levels of production, loyalty, and mutual commitment. Over the years, the theory has been examined by various scholars, including Rice (2002), who explored how uncertainty enables firms to seize new opportunities, and Meira and Hancer (2021), who explained that exchanges can exist between parties as long as the environment supports these exchanges and guarantees actors can find suitable partners.

The scope of the Social Exchange Theory includes analyzing organizational behavior and its impact on growth, particularly concerning employee commitment, justice systems, and organizational support. Emerson (1972) further strengthened this theory by developing a formal psychological model that reinforced the principles of social exchange. The theory highlights the importance of reciprocal relationships within an organization, suggesting that these interactions contribute significantly to organizational success. It emphasizes the value of senior employees mentoring younger workers, thereby increasing the latter's involvement and engagement levels in the firm.

One of the key assumptions of the Social Exchange Theory is that individuals and organizations will engage in mutually beneficial interactions. This ongoing interaction

fosters a culture of trust and commitment, which is essential for business continuity and growth. However, the theory also has notable limitations. It has been criticized for oversimplifying the complexity of relationships, failing to account for the multifaceted nature of human interactions. Critics argue that the theory does not adequately consider altruistic behaviors, where individuals act in the interest of others without expecting anything in return (Zhao & Detlor, 2023). Furthermore, the theory does not address those who stay in relationships that may not provide immediate or obvious rewards.

Despite its limitations, the Social Exchange Theory is highly relevant to the study of succession management and business continuity in community-based organizations (CBOs). The theory underscores the importance of cultural succession, where constant interaction and connection among organizational members facilitate a strong sense of commitment and engagement. This cultural foundation is crucial for ensuring business survival and operational continuity, particularly in CBOs that rely heavily on interpersonal relationships and community engagement. By fostering a culture of ongoing exchange and support, CBOs can better manage leadership transitions and maintain their operational effectiveness.

The Social Exchange Theory specifically underpins the concept of cultural succession within the context of succession management. It provides a framework for understanding how sustained interactions and relationships within an organization contribute to a cohesive and supportive culture. This, in turn, facilitates the identification of ideal candidates for critical positions and ensures a seamless transfer of responsibilities. The theory's emphasis on the value of continuous interpersonal connections makes it particularly pertinent for examining how cultural succession can enhance business continuity in community-based organizations.

The Social Exchange Theory is particularly suitable as the anchoring theory for this study because it emphasizes the reciprocal nature of relationships between employees and organizations. In the context of succession management, the theory can provide insights into how employees' expectations and perceptions of fairness and reward influence their

commitment to the organization and their readiness to assume leadership roles. By understanding the dynamics of these exchanges, the study can explore how effective succession management practices impact employee engagement, continuity, and overall organizational stability, thereby offering a framework to analyze the interplay between succession planning and business continuity.

2.2.4 Trait Leadership Theory

The Trait Theory of Leadership, also known as the Great Man Theory of Leadership, was first introduced by Thomas Carlyle in the 1800s. Carlyle's research led to the development of this theory, which posits that certain individuals are born with traits that predispose them to be great leaders. Proponents of the theory, such as Jibirin Salihu (2019), argue that leadership qualities are inherent and can be inherited. However, it is also acknowledged that individuals who do not possess these innate traits can still develop into effective leaders through experience and learning (Tarker, 2021).

The scope of the Trait Theory of Leadership encompasses the identification of specific traits that are believed to be inherent in great leaders. According to Verawati and Hartono (2020), these traits include adaptability, ambition, dependability, and dominance. The theory suggests that these traits are crucial for leaders to effectively navigate various situations, achieve their goals, and make decisive actions when necessary. Hunt and Fedynich (2019) further support the theory by highlighting the importance of effective leadership in influencing organizational performance and support.

The assumptions of the Trait Theory of Leadership include the belief that leadership traits are innate and can be identified and measured. The theory assumes that these traits are stable over time and can predict leadership effectiveness across different contexts. However, the theory has faced several criticisms. One major limitation is its deterministic nature, as it suggests that only those born with certain traits can become great leaders. Critics argue that this overlooks the role of situational factors, learned behaviors, and the potential for individuals to develop leadership skills through experience and training. Additionally, the theory does not account for the dynamic and complex nature of

leadership, which involves interactions between leaders, followers, and situational variables.

Despite its limitations, the Trait Theory of Leadership is relevant to the study of succession management in community-based organizations (CBOs) in Kitui County. The theory supports the leadership succession variable by emphasizing the importance of identifying and nurturing inherent leadership traits within the organization. Effective leadership succession planning can ensure the continuity of leadership qualities that are crucial for organizational success. By recognizing and developing these traits, CBOs can better prepare for leadership transitions and maintain their performance and stability.

The Trait Theory of Leadership underpins the leadership succession variable in the study of business continuity in CBOs. The theory provides a framework for understanding the importance of inherent leadership traits and their role in organizational performance. While the theory has its limitations, it highlights the need for effective leadership succession planning to ensure the continuity of essential leadership qualities. This approach is particularly relevant for CBOs in Kitui County, where leadership transitions can significantly impact organizational stability and success.

2.3 Empirical Literature Review

Empirical studies that have tested the relationship between succession management and business continuity are reviewed in this section. Critique of the studies was conducted to show knowledge gaps.

2.3.1 Knowledge Succession and Business Continuity

Mehrabani and Mohamad (2019) examined whether knowledge succession has any significant effect on organizations' performance in Iran. This research was built on the acknowledgment that the current changing business environment has exposed firms to unpredictable and uncertain environments. According to this study, an organization can rely on its human capital to navigate through the uncertainty in the business environment. Importantly, firms need to seek ways to motivate their employees to create a competitive

edge in the market and achieve higher profitability. The study also notes that firms can achieve competitiveness by investing in succession management to promote the organization's skills and knowledge. This study recommends that knowledge management can help firms identify the gaps that may exist in developing employees to contribute to the organization's growth.

Aladwan, AL-Yakoub, and Adaileh (2022), studied knowledge succession on business continuity in Jordanian government ministries. The study targeted 202 employees working in the different ministries. A descriptive research design was used. Data was analyzed with the help of the SPSS software package. The study established a statistically significant correlation between knowledge succession management and employee performance. The study was based on Jordanian government ministries. The practice and policies recommended may not apply to CBOs in Kenya. The current study filled the research gap by studying the effect of knowledge succession on business continuity in CBOs in Kenya. Ge and Campopiano (2022), explored the influence of knowledge management in the continuity of family businesses through both multi-stakeholder and multi-stage framework approaches. The study examined 63 peer-reviewed works from 39 academic journals where journals were categorized depending on the descriptive or theoretical contributions. The analysis, conducted within a multi-stakeholder and multi-stage framework, reveals crucial insights and identifies gaps in the literature and knowledge management in family businesses. The study prompts scholars to further explore the family-related knowledge and expose the major assumptions of the study. By uncovering these gaps, the paper lays the groundwork for future research directions, urging scholars to deepen their understanding of knowledge dynamics in family businesses, particularly in the context of succession.

Ikechukwu and Adighije (2017) studied knowledge succession on organizational performance at Michael Okpara University in Nigeria. The study targeted 2630 employees at Michael Okpara University in Nigeria. Pearson correlation was used to show correlation amongst variables. Pearson Product Moment Correlation shows that there is a positive

relationship between the University's staff and their knowledge succession. The study was based on organization performance in Nigeria thus presenting a contextual gap.

Karuri (2022), studied the effect of knowledge succession planning on sustainability by focusing on Catholic churches in Kenya. The study focused on 17 churches in the Nairobi Diocese and the 150 populations working in these institutions. The sustainability of catholic churches in Kenya. The study used a census to collect the data required to answer the research questions. The research findings show that there is a positive and significant relationship between knowledge succession management and organizational performance ($\beta=0.163$, $p=0.048$). This study recommends that an organization should invest in succession management to ensure that it can keep up with changes in the business environment. Also, to introduce knowledge development plans and encourage staff to identify their learning needs.

This paper offers a new contribution to knowledge management in the family business by systematically organizing the current literature. Embracing a 'knowledge from practice perspective,' the study not only provides insights for future research but also offers practical implications.

2.3.2 Leadership Succession and Business Continuity

Garg and Van-Weele (2020) sought to explore whether leadership succession management has any impact on the performance of SMEs in Singapore. The data for this study was acquired from 15 companies. The data showed that the SMEs take succession managers seriously and that there is a disconnect between implementation, the actual and the perceived succession management strategies. The research did not find any evidence that firms have institutions that have institutionalized strategies to train, develop, and groom employees for top positions for succession. The study also noted that SMEs would rather use external hires to fill top positions to fill vacant positions.

Ali et al. (2018) examined the effects of leadership succession on employee management by focusing on Commercial Banks in Pakistan. This research used a model that linked

succession management with employee performance in Pakistan's banks. The responses were obtained from the bank's staff by using research questionnaires. The research employed a Five-point Likert scale to identify the responses. Quantitative research was employed to evaluate the relationship between the various research variables. The research findings showed that there is a significant and positive relationship between leadership succession and the performance of the employees in the bank.

Olubiya, Lawal, and Adeoye (2022), sought to examine whether knowledge succession planning and business continuity have any impact on businesses in Lagos Nigeria. The research employed a survey research design on a sample of 503 SMEs in Lagos State obtained following the Taro Yamane method. The study applied reliability and validity tests on the questionnaire to improve the overall quality of the research output. Primary data that was collected was analyzed through descriptive and inferential analysis (both Pearson product-moment correlation and regression analysis), to help establish the link between knowledge succession and continuity of family businesses in Lagos. The study found a p-value of 0.000 and a beta coefficient of 1.95. The study established that knowledge succession had a positive and significant influence on the continuity of family-owned businesses in Lagos Nigeria. The study is however conducted within the context of a family business setting and not a community-based organization, which therefore invalidates the generalization of findings, furthermore, the study is conducted in Nigeria where the environment of doing business is different from that in Kenya.

Chirchir and Koros (2021), studied the effect of leadership succession on the performance of the County Governments of Baringo. This study used a descriptive research model to collect data from 14 executives and 57 managers in middle-level ranks. The study used a questionnaire to collect the relevant information that is relevant to the research questions. The study also used inferential and descriptive statistics to analyze data and develop meaningful insights. The descriptive statistics employed the mean and the standard deviations to analyze the data while the ANOVA data was used to show whether the variables were related. The research noted that most counties use seminars and workshops to educate their employees on leadership. The research also noted that the leadership

models are also affected by both internal and external selection. The research noted that the county government uses performance appraisals and promotes employees based on their performances. The counties use county public service boards to appraise and promote the employees. The study acknowledges the need for a robust succession management plan that is built on career development programs.

Njiru (2022) sought to assess whether leadership succession has any impact on the productivity of the workforce in Telecommunication companies in Nairobi County. This research used a desktop methodology to collect the data that is relevant to meeting the research objectives. This study employed past evidence from other completed studies on succession management. The research shows that many firms employ formal leadership succession management to ensure that they maintain their highly skilled workforce and prevent them from being poached by rivals. Many organizations have developed leadership succession management models as one of the ways to ensure they retain skilled employees in the workforce. These leadership succession plans help firms to increase employee productivity thus increasing their growth in the market. An organization can improve the quality of the workforce by investing in its workforce to improve their skills. Such investments have a positive effect on the pool of talent and lead to better retention in the organization. The study recommends that leadership succession models should focus on value-generating skills and knowledge that are needed to transform an organization's values.

2.3.3 Cultural Succession and Business Continuity

Janes (2018) studied the effect of cultural succession on organizational effectiveness in public organizations in the USA. This study conducted a comprehensive review of the empirical literature on succession management and the process and the importance of human resource planning in enabling a firm to establish succession management. The study helped to show how an organization can establish a significant positive relationship between the practice of cultural succession and its needs on the market.

Dato (2021), studied the effects of cultural succession-related factors on business continuity of Agro-firms in Malaysia. The study also investigates the moderating effect of business age on the relationship. The study targeted 400 SME owners of the Agro-firms. Data was analyzed through structural equation modeling analysis technique using SPSS-AMOS. Findings suggested that cultural succession exerts a positive and significant influence on the continuity of the Agro-firms. However, the findings revealed that the age of the firm does not significantly moderate the relationships between cultural succession and business continuity of the old firms. The study is important in the current study where it proposes for policymakers in the organization to craft cultural succession-related programs to enhance business continuity.

Pratiwi and Dewi (2021), studied the effect of cultural succession on employee performance in public hospitals in Indonesia. This study reviewed how managers prepare for change management by considering the effects of cultural succession management processes. The research found that an organization can ensure a smooth transition by continually preparing its employees to take up higher roles and responsibilities. Organizations with such models are more likely to experience lower turnover rates among non-managerial employees. The research further discovered that an organization can reduce its labor turnover rate if it applies a non-discriminatory promotion policy as such an approach shows equality. The internal recruitment of senior management staff increases worker motivation and commitment to the organization, reducing their tendency to think about other job opportunities.

Ochola (2022) sought to explore whether cultural succession has any influence on employee performance in the health sector in Kakamega County. This study employed a descriptive research design with a target population of 1428 from which a sample size of 146 was used. The study showed that cultural succession had a significant effect on employee performance. The study also recommended the need for sensitization on the need for cultural succession and selection contingent on healthcare organization. Such cultural successions will steer employee performance and productivity in the healthcare setting.

Kakui and Gachunga (2015) studied the impacts of cultural succession on the development and performance of employees in the public sector. This study was focused on the National Cereals and Produce Board (NCPB). The research employed a descriptive survey. The NCPB employees were used as the study population whereby data was collected using questionnaires. The researchers analyzed and tabulated data using SPSS software. The findings revealed that cultural succession affects the employee's performance.

2.3.4 Talent Succession and Business Continuity

Ammad and Ghazal (2020) sought to explore the role of talent succession in creating a competitive advantage that is responsible for organizational growth in the globalized world by focusing on firms in Karachi Pakistan. This study used the unavailability of skilled labor, turnover, and gender variations as the main variables for organizational growth. This study conducted interviews with 300 employees by applying logistic regression. The logistics regression revealed that effective talent succession management enables firms to achieve their goals. Importantly, firms have a better chance to achieve their goals by using talent succession management plans that are 2,5 times better at retaining key personnel in key positions.

Jindal and Shaikh (2021), studied the effect of talent succession management on the business continuity of pharmaceutical companies based in Hyderabad, India. The study applied a cross-sectional survey approach. The main variables in the study included talent identification, talent development, and talent retention. The study collected primary data from senior managers of pharmaceutical companies using questionnaires. The study applied the regression analysis method using SPSS to analyze the relationship between the variables. The study revealed a significant and positive relationship between talent succession practices (identification, development, and retention) and continuity in the pharmaceutical businesses. The findings of the study emphasized the role of the internal labor market model in understanding the role of talent accession in business sustainability and continuity. The study was however, conducted within pharmaceutical businesses in India which are created with the objective of profit therefore the findings cannot be

generalized within the context of the CBOs in Kitui County due to differences in the business and regulations.

Onyeukwu and Jekelle (2019) explored the effects of talent succession and the corporate survival of family-owned businesses in Nigeria. The population of the study was the staff of five blue-chip companies. The sample size was determined using the Taro Yamane formula. This study used the weighted mean and Z-tests to test the hypothesis and to do the analysis. The study showed that there was a significant positive relationship between talent succession management and the survival of Nigerian firms. The study also found that talent succession and effective communication are some of the strategies that can be used by firms to retain their top talents.

Ammad and Ghazal (2020) explored the role of talent acquisition in attaining competitive advantage in the globalized world. This study applied a descriptive research approach to 14 executives and 57 mid-managers. The data was collected using questionnaires whereby both descriptive and inferential statistics were used. The ANOVA analysis was used to show the relationships between the variables. The study showed that county governments have leveraged training and seminars to train their employee on leadership.

Wang'ombe (2019) examined the role of talent acquisition in organizational performance by considering the International Non-Government Organizations (INGOs) in Kenya. This research employed a descriptive research model to collect data. The results revealed that talent succession strategy had a positive relationship with the performance of INGOs in Kenya. The results also showed that talent succession management of required expertise as a talent succession management strategy was a major significant contributor to the performance of INGOs in Kenya.

2.4 Literature Review Matrix

Table 2.1: Literature Review Matrix

Author(s)	Title	Gaps Identified	How Gaps Were Filled
Theme 1: Knowledge succession			
Karuri (2022)	Effect of Knowledge Succession Planning on Sustainability	Focused on Catholic churches in Kenya; data collected using census method; limited to organizational performance	Focus on CBOs in Kenya; broader scope including business continuity
Aladwan, AL-Yakoub, & Adaileh (2022)	Knowledge Succession on Business Continuity in Jordanian Government Ministries	Practices and policies specific to Jordanian government ministries; not directly applicable to CBOs in Kenya	Studied the effect of knowledge succession on business continuity in CBOs in Kenya
Mehrabani & Mohamad (2019)	Knowledge Succession and Organizational Performance	Limited to firms in Iran; contextually different from CBOs in Kenya	Broader study context to include CBOs and business continuity in Kenya
Ikechukwu & Adighije (2017)	Knowledge Succession on Organizational Performance	Contextual gap; focused on organizational performance in a Nigerian university	Addressed business continuity in CBOs in Kenya
Ge & Campopiano (2022)	Influence of Knowledge Management in Family Businesses	Focused on family businesses; contextually different from CBOs	Applied insights to CBOs in Kenya, filling contextual gaps
Theme 2: Leadership Succession			
Chirchir & Koros (2021)	Effect of Leadership Succession on County Governments' Performance	Focused on county governments in Kenya	Examined leadership succession in CBOs in Kitui County, Kenya
Garg & Van-Weele (2020)	Impact of Leadership Succession on SMEs in Singapore	Contextual gap; SMEs in Singapore	Applied findings to CBOs in Kenya, addressing contextual differences
Njiru (2022)	Leadership Succession in Telecommunication Companies	Focused on telecommunication companies in Nairobi	Extended research to CBOs in Kitui County, Kenya, focusing on business continuity
Ali et al. (2018)	Effects of Leadership Succession on Employee Management	Contextual gap; commercial banks in Pakistan	Applied findings to CBOs in Kenya, focusing on business continuity

Theme 3: Cultural Succession

Janes (2018)	Cultural Succession in Public Organizations	Contextual gap; public organizations in the USA	Applied findings to CBOs in Kenya, focusing on business continuity
Pratiwi & Dewi (2021)	Cultural Succession in Public Hospitals	Contextual gap; public hospitals in Indonesia	Extended research to CBOs in Kitui County, Kenya, focusing on business continuity
Ochola (2022)	Cultural Succession in the Health Sector	Focused on the healthcare sector in Kakamega County	Applied findings to CBOs in Kitui County, addressing the influence of cultural succession on business continuity
Kakui & Gachunga (2015)	Cultural Succession in the Public Sector	Focused on the National Cereals and Produce Board in Kenya	Extended research to CBOs in Kitui County, Kenya, focusing on business continuity
Dato (2021)	Cultural Succession-related Factors on Business Continuity	Contextual gap; focused on Agro-firms in Malaysia	Applied findings to CBOs in Kitui County, Kenya, addressing business continuity

Theme 4: Talent Succession

Ammad & Ghazal (2020)	Role of Talent Succession in Organizational Growth	Focused on firms in Karachi, Pakistan; variables included unavailability of skilled labor, turnover, and gender variations	Applied findings to CBOs in Kitui County, Kenya, focusing on business continuity
Wang'ombe (2019)	Talent Acquisition and Organizational Performance	Focused on INGOs in Kenya; different organizational context from CBOs	Extended research to CBOs in Kitui County, Kenya, focusing on business continuity
Onyeukwu & Jekelle (2019)	Talent Succession and Corporate Survival	Focused on family-owned businesses in Nigeria	Applied findings to CBOs in Kitui County, Kenya, focusing on business continuity
Jindal & Shaikh (2021)	Talent Succession in Pharmaceutical Companies	Focused on pharmaceutical companies in Hyderabad, India; profit-oriented businesses contextually different from CBOs	Applied findings to CBOs in Kitui County, Kenya, focusing on business continuity

Source: Researcher (2024)

2.4 Research Gaps

Research gaps from the empirical literature were summarized on the conceptual, contextual, methodological and geographical gaps to justify why it was important to conduct the current study. These various gaps were highlighted under knowledge succession, leadership succession, cultural succession and talent succession.

2.4.1 Knowledge Succession

The existing literature reveals several gaps in the study of knowledge succession planning. Conceptually, research has primarily focused on organizational performance without addressing sustainability, as seen in Karuri's (2022) study on Catholic churches in Kenya. Contextually, there is a mismatch in the applicability of findings from different regions and sectors, such as the studies on Jordanian government ministries (Aladwan, AL-Yakoub, & Adaileh, 2022) and Iranian firms (Mehrabani & Mohamad, 2019), which do not directly relate to community-based organizations (CBOs) in Kenya. Methodologically, these studies often use specific, localized approaches, such as Karuri's census method, which may not be generalizable. Geographically, the research spans diverse regions like Nigeria (Ikechukwu & Adighije, 2017) and focuses on various organizational types, such as family businesses in the study by Ge and Campopiano (2022), highlighting a need for a cohesive understanding of knowledge succession in Kenyan CBOs.

2.4.2 Leadership Succession

The existing literature on leadership succession reveals several gaps. Chirchir & Koros (2021) examined the impact of leadership succession on county governments' performance, focusing solely on Kenya, indicating a geographical gap. Garg & Van-Weele (2020) explored the subject within SMEs in Singapore, highlighting a contextual gap as their study does not extend to other sectors or regions. Njiru (2022) concentrated on telecommunication companies in Nairobi, again presenting a geographical limitation. Ali et al. (2018) addressed the effects on employee management in commercial banks in Pakistan, showing a contextual gap as it did not consider other industries. Methodological variations across these studies further underscore the need for a more unified approach.

2.4.3 Cultural Succession

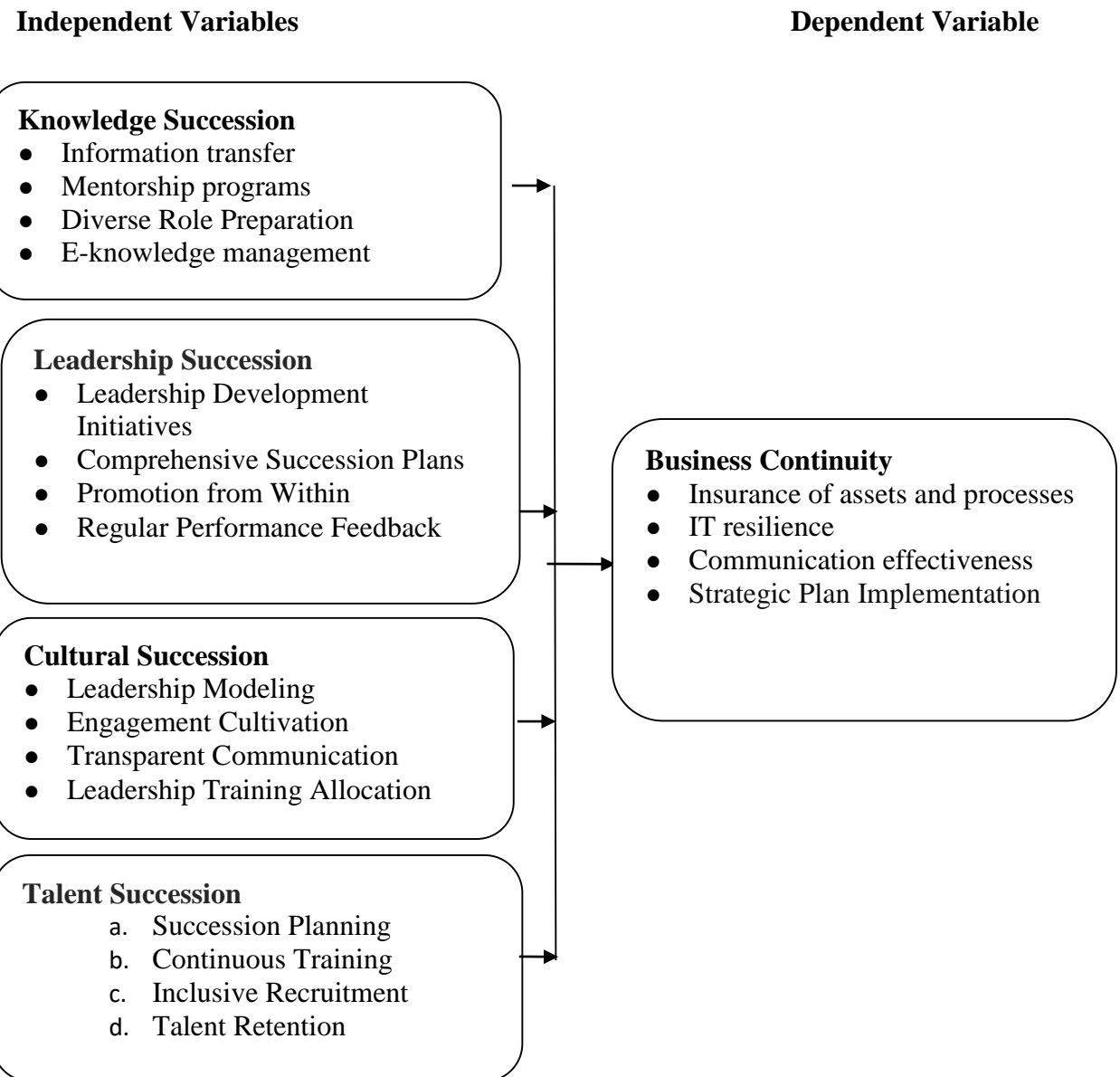
The literature on cultural succession reveals several significant gaps. Conceptually, there is limited integration across sectors, with each study focusing on specific types of organizations. Contextually, Janes (2018) centers on public organizations in the USA, while Pratiwi & Dewi (2021) examine public hospitals in Indonesia, highlighting a gap in varied public service settings. Methodologically, studies like Ochola (2022) and Kakui & Gachunga (2015) are confined to healthcare in Kakamega County and the National Cereals and Produce Board in Kenya, respectively, lacking diverse methodological approaches. Geographically, the research is skewed towards specific regions, such as Malaysia in Dato (2021) and Kenya, without a global perspective on cultural succession across different organizational contexts.

2.4.4 Talent Succession

The existing research on talent succession exhibits several notable gaps. Conceptually, while Ammad & Ghazal (2020) address the role of talent succession in organizational growth, they focus narrowly on variables like unavailability of skilled labor, turnover, and gender variations. Contextually, studies like Wang'ombe (2019) and Onyeukwu & Jekelle (2019) focus on specific organizational types—INGOs in Kenya and family-owned businesses in Nigeria, respectively—leaving out broader organizational contexts. Methodologically, these studies differ significantly in their approaches, from examining different variables to focusing on various types of businesses. Geographically, there is a lack of research in regions beyond Karachi, Kenya, Nigeria, and Hyderabad, suggesting a need for more diverse geographical coverage in understanding talent succession across different organizational settings.

2.5 Conceptual Framework

A conceptual framework is a diagrammatic representation of the study conceptualization. This study's independent variables were knowledge succession, leadership succession, cultural succession, and talent succession. The dependent variable was business continuity.



Source: Researcher (2024)

The relationship between knowledge succession and business continuity in community-based organizations (CBOs) is crucial because effective knowledge transfer, mentorship programs, diverse role preparation, and e-knowledge management systems ensure that vital

organizational knowledge is preserved and disseminated efficiently. This aligns with Karuri (2022) who found a positive relationship between knowledge succession management and organizational performance. The ability to transfer information seamlessly and prepare employees for various roles through mentorship programs strengthens organizational resilience, making CBOs better equipped to handle changes and maintain operations during transitions.

Cultural succession significantly impacts business continuity as it involves leadership modeling, engagement cultivation, transparent communication, and leadership training allocation. These elements foster a supportive organizational culture that promotes stability and continuity. Pratiwi and Dewi (2021) emphasized that organizations with strong cultural succession practices experience smoother transitions and lower turnover rates. By cultivating engagement and ensuring transparent communication, CBOs can maintain a committed and motivated workforce, essential for sustaining operations during leadership changes.

Talent succession, involving succession planning, continuous training, inclusive recruitment, and talent retention, is directly linked to business continuity. Studies by Wang'ombe (2019) and Onyeukwu & Jekelle (2019) highlighted that effective talent management strategies are vital for maintaining organizational performance and stability. Succession planning and continuous training ensure that employees are prepared to step into critical roles as needed, reducing disruptions in operations. Inclusive recruitment and talent retention strategies help build a diverse and dedicated workforce, further enhancing organizational resilience.

Leadership succession is another critical factor influencing business continuity. Leadership development initiatives, comprehensive succession plans, promotion from within, and regular performance feedback are key to ensuring that leadership transitions do not disrupt organizational operations. Njiru (2022) and Ali et al. (2018) demonstrated that robust leadership succession planning positively impacts employee performance and organizational stability. Promoting from within and providing regular feedback foster a

sense of loyalty and preparedness among employees, ensuring that leadership changes are managed smoothly and business continuity is maintained.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The Chapter presents the research design, target population, sampling size, and sampling procedure. It includes also instruments to be used in collecting data, the pilot study data analysis, and the data collection procedure. It culminates by presenting the ethical considerations in carrying out the research.

3.2 Research Design

A research design refers to the plan that is used to collect the relevant data that answers the research inquiries (Asenahabi, 2019). This study employed a descriptive cross-sectional survey. A descriptive cross-sectional survey is considered because it offers a comprehensive research design that enables significant and varied amounts of data to be gathered quickly, quantitatively analyzed, and presented with credibility. Studies designed to ascertain the frequency (or degree) of a specific attribute are known as cross-sectional surveys (Huntington-Klein, 2021). In this kind of study, participants were contacted at a predetermined time and asked for pertinent information. They are then categorized as having or not having the desired attribute in light of this information.

3.3 Target Population

Khalid, Abdullah, and Kumar (2020), defined population as the complete unit that represents people or other elements that are of interest to the researcher. According to Bloomfield and Fisher (2019), a population is any individual who is a part of a real or fictitious group of individuals, occasions, or objects to which a researcher seeks to apply the findings of the research study. The CBOs in Kitui County were the study's target population as the unit of analysis. The research concentrated on a list of 228 CBOs from Kitui County that renewed their licenses in January 2023 (Department of Gender and Social Planning, 2022). The unit of observation was the CBO chairmen totaling 228 respondents. Each CBO formed a unit of analysis.

Table 3.1: Target Population

Social Economic Empowerment		Number of CBOs in category
1	Table Banking	37
2	Merry Go Rounds	29
3	Business Financial Services	15
4	Boda Boda	17
Environmental Concerns		
1	Tree Planting	21
2	Bee Keeping	17
3	Goat Keeping	12
4	Farming and Environment	13
Social Inclusion Programs		
1	Women Empowerment	16
2	Youth Empowerment	28
Physical Activities		
1	Dancing and Cultural Activities	23
Total		228

Source: Researcher (2024)

3.4 Sampling Design

3.4.1 Sample Size

This study utilized Slovin's Formula to determine the sample size. The formula is suitable when it is impractical to collect data from all members of the population, allowing the researcher to identify a representative sample. The formula is applicable if the population has distinct subgroups. The formula is as follows:

$$n = \frac{N}{1 + NE^2} \dots\dots\dots$$

[Equation 1].

Where n = Target Sample Size

N = total population

E = error margin (0.05)

$$n = \frac{228}{1 + (228 * 0.05^2)} \quad 228/1.57 \quad n = 145$$

Therefore, a total of 145 CBOs were sampled.

3.4.2 Sampling Frame

The sampling frame comprised the chairmen of Community-Based Organizations (CBOs) operating in the study area. The respondents were categorized into four distinct strata based on the primary focus of their CBOs: social-economic empowerment, environmental concerns, social inclusion programs, and physical activities. This stratification ensured that the sample accurately represented the diversity of CBOs in the study area.

3.4.3 Sampling Procedure

The study employed a combination of stratified and simple random sampling techniques. Stratified sampling was first used to classify the respondents into the four strata mentioned above. This step ensured that each category of CBOs was adequately represented in the sample. Following this, simple random sampling was employed to select the specific CBO chairmen to be interviewed from each stratum. This dual approach enhanced the representativeness and reliability of the sample, ensuring that the findings could be generalized to the broader population of CBOs in the study area.

Table 3.2: Sample Population

	Social Economic Empowerment	Number of CBOs	Sample of CBOs picked
1	Table Banking	37	23
2	Merry Go Rounds	29	18
3	Business Financial Services	15	10
4	Boda Boda	17	11
	Environmental Concerns		
1	Tree Planting	21	13
2	Bee Keeping	17	11
3	Goat Keeping	12	8
4	Farming and Environment	13	8
	Social Inclusion Programs		
1	Women Empowerment	16	10
2	Youth Empowerment	28	18
	Physical Activities		
1	Dancing and Cultural Activities	23	15
	Total	228	145

Source: Researcher (2024)

3.5 Research Instruments

This study employed structured questionnaires because they are cheap to use and allow the researcher to select samples from the whole population (Saunders et al., 2019). These data instruments are reliable and are very effective in collecting information more cheaply compared to other available techniques (Rada, 2021). The instruments were primarily developed for this study to effectively gather relevant data on the research variables, with certain items adapted from existing validated instruments in related studies. This hybrid approach ensured that the questionnaires were tailored specifically to the study's context while maintaining a high standard of measurement reliability and validity process ensured that the instruments were both reliable and valid, capable of providing accurate and useful insights into the effect of succession management on business continuity in community-based organizations in Kitui County, Kenya. The questionnaires comprised six sections. Section A obtained the general information of the respondents. Sections B, C, D, and E contained data relating to the study's independent variables. Section F data related to business continuity. The questionnaire collected primary data through the use of five key Likert scale (1-5). The key represented strongly agree (5), agree (4), neutral (3), disagree (2) and strongly disagree (1).

3.6 Pilot Study

A pilot study is a small-scale test of the methods and procedures to be used on a larger scale. It tests the validity and reliability of research instruments. Validity is the degree to which the instruments measure what they are supposed to measure. Reliability indicates the degree of internal dependency of the research instruments. Mehrad and Zangeneh (2019), opined that 5 to 10% of the sample size is a good representation to be used in piloting. The pilot test was carried out in 15 (145 X 10%) CBOs in Makueni County; Kibwezi East sub-county, Kenya. Simple random sampling was used to access the 15 chairmen representing 15 CBOs from the various categories. The chairmen were briefed on the importance and the need for the study. The researcher handed over the questionnaire to the respective CBO chairman and briefly educated him on the information contained in the questionnaire. The chairmen were assured that the data was used for academic purposes only.

3.6.1 Validity of the Research Instruments

According to Golafshani (2018), validity is the ability of an instrument to achieve its purpose in the research survey. The pilot tested construct, content, and face validity. Validity ensures that the instrument measures what is expected to measure and fully represents what it was expected to deliver while at the same time suits the research objectives (Clark & Watson, 2019). The research consulted the university-allocated supervisor to ensure the instruments were clear in terms of constructs, content, and face validity. The recommendation from the supervisor ensured that the researcher made some improvements to the research instruments to achieve the research aims.

3.6.2 Reliability of the Research Instruments

According to Long and Wang (2022), reliability is a research's ability to consistently give similar outputs in different conditions. A uniform testing procedure can be used to ensure the reliability of the research instruments. Besides, the study can use many similar elements of measure to test different samples. This study employed 5 questionnaires which were encoded into the SPSS software. Cronbach's alpha was used to test the internal consistency/ reliability of the Likert-type scales used in the research instrument.

Cronbach's alpha measures the reliability of the variations that can be accounted for by the underlying constructs. The computation followed other reliability tests which used the same number of items with the same hypothetical variables that were used in this research. A Cronbach's alpha reliability of at least 0.7 indicates that the research instruments are highly reliable (Gani, Imtiaz, Rathakrishnan & Krishnasamy, 2020).

3.7 Operationalization of the Study Variables

Table 3.3: Operationalization of Variables

Variable	Type of Variable	Indicators	Measurement	Type of Analysis
Knowledge Succession	Independent	Information transfer Mentorship programs Diverse Role Preparation E-knowledge management	Likert Scale Open Questions	Descriptive Regression
Leadership Succession	Independent	Leadership Development Initiatives Comprehensive Succession Plans Promotion from Within Regular Performance Feedback	Likert Scale Open Questions	Descriptive Regression
Cultural Succession	Independent	Leadership Modeling Engagement Cultivation Transparent Communication Leadership Training Allocation	Likert Scale Open Questions	Descriptive Regression
Talent Succession	Independent	Succession Planning Continuous Training Inclusive Recruitment Talent Retention	Likert Scale Close-ended Questions	Descriptive Regression
Business Continuity	Dependent	Insurance of assets and processes IT resilience Communication effectiveness Strategic Plan Implementation	Close-ended Questions Likert Scale	Descriptive Regression

Source: Researcher (2024)

3.8 Data Collection Procedure

Before proceeding to the field for data collection, the researcher sought an introduction letter from SEKU, once the authority was granted, the researcher also sought a permit from NACOSTI to conduct research in CBOs in Kitui County, Kenya. The researcher organized

ϵ , was the error term

The findings of the study were presented in tables and figures.

3.10 Diagnostic Tests

Regression diagnostics were used to evaluate the model assumptions and investigate whether or not there were observations with a large, undue influence on the analysis. Normality, multicollinearity, autocorrelation, linearity tests, and Heteroscedasticity tests were carried out.

3.10.1 Normality Tests

The two well-known tests of normality, namely, the Kolmogorov–Smirnov test and the Shapiro–Wilk test were the two tests used methods to test the normality of the data. The study tested normality through the use of Kolmogorov–Smirnov test.

3.10.2 Multicollinearity Test

Multicollinearity is a statistical concept where several independent variables in a model are highly correlated. Value inflation factor (VIF) was used to determine the level of correlation, a VIF score above 5 indicates the presence of multi-collinearity. Multicollinearity among independent variables can result in less reliable statistical inferences.

3.10.3 Autocorrelation Tests

Durbin-Watson was used to detect autocorrelation. The Durbin-Watson (DW) statistic ranges from zero to four, with a value of 2.0 indicating zero autocorrelation. Values below 2.0 mean there is positive autocorrelation and above 2.0 indicates negative autocorrelation.

3.10.4 Linearity Tests

The linearity test assumes that the relationship between the independent and the dependent variables is linear. The study used a scatter plot to plot the dependent variable against the independent variables to check whether there was any non-linearity in the plot's pattern.

3.10.5 Heteroscedasticity Tests

The study conducted heteroscedasticity tests to ascertain whether the residuals were changing as a result of the changes in the independent variable, a situation that confirms the problem of heteroscedasticity. To test for heteroscedasticity presence or absence, the study applied the Breusch Pagan Test where a regression analysis was conducted between residuals and the independent variables as recommended by Hou, et al. (2020).

3.11 Ethical Considerations

The expression of gratitude to each participant by the researcher was promptly accorded. The research study was designed to answer specific research questions. To secure the safety and rights of participants' ethical consideration was adhered to, i.e. participants were informed of the prevailing ethical consideration, for example, voluntary participation, anonymity, and confidentiality were highly upheld by the researcher. Before the researcher was permitted to collect the data, the heads of various departments and divisions in various CBOs were approached to acquire written consent.

The meeting between the respondents and the researcher was planned at the respondents' convenience. Before the surveys were sent out, the respondents were briefed on the goals and relevance of the study. The confidentiality of each respondent was guaranteed. Any respondent who declined to take part in the study was given their rights. The researcher also requested permission to carry out the research and obtain NACOSTI authorization in addition to South Eastern Kenya University Graduate School approval for data collection.

CHAPTER FOUR

4.0 RESULTS

4.1 Introduction

The chapter presents the research findings guided by the study objectives. The study results were presented in tables and figures in the subsequent subsections. Data was presented in charts and tables for ease of analysis and interpretations of findings.

4.2 Response Rate

Data was collected using both open and closed-ended questionnaires. This made it possible to get clear responses from the target population on their perception regarding the role of succession management on business continuity in Community-Based Organizations of Kitui County, Kenya. A total of 145 respondents were issued with questionnaires, out of which, 128 questionnaires were filled and returned. This gave the questionnaire a response rate of 88%. According to Kothari, (2012), a response rate of above 50% is acceptable to analyze and publish. Based on the above assertions, the study's 88% response rate was considered adequate for the study.

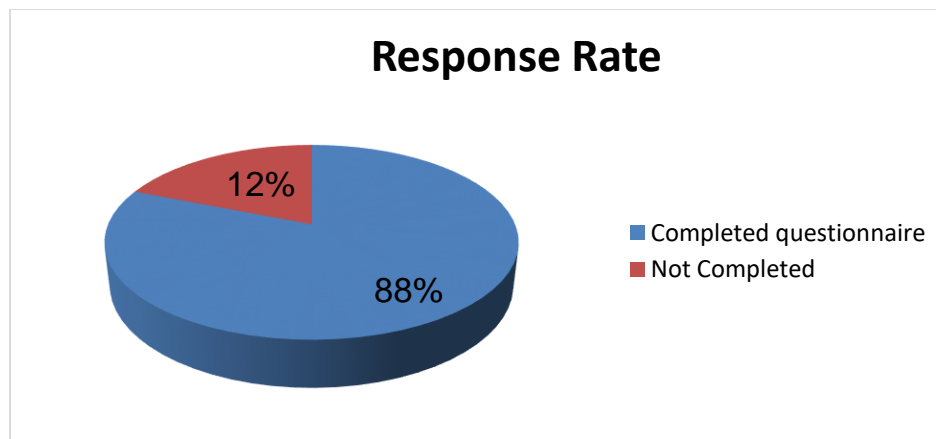


Figure 4.1: Response Rate

4.3 Demographic Characteristics of the Respondents

The section presents the demographic characteristics of the respondents which include; work experience.

4.3.1 Profile of the Respondents

This section reports on the respondents' collective experience at the CBO which was the focus of the survey. Table 4.1 displays the outcomes related to work experience.

Table 4.1: Work Experience

Work Experience	Frequency	Percent
Below 1 year	6	4.7
Between 3 to 6 years	11	8.6
Above 6 years	111	86.7
Total	128	100.0

Source: Researcher (2024)

From the findings, 4.7% of the respondents had worked at the CBOs for less than 1 year, 8.6% had worked for a duration of 3 to 6 years, and 86.7% had worked for more than 6 years. This is a clear indication that most of the respondents had worked long enough in CBOs in Kenya; and were well experienced to answer questions relating to business continuity and how it was affected by succession planning.

4.4 Demographic Characteristics of the CBOs

The section presents the demographic characteristics of the respondents which include; the CBO's mission, category of CBOs, and years of operation.

4.4.1 CBO's Mission

Different CBOs targeted had different mission statements based on their locations and the kind of activities they supported. However, the mission for the majority of the CBOs rotated around advancing social and economic progress by addressing local concerns. The mention was in line with the overall National Community-Based Organizations Council (NCCBOC) mission "To strengthen community-based organizations' institutional, managerial, social, and economic capacities so that they may play a leading role in bringing about good change at the grass-roots level and so favorably affect the community's institutional, social, and legal growth".

4.4.2 Years of Operation

The section presents the number of years the CBOs have been in operation. Figure 4.2 indicates that the majority (51.6%) of the CBOs had been in operation for 7 to 10 years, followed by 25.80% of the employees who had worked for a period between 11 and 15 years, 14.8% of respondents had worked between 3 and 6 years whereas only 7.8% had worked for less than 3 years.

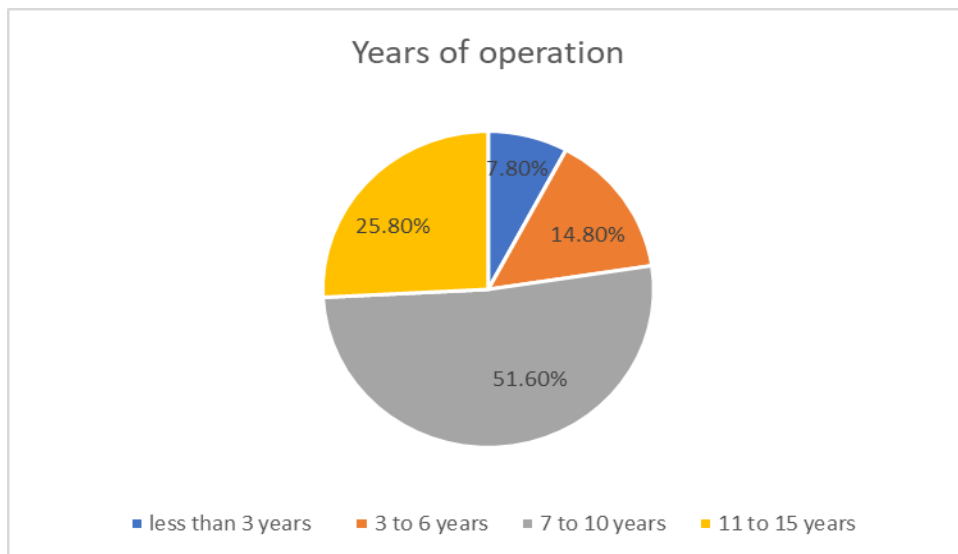


Figure 4.2: Years of Operations

4.4.3 Category of CBO

The section presents the type of CBO and the kind of activity they undertake. The activities highlighted included; table banking, merry-go-rounds, business financial services, boda boda, tree planting, beekeeping, goat keeping, farming and environment, women empowerment and dancing, and cultural activities. Figure 4.3 indicates that the majority of the CBOs carried out women empowerment activities (45%), goat keeping (44%), tree planting (41%), and table banking (40%). Some of the CBOs had more than one activity or a combination of many activities.

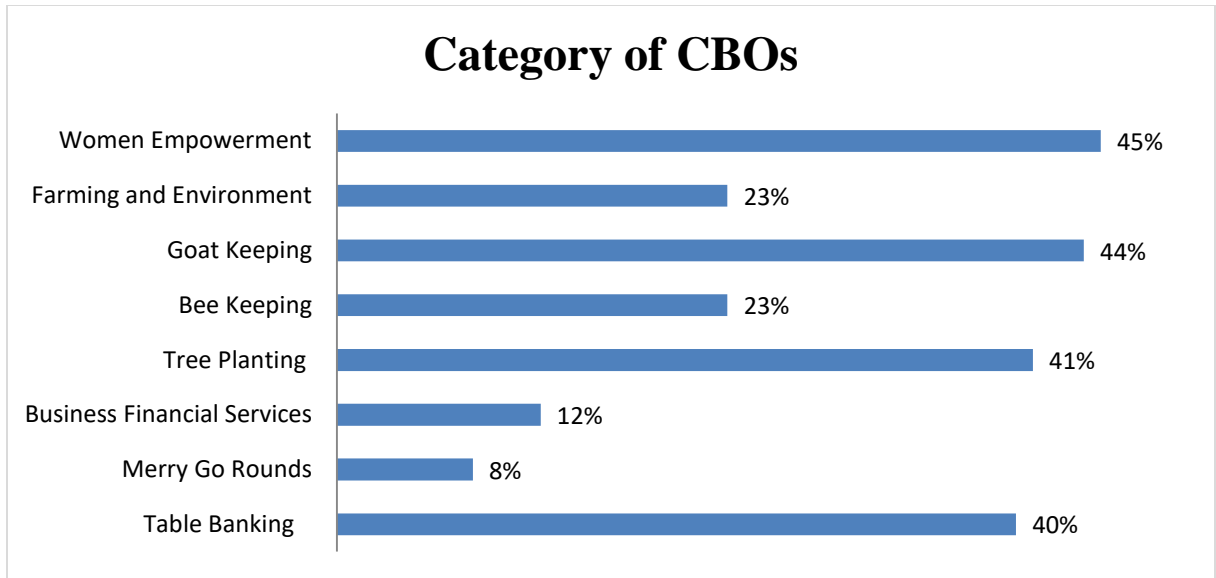


Figure 4.3: Category of CBOs

Source: Researcher (2024)

4.5 Descriptive Statistics

A collection of concise descriptive coefficients known as descriptive statistics is used to sum up a particular data set, which may be a sample or a representation of the full population. Measurements of central tendency, percentages, and measurements of variability or dispersion were employed to describe the data.

4.5.1 Knowledge Succession among CBOs

This section of the study presented descriptive statistics on the knowledge succession on questions that were on Likert as well as multiple choice questions.

The study sought to determine the extent to which the respondents agreed with statements that were given on knowledge succession, to achieve the task the researcher applied a Likert scale that ranged between 1 and 5, where 1 was strongly disagreed and 5 was strongly agreed. Results are presented in Table 4.2.

Table 4.2: Knowledge Succession

Indicator of knowledge succession	SD	D	N	A	SA	Mean	Std. Dev
We have established a process for information transfer to the next generation of employees	0 -	11 (8.6%)	2 (1.6%)	96 (75.0%)	19 (14.8%)	3.96	0.714
We have established mentorship programs where experienced employees can pass on their skills and expertise to the junior employees (tacit knowledge)	0 -	4 (3.1%)	16 (12.5%)	78 (60.9%)	30 (23.4%)	4.05	0.697
Employees are trained in diverse roles to ensure they are versatile and capable of filling different knowledge gaps	1 (0.8%)	4 (3.1%)	1 (0.8%)	86 (67.2%)	36 (28.1%)	4.19	0.673
Our organization utilizes technology-based knowledge management systems to capture, store, organize, and share an institution's knowledge	0 -	5 (3.9%)	14 (10.9%)	58 (45.3%)	51 (39.8%)	4.21	0.79

Source: Researcher (2024)

Results given in Table 4.2 revealed that respondents agreed that their organization had established a process for information transfer to the next generation of employees through a mean of 3.96. A standard deviation of 0.714 indicates that most respondents' answers were relatively close to the mean, suggesting consistency in the responses. Respondents also agreed that their organizations had established mentorship programs where experienced employees can pass on their skills and expertise to the junior employees (tacit knowledge), as shown by a mean of 4.05. The standard deviation of 0.697 indicates a relatively low spread of responses around the mean, suggesting that most respondents consistently agree on the presence of mentorship programs. Besides respondents agreed

that employees are trained in diverse roles to ensure they are versatile and capable of filling different knowledge gaps as shown by a mean of 4.19. A standard deviation of 0.673 associated with the mean indicates that responses were closely clustered around the mean, showing strong consistency among respondents about the effectiveness of diverse role training. Lastly, respondents agreed that their organization utilizes technology-based knowledge management systems to capture, store, organize, and share an institution's knowledge, as shown by a mean of 4.21. Although slightly higher compared to the other indicators, a standard deviation 0.79 shows a relatively low dispersion of responses around the mean indicating that most respondents consistently agree on the use of technology-based knowledge management systems. Results revealed a high agreement with the statement on knowledge succession which implied that the organization prepared the employees for future leadership positions.

4.5.1.1 Job Shadowing

The responses on the application of job shadowing to new employees were summarized in the following table. The majority of the CBOs had various forms of job shadowing activities which included; registration of a new client, client training on the activities performed by the CBO, service delivery to the client, and after-sale service support. Figure 4.4 indicated that 66% of the respondent's knowledge succession was through the registration of a new client, 45% through client training on the activities performed by the CBO, 88% through service delivery to the client, and 32% through after-sale service support. Most of the job shadowing was through direct service delivery to the client.

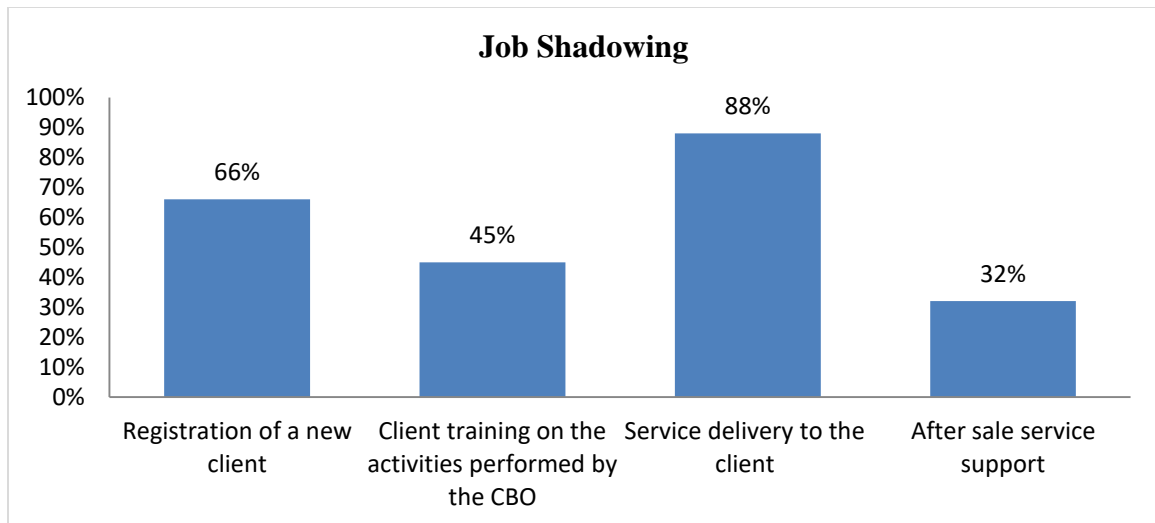


Figure 4.4: Job Shadowing

Source: Researcher (2024)

The findings indicated that the new employee's average number of hours per day on job shadowing ranged from 3 to 6 hours in the majority of the community-based organizations. Further, the result indicated that a new employee was placed on a job-shadowing program for an average of 12 days before being placed on independent tasks.

4.5.1.2 Documentation of Critical Incidents

The study aimed to determine the extent of the documentation, utilization, and circularization of critical incidents in CBOs in Kitui County. The study therefore sought from respondents through questions on documentation, availability of documents at the workstations, and whether new employees were taken through the documents during orientation. The results are summarized in Figure 4.5.

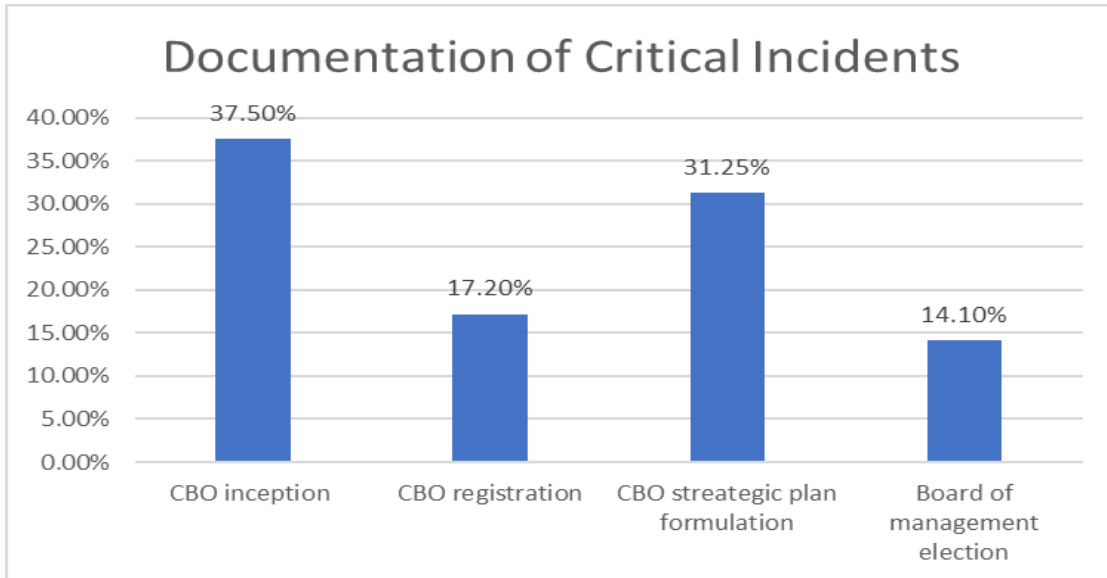


Figure 4.5: Documentation of Critical Incidents

Source: researcher (2024)

The result in Figure 4.5 indicates the incidents documented by the CBOs. According to the figure, 37.5% of the respondents revealed that CBO inception was documented, and available at the station, and employees were oriented on the same. Additionally, 31.3% of the respondents indicated that the CBO strategic formulation plan was documented, and available at work station, and employees were oriented on the same. Besides respondents, 17.2% of the respondents revealed that CBO registration was documented, and available at work station, and employees were oriented on the same. Lastly, 14.1% of the respondents revealed that board of management meetings were documented, documents were available at the station and employees were oriented on the same.

4.5.2 Leadership Succession among CBOs

This section of the study sought to establish descriptive statistics on leadership succession. Results are presented from Likert-type questions and multiple-choice questions. Table 4.3 shows the responses from the Likert scale, where 1 strongly disagreed on the lower side whereas 5 strongly disagreed on the higher side.

Table 4.3: Descriptive Statistics on Leadership Succession

Indicator of Leadership Succession	S	D	N	A	SA	Mean	Std. Dev
Our organization has created leadership development initiatives for the identification and maturing of employees with leadership potential		3 (2.3%)	4 (3.1%)	78 (60.9%)	43 (33.6%)	4.26	0.631
We have created comprehensive succession plans that identify key leadership positions and potential leaders who can occupy them within the given timelines		3 (2.3%)	4 (3.1%)	82 (64.1%)	39 (30.5%)	4.23	0.618
Our organization has promoted employees from lower and middle levels to the top levels of management		5 (3.9%)	17 (13.3%)	34 (26.6%)	72 (56.3%)	4.35	0.857
Our organization regularly provides feedback on the performances of potential future leaders after surveys		3 (2.3%)	2 (1.6%)	94 (73.4%)	29 (22.7%)	4.16	0.558

Source: Researcher (2024)

Table 4.3 shows a mean of 4.26 which was associated with the statement, “Our organization has created leadership development initiatives for the identification and maturing of employees with leadership potential”, which implied that respondents agreed with the statement by a mean of 4.26. A standard deviation of 0.631 associated with the mean indicates that the responses are relatively consistent, with most respondents agreeing on the presence of leadership development initiatives. Additionally, respondents agreed with the statement that their organizations had created comprehensive succession plans that identify key leadership positions and potential leaders who can occupy them within the given timelines as shown by a mean of 4.23 with a standard deviation of 0.618 indicating a low variability in responses, hence a general consensus on the existence of

comprehensive succession plans. Besides, respondents agreed that their organizations had promoted employees from lower and middle levels to the top levels of management as indicated by a mean of 4.35. A Standard deviation of 0.857, the highest among the others on leadership succession, suggests more variability in responses, indicating that while many agree on promotions to top levels, some variability in perceptions exists. Lastly, respondents agreed that their organizations regularly provide feedback on the performances of potential future leaders after surveys as indicated by a mean of 4.16 associated with a standard deviation of 0.558, the lowest among the items, indicating a very high level of agreement and consistency regarding the regular provision of performance feedback.

4.5.2.1 Employees Promoted from Lower Levels

This section of the study sought to determine the descriptive statistics on the number of employees in the management who had been promoted internally from lower level to top management levels. Results in Figure 4.5 shows the findings.

Table 4.4: Promoted Employee from Lower Level

Mode	Mean	Standard deviation	Minimum	Maximum
6	7.99	2.225	5	12

Source: Researcher (2024)

Results in Table 4.4 revealed that the highest number of employees who had been promoted from lower to top management was 12 employees and the minimum was 5. Results also revealed that the most common number of employees who had been promoted was 6. The results implied that the CBOs in Kitui County were grooming employees at lower levels to take up top positions by internally hiring employees in the lower cadre to take up top job positions.

4.5.2.2 Management Trainees

In this part of the study, the research sought to determine descriptive statistics on the management trainees who had been hired by the CBOs in Kitui County. Results are shown in table 4.5.

Table 4.5: Management Trainees

Mode	Mean	Standard deviation	Minimum	Maximum
7	6.15	1.957	3	9

Source: Researcher (2024)

Table 4.5 revealed that the highest number of management training in a single organization was 9 management trainees, results also revealed that CBO with the lowest number of management trainees had 3. Besides the results in the given table revealed that the most common number of management trainees in the CBOs was 7. Community-based organizations (CBOs) have used strategies to identify workers with significant potential at an early stage in their professional journeys. These organizations have subsequently customized development programs to provide these individuals with the necessary skills and competencies to effectively assume their future positions.

4.5.3 Cultural Succession among CBOs

The third objective aimed to determine the effect of cultural succession on business continuity in Community-Based Organizations in Kitui County, Kenya. The section presents information on the ability of the organization to transfer beliefs and values to new employees within the organization. This section of the study presented descriptive findings on cultural succession through Likert questions on a scale of 1 to 5, where to the lower side 1 was strongly disagreed whereas 5 was strongly disagreed. Results are presented in table 4.6.

Table 4.6: Descriptive Statistics on Cultural Succession

Indicators of Cultural Succession	SD	D	N	A	SA	Mean	Std. Dev
Our organization ensures that the current leaders reinforce the desired leadership traits which act as a model for potential leaders	0	4 (3.1%)	5 (3.9%)	96 (75.0%)	23 (18.0%)	4.08	0.583
Our organization enhances employees' engagement so that they feel a sense of belonging and exhibit behavior that has a bearing on future leadership	0	5 (3.9%)	5 (3.9%)	87 (68.0%)	31 (24.2%)	4.13	0.652
Our organization maintains open and transparent communication with all employees on desired leadership traits for the organizations	1	6 (.8%)	12 (4.7%)	64 (9.4%)	45 (50.0%)	4.14	0.83
Our organization allocates resources for training employees to become effective leaders	0	9 (7.0%)	11 (8.6%)	91 (71.1%)	17 (13.3%)	3.84	0.912

Source: Researcher (2024)

Table 4.6 shows that respondents agreed with the statement that, their organizations had ensured that the current leaders reinforced the desired leadership traits which act as a model for potential leaders which was indicated through a mean of 4.08. The low standard deviation of 0.583 show that there is strong consensus among respondents on reinforcement of desired leadership traits. Results also indicated that respondents agreed that their organizations enhanced employees' engagement so that they feel a sense of belonging and exhibit behavior that has a bearing on future leadership as indicated by a mean of 4.13 associated with a relatively low standard deviation of 0.652 indicating a good level of agreement among the respondents. Additionally, findings shown in the table revealed that respondents also agreed that their organizations maintained open and transparent

communication with all employees on desired leadership traits for the organizations as shown by a mean of 4.14. A standard deviation of 0.83 associated with the mean which is slightly higher compared to the other indicators, suggest there is more variability in the responses but still a general agreement.

Lastly, respondents agreed that their organization allocated resources for training employees to become effective leaders as indicated by a mean of 3.84. Resource allocation for leadership traits revealed a standard deviation of 0.912, the highest among the items suggesting greater variability in responses, indicating mixed opinions among respondents regarding this practice.

4.5.3.1 Training on Mission and Vision Dissemination

The study aimed to determine how frequent training on the dissemination of mission and vision was conducted in various CBOs in Kitui County, Kenya. The results in table 4.6 indicate that most of the training (52.35%) was conducted quarterly. Other CBOs performed their training on a monthly (22.65%) and yearly basis (25%). continually communicating an organization's mission and vision to its stakeholders (Bart et al, 2001).

Table 4.6: Training on Mission and Vision Dissemination

Training on Mission and Vision Dissemination	Frequency	Percentage
Monthly	29	22.65%
Quarterly	67	52.35%
Yearly/ Annually	32	25.00%
Total	128	100%

Source: Researcher (2024)

4.5.3.2 Resources Committed to Team Building

The study aimed to determine how much resources in the budget were set aside for team-building activities, phased-in training of new employees, and training seminars for employees. Results are shown in Figure 4.6.

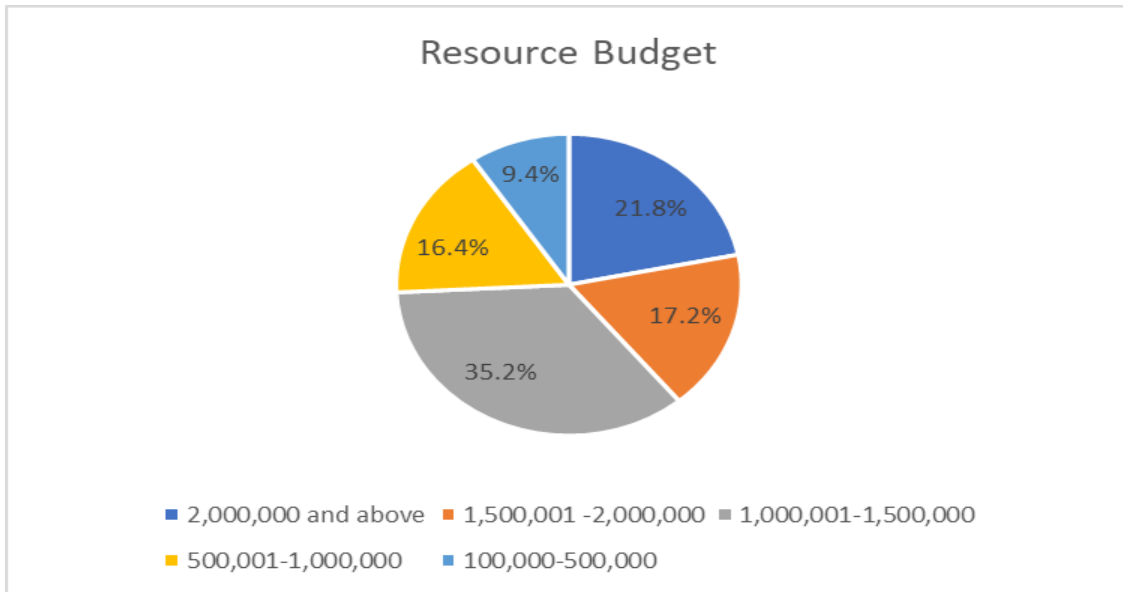


Figure 4.6: Resource Budget

Source: Researcher (2024)

Figure 4.6 shows that the majority of the Community-Based Organizations (35.2%) have set Kshs.1M to 1.5M money resources in their budget for team building activities, phased-in training of new employees, and training seminars for employees. Further, the result indicated that 21.8% of the CBOs had 2M set aside as a budget for team-building activities, phased-in training of new employees, and training seminars for employees. The minority (33%) of the CBOs had a moderately low budget of below Kshs. 1M.

4.5.4 Talent Succession among CBOs

The fourth objective aimed to determine the effect of talent succession on business continuity in Community-Based organizations in Kitui County, Kenya. This section of the study sought to determine the descriptive statistics on talent succession. The first section presented findings through Likert between 1 and 5 whereby, 1 was strongly disagreed whereas 5 was strongly agreed. Findings are shown in table 4.7.

Table 4.7: Descriptive Statistics on Talent Succession

Indicator of Talent Succession	SD	D	N	A	SA	Mean	Std. Dev
Our organization identifies and grooms' potential individuals who can fill future talent gaps	2 (1.6%)	6 (4.7%)	9 (7.0%)	77 (60.2%)	34 (26.6%)	4.05	0.816
Our organization offers ongoing training and skills development to build employees' skills and competencies	0	3 (2.3%)	6 (4.7%)	67 (52.3%)	52 (40.6%)	4.31	0.673
Our organization considers diverse and all-inclusive talents by considering candidates from diverse backgrounds	0	4 (3.1%)	5 (3.9%)	64 (50.0%)	55 (43.0%)	4.33	0.7
Our organization has retained highly talented employees since its inception	0	3 (2.3%)	4 (3.1%)	48 (37.5%)	73 (57.0%)	4.49	0.676

Source: Researcher (2024)

Results in Table 4.7 revealed that respondents agreed that their organizations identified and groomed potential individuals who can fill future talent gaps as indicated by a mean of 4.05 in addition to a standard deviation of 0.816 indicating that there is some variation in responses, despite most respondents agreeing with the statement. In addition, results indicated that respondents agreed that the organization offers ongoing training and skills development to build employees' skills and competencies as shown by a mean of 4.31 associated with a standard deviation of 0.673 showing that responses were closely clustered around the mean, indicating strong agreement and consensus among respondents. Besides, respondents agreed that their organization considered diverse and all-inclusive talents by considering candidates from diverse backgrounds as given by a mean of 4.33 with a standard deviation of 0.7 similar indicating a high level of consensus and agreement. Finally, respondents agreed that their organization has retained highly talented employees since inception as indicated by a mean of 4.49 associated with a standard deviation of 0.676

indicating that there is strong agreement among respondents, with minimal variation in responses.

4.5.4.1 Employee Retention Rate

The study sought to know the number of employees who had stayed in the organization since its inception and whether the employees who had stayed had been promoted. Results are presented in Figure 4.7 and Figure 4.8 respectively.

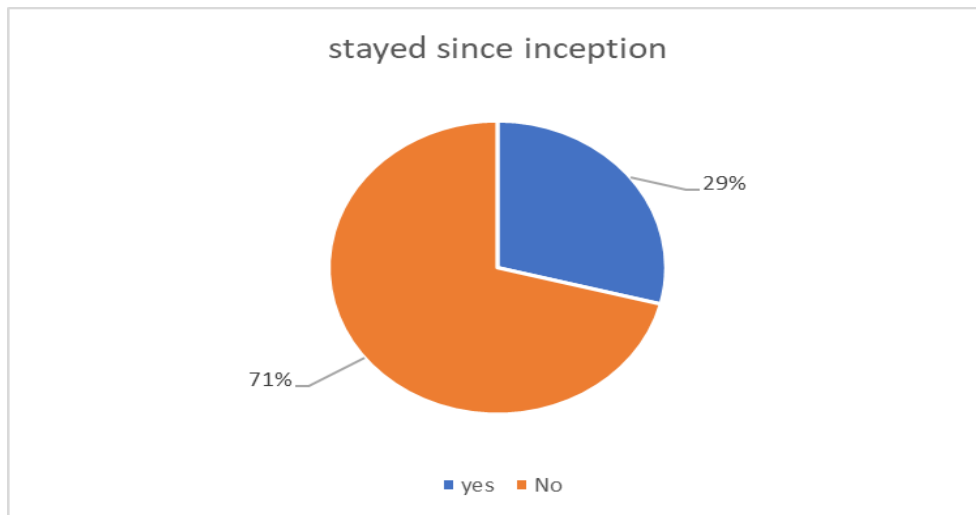


Figure 4.7: Stayed Since Inception

Results in Figure 4.8 revealed that the majority of the employees had not been in the organization since its inception as shown by 71% (91 employees), however, 29% (37 employees), had been in the organization since its inception. The results revealed the CBOs had continued to grow and employ more employees.

4.5.4.2 Stayed in the Organization and Promoted

The study further sought to determine the proportion of the employees who had been promoted and had also been there since inception. Results revealed that the majority of the employees who had stayed in the organization had been promoted as shown by 68%, with only 32% who had not been promoted. The results implied that the CBOs in Kitui County had conducted talent succession for its employees.

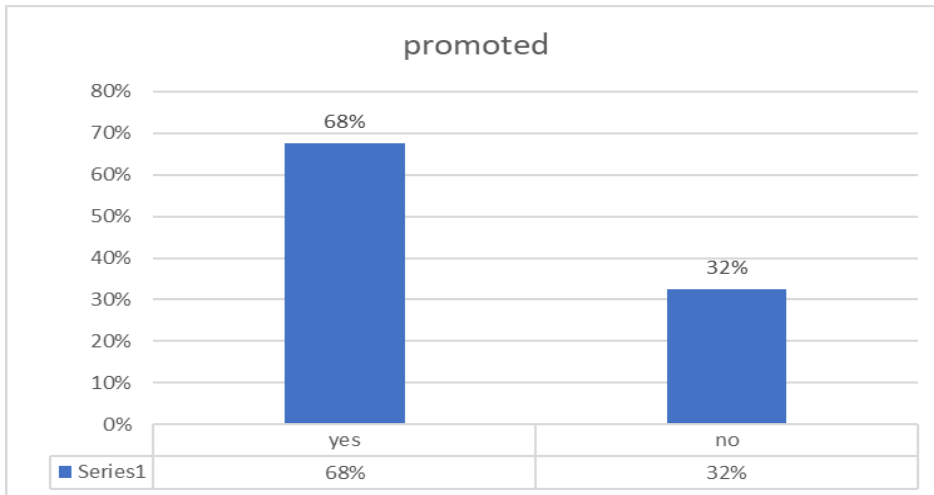


Figure 4.8: Stayed Since inception and promoted

Source: Researcher (2024)

4.5.5 Descriptive Statistics on Business Continuity

This first part on business continuity sought the perceptions of the respondents on their different levels of agreement with the statements presented on business continuity. The study applied Likert-type questions, with a five-point scale, where 1 was strongly disagreed and 5 was strongly agreed. Results are presented in table 4.8.

Table 4.8: Descriptive Statistics on Business Continuity

Indicator on business continuity	SD	D	N	A	SA	Mean	Std. Dev
Our organization has insured key assets and processes to ensure continuity in the event of great financial loss or process disruption	0	4 (3.1%)	3 (2.3%)	73 (57.0%)	48 (37.5%)	4.29	0.666
Our IT platform has backup and redundant systems to maintain essential operations during IT failure	1 (.8%)	5 (3.9%)	14 (10.9%)	49 (38.3%)	59 (46.1%)	4.25	0.86
Our organization has an effective communication platform for informing employees of emergencies and disruptions	0	5 (3.9%)	9 (7.0%)	34 (26.6%)	80 (62.5%)	4.48	0.793
To a large extent, we have implemented our strategic plan	1 (.8%)	9 (7.0%)	2 (1.6%)	42 (32.8%)	74 (57.8%)	4.4	0.89

Source: Researcher (2024)

Results in table 4.8 revealed that respondents agreed that their organization had insured key assets and processes to ensure continuity in the event of great financial loss or process disruption as indicated through a mean of 4.29. The relatively low standard deviation of 0.666 suggests that most responses were clustered around the mean, indicating general consensus among respondents. Respondents also agreed that their organizational IT platform had backup and redundant systems to maintain essential operations during IT failure as indicated by a mean of 4.25 associated with a standard deviation of 0.86, slightly higher compared to the first indicator suggesting a more variability in responses. In addition, respondents agreed that their organization has an effective communication platform for informing employees of emergencies and disruptions which is shown by a mean of 4.48 with a standard deviation of 0.793 showing that while there is slight

variability in responses, there is still a strong agreement overall. Finally, respondents agreed that to a large extent, we have implemented our strategic plan as shown by a mean of 4.4 associated with a standard deviation of 0.89, the highest among the indicators, suggesting that there is more variability in responses.

4.5.5.1 Organizations' Growth Rate

This section sought information on the organizations' growth rate. The study specifically sought information on the average revenue growth rate as well as operational compliance. The results are presented in Table 4.9.

Table 4.9: Average Revenue Growth

Average Revenue Growth	Frequency	Percent
0-10%	94	73.4
11-20%	9	7.0
21-30%	16	12.5
31-40%	9	7.0
Total	128	100.0

Source: Researcher (2024)

The result in table 4.9 shows that the average growth in revenue for the majority of CBOs (73.4%) was 10% and below. Further, 12.5% had 21 to 31% growth in revenue, 7% had 11 to 20%, and 31 to 40% annual growth in revenue which implied that the growth rate for the CBOs was low.

4.5.5.2 Level of Strategic Plan Implementation

The study further aimed to establish the level of strategic plan implementation in various Community-Based Organizations. The results are summarized in Table 4.10.

Table 4.10: Implementation of Strategic Plan

Implementation of Strategic Plan	Frequency	Percent
0-20%	25	19.5
21-40%	40	31.3
41-60%	31	24.2
61-80%	32	25.0
Total	128	100.0

Source: Researcher (2024)

Results shown in table 4.10 indicate that the majority (31.3%) of the CBOs had implemented 21 to 40% of their strategic plan. Additionally, 25.0% of the CBOs had implemented 61 to 80%, 24.2% had implemented 41 to 60% and 19.5% had their strategic plan implemented by less than 20%.

4.6 Correlation Analysis

The study correlation analysis establishes the relationship and the direction of the relationship between study variables. Table 4.11 shows the correlation analysis output.

Table 4.11: Correlation Matrix

		Knowledge succession	Leadership succession	Culture succession	Talent succession	Business Continuity
Knowledge succession	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	128				
Leadership succession	Pearson Correlation	.605**	1			
	Sig. (2-tailed)	.000				
	N	128	128			
Culture succession	Pearson Correlation	.432**	.489**	1		
	Sig. (2-tailed)	.000	.000			
	N	128	128	128		
Talent succession	Pearson Correlation	.345**	.630**	.423**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	128	128	128	128	
Business Continuity	Pearson Correlation	.441**	.513**	.400**	.599**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	128	128	128	128	128

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

Source: Researcher (2024)

Results in table 4.11 revealed a pearson (r) value of 0.605 and a p-value of 0.000 between Knowledge succession and Leadership succession, which implied that there was a positive and significant relationship between knowledge succession and leadership succession. Results also revealed an r of 0.432 and a p-value of 0.000 between Knowledge succession and Culture succession, which suggested that Knowledge succession and Culture succession had a positive and significant relationship. Besides results revealed an observed r of .345 and a p-value of 0.000 between knowledge succession and talent succession, which implied that knowledge succession and talent succession had a positive and significant relationship. Results also showed an r of .441 and a p-value of 0.000 between

Knowledge succession and Business Continuity, which implied that Knowledge succession and business continuity had a positive and significant relationship.

Results also revealed an r of 0.489 and a p -value of 0.000 between leadership succession and culture succession, which implied that leadership succession and culture succession had a positive and significant relationship. In addition, the study revealed an r of 0.630 and a p -value of 0.000, between leadership succession and talent succession. The study also revealed an r of 0.513 and a p -value of 0.000 between leadership succession and business continuity, the results confirmed that leadership succession and business continuity had a positive and significant relationship.

Results show an r of 0.423 and a p -value of 0.000 between culture succession and talent succession, which suggests a positive and significant relationship. Additionally, results show an r of 0.400 and a p -value of 0.000 between culture succession and business continuity, which confirmed that cultural succession and business continuity had a positive and significant relationship. Finally, results showed an r of 0.599 and a p -value of 0.000 between talent succession and business continuity, which confirmed that talent succession and business continuity had a positive and significant relationship.

4.7 Diagnostic Tests

The study carried out diagnostic tests to ascertain whether multi-linear regression model assumptions, including normality, linearity, homoscedasticity, and non-auto-correlation had been attained.

4.7.1 Normality Tests

The assumption of normality in multi-linear regression analysis postulates that sample data should be obtained from population data which is also normally distributed. The study applied the Shapiro-Wilk test and the Kolmogorov-Smirnov test. Observed p -values that are lower than the study's chosen level of significance of 0.05 is an indication that the data deviates from the normal distribution and one should consider data transformations or other non-parametric statistical methods.

Table 4.12: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Knowledge Succession	.211	128	0.506	.920	128	0.557
Leadership succession	.214	128	0.199	.766	128	0.230
Cultural succession	.166	128	0.364	.934	128	0.322
Talent Succession	.170	128	0.475	.841	128	0.492
Business continuity	.192	128	0.503	.849	128	0.562

a. Lilliefors Significance Correction

Source: Researcher (2024)

Results in table 4.12 revealed a p-value of 0.557 under Shapiro-Wilk for Knowledge Succession which implied that data was normally distributed because the observed p-value of 0.557 was greater than the chosen significance of 0.05. Results also show a p-value of 0.230 for leadership succession, which implied that data was normally distributed for leadership succession because the observed p-value of 0.230 was greater than the chosen significance level of 0.05. Additionally, results revealed a p-value of 0.322 for cultural succession implying that the data was normally distributed. Besides, results revealed a p-value of 0.492 > 0.05 for talent succession which implied that data for talent succession was normally distributed. Finally, results revealed a p-value of 0.562 for business continuity, which implied that data for business continuity was normally distributed because the p-value was above the chosen significance level of 0.05.

4.7.2 Auto-correlation Test

Auto-correlation test was conducted to determine whether there is serial auto-correlation of the residuals. The study used the Durbin-Watson scale to determine whether there was auto-correlation. Durbin Watson scale runs between 0 and 4, where values between 1.5 and 2.5 suggest there is no autocorrelation, however, a value above 2.5 is an indication of the presence of negative auto-correlation. Values below 1.5 imply there is positive auto-correlation and can result in poor accuracy of the model in predicting the relationship

between the independent variables and the dependent variables. Results are shown in table 4.13.

Table 4.13: Auto-correlation Test

Model	Durbin-Watson
1	2.121

Source: Researcher (2024)

Table 4.13 revealed a score of 2.121 which suggested that there was no problem with serial autocorrelation in the empirical model since the Durbin-Watson was greater than 2 but below 4.

4.7.3 Heteroscedasticity

The study also determined whether there was a problem of heteroscedasticity in the model. Assumptions of the multi-linear regression model are that the independent variable changes do not significantly lead to a change in the residuals otherwise there can be a problem of heteroscedasticity. To determine whether the model had a problem of heteroscedasticity Breusch-Pagan Test was applied.

Table 4.14: Test for Non-Violation of Homoscedasticity

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
Knowledge Succession	0.098	.078	0.145	-1.250	.214
Leadership succession	0.036	.105	0.053	.340	.734
Cultural succession	0.049	.072	0.071	-.683	.496
Talent Succession	0.057	.096	0.080	-.599	.550

a. Dependent Variable: residual squared

Source: Researcher (2024)

Results in Table 4.14 revealed a p-value of 0.214 between residuals and the Knowledge Succession which implied that there was no significant relationship between the two. Results also revealed a p-value of 0.734 between Leadership succession and residuals which implied there was no significant change in the residuals as a result of the change in Leadership succession. In addition, results indicated a p-value of 0.496 between cultural succession and residuals, which implied that residuals did not significantly change when the cultural succession changed. Lastly, the results revealed a p-value of 0.550 between the Talent Succession and the residuals which implied that a change in the talent acquisition did not result in a significant change in the residuals. Overall, the results suggested that there was no problem of heteroscedasticity.

4.7.4 Multicollinearity Test

Multi-collinearity test was conducted to determine whether the independent variables were changing as a result of a change in other independent variables, which is a violation of the rule of independence, an assumption of multi-linear regression that argues that independent variables should be independent as such where one independent variable change does not affect other independent variables. The study applied value inflation factor (VIF), in the determination of the Multicollinearity. VIF scale runs between 1 and 10, where values below 5 indicate there is no challenge of multi-collinearity, however, values above 5 indicate there is a problem of multi-collinearity. Results are presented in table 4.15.

Table 4.15: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Knowledge Succession	.583	1.714
Leadership succession	.319	3.136
Cultural succession	.715	1.398
Talent Succession	.441	2.266

Source: Researcher (2024)

Table 4.15 revealed that Knowledge Succession had a VIF score of 1.714, Leadership Succession had a VIF score of 3.136, Cultural Succession had a VIF score of 1.398, and Talent Succession had a VIF score of 2.266. All the VIF scores given in table 4.20 were less than the cuff -point of 5 implying that all the independent variables had no problems of multi-collinearity. The findings presented in the table were also supported by Tamura et al. (2019) who argued that a VIF score less than 5 indicated that the variables did not have problems of multi-collinearity.

4.7.5 Linearity Test

In multi-linear equations, independent and dependent variables should be seen. The research determined the presence of linearity through a scatter plot. The line of best fit revealed that there was a linear pattern between the independent and dependent variables, confirming the linearity requirement as shown in Figure 4.9.

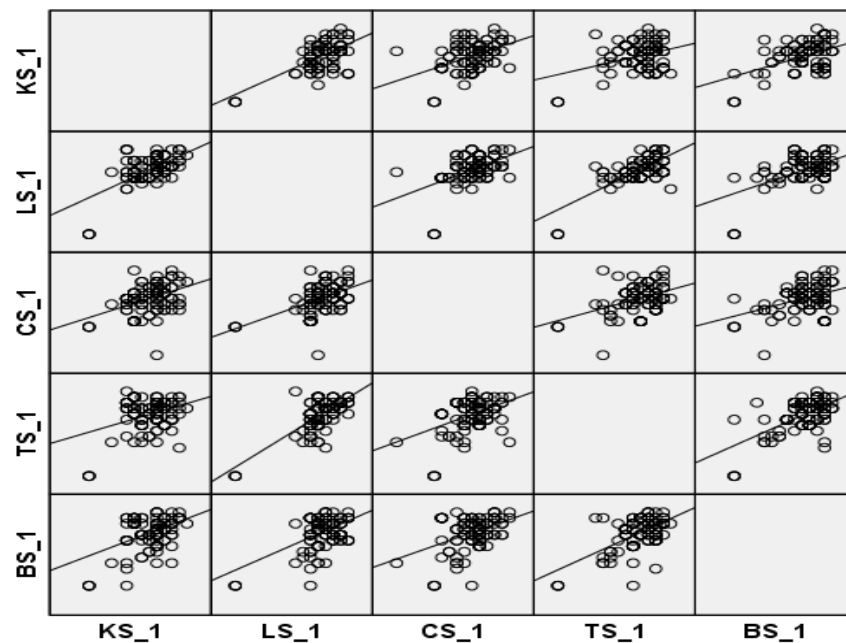


Figure 4.9: Linearity Test

4.8 Regression Analysis

The study conducted both simple linear regression analysis and multi-linear regression analysis to determine the effect of succession management on the business continuity of CBOs in Kitui County.

4.8.1 Simple Regression Analysis

4.8.1.1 Effects of Knowledge Succession on Business Continuity

The first objective of the study was to investigate the effect of knowledge succession on the business continuity of CBOs in Kitui County. The objective was met through the regression analysis whose results as shown in table 4.16, revealed that knowledge succession could explain 19.5% of the changes in the business continuity as shown by an R-square of 0.195.

Table 4.16: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441 ^a	.195	.188	.49169

Dependent Variable: Business continuity

Predictors: (Constant), Knowledge succession

Additionally, under the ANOVA results, the study shows an F-ratio of 30.472, which was associated with a p-value of 0.000, implying that the model was overall statistically significant in predicting the business continuity.

Table 4.17: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.367	1	7.367	30.472	.000 ^b
	Residual	30.462	126	.242		
	Total	37.829	127			

Table 4.18: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.245	.373		6.018	.000
	Knowledge succession	.506	.092	.441	5.520	.000

c. Dependent Variable: Business continuity

d. Predictors: (Constant), Knowledge succession

Source: Researcher (2024)

The simple model could therefore be written as follows,

$$Y = 2.245 + 0.506X_1 + e$$

4.8.1.2 Effects of Leadership Succession on Business Continuity

The study's second objective was to determine the effect of leadership succession on the continuity of CBOs in Kitui County. The objective was met through the regression analysis whose results as shown in table 4.19 show that leadership continuity could explain 26.3% of the variations in the continuity of CBOs in Kitui County as shown by an R-square of 0.263.

Table 4.19: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 ^a	.263	.257	.47030

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Leadership Succession

Source: Researcher (2024)

Under the ANOVA, the study revealed an F-ratio of 45.07 and a p-value of 0.000 which suggests that the simple regression model was significant in predicting the continuity

Table 4.20: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.959	1	9.959	45.027	.000 ^b
	Residual	27.869	126	.221		
	Total	37.829	127			

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Leadership Succession

Source: Researcher (2024)

Table 4.21: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.785	.376		4.749	.000
	Leadership Succession	.583	.087	.513	6.710	.000

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Leadership Succession

Source: Researcher (2024)

The model can therefore be written as follows,

$$Y = 1.785 + 0.583X_1 + e$$

4.8.1.3 Effects of Culture Succession on Business Continuity

The study's third objective was to establish the effect of culture succession on the continuity of CBOs in Kitui County. The objective was met through the regression analysis whose results as shown in table 4.22, show that culture succession could explain 16% of the variations in the continuity of CBOs in Kitui County.

Table 4.22: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400 ^a	.160	.153	.50230

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Culture Succession

Source: Researcher (2024)

Further, under the ANOVA, the results show an f-ratio of 23.934 and a p-value of 0.000, which suggests that the given simple model was statistically significant in predicting the continuity of CBO in Kitui County.

Table 4.23: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.039	1	6.039	23.934	.000 ^b
	Residual	31.790	126	.252		
	Total	37.829	127			

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Culture Succession

Source: Researcher (2024)

The results also showed a beta of 2.408 and a p-value of 0.000, which implied that business continuity was at 2.408 when the cultural succession was at zero. Lastly, the results show a beta value of 0.468 and a p-value of 0.000, which implies that cultural succession significantly affected the continuity of CBOs in Kitui County.

Table 4.24: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.408	.387			6.216	.000
	Culture Succession	.468	.096	.400		4.892	.000

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Culture Succession

Source: Researcher (2024)

The model can be written as follows,

$$Y = 2.408 + 0.468X_1 + e$$

4.8.1.4 Effects of Talent Succession on Business Continuity

The fourth objective of the study was to evaluate the effect of talent succession on business continuity. The objective was met through the regression analysis whose results as shown in Table 4.25 show an R-square of 0.358, which suggests that talent succession could explain 35.8% of the variations in the continuity of CBOs in Kitui County.

Table 4.25: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.358	.353	.43894

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Talent Succession

Source: Researcher (2024)

Results also showed an f-ratio of 70.342 and a p-value of 0.000, which implied that the simple linear model was significant in predicting the continuity of CBOs in Kitui County

Table 4.26: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.553	1	13.553	70.342	.000 ^b
	Residual	24.276	126	.193		
	Total	37.829	127			

a. Dependent Variable: Business Continuity

a. Dependent Variable: Business Continuity

Source: Researcher (2024)

Results also showed a beta of 1.140 and a p-value of 0.003 for the constant which implied that when talent succession was zero business continuity was at 1.140. Lastly, the table shows a beta of 0.727 and a p-value of 0.000, which implies that talent succession had a positive and significant effect on the continuity of CBOs in Kitui County.

Table 4.27: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.140	.378		3.019	.003
	Talent Succession	.727	.087	.599	8.387	.000

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Talent Succession

Source: Researcher (2024)

The model can be written as follows,

$$Y = 1.140 + 0.727X_1 + e$$

4.8.2 Multiple Regression Analysis

The study conducted a multi-linear regression analysis to determine the direction and strength of the relationship between the four independent variables combined and the dependent variable.

4.8.2.1 Model Summary

Results shown in Table 4.28 show the empirical model summary, with an R-square of 0.837, also known as the coefficient of determination. The R-square suggests that the four independent variables in the model (knowledge succession, leadership succession, cultural succession, and talent succession), explain 83.7% of the changes in the business continuity of CBOs in Kitui county with the remaining 16.3% was as result of other factors that were not included in the model.

Table 4.28: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.411	.41883

a. Predictors: (Constant), Knowledge Succession, Leadership Succession, Cultural Succession, Talent Succession.

Source: Researcher (2024)

4.8.2.2 Analysis of Variance (ANOVA)

The study also conducted an analysis of variance (ANOVA), to determine the model fitness. Results shown in table 4.29, indicated an F-ratio of 23.167 that was associated with a p-value of 0.000. The findings implied that the model was overall significant in predicting the business continuity of CBOs in Kitui County because the observed p-value of 0.000 was less than the chosen significance level of 0.05.

Table 4.29: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.252	4	4.063	23.161	.000 ^b
	Residual	21.577	123	.175		
	Total	37.829	127			

a. Dependent Variable: Business Continuity

b. Predictors: (Constant), Knowledge Succession, Leadership Succession, Cultural Succession, Talent Succession.

Source: Researcher (2024)

4.8.2.3 Regression Coefficients

The study also conducted regression analysis on coefficients to determine whether the independent variables had a statistically significant effect on the dependent variable. Results are shown in table 4.30.

Table 4.30: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.218	.434		.503	.616
Knowledge Succession	.303	.102	.264	2.963	.004
Leadership succession	.583	.087	.513	6.710	.000
Cultural succession	.121	.094	.103	1.282	.202
Talent Succession	.632	.125	.520	5.075	.000

a. Dependent Variable: Business Continuity

Source: Researcher (2024)

Results shown in table 4.30 revealed a beta of 0.218 and a p-value of 0.616, which implied that the constant was not significant in the model because the p-value of 0.616 was greater than the critical chosen value of 0.05.

4.9 Hypothesis Testing

4.9.1 Knowledge Succession and Business Continuity in CBOs in Kitui County, Kenya

The objective of this study was to determine the effect of knowledge succession on business continuity in community-based organizations in Kitui County. The corresponding hypothesis was that knowledge succession had no statistically significant effect on business continuity in these organizations. To test this hypothesis, a regression analysis was conducted. The analysis yielded a β coefficient of 0.303 with a p-value of 0.004, indicating a statistically significant relationship between knowledge succession and business continuity. The results implied that an increase in knowledge succession by one unit would lead to an increase in business continuity by 0.303 units. Given that the p-value was less than the significance level of 0.05, the null hypothesis was rejected. Therefore, the study concluded that knowledge succession has a statistically significant positive effect on business continuity in community-based organizations in Kitui County.

4.9.2 Leadership Succession and Business Continuity in CBOs in Kitui County, Kenya

Also, the study sought to determine the effect of leadership succession on business continuity in community-based organizations (CBOs) in Kitui County. The corresponding hypothesis was that leadership succession has no statistically significant effect on business continuity in these organizations. A regression analysis was performed to test for this hypothesis, and the results are presented in Table 4.30. The analysis revealed a beta value of 0.583 and a p-value of 0.000, indicating a strong positive relationship between leadership succession and business continuity. Since the observed p-value of 0.000 is less than the chosen significance level of 0.05, the null hypothesis was rejected. This means that leadership succession has a very high statistically significant effect on business continuity in CBOs in Kitui County. Specifically, an increase in leadership succession by one unit would lead to an increase in business continuity by 0.583 units. Thus, the study concludes that effective leadership succession significantly enhances business continuity in these organizations.

4.9.3 Cultural succession and Business Continuity in CBOs in Kitui County, Kenya.

The study also sought to determine the effect of cultural succession on business continuity in community-based organizations (CBOs) in Kitui County. The equivalent hypothesis was that cultural succession has no statistically significant effect on business continuity in these organizations. To test this hypothesis, a regression analysis was performed, and the results were presented in Table 4.30, resulting in a beta coefficient of 0.121 and a p-value of 0.202. These results indicate that cultural succession does not have a statistically significant effect on business continuity, as the p-value is greater than the standard significance level of 0.05. Consequently, the study fails to reject the null hypothesis, concluding that cultural succession does not significantly impact the business continuity of community-based organizations in Kitui County.

4.9.4 Talent Succession and Business Continuity in CBOs in Kitui County, Kenya.

Lastly, the objective of this study was to assess the effect of talent succession on business continuity in community-based organizations in Kitui County. The respective null hypothesis posited that talent succession had no statistically significant effect on business

continuity in these organizations. To test this hypothesis, regression analysis was performed, yielding a beta coefficient of 0.622 and a p-value of 0.000, as shown in Table 4.30. These results indicate that talent succession has a statistically significant effect on business continuity, as the p-value is below the conventional threshold of 0.05. Specifically, an increase in talent succession by one unit is associated with an increase in business continuity by 0.622 units. Consequently, the null hypothesis was rejected, demonstrating that enhancing talent succession positively influences the continuity of business operations in community-based organizations in Kitui County.

Overall talent succession was found to be the most statistically significant variable enhancing business continuity, followed by leadership succession and finally knowledge succession.

4.10 Proposed Model

The final model was therefore written as follows;

$$Y = 0.218 + 0.303X_1 + 0.583X_2 + 0.632X_4 + \epsilon$$

Where Y: Business continuity

X1: knowledge succession

X2: leadership succession

X4: talent succession

ϵ ,: was the error term

The above equation indicated that improvement in knowledge succession by one unit resulted in the improvement of continuity of CBO in Kitui County by a factor of 0.303. Additionally, an improvement in leadership succession increased continuity by a factor of 0.583. Lastly, the equation suggested that an improvement in talent succession by one unit resulted in an increase in the continuity of CBOs in Kitui County by a factor of 0.632. Cultural succession was not included in the final model because it did not have a statistically significant effect on the continuity of CBOs in Kitui County.

CHAPTER FIVE

5.0 DISCUSSION

5.1 Introduction

Chapter Five presented the discussions of the key findings by comparing the results with the previous study's findings from the descriptive findings and inferential findings. The discussion is presented on the four succession main practices, knowledge succession, leadership succession, culture succession, and talent succession.

5.2 Knowledge Succession

The findings indicated that respondents generally agreed with various aspects of knowledge succession within their organizations. Respondents noted that their organizations had established processes for information transfer and mentorship programs for skill and knowledge transfer. They also believed they were prepared for versatile roles and filling knowledge gaps. Additionally, respondents believed technology-based knowledge management systems were effectively utilized. The findings suggest that the CBOs are actively preparing their employees for succession roles through effective knowledge practices, such as information transfer processes, mentorship programs, versatile role preparation, and effective technology-based knowledge management systems, which are regarded as important by employees of the CBOs in Kitui County. Similar findings were supported by Mehrabani and Mohamad (2019), who argued for the necessity of effective knowledge succession management in avoiding staff shortages and encouraging knowledge development plans in Iran. However, Aladwan et al. (2022) found a positive and significant relationship between knowledge succession management and organizational performance in Jordanian government ministries using regression analysis, indicating that different contexts may yield varied impacts.

Participants generally showed agreement with various aspects of knowledge succession, indicating a positive perception among employees. The CBOs had clear processes for collecting, processing, storing, and transferring information, proving a structured approach to knowledge transfer. Employees felt confident that they had the necessary skills and

qualifications for knowledge succession due to their exposure to versatile roles, which helped them cope with various challenges within the organization. This exposure has enabled them to fill critical knowledge gaps. The employees also recognized the importance of technology in knowledge succession, particularly in its transfer within the CBOs in Kitui County. These practices are seen as essential for enhancing the continuity of CBOs in Kitui County. Contrastingly, Ikechukwu and Adighije (2017) observed a significant and positive correlation between knowledge succession and organizational performance at Michael Okpara University in Nigeria, suggesting that educational institutions might benefit differently from these practices.

The major incidents documented, distributed at worker stations, and employees taken through orientation included CBO inception, registration, strategic plan formulation, and Board of Management elections. Results indicated that these incidents were documented, available at employee workstations, and new employees were oriented with these documents. Most community-based organizations took their employees through orientations to understand the processes and tasks required in every department. Mehrabani and Mohamad (2019) also found that effective knowledge succession management is crucial in today's organizations in Iran to avoid staff shortages and encourage knowledge development plans. However, Aladwan et al. (2022) and Ikechukwu and Adighije (2017) provide evidence of the positive impact of knowledge succession on organizational performance in different sectors and regions, reinforcing the importance of these practices.

5.3 Leadership Succession

Results revealed high agreement on leadership development initiatives in the CBOs and comprehensive succession plans. Respondents also agreed there was the promotion of employees from low to top-level management, and that CBOs in Kitui County provided feedback to potential future leaders, reflecting robust leadership and succession practices. Employees were being promoted from lower to top management and serving as management trainees, indicating deliberate leadership succession planning to ensure operational continuity. The findings highlight that CBOs in Kitui County invest heavily in leadership development programs. This is supported by Chirchir and Koros (2021), who

found that leadership succession planning is critical for performance in the County Governments of Baringo. Conversely, Njiru (2022) emphasized the importance of succession planning for organizational sustainability, suggesting a consistent agreement on the importance of leadership succession planning.

The findings showed that observing current leaders allows aspiring leaders to gain insights on effective crisis response and critical decision-making. Leadership succession plans ensure future leaders adhere to organizational values and practices, fostering cultural continuity through internal development and promotion. High agreement on internal promotion from lower levels suggests career growth, and management trainee programs prepare employees for future leadership roles. Monitoring leaders through performance feedback ensures they attain necessary competencies for senior roles. This finding aligns with Chirchir and Koros (2021), who found that internal and external selection processes significantly impact staff performance. However, Janes (2018) found cultural succession and manpower requirements critical for organizational effectiveness, indicating different factors may be prioritized in various contexts.

5.4 Cultural Succession

The findings revealed high agreement among respondents on cultural succession practices, indicating that organizations reinforced desired leadership traits among current leaders and promoted employees for future leadership. There was high awareness of open communication about leadership traits, though a slightly lower score for resource allocation for leadership training. Most CBOs in Kitui County allocate resources through financial budgeting for cultural succession, indicating a commitment to this process. High agreement on open communication and transparency about leadership traits shows high awareness levels. Organizations undergoing transformation seek to promote or employ leaders who align with their long-term goals. This finding contrasts with Janes (2018), who found cultural succession critical for organizational effectiveness in public organizations in the USA, suggesting differences in prioritization.

A lower score on resource allocation for leadership training indicates a potential weakness in leadership training programs. Financial commitment through resource budgeting is perceived as an important cultural practice in CBOs within Kitui County. Participants generally view cultural succession practices as vital for organizational sustainability. However, the results indicated that cultural succession had no significant effect on the continuity of CBOs in Kitui County. This contradicts Ochola (2022), who found cultural succession significantly influenced employee performance in the health sector in Kakamega County, indicating that the impact of cultural succession may vary across different sectors.

5.5 Talent Succession

Findings revealed respondents agreed that their organizations identified and developed potential talent, provided ongoing skills training, considered diverse talent while recruiting, and retained highly talented employees, which were considered important practices in talent succession. Talent succession significantly affected the continuity of CBOs in Kitui County. Groves (2019) emphasized the need for human capital in driving talent succession, arguing that recruiting, choosing, engaging employee potential, and developing engagement levels are crucial for businesses to gain a competitive edge. This finding aligns with Wang'ombe (2019), who found that talent succession significantly contributed to the performance of international NGOs in Kenya.

The high agreement with identifying potential talents and providing ongoing skills training represents proactive talent succession practices. Considering diverse teams during recruitment shows recognition of the importance of a diverse workforce for business continuity. A high retention rate of talented employees is crucial for maintaining stability in CBOs through knowledge and experience retention. This is consistent with Groves (2019), who argued for the importance of human capital in talent succession. Wang'ombe (2019) also supported these findings, emphasizing the significance of talent succession in the performance of international NGOs in Kenya, suggesting a broad agreement on the importance of these practices across different sectors.

5.6 Chapter Summary

The discussions presented revealed that apart from the cultural succession all three other succession practices, knowledge succession, leadership succession, and talent succession positively and significantly affected the business continuity of the CBOs in Kitui County. Some of the findings in this study concurred while others differed with past studies in the literature.

CHAPTER SIX

6.0 CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the conclusions, recommendations, the knowledge gained as well as the areas that need further studies.

6.2 Conclusions of the Study

The conclusion has been drawn from the four specific objectives which included establishing the effect of knowledge succession, determining the effect of leadership succession, determining the effect of cultural succession, and establishing the effect of talent succession on business continuity in community-based organizations in Kitui County.

6.2.1 Knowledge Succession and Business Continuity of CBOs

The first objective of the study was to establish the effect of knowledge succession on business continuity in community-based organizations in Kitui County. The study concluded that knowledge success had a moderate and significant effect on the continuity of CBOs in Kitui County. The conclusions implied that the more the CBOs in Kitui County carried out more knowledge succession the more the CBOs maintained their continuity. The conclusions were supported by the regression analysis which confirmed that knowledge succession as a whole through activities such as documentation, Job shadowing, Process documentation, Mentorship programs, cross-training, and electronic knowledge management positively and significantly affected business continuity.

6.2.2 Leadership Succession and Business Continuity of CBOs

The study concluded that leadership succession had a strong and significant positive significantly affected the continuity of CBOs in Kitui County. The conclusions were confirmed by the regression analysis which asserted a positive and significant effect of leadership succession on the continuity of CBOs. The conclusions implied that conducting more leadership succession led to an improvement in the continuity of CBOs in Kitui

County. The study concluded that the main activities involved in leadership succession included, the promotion of top management from lower levels/career growth, having management trainees, having leadership development programs, and upholding succession plans.

6.2.3 Cultural Succession and Business Continuity of CBOs

The third objective sought to determine the effect of cultural succession on business continuity in community-based organizations in Kitui County. The study concluded that cultural succession had a weak positive though had an insignificant effect on the business continuity of the community-based organizations in Kitui County. The conclusions implied that conducting more cultural succession would not lead to significant improvement in business continuity.

The study also concluded that CBOs in Kitui County conducted to a great extent several practices related to cultural succession including, allocating resources through budgeting for training and induction, disseminating information on the mission and vision of the CBOs, role modeling among the leader, engagement of employees in business activities and ensuring there was communication and transparency. The study further concluded that the training to promote cultural succession was underfunded with some CBOs allocating very little funds for the exercise which could have resulted in the cultural succession being a non-significant factor in business continuity.

6.2.4 Talent Succession and Business Continuity of CBOs

The study concluded that talent succession had a strong positive and significant effect on the continuity of CBOs in Kitui County. The conclusions were supported by the regression analysis conducted which revealed that there was a positive and significant effect of talent succession on the business continuity of the CBOs. The conclusions implied that the more the talent succession undertaken the more the business continuity of CBOs in Kitui county. The study also concluded that the popular talent succession practices among CBOs in Kitui county were, enhancing employee retention rate, promoting employees internally, talent pipelining, skills development, performance management, and enhancing diversity and

inclusion while hiring. These practices were also responsible for the enhancement of business continuity which was confirmed by the statistically significant relationship.

6.3 Recommendations of the Study

The recommendations that were put forward by the researcher were categorized into recommendations to the policymakers, practitioners, and academia. The recommendations are also presented according to the four specific objectives. Besides the section presented areas that required further studies.

6.3.1 Policy

The local authorities in collaboration with relevant authorities should develop and implement policies that guide how CBOs should establish and maintain knowledge succession programs. The CBO members should also be trained through capacity-building programs while focusing on knowledge succession strategies and techniques to enhance knowledge transfer. CBOs should also be encouraged to establish knowledge repositories where critical knowledge can be stored, shared, and accessible to the CBO member, to ensure key information is lost. Further, CBOs in Kitui County should be encouraged to exercise knowledge succession practices such as job shadowing, and documentation of key processes through flow charts and electronic knowledge management.

Policymakers in the Ministry of Social Development and gender affairs should encourage CBOs in Kitui County to formulate and implement formal succession plans. The policymakers in the ministry can provide resources and training on the creation of effective leadership succession strategies which ensures smooth transitions in leadership. The policymakers within the CBOs should also promote leadership development programs based on the needs of the CBOs to provide opportunities to gain skills among current and potential leaders. Policymakers come up with management trainee programs, where emerging leaders can be identified within the organization and offered the necessary skills and experience that prepare them to take up future leadership positions. Policymakers should also provide resources required in support of leadership succession activities

including, financial incentives, and access to consultants who offer services related to leadership succession transition.

The policymakers for the CBOs need to re-evaluate the cultural succession practices to find out if they are aligned with the goals of the CBOs because the present cultural succession practices had no significant effect on the business continuity. It is also recommended that the policymakers make sufficient funding for the culture succession. Policymakers should also foster transparency and communication on the vision and mission of the CBOs.

Policymakers should promote career advancement and talent management within the lower levels through offering training programs and mentorship opportunities that enhance career development in the CBOs. Besides, policymakers within the human resources department should encourage diversity and inclusion by offering equal opportunity for employees from diverse backgrounds. Policymakers within the management levels of the CBOs should promote collaborations with government agencies, and local stakeholders to provide a conducive environment for talent succession and business continuity.

6.3.2 Practice

CBOs in Kitui County should prioritize knowledge succession initiatives by implementing structured programs that enhance the transfer of critical knowledge from experienced staff to less experienced ones. The processes should also be formalized through documentation and embracing electronic management systems, mentorship programs, and job shadowing to ensure that important knowledge is preserved or passed down within the organization. CBOs should also establish a pool of potential successors in key positions to ensure that openings in future positions find people to fill them to ensure business continuity. CBOs should also come up with leadership succession plans, the plans should outline the process for identifying and promoting leaders from lower levels or supporting career growth. Having a documented succession plan can provide guidance and direction during leadership changes which has the advantages of reducing disruptions and ensuring the sustainability of CBOs in Kitui County.

While the study found that CBOs in Kitui County were conducting various cultural succession practices, it's essential to enhance the effectiveness of these practices. This can be achieved through better planning, more comprehensive training programs, and a focus on building leadership and employee capacity. The weak relationship found in the study might be improved by strengthening the quality of cultural succession activities.

CBOs in Kitui County should prioritize talent succession planning as an organizational strategy. The CBOs should also promote high retention among skilled employees because it is key to the long-term stability and success of the CBOs. CBOs should also promote internal promotion and talent development of employees from all levels to promote business continuity. CBOs should also leverage the talent pool through inclusivity and diversity.

6.3.3 Academia

The study recommends further research on CBOs in diverse contexts beyond Kitui County to have a broader understanding of how regional, and sector-specific factors can influence succession management on business continuity. The present study should therefore be an important reference point and source of literature for future scholars.

To enhance the contribution of the study future research can consider a longitudinal study where the long-term nature of the relationship between succession management and continuity of CBOs is examined within and outside Kitui county, further, this type of study can analyze how these practices evolve, and the way they impact continuity over time.

The study was also limited to four indicators of succession management which included; cultural succession, knowledge succession, leadership succession, and talent succession, which accounted for 83.7% of the changes in business continuity. The study recommends the inclusion of moderating variables such as the size of CBOs or mediating variables such as risk management in the model to establish whether the model would best predict business continuity in Kitui County.

6.3.4 Area of Study

6.3.4.1 Knowledge Succession

The study recommends that the top managers of CBOs in Kitui County together with the middle-level managers should establish specialized teams or committees for knowledge succession at various levels within the organization to ensure the distribution of responsibility at all levels of employees. Additionally, the managers of the CBOs should create structured mentorship programs where senior managers of the CBOs should pass on skills to the junior employees which should be done through one-on-one sessions and also through workshops. Further, there should be documentation of processes and policies through digital platforms for efficiency in creating and sharing knowledge among employees. Lastly, the human resources managers of the CBOs should also enhance cross-training through job rotations and cross-functional team projects.

6.3.4.2 Leadership Succession

The study recommends the enhancement of the leadership development programs, where the top and middle management of the CBOs in Kitui County identify employees with leadership potential at various levels through mentoring, training, and experiential learning. Additionally, CBOs in Kitui County through their top levels should identify key positions and potential leaders who can fill them within given timeframes should take place at both the top and middle levels of management.

The strategic human resources managers of the CBOs in Kitui County should promote employees from lower and middle levels to top management positions, to enhance leadership succession. In addition, the CBO research and development department should survey potential future leaders and provide regular feedback to the top management for consideration of the potential leaders for promotion. Lastly, the top managers should invest in the development of potential future leaders through coaching, training, and succession planning.

6.3.4.3 Culture Succession

Even though cultural succession was not found to have a significant effect on the continuity of CBOs in Kitui County, the top managers should invest in reviewing the cultural succession practices by optimizing the resources allocated to the human resources for cultural succession activities where a portion of the budget allocated to human resources should focus on cultural succession. In addition, the top management should promote transparency and communication where there is open communication among employees at all levels to emphasize the mission, values, and vision of the CBOs. The top managers also should act as role models to inspire the other employees in the organization and hence transmit cultural values and practices.

6.3.4.4 Talent Succession

Top management should enhance talent succession through enhancing employee retention rates, promoting employees internally, performance management, and enhancing diversity and inclusion in hiring processes to have a dynamic and adaptable workforce. The human resources managers of the CBOs should also promote capacity building through training designing programs such as workshops and seminars that identify and nurture talents.

6.4 Recommendations for Future Research

The study recommends that future researchers should ensure the presentation of official authorization documents such as NACOSTI letters and institutional permits early in the data collection process to build trust and encourage participation. Additionally, the study recommends that researchers should emphasize identity concealment and strict non-disclosure agreements to enhance respondent confidence and data reliability. Moreover, the study recommends for better logistical planning and budgeting for efficient transportation solutions. The study also recommends that future studies should consider allocating a portion of their budget specifically for transportation to ensure researchers can reach all selected sites without compromising on time or resources, thereby enhancing the efficiency, reliability, and scope of future research endeavors.

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APPENDICES

Appendix i: Permission to Proceed for Data Collection



SOUTH EASTERN KENYA UNIVERSITY

OFFICE OF THE DIRECTOR

BOARD OF POST GRADUATE STUDIES

P.O. BOX 170-90200
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Our Ref: D411/KIT/20002/2020

DATE: 23rd May 2023

John Wilson Kimanzi
Reg. No. D411/KIT/20002/2020
Masters of Business Administration
C/O Dean, School of Business and Economics

Dear Kimanzi

RE: PERMISSION TO PROCEED FOR DATA COLLECTION

This is to acknowledge receipt of your Master in Business Administration Proposal document entitled: *“Effects of Succession Management on Business Continuity in Community Based Organizations of Kitui County, Kenya.”*

Following a successful presentation of your Masters Proposal, the School of Business and Economics Board of Examination in conjunction with the Directorate, Board of Postgraduate Studies (BPS) have approved that you proceed to research data collection in accordance with your approved proposal.

During the research work, you will be supervised by Dr. Anne Christine Kabui and Dr. Onesmus Mbaabu. You should ensure that you liaise with the supervisors at all times. In addition, you are required to fill in a Progress Report (*SEKU/ARSA/BPS/F-02*) which can be downloaded from the University Website.





The Board of Postgraduate Studies wishes you well and successful research data collection, analysis and project report writing.

Prof. Elliud Muli
Director, Board of Postgraduate Studies

Copy to: Deputy Vice Chancellor, Academic, Research and Student Affairs (Note on File)
Dean, School of Business and Economics
Chairman, Department of Business and Entrepreneurship
Dr. Anne Christine Kabui
Dr. Onesmus Mbaabu



Appendix ii: Research License

 <p style="text-align: center;">REPUBLIC OF KENYA</p> <p>Ref No: 763592</p> <p style="text-align: center;">RESEARCH LICENSE</p>  <p>This is to Certify that Mr. John Wilson Kimanzi of South Eastern Kenya University, has been licensed to conduct research as per the provisions of the Science, Technology and Innovation Act, 2013 (Rev:2014) in Kitui on the topic: "Effects of Succession Management on Business Continuity in Community Based Organizations of Kitui County, Kenya." for the period ending 30/June/2024.</p> <p style="text-align: center;">License No: NACOSTI/P/23/27171</p> <p style="text-align: center;">Applicant Identification Number</p> <p style="text-align: center;">NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p> <p style="text-align: center;">See overleaf for conditions</p>	 <p style="text-align: center;">NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p> <p style="text-align: right;">Date of Issue: 30/June/2023</p> <p style="text-align: center;">Verification QR Code</p>  <p style="text-align: right;">Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
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Appendix iii: Introduction Letter

Wilson Kimanzi
P.O Box 146-902000
Kitui, Kenya.

Dear Respondents,

RE: REQUEST FOR FILLING OF QUESTIONNAIRE

I refer to the above and wish to request you to fill out the attached questionnaire. As part of the requirement to graduate with an MBA in SEKU, we are required to do research in areas of our specialization. Am specializing in strategic management and my topic is *“Effect of Succession Management on Business Continuity of Community-Based Organizations in Kitui County, Kenya”*.

I kindly request you to fill out the questionnaires attached as honestly as possible. Please feel free to ask any questions relating to the study. Participation is voluntary and the data will be kept confidential.

Yours Faithfully,

John Wilson Kimanzi.
+254 715 697629

Appendix iv: Questionnaire

This questionnaire is aimed at collecting data required for a study titled *“Succession Management and Business Continuity”*. Your participation in completing the questionnaire is essential to this study and respondents are kindly requested to complete the questionnaire and give any additional information they might feel is necessary for the study. The information you provide will be used for academic purposes and will be treated with utmost confidentiality.

SECTION A: GENERAL INFORMATION

1. Name of the Community Based Organization (CBO).
.....
2. How long have you worked for this CBO?
Below 1 year []
Between 3 to 6 years []
Above 6 years []
3. What is the mission of the CBO?
.....
.....
.....
4. How many years has CBO been in operation?
 - a. Less than 3 years []
 - b. 3 to 6 Years []
 - c. 7 to 10 Years []
 - d. 11 to 15 Years []
5. What type of CBO does your organization lie in?
 - i. Table Banking []
 - ii. Merry Go Rounds []
 - iii. Business Financial Services []
 - iv. Boda Boda []
 - v. Tree Planting []
 - vi. Bee Keeping []

- vii. Goat Keeping []
- viii. Farming and Environment []
- ix. Women Empowerment []
- x. Dancing and Cultural Activities []
- xi. Any other, please indicate.....

SECTION B: KNOWLEDGE SUCCESSION

Please indicate the extent to which you agree with the following statements *on knowledge succession* in your organization. Using a scale between 1 and 5 1= strongly disagree (SD), 2= disagree (D), 3=neutral (N), 4= Agree (A), 5= strongly agree (SA).

Statement	SD	D	N	A	SA
We have established a process for information transfer to the next generation of employees					
We have established mentorship programs where experienced employees can pass on their skills and expertise to the junior employees (tacit knowledge)					
Employees are trained in diverse roles to ensure they are versatile and capable of filling different knowledge gaps.					
Our organization utilizes technology-based knowledge management systems to capture store, organize, and share an institution's knowledge.					

The following questions relate to two elements of Knowledge succession: Job shadowing (a type of on-the-job training that allows an interested employee to follow and closely observe another employee performing the role) and the number of critical incidents documented.

Kindly indicate the level of application of job shadowing in the following instances.

- a. Job shadowing of employees is applied to new employees in the following tasks:

Activity	Tick if it is done
Registration of a new client	
Client training on the activities performed by the CBO	
Service delivery to the client	
After-sale service support	

Please indicate whether the following incidents are fully documented, available in the workstations, and orientation is given to new employees.

Incidents	Tick if the above three activities are there
CBO Inception	
CBO registration	
CBO strategic plan formulation	
BOM elections	

SECTION C: LEADERSHIP SUCCESSION

This section seeks information on the process of identifying and developing new leaders who can replace leaders when they retire, die, or leave the organization.

Please indicate the extent to which you agree with the following statements *on Leadership succession* in your organization. Using a scale between 1 and 5 1= strongly disagree (SD), 2= disagree (D), 3=neutral (N), 4= Agree (A), 5= strongly agree (SA).

Statement	SD	D	N	A	SA
Our organization has created leadership development initiatives for the identification and nurturing of employees with leadership potential					
We have created comprehensive succession plans that identify key leadership positions and potential leaders who can occupy them within the given timelines					
Our organization has promoted employees from lower and middle levels to the top levels of management					
Our organization regularly provides feedback on the performances of potential future leaders after surveys					

The section seeks information on the number of top management employees promoted from lower levels, and the number of management trainees.

1. How many of the management positions have been filled by employees from a lower level through internal hiring
2. What is the average number of management trainees employed by the organization since inception

SECTION D: CULTURAL SUCCESSION

The section seeks information on the ability of the organization to transfer beliefs and values to new employees within the organization. Please indicate the extent to which you agree with the following statements *on cultural succession* in your organization. Using a scale between 1 and 5 1= strongly disagree (SD), 2= disagree (D), 3=neutral (N), 4= Agree (A), 5= strongly agree (SA).

Statement	SD	D	N	A	SA
Our organization ensures that the current leaders reinforce the desired leadership traits which acts as a model for potential leaders.					
Our organization enhances employees’ engagement so that feel a sense of belonging and exhibit behavior that has a bearing on future leadership					
Our maintains open and transparent communication with all employees on desired leadership traits for the organizations					
Our organization allocates resources for training employees to become effective leaders					

The study seeks information on the number of trainings on dissemination of mission and vision and the phased-in training budget for team building.

1. How frequent is training on the dissemination of mission and vision conducted in your CBO?
 - a. Monthly []
 - b. Quarterly []
 - c. Yearly []

2. How many resources in the budget are set aside for team-building activities, phased-in training of new employees, and training seminars for employees?
 - a. 100,000-500,000
 - b. 501,000-1,000,000
 - c. 1,000,001-1,500,000
 - d. 1,500,001-2,000,000
 - e. 2,000,000-and above

SECTION E: TALENT SUCCESSION

Please indicate the extent to which you agree with the following statements *on talent succession* in your organization. Using a scale between 1 and 5 1= strongly disagree (SD), 2= disagree (D), 3=neutral (N), 4= Agree (A), 5= strongly agree (SA).

Statement	SD	D	N	A	SA
Our organization identifies and grooms potential individuals who can fill future talent gaps.					
Our offers ongoing training and skills development to build employees' skills and competencies.					
Our organization considers diverse and all-inclusive talents by considering candidates from diverse backgrounds.					
Our organization has retained highly talented employees since its inception					

This Section seeks information on the organization’s employee retention rate and career path ratio through the percentage of internal employees interviewed for promotion.

1. How many of your current workforce stayed in the CBO since its inception? []
2. How many employees have been promoted since they joined the CBO? []

SECTION F: BUSINESS CONTINUITY

This section seeks information on the organization's growth rate. The study will specifically seek information on the average revenue growth rate as well as operational compliance.

What is the average revenue growth rate of the organization since inception?

0-10% [] 11-20% [] 21-30% 31-40% [] 41-and above [].

How much of the most recent strategic plan has been implemented by the CBO?

0- 20% [] 21-40% [] 41-60% [] 61-80%[] 81-and above []

Please indicate the extent to which you agree with the following statements *on business continuity* in your organization. Using a scale between 1 and 5, 1= strongly disagrees (SD), 2= disagree (D), 3=neutral (N), 4= Agree (A), and 5= strongly agree (SA).

Statement	SD	D	N	A	SA
Our organization has insured key assets and processes to ensure continuity in the event of great financial loss or process disruption					
Our IT platform has backup and redundant systems to maintain essential operators during IT failure					
Our organization has an effective communication platform for informing employees of emergencies and disruptions					
To a large extent, we have implemented our strategic plan					

Appendix v: List of CBOs in Kitui County



Registration Worksheet for Community Groups and Projects (SHG)				
S/NO	Group Name	Registration No.	Sub-Location	Type of Activities
1	MBAA NGULI FAMILY SELF HELP GROUP	KC/SHG/873/22	WII	ADVOCATING ON FAMILY UNITY
2	MUTHUNGUJE WOMEN SELF HELP GROUP	KC/SHG/865/22	MANGINA	BEE KEEPING,MERRY GO ROUND,GOAT KEEPING
3	MANGELU/KATHEKA SELF HELP GROUP	KC/SHG/859/22	KATHEKA	BODABODA OPERATION,LIVESTOCK REARING, TREE PLANTING
4	NGUMUNI WELFARE ASSOCIATION SELF HELP GROUP	KC/SHG/806/22	NZAMBANI	BURIAL ACTIVITIES
5	SEKATA CHARCOAL MERCHANTS	KO 2272	TOWNSHIP	BUSINESS, MERRY GO ROUND
6	WENDO WA AKA AKITUTU SELF HELP GROUP	KR/SHG/816/22	KATWALA	BUSINESS, MERRY GO ROUND
7	FOCUS YOUTH GROUP	KW 307745	NYANYA	BUSINESS, MERRY GO ROUND
8	MBARAKANI KWINYIKA WOMEN GROUP	KC/WG/OCT/60/22	KATWALA	BUSINESS, MERRY GO ROUND
9	REMANZU YOUTH GROUP	KC/SHG/894/22	TOWNSHIP	BUSINESS, MERRY GO ROUND
10	INVESTCOM YOUTH GROUP	KC/0002910	MULLUTU	BUSINESS
11	SALIMS WELFARE GROUP	KC/0002917	TOWNSHIP	BUSINESS
12	AKA MEVATA SELF HELP GROUP	KC/0002973	INYUU	BUSINESS AND CROP FARMING
13	AAC RESERVE ROAD SELF HELP	KC/0002955	TOWNSHIP	BUSINESS AND FARMING
14	THE CHOSEN GENERATION YOUTH GROUP	KC/0002945	KYAMBUSYA	BUSINESS AND LIVESTOCK FARMING
15	LICHAMA YOUTH GROUP	KC/0002904	TUNGUTU	BUSINESS,FINANCIAL SERVICES,POULTRY KEEPING AND MERRY-GO-ROUND
16	MUMO WOMEN GROUP	KC/0002919	MULLUTU	BUSINESS,FINANCIAL SERVICES,POULTRY KEEPING AND MERRY-GO-ROUND
17	KINYUKA NGINYE SELF HELP GROUP	KC/0002920	TOWNSHIP	BUSINESS,FINANCIAL SERVICES,POULTRY KEEPING AND MERRY-GO-ROUND
18	TWONE MBEE YOUTH GROUP	KC/0002933	TOWNSHIP	BUSINESS AND TABLE BANKING
19	MUSILU FAMILY SELF HELP GROUP	KC/0002961	MAGINA	COMMUNITY PROJECT
20	KALAWA ALJIMNI ASSOCIATION S.H.G	KC/0002983	WIKILILYE	COMMUNITY PROJECT
21	WASYA UNWE SELF HELP GROUP	KC 316849	I81-90200	COMMUNITY PROJECT
22	MUYIKIHO SELF HELP GROUP	KW/SHG/803/22	MUTULU	COMMUNITY PROJECT, CROP FARMING, YOUTH EMPOWERMENT
23	MUTULU WAWO WELFARE ASSOCIATION	KC/SHG/883/22	KATHUMA	COMMUNITY PROJECT, CROP FARMING, YOUTH EMPOWERMENT
24	LIKA WIMANYE WOMEN GROUP	KC/WG/OCT/47/22	MUTULU	COMMUNITY PROJECT, CROP FARMING, YOUTH EMPOWERMENT
25	SISTERS OF MERCY WOMEN GROUP	KC/WG/OCT/75/22	I6-90204	COMMUNITY PROJECT, TABLE BANKING, ENVIRONMENT CONSERVATION
26	WENDO WA KASUNGUNI W.S.H.G.N	KC/0002980	NGANGANI	COMMUNITY PROJECT,CROP FARMING,POULTRY KEEPING AND TABLE BANKING
27	BETHANY GROUP	KC/0002979	WII	COMMUNITY PROJECT,POULTRY KEEPING AND CROP FARMING
28	MAIYUNI YOUTH MOTIVATION GROUP	KC/0002960	MBUSYANI	COMMUNITY PROJECT,YOUTH EMPOWERMENT AND FINANCIAL SERVICES
29	KYENI KYA IMALE SELF HELP GROUP	KC/SHG/807/22	TIVA	COMMUNITY PROJECTS, TABLE BANKING, FINANCIAL SERVICES
30	YOUNG QUIEENS WELFARE GROUP	KE/SHG/814/22	KYANIKA	COMMUNITY SERVICE, TABLE BANKING, INVESTMENT
31	KAMAKIA WOMEN GROUP	KC/WG/OCT/758/22	KYANIKA	COMMUNITY SERVICE, TABLE BANKING, INVESTMENT
32	KIVU ASSISTANT CHIEF OFFICE PMC	KC/0002996	NZAAAYA	CONSTRUCTION OF THE OFFICE OF THE CHIEF
33	KA WELU SELF HELP GROUP	KC/0002968	TOWNSHIP	CROP FARMING
34	NEW KIEMBENI LOADERS SELF HELP GROUP	KC/0002976	TOWNSHIP	CROP FARMING AND TABLE BANKING
35	TEAM MOJA SELF HELP GROUP	KC/0002900	MUSEVE	CROP FARMING AND TABLE BANKING
36	MAKUITANO KUWETA NA KWIKA SHG	KC/SHG/821/22	WIKILILYE	CROP FARMING, ENVIRONMENTAL CONSERVATION, MERRY-GO-ROUND
37	NEEMA SELF HELP GROUP	KC/WG/OCT/720/22	I481	CROP FARMING, POULTRY KEEPING, TABLE BANKING
38	UNYAA COMMUNITY SELF HELP	KC/0002972	TUNGUTU	CROP FARMING, HEALTH CARE SKILLS DEVELOPMENT AND TABLE BANKING
39	KATHEUNI VISION DEVELOPMENT SELF HELP GROUP	04862009	KATHEUNI	CROP FARMING, MERRY GO ROUND, TABLE BANKING
40	MARANATHA SELF HELP GROUP	KW 11732012	KAKUMUTI	CROP FARMING, MERRY GO ROUND, TABLE BANKING
41	MBAA NZOMO 16 SELF HELP GROUP	KC/0002989	TUNGUTU	CROP FARMING,POULTRY REARING,MERRY-GO-ROUND AND TABLE BANKING



42	NDEYAMA SELF HELP GROUP	KC0002984	KWA-MULI	CROP FARMING, TABLE BANKING AND BUSSINESS
43	YOUNG WALLET YOUTH GROUP	KC0002975	MULLUNDI	CROP FARMING, YOUTH EMPOWERMENT
44	ATUII VAMWE 2020 WELFARE	KC0002959	MULUTU	CULTURAL ACTIVITIES AND HEALTH CARE
45	THE KIMWENES SELF HELP GROUP	KC/SHG/870/22	NZUNGINI	ECONOMIC EMPOWERMENT
46	KITUI FRIENDS WELFARE GROUP	KC/SHG/864/22	TOWNSHIP	CULTURAL, TRADITIONAL, ACTIVITIES, MERRY GO ROUND
47	KASARANI WELFARE ASSOCIATION WIKILILYE	KC/SHG/880/22	WIKILILYE	ECONOMIC EMPOWERMENT
48	FOURTY YEARS AND ABOVE SELF HELP GROUP	KW/NG/OCT/184/22	TOWNSHIP	ECONOMIC EMPOWERMENT
49	NURU SELF HELP GROUP	KO3076/RE/PL/AC/EME	WIKILILYE	EMPERMENT OF THE MEMBERS FINANCIALLY
50	MUSA VI RIVER SAND DAM NG-CDF P.M.C	KC0002999	MULLUNDI	ENVIRONMENTAL CONSERVATION
51	NZEELU RIVER SAND DAM NG-CDF P.M.C	KC0003000	MULLUNDI	ENVIRONMENT CONSERVATION
52	WILLOCATION ENVIRONMENTAL CONSERVATION	KC0002993	WII	ENVIRONMENTAL CONSERVATION
53	WIBENGI SELF HELP GROUP	KC0002984	KAMANDIO	ENVIRONMENTAL CONSERVATION
54	WANZEE UKUMBUKA SELF HELP	KC0002931	MUTULA	ENVIRONMENTAL CONSERVATION
55	NGWONEE USEG SOKOMOKO DEVELOPMENT FORUM	KC0002908	TIVA	FAMING ANG HEALTHCARE
56	MALILI SKYBOUND YOUTH SELF HELP	KC0002954	MALILI	FARMING
57	MUMBO YOUTH SELF HELP GROUP	KC0002909	KAVALO	FARMING AND ENVIRONMENT CONSERVATION
58	NDWAE SELF HELP GROUP	KC0002946	KAVUTA	FARMING, TABLE BANKING AND MERRY GO ROUND
59	WENDO MUSEO GROUP	KC/NG/SEP/110/22	NDUMONI	FINANCIAL SERVICES AND CROP PRODUCTION
60	KYANGWITHYA SELF HELP P GROUP	KT16444	MULLUNDI	FINANCIAL SERVICES, TABLE BANKING, MERRY GO ROUND
61	TWITU ELITES YOUTH GROUP	KC/SHG/889/22	NDUNGA	FINANCIAL SERVICES, YOUTH EMPOWERMENT, TABLE BANKING
62	KIKWASS SELF HELP GROUP	KC0002952	TOWNSHIP	FINANCIAL SERVICES, YOUTH EMPOWERMENT, TABLE BANKING
63	NEEMA SMART SELF HELP GROUP	KC0002927	MAGENGO	FINANCIAL SERVICES, HEALTH CARE AND POULTRY
64	TEAM SISTERS AND BROTHERS SHG	KC0002947	TOWNSHIP	FINANCIAL SERVICES, MERRY-GO-ROUND, AND TABLE BANKING
65	VISION MATT YOUTH GROUP	KC0002970	MBITINI	FINANCIAL SERVICES, MERRY-GO-ROUND, TABLE BANKING
66	ATANGWA WOMEN GROUP	KC0002905	MULLUNDI	FINANCIAL SERVICES, YOUTH EMPOWERMENT AND TABLE BANKING
67	NGOO IMAWE WELFARE GROUP	KT1380885	TOWNSHIP	FINANCIAL SUPPORT AMONGST THE MEMBERS
68	NGAMBWILI SELF HELP	KC0002986	MBUSYANI	FINANCIAL, SERVICES AND MERRY-GO-ROUND
69	KITUNGATI FRUIT GROWERS SELF HELP GROUP	KC0002923	TOWNSHIP	FRUIT FARMING
70	MBAA PETER MUNGUTI KILONZO WELFARE ASSOCIATION S.H	KC/SHG/875/22	TOWNSHIP	FUNERAL SERVICES, FINANCIAL SERVICES, MERRY-GO-ROUND
71	KAKAYESTER SELF HELP	KC0002926	TOWNSHIP	GOAT KEEPING AND BUSSINESS
72	MATANANGWA YOUNG MOTHERS ASSOCIATION	18807	KANYANGI	GOAT RARING, TABLE BANKING AND TREE NURSERY
73	LOTAI CHICS SELF HELP GROUP	KC/SHG/860/22	TOWNSHIP	GREEN GROCERY, POULTRY KEEPING
74	KWA YAAMU WATER PROJECT	KC0002932	MAKUSYA	GROWING VEGETABLES
75	KITUI PRISON STAFF HOUSES PMC	KC0002995	TOWNSHIP	HOUSING NEWLY DEPLOYED OFFICERS
76	CHUCET SELF HELP GROUP	KC/SHG/813/22	MINI	INVESTMENT
77	MANZINI PRIMARY SCHOOL NG-CDF PROJECT	KC/PMC/801/22	KANGWENI	LEARNING, SPORTS
78	KALUNDU KAVETA TREE PLANTING GROUP	KC0002925	KAVETA	LIVESTOCK REARING AND POULTRY
79	THOME WAMANDELEO SELF HELP GROUP	KC0002962	ITOLEKA	LIVESTOCK REARING AND TABLE BANKING
80	KATHENGI SELF HELP GROUP	14036	MITHIKWANI	LIVESTOCK REARING, FARMING
81	MBENGU WELFARE GROUP	KC0002988	WIKILILYE	LIVESTOCK REARING, CROP FARMING AND BUSSINESS
82	MWENDE KILEVI WOMEN GROUP	20322	KAVISINI	LIVESTOCK REARING, CROP FARMING, TABLE BANKING
83	NGUU SELF HELP GROUP	KC0002938	KITHUMULA	MERRY-GO-ROUND, ENVIRONMENT CONSERVATION AND POULTRY KEEPING
84	MUTETHYA SELF HELP GROUP	KC18450	MUNGANGA	MERRY GO ROUND
85	YOUNG MEN SELF HELP GROUP	KC/SHG/820/22	KYANIKA	MERRY GO ROUND



86	KWA MUMO WIDOWS SELF HELP GROUP	3343183/2013	KWA MUMO	MERRY GO ROUND
87	KYAKINGO WOMEN GROUP	KC/SHG/87/22	KALUVA	MERRY GO ROUND, CATERING, POULTRY FARMING
88	HOPE SELF HELP GROUP	13052	KALIA	MERRY GO ROUND, TABLE BANKING
89	MAKIMA WELFARE ASSOCIATION	KC/SHG/83/22		MERRY GO ROUND, TABLE BANKING
90	DAUGHTERS OF FAITH KYENI REDEEMED CHURCH	KC 330707	KYENI	MERRY GO ROUND, TABLE BANKING
91	KYENI KYA BONDENI	KC/SHG/83/22	TOWNSHIP	MERRY GO ROUND, TABLE BANKING
92	KYANDUJI WIDOWS SELF HELP GROUP	KC/SHG/84/22	WII	MERRY GO ROUND, TABLE BANKING
93	UMOJA WA WAJANE KYANGULU SELF HELP GROUP	KC/SHG/84/22	WII	MERRY GO ROUND, TABLE BANKING
94	UMOJA WA WAJANE MWAANI SELF HELP GROUP	KC/SHG/84/22	WII	MERRY GO ROUND, TABLE BANKING
95	MUTETHYA WOMEN GROUP	KC/SHG/84/22	KATWALA	MERRY GO ROUND, TABLE BANKING
96	MAKAU SUB CLAN SELF HELP GROUP	KC/SHG/84/22	MANGINA	MERRY GO ROUND, TABLE BANKING
97	LBC 06 WEI FARE SELF HELP GROUP	KC/SHG/84/22	TOWNSHIP	MERRY GO ROUND, TABLE BANKING
98	ITETHYE NGUTETHYE MUTINDI	KC/SHG/85/22	TOWNSHIP	MERRY GO ROUND, TABLE BANKING
99	AIC KISEKINI WIKWATYO YOUTH GROUP	KC 334313	WIKILILE	MERRY GO ROUND, TABLE BANKING
100	MAFUNDI TUJINUE SELF HELP GROUP	KE/SHG/85/22	MWEMBE TAY	MERRY GO ROUND, TABLE BANKING
101	MULIMI SELF HELP GROUP 2022	KW/SHG/85/22	KAIMU	MERRY GO ROUND, TABLE BANKING
102	AUMONI WOMEN GROUP	20302/2007	UTOONI	MERRY GO ROUND, TABLE BANKING
103	TEN VISIONARY WOMEN GROUP	KC 3107572	TOWNSHIP	MERRY GO ROUND, TABLE BANKING
104	YUMBI SYE EMPOWERMENT SELF HELP GROUP	KC/SHG/86/22	WIKILILE	MERRY GO ROUND, TABLE BANKING
105	NGAKYALO 4 SELF HELP GROUP	KC/SHG/88/22	TIVA	MERRY GO ROUND, TABLE BANKING
106	NEEMA WOMEN GROUP	KC/WG/SEP/01/22	MASIMBA	MERRY GO ROUND, TABLE BANKING
107	KITUJ WOMEN STARLETS SELF HELP GROUP	KC/WG/OCT/17/622	MALIKU	MERRY GO ROUND, TABLE BANKING
108	KYENI MALIKU WOMEN GROUP	20660/2007	MALIKU	MERRY GO ROUND, TABLE BANKING AND POULTRY KEEPING
109	WUUMISYO WA NDIWA YENGANGA SELF HELP GROUP	KC/SHG/82/22	KAVETA	MERRY GO ROUND, TABLE BANKING SKILLS DEVELOPMENT
110	JUENGE SELF HELP GROUP	KC/SHG/83/22	TOWNSHIP	MERRY GO ROUND, TABLE BANKING SKILLS DEVELOPMENT
111	UMIBSYO WAWO WOMEN GROUP	KC/SHG/89/22	KYANZAI	MERRY GO ROUND, TABLE BANKING SKILLS DEVELOPMENT
112	ZION SISTERS WOMEN GROUP	KC/WG/OCT/17/5/22	TOWNSHIP	MERRY GO ROUND, TABLE BANKING SKILLS DEVELOPMENT
113	NGUGE SELF HELP GROUP	KC/0002954	MAMBANI	MERRY GO ROUND, FARMING AND TABLE BANKING
114	COUSINS SELF HELP GROUP	KC/0002936	KYANGUNGA	MERRY GO ROUND AND BURIALS
115	EAGLE EYED VISION GROUP	KC/0002944	NZUNGUINI	MERRY GO ROUND AND POULTRY KEEPING
116	WENDO WA IVETI SELF HELP GROUP	KC/0002956	TOWNSHIP	MERRY GO ROUND AND TABLE BANKING
117	KYENI B WOMEN GROUP	KC/0002971	MALIKU	MERRY GO ROUND AND TABLE BANKING
118	NEHEMA SELF HELP GROUP	KC/0002978	MULUTU	MERRY GO ROUND AND TABLE BANKING
119	KATUTI RETIRED OFFICERS SELF HELP GROUP	KW/SHG/80/5/22	KALWI	MERRY GO ROUND, FINANCIAL SERVICES, TABLE BANKING
120	GOOD NEIGHBOURS SELF HELP GROUP	KO/655/2010	606-90200	MERRY GO ROUND, VISITING INLAWS
121	MALIKU SELF HELP GROUP	KC/0002940	KANYONYOO	MERRY GO ROUND, BUSINESS AND ENVIRONMENT CONSERVATION
122	MAMBANI ENVIRONMENTAL CONSERVATION AND BEE KEEP	KC/0002950	MUTULA	MERRY GO ROUND, TABLE BANKING AND ENVIRONMENTAL CONSERVATION
123	GOROFFANI SELF HELP GROUP	KC/0002953	TOWNSHIP	MERRY GO ROUND, TABLE BANKING AND ENVIRONMENTAL CONSERVATION
124	NARIGIP LIKONI KWA-MULI POULTRY FARMERS SHG	KC/0002958	KWA-MULI	MERRY GO ROUND, TABLE BANKING AND POULTRY KEEPING
125	NZAWANI MAAMANI SELF HELP GROUP	KC/0002981	KWA-MULI	MERRY GO ROUND, TABLE BANKING AND TABLE BANKING
126	THOME WA THYAKA MWAKE SELF HELP GROUP	4604(REPLACEMENT)	TOWNSHIP	MERRY GO ROUND AND TABLE BANKING
127	SHALOM YOUTH GROUP	KC/0002977	TOWNSHIP	MERRY GO ROUND, TABLE BANKING AND COMMUNITY PROJECT
128	VIABLE HEPTAGON SELF HELP GROUP	KC/0002911	TOWNSHIP	MERRY GO ROUND AND TABLE BANKING
129	JOY SELF HELP GROUP	KC/SHG/86/22	KATHEMBONI	POULTRY FARMING, CROP FARMING



130	LUPENDO SELF HELP GROUP	KC/SHG/874/22	WII	POULTRY FARMING, CROP FARMING
131	WIKWATYO WA ATUMIA SELF HELP GROUP	KC/SHG/877/22	TOWNSHIP	POULTRY FARMING, CROP FARMING
132	PAMOJA SELF HELP GROUP	KC/SHG/862/22	TOWNSHIP	POULTRY FARMING, SECOND HAND CLOTHES, ONLINE CLOTHING
133	MULO WA AKA SELF HELP GROUP	KC/002/906	MBITINI	POULTRY KEEPING
134	TATA SELF HELP GROUP	KC/002/922	WII	POULTRY KEEPING
135	WINGOO SELF HELP GROUP	KC/002/928	MUTULA	POULTRY KEEPING AND TABLE BANKING
136	KASAKINI SELF HELP GROUP	KC/002/957	KATUTU	POULTRY KEEPING AND TABLE BANKING
137	HOPE SELF HELP GROUP	KC/002/965	TOWNSHIP	POULTRY KEEPING AND TABLE BANKING
138	FALUZOLU SELF HELP GROUP MBITINI	KC/002/987	MBITINI	POULTRY KEEPING AND TABLE BANKING
139	WENDANO WOMEN GROUP KAVISUNI	KC/002/984	KAVISUNI	POULTRY KEEPING AND TABLE KEEPING
140	SILENT WOMEN GROUP	KC/SHG/OCT/990/22	NGAANI	POULTRY KEEPING, MERRY GO ROUND, TABLE BANKING
141	RANDO WOMEN GROUP	KC/WG/OCT/27/22	4-90213	POULTRY KEEPING, YOUTH EMPOWERMENT, TABLE BANKING
142	KAKAKIMA YOUTH GROUP	KC/002/918	TOWNSHIP	POULTRY KEEPING LIVESTOCK KEEPING AND BUSSINESS
143	GATEWAY WELFARE GROUP	KC/002/969	KILAA	POULTRY REARING, TABLE BANKING AND CROP FARMING
144	JUA KALI DANCERS SELF HELP GROUP	KC/SHG/818/22	NZUNGINI	POULTRY, MERRY GO ROUND
145	AKA WA KYENI SELF HELP GROUP	KC/SHG/819/22	TUNGUTU	POULTRY, MERRY GO ROUND
146	GOSHENTI UMOJA SELF HELP GROUP	KE/SHG/829/22	MWEMBE TAYA	POULTRY, MERRY GO ROUND
147	LUPENDO YOUTH GROUP	KC/YG/876/22	TOWNSHIP	POULTRY, MERRY GO ROUND
148	DESTINY INVESTORS SELF HELP GROUP	KTI 3791017	TOWNSHIP	POULTRY, MERRY GO ROUND
149	BIDII WOMEN GROUP	KC 3107744/14	MWEMBE TAYA	POULTRY, MERRY GO ROUND
150	JOY SISTERS GROUP	KC/002/921	TOWNSHIP	SOCIAL EMPOWERMENT
151	KYUUSIANI PRIMARY SCHOOL NG-CDF PROJECT	KC/PMC/802/22	KATAMBU	SPORTS, CULTURAL ACTIVITIES, LEARNING
152	MANYOENI PRIMARY SCHOOL NG-CDF PROJECT	KC/SHG/846/22	ITIKO	SPORTS, CULTURAL ACTIVITIES, LEARNING
153	NEEMA WOMEN GROUP	KC/WG/OCT/46/22	KATAMBU	SPORTS, CULTURAL ACTIVITIES, LEARNING
154	NOVOA ASSISTANT CHIEF'S OFFICE PMC	KC/002/901	IYOVOA	SUPPORT CONSTRUCTION OF ASST. CHIEF OFFICE
155	NGWATANO YA KATULIWE GROUP	KC/002/943	KITISE	TABLE BANKING AND CROP FARMING
156	KYENI KYA KUNGA	KR/SHG/810/22	MUKAMENI	TABLE BANKING
157	MAKITANO TEN BROTHERS SELF HELP GROUP	KW/SHG/824/22	MUSENGO	TABLE BANKING
158	WIKWATYO WOMEN SUPPORT GROUP	KC/SHG/844/22	MALATANI	TABLE BANKING
159	ITHOOKWE MILWA WOMEN GROUP	KC/WG/OCT/54/22	MUKAMENI	TABLE BANKING
160	WIKWATYO KILISA WOMEN GROUP	KC/WG/OCT/68/22	MUSENGO	TABLE BANKING
161	MIAMBANI DIGITAL YOUTH ASSOCIATION	KC/002/949	MIAMBANI	TABLE BANKING AND BUSSINESS
162	MUKAMENI YOUTH WELFARE GROUP	KC/002/966	MUKAMENI	TABLE BANKING AND BUSSINESS
163	ITOLEKA FSA SELF HELP GROUP	KC/002/950	ITOLEKA	TABLE BANKING AND LOANING
164	WENDO USEO WA KILIKU INVESTMENT GROUP	KC/002/929	UTOONI	TABLE BANKING AND MERRY-GO-ROUND
165	M.L.K TEACHERS SELF HELP GROUP	KC/002/991	TUNGUTU	TABLE BANKING AND MERRY-GO-ROUND
166	WONI WITU WELFARE S.H.G	KC/002/942	WIKILILEYE	TABLE BANKING AND MERRY-GO-ROUND
167	TUMAINI SELF HELP GROUP	KC/SHG/838/22	NZUNGINI	TABLE BANKING AND POULTRY KEEPING
168	THOME WA KOMBU	KC/SHG/812/22	TOWNSHIP	TABLE BANKING MERRY GO AROUND
169	MAASAI SELF HELP GROUP	21660/2008	MANYENGO	TABLE BANKING, BUSINES, POULTRY KEEPING
170	NDIEKA WOMEN GROUP	KC/WG/879/22	N/A	TABLE BANKING CASH CROP FARMING, POULTRY FARMING
171	KYENI KYA KAKOMA WOMEN GROUP	KC/SHG/827/22	WIKILILEYE	TABLE BANKING, COMMUNITY PROJECT
172	SAUTI YA WAMAMA MUSUKINI	KC/SHG/835/22	MUSUKINI	TABLE BANKING, CROP FARMING, ENVIRONMENT CONSERVATION
173	KAMUKI SELF HELP GROUP		KATWALA	TABLE BANKING, CROP FARMING, ENVIRONMENT CONSERVATION



174	ANDU MAITU NATURAL RESOURCES SELF HELP GROUP	KCSHG090022	TANGANYIKA	TABLE BANKING, LIVESTOCK REARING, MERRY GO ROUND
175	UTAO JOINT WOMEN GROUP	KC 334300	WII	TABLE BANKING, MERRY GO ROUND
176	MWANA MBEE WOMEN GROUP	KCSHG82822	TOWNSHIP	TABLE BANKING, MERRY GO ROUND
177	MUDO SELF HELP GROUP	KW 3544616	KWA VONZA	TABLE BANKING, MERRY GO ROUND
178	KITULA WOMEN GROUP	11112000	TOWNSHIP	TABLE BANKING, MERRY GO ROUND
179	MBAA NGO YA KYANIKA SELF HELP GROUP	KCSHG82222	KYANIKA	TABLE BANKING, MERRY GO ROUND, EDUCATION FOR POOR CHILDREN OF MEMBERS
180	NDETHYE SELF HELP GROUP	KCWG0CT16622	KYANIKA	TABLE BANKING, MERRY GO ROUND, EDUCATION FOR POOR CHILDREN OF MEMBERS
181	MUKA SELF HELP GROUP	KCSHG86922	MAKUSYA	TABLE BANKING, MERRY GO ROUND, GOAT REARING
182	KWA SUNGWA SELF HELP GROUP	10435	KAUWI	TABLE BANKING, MERRY GO ROUND, POULTRY FARMING
183	NEW VISION WOMEN GROUP KALULIMI	KCSHG85322	KALULIMI	TABLE BANKING, MERRY GO ROUND, POULTRY FARMING
184	KIMA WOMEN SELF HELP GROUP	KCSHG87222	MBITINI	TABLE BANKING, MERRY GO ROUND, POULTRY FARMING
185	VICTORY SELF HELP GROUP	KCWG88322	KILONZO	TABLE BANKING, MERRY GO ROUND, POULTRY FARMING
186	NZAMBANI PREMIER RESORT BODA RIDERS SHG	KCSHG80922	KYANIKA	TABLE BANKING, MERRY GO ROUND
187	BLESSING SISTERS KANZAU WOMEN GROUP	KCSHG82322	KANZAU	TABLE BANKING, MERRY GO ROUND
188	KITHETHEESTO YILUKU WOMEN GROUP	MTU 0233	YILUKU	TABLE BANKING, MERRY GO ROUND
189	MATONGOLA WOMEN GROUP	14352004	YILUKU	TABLE BANKING, MERRY GO ROUND
190	MWANZO MPYA SELF HELP GROUP	KCWG0CT13922	100-90305	TABLE BANKING, MERRY GO ROUND, BUSINESS
191	LOYAL WOMEN KYANGWITHYA WEST	KCWG0CT12122	256-90300	TABLE BANKING, MERRY GO ROUND, SKILL DEVELOPMENT
192	WIKWATYO WA NDWA SELF HELP GROUP	80 25332011	NA	TABLE BANKING, MERRY GO ROUND, BUSINESS
193	TAA SELF HELP GROUP	KCSHGSEP0922	KALLA	TABLE BANKING, POULTRY KEEPING
194	MBISYANI TEACHERS SELF HELP GROUP	KC0002914	MBISYANI	TABLE BANKING, FARMING AND BUSINESS
195	WENDO WA MALIKU SELF HELP GROUP	KC0002915	MALIKU	TABLE BANKING, FARMING AND BUSINESS
196	TEI WA KIVWANI SELF HELP	KC0002917	MUVITHA	TABLE BANKING, FARMING AND BUSINESS
197	VILLAGE ROSE WOMEN GROUP	KC0002951	TUNGUTU	TABLE BANKING, FARMING AND BUSINESS
198	MANZANA SELF HELP GROUP	KCSHG81522	WIKILILE	TABLE BANKING, MERRY GO ROUND
199	KITUI YOUTH GROUP	KCYG87822	TOWNSHIP	TABLE BANKING, MERRY GO ROUND, FINANCIAL SERVICES
200	EMMERCA EMPOWERMENT YOUTH GROUP	KCSHG83322	MASIMBA	TABLE BANKING, MERRY GO ROUND, SKILLS DEVELOPMENT
201	WENDANO SELF HELP GROUP	KCSHG83922	MASIMBA	TABLE BANKING, MERRY GO ROUND, SKILLS DEVELOPMENT
202	THE UTWINI MOLES SELF HELP GROUP	KCSHG88622	UTWINI	TABLE BANKING, MERRY GO ROUND, SKILLS DEVELOPMENT
203	MUTEIHYA SELF HELP GROUP	KCSHG89722	MISEWANI	TABLE BANKING, MERRY GO ROUND, SKILLS DEVELOPMENT
204	ETU MA MBAA NTHI SELF HELP GROUP	KC0002974	KATULANI	TABLE BANKING, MERRY GO ROUND
205	KAVUTA ATANGWA CLAN	KC0002993	KAVUTA	TABLE BANKING, MERRY GO ROUND
206	ODO WOMEN GROUP	KCWG89622	MULUTU	TABLE BANKING, NURSERY
207	KITUI MACHAKOS MAKUENI SELF HELP GROUP	KCSHG83722	TOWNSHIP	TABLE BUSINESS, BEE KEEPING, NURSERY
208	UMGWA WA WALANE WII SELF HELP GROUP	KCSHG84022	WII	TABLE BUSINESS, BEE KEEPING, NURSERY
209	KAUMU FARMERS SELF HELP GROUP	KCSHG89822	THEIA	TABLE BUSINESS, BEE KEEPING, NURSERY
210	FRIENDS SELF HELP GROUP	KCSHG89022	KITHO	TOURISM/ MERRY GO ROUND, FISHERY
211	MBITINI YOUTH SELF TAXI ASSOCIATION	KC0002938	MBITINI	TRANSPORT SERVICES AND POULTRY KEEPING
212	MWAMBA PRIMARY SCHOOL TREE PLANTING NG-CDP PROJ	KC0002997	MUSEVE	TREE PLANTING
213	NGUMBA PRIMARY SCHOOL TREE PLANTING NG-CDP PROJ	KC0002998	NGUMBA	TREE PLANTING
214	KASEO SELF HELP GROUP	KC0002924	KITUNGATI	TREE PLANTING AND POULTRY KEEPING
215	SYONGILA BODA BODA GROUP	KC0002948	KAVETA	VEGETABLE AND POULTRY FARMING
216	KUKWATA NI KUATHIMWA	KC0002948	TOWNSHIP	YOUTH EMPOWERMENT AND TABLE BANKING
217	KASOLO SELF HELP GROUP	KC0002967	KALINDILO	YOUTH EMPOWERMENT, MERRY GO ROUND AND TABLE BANKING



218	GESO SELF HELP GROUP	KC0002935	MIAMBANI	YOUTH EMPOWERMENT, TABLE BANKING AND ENVIRONMENT CONSERVATION
219	FAITH VISION GROUP	KC0002982	TOWNSHIP	YOUTH EMPOWERMENT, TABLE BANKING AND MERRY GO ROUND, TABLE BANKING
220	WENDO WA TIVA WELFARE SELF HELP GROUP	15453	TOWNSHIP	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
221	THOME WA ATUMIA MA NZAAYA SELF HELP GROUP	KC/SHG/854/22	NZAAYA	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
222	UTUTI WOMEN GROUP	KC/SHG/857/22	TOWNSHIP	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
223	KAMALE SELF HELP GROUP	17203	WIKILILE	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
224	THE IDEAL MINDS YOUTH GROUP	KC/SHG/884/22	KYAMBUISYA	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
225	KAMAEMBE YOUTH DEVELOPMENT GROUP	KC/SHG/887/22	KYANZAI	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
226	KANDUTI YOUTH DEVELOPMENT GROUP	KC/SHG/888/22	INDUNGA	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
227	ITUA KYEMBENI WOMEN GROUP	KC/WG/891/22	KITHO	YOUTH EMPOWERMENT, MERRY GO ROUND, TABLE BANKING
228	UPENDO VISIONARY SISTERS WOMEN GROUP	KC0002963	WIKILILE	YOUTH EMPOWERMENT, MERRY GO ROUND AND TABLE BANKING

Source: Kitui County office of registrar of Self-Help Groups 2022