



Electronic Theses and Dissertations

2022

Can succession planning be a mechanism for fostering project sustainability in the Catholic Church in Kenya?

Karuri, Modesther
Strathmore Business school
Strathmore University

Recommended Citation

Karuri, M. (2022). *Can succession planning be a mechanism for fostering project sustainability in the Catholic Church in Kenya?* [Strathmore University]. <http://hdl.handle.net/11071/13164>

Follow this and additional works at: <http://hdl.handle.net/11071/13164>

**CAN SUCCESSION PLANNING BE A MECHANISM FOR FOSTERING
PROJECT SUSTAINABILITY IN THE CATHOLIC CHURCH IN KENYA?**

MODESTHER KARURI

136394

**A Thesis Submitted in Partial Fulfillment for the Award of a Master of Business
Administration at Strathmore University**



**Strathmore Business School,
Strathmore University,
Nairobi, Kenya**

August, 2022

Declaration

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

© No part of this thesis may be reproduced without the permission of the author and Strathmore University

Name of Candidate: Modesther Wanjiru Karuri

Approval

The thesis of Modesther Wanjiru Karuri was approved by the following:

Name of Supervisor: Dr. Joseph Onyango

School/Institute/Faculty: Strathmore Business School

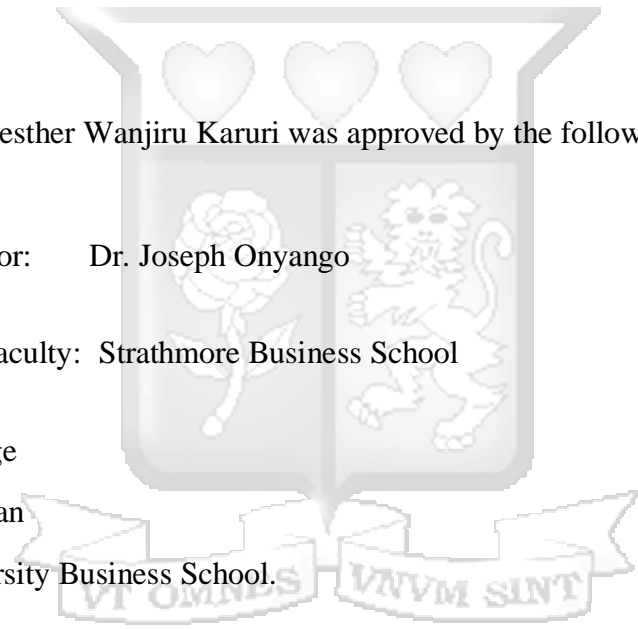
Dr. Angela Ndunge

Ag. Executive Dean

Strathmore University Business School.

Dr. Bernard Shibwabo

Director, Office of Graduate Studies



ACKNOWLEDGEMENT

This work becomes a reality due to the kind support of many individuals and institutions. I extend my sincere gratitude to all of them. In particular, the completion of this research would not have been possible without the expertise and dedication of Dr. Joseph Oyango (JO), my thesis supervisor and adviser. Thank you for pushing me further than I thought I could ever go. A debt of gratitude is also owed to the Religious Sisters of the Incarnate Word, my family, colleagues at the Archdiocese of Nairobi Secretariat, Caritas fraternity for being there when I needed them most and for believing in me. Lastly, special regards to all those who made my MBA journey bearable and successful. Without you, the completion of this research would not have been realized.



ABSTRACT

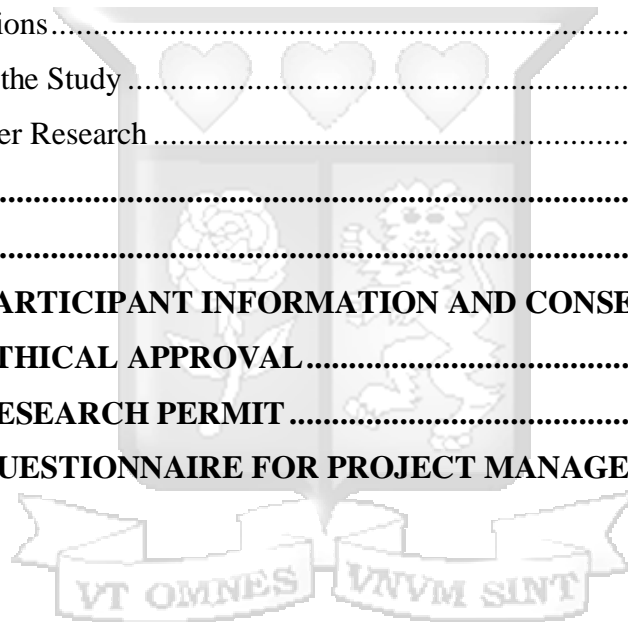
The Catholic Church has been influential around the world in development projects. However, this participation has been constrained by the lack of sustainability which is crucial for development initiatives. Therefore, this study assessed whether succession planning could be used as a mechanism for fostering sustainability of development projects within the Catholic Church in Kenya. As such, succession planning was conceptualized as workforce planning, talent management and leadership management while project sustainability was the dependent variable defined as the ability of projects to meet the needs of the current and future needs of its beneficiaries and the environment it serves. The main theoretical premise was Human Capital Theory. Further to this, the research adopted the positivist research philosophy and explanatory research design, through quantitative data collection methods. The target population was 137 senior project staff who were recruited as the sample size using census sampling approach. A structured questionnaire was designed and administered to these staff using Google forms having tested the reliability of the data collection tools through a pilot study with 13 staff from Nairobi who did not form part of the actual respondents. Out of a sample size of 137 respondents, a response rate of 77 percent was reached representing 106 respondents. The regression analysis indicates that leadership development and workforce planning had positive and significant effect on project sustainability while talent management had a negative and significant effect on project sustainability. Based on these results, it is this study's conclusion that leadership development and workforce planning is a critical factor for attaining project sustainability of Catholic Church projects while talent management is not. This study recommends that Caritas management should make an effort to fill upcoming vacancies from their existing workforce to fill present vacancies and should only consider external applicants if no internal staff can fill vacancies. It is also recommended that Caritas management should develop a leadership development training policy for staff detailing specific leadership skills that staff needs to undergo while also providing budgetary allocations to facilitate these leadership trainings. Caritas should create and popularize among its staff and management a succession plan setting out clear strategies to achieve staff career growth within the institution. This will serve as a motivation for the staff as well as and may contribute to staff retention and sustainability of institutional projects.

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
ACKNOWLEDGEMENT	i
ABSTRACT	iii
TABLE OF CONTENTS	iv
LIST OF FIGURES	vii
LIST OF TABLES	viii
LIST OF ABBREVIATIONS	ix
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	1
1.1.1 Sustainability of Church Projects	2
1.1.3 Catholic Church Projects	5
1.2 Statement of the problem	6
1.3 Research objectives	7
1.3.1 General Objective	7
1.3.2 Specific Objectives	7
1.4 Research Questions	8
1.5 Significance of the Study	8
1.5.1 Practice	8
1.5.2 Policy makers	9
1.6 Scope of the study	9
1.7 Definition of Terms	9
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Theoretical framework	11
2.2.1 Human Capital Theory	11
2.3 Empirical literature	13
2.3.1 Workforce planning and project sustainability	13
2.3.2 Talent management and project sustainability	15

2.3.2 Leadership development and project sustainability	16
2.4 Literature Review Summary and Knowledge Gap	19
2.5 Operationalization of variables	25
2.6 Conceptual framework	26
2.7 Chapter Summary	27
CHAPTER THREE.....	27
RESEARCH METHODOLOGY	27
3.0 Introduction	27
3.1 Research Philosophy	27
3.2 Research Design	28
3.3 Population and Study Setting.....	29
3.3.1 Target Population.....	29
3.3.2 Sampling Frame and Size	29
3.4 Pilot study	30
3.5 Collection of data.....	30
3.6 Analysis of Data	31
3.8 Ethical Considerations.....	32
CHAPTER FOUR	33
PRESENTATION OF RESEARCH FINDINGS	33
4.1 Introduction	33
4.2 Response rate.....	33
4.3 Reliability	34
4.4 Background information.....	34
4.4.1 Respondent designation.....	34
4.4.2 Work experience	35
4.5.1 Workforce planning	35
4.5.2 Talent management	36
4.5.3 Leadership development.....	37
4.5.4 Project sustainability	38
4.6 Correlation analysis.....	39
4.8 Multiple regression analysis	40
4.9 Chapter Summary	41
CHAPTER FIVE	42

SUMMARY, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS..	42
5.0 Introduction	42
5.1 Summary	42
5.2 Discussion	42
5.2.1 Workforce planning and project sustainability of Catholic Church projects	42
5.2.2 Talent management and project sustainability of Catholic Church projects	44
5.3 Conclusion.....	46
5.3.1 Workforce planning and project sustainability of Catholic Church projects	46
5.3.2 Talent management and project sustainability of Catholic Church projects	46
5.3.3 Leadership development and project sustainability of Catholic Church projects	47
5.4 Recommendations.....	47
5.5 Limitations of the Study	48
5.6 Areas of Further Research	48
REFERENCES	49
APPENDICES	60
APPENDIX 1: PARTICIPANT INFORMATION AND CONSENT FORM	60
APPENDIX 2: ETHICAL APPROVAL.....	63
APPENDIX 3: RESEARCH PERMIT	64
APPENDIX 4: QUESTIONNAIRE FOR PROJECT MANAGEMENT STAFF	65



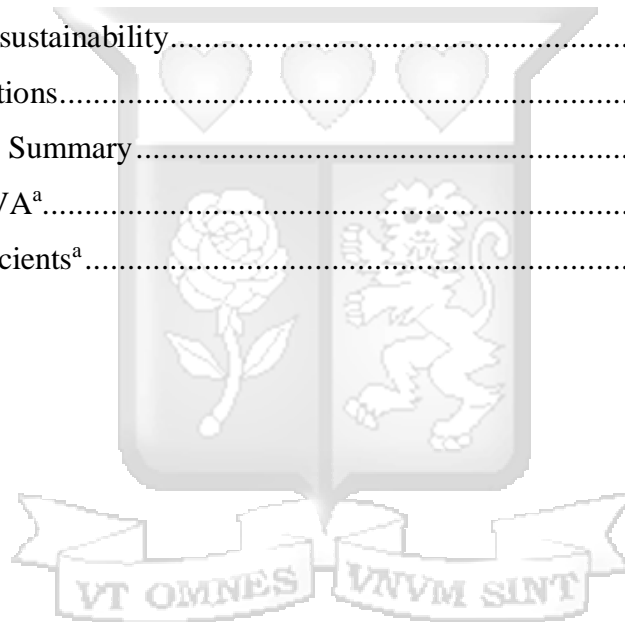
LIST OF FIGURES

Figure 2.1: Conceptual Framework 26



LIST OF TABLES

Table 2.1: Literature Review Summary and Knowledge Gap	19
Table 2.2: Operationalization of variables.....	25
Table 3.1: Sample size	29
Table 4.1: Response rate	34
Table 4.2: Reliability statistics	34
Table 4.3: Respondent designation	34
Table 4.4: Work experience among respondents	35
Table 4.5: Workforce planning.....	36
Table 4.6: Talent management	37
Table 4.7: Leadership development	37
Table 4.8: Project sustainability.....	38
Table 4.9: Correlations.....	39
Table 4.10: Model Summary	40
Table 4.11: ANOVA ^a	40
Table 4.12: Coefficients ^a	41



LIST OF ABBREVIATIONS

ACK	Anglican Diocese of Thika
BCL	Brethren of the Common Life
CC	Catholic Church
CFPs	County-Funded Projects
CITC	Christian Industrial Training College Thika
CRS	Catholic Relief Services
CSOs	Civil Society Organizations
ED	Executive Directors
FBOs	Faith Based Organisation
HRP	Human Resource Planning
ICCO	Interchurch Organization for Development Cooperation
INGOs	International Non-Governmental Organisations
KCCB	Kenya Conference of Catholic Bishops
NGOs	Non-Governmental Organizations
SMEs	Small and Medium Size Enterprises
SP	Succession planning
SPSS	Statistical Package for the Social Sciences



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides a background to the study introducing the concepts of succession planning, project sustainability, and Catholic Church projects. The chapter also includes the problem statement, research objectives and questions, justification of the study and scope of the study.

1.1 Background of the Study

Non-profit organizations have been long engaged in contributing to development of marginalized communities by implementing projects in these communities (Coughlan, 1989). However, a significant threat to the success of these projects in delivering the needed help is their sustainability (Uddin & Ferdous, 2020) and their perpetuation. Project sustainability has been described as the preservation, restoration, and enhancement of an initiative or intervention while at the same time making sure the project is viable as a whole, taking care of present and future needs of the targeted population (Gachie, 2019). According to Gachie (2019), there are three pillars of project sustainability and these are economic, social, and environmental perspectives. Further to this, sustainability has also been described as approaches adopted to address environmental, social, and economic problems (Whiteman, Walker, & Perego, 2013).

The social perspective focuses on recognizing and managing the expectations and needs of stakeholders to achieve project success. The environmental pillar of project sustainability focuses on preservation of the natural environment of the project area. The economic view of project sustainability is concerned with a projects ability to continue and benefit communities even after exit of donors or carry on the project relevant intervention across generations (Whiteman et al., 2013).

Succession planning is a process of identifying one or more persons to take over the critical positions in an organization (Njeri, Ngui, & Mathenge, 2019). Several studies (Santora & Bozer, 2015; Adedayo, Olanipekun, & Ojo, 2016; Maguta, 2016; Santora et al., 2016) have established that succession planning is an important strategy geared towards attaining sustainability in organizations and projects. Notwithstanding its benefits, succession planning is a challenge to most organizations (Onyango, Njanja & Zakayo, 2014; Wang'ombe & Kagiri, 2015).

1.1.1 Sustainability of Church Projects

The ability of a project to continue achieving its objectives in regards to the benefits it provides for the community as well as the ability to maintain these benefits over time is defined as project sustainability (Sabbil & Adam, 2015). Sustainability has been described as the ability of a project to continue providing the intended benefits after donors have exited for donor funded projects (Sabbil & Adam, 2015). According to Wanyoike & Orwa, (2016), most projects owned and managed by non-governmental organizations spring from grants and have challenges of continuity past the funded phases. Such projects also suffer from lack of community ownership and are likely to create dependency.

The evidence from research (Nzenge, 2019; Ngatia, 2016; Wanyoike & Orwa, 2016); Mbugua, Nyiva, & Gathano, 2017; Chigozie, Munene, & Gakuo, 2017) show that projects implemented by Faith Based Organisations (FBOs) have not been able to achieve expected sustainability. Further to this, Blewitt (2008); Ngatia (2016); Wanyoike and Orwa (2016) indicate that church organization projects and initiatives are not performing to their expectations indicating a lack of sustainability. In the Netherlands, 33% of church-initiated income-generating projects were found to not have achieved sustainability (Blewitt, 2008).

Project sustainability has been measured using different constructs. Purvis, Mao, and Robinson (2019) described economic, environmental, and social subsystems as part of sustainability. Mrangu (2018) used financial support, community participation, and monitoring and evaluation (M&E) as constructs of project sustainability while Munyao (2017) operationalized project sustainability as ability of a project to continue providing the intended benefits and its maintenance. Muniu, Gakuu, and Rambo (2017) operationalized a sustainable project as one which survives economic and social challenges and provides the anticipated services albeit the changing environments and adapts to changes and improve and retain relevance to emerging needs.

Ochunga and Awiti (2017) adopted social and financial viability as constructs of project sustainability while extending benefits to the targeted community even after funding ends and is able to reach the same number of beneficiaries after donor support. Thiauru (2020) measured project sustainability using beneficiary satisfaction, operational efficiency, completion rate, project quality, and project completion

timeliness. Gatuhu (2021) used self-sustained growth, continued performance, improved implementation, and effective M&E as measures of project sustainability. In this study, project sustainability will be measured by the social and environmental components which are critical for Catholic Church projects while economic dimension is excluded as majority of these projects do not aim to make a profit but rather provide a social service.

1.1.2 Succession Planning

Succession planning is a systematic and continuous strength to ensure protection, leadership, and intellectual capital knowledge and development for an organization's future and promote personal development (Hassan & Nasibollah, 2016). The concept has also been described as the actions to make that the right successor is prepared at the time of need to effectively manage an organization and to navigate future challenges (Diya & Mansor, 2019). Succession planning enables organizations to be ready in the event of a vacancy in its workforce while providing a cultural evolution and continuation of skills needed (Diya & Mansor, 2019).

The importance of succession planning is critical for the future of faith-based organizations (FBOs) as studies (Deaton, Wilkes, & Douglas, 2013; Cornelius, Moyers, & Bell, 2011) made a prediction that there will be an exodus of executive directors (EDs) in the non-profit industry as the number of those in leadership numbers will be retiring from these positions. Daley (2020) revealed that 73 % of non-profits have no succession plans in place despite over 60% of organizations interviewed having active strategic plans; the issue of succession planning was omitted from organizational strategies and those with a succession plan treated it as a top secret (Daley, 2020). Daley (2020) agrees that succession planning has a major function in the survival of non-profit and faith based non-profit organizations.

The concept of succession planning has been defined and conceptualized differently by various authors. In their study, Njeri et al. (2019) conceptualized succession planning to consist of career development, human resource planning, and selection procedure. In another research, Wang'ombe and Kagiri (2015) described succession planning to consist of career management, talent retention, training, development, and talent attraction. Onyango et al. (2014) study used strategic human resource management

projects, succession characteristics, and periodic assessment as indicators of succession planning.

Maniraho and Mulyungi (2017) adopted professional development, replacement planning, and succession planning as components of managerial succession planning finding that these factors had a positive effect on project performance. Succession planning involves different constructs that support continuity of leadership in key positions in the organization. These include talent retention, internal/external hiring, and leadership/managerial positions, and bench strength readiness (Kamami, 2017).

Akinyi (2017) listed employee development, human resource planning, and employee management as succession planning variables. Ugoani (2017) used career management, leadership management, talent development, strategic human resource management (HRM), and management development as variables to measure management succession planning. In this study, workforce planning, leadership development and talent management are selected as the indicators for succession planning in this study.

Workforce planning is the procedural analysis and identification of what an organisation may need in terms of quality, kind, and size of staff to attain its goals; it determine what combination of skills, knowledge, and experience is needed and the steps to be taken to acquire the adequate number of qualified staff in the right time and place (Patra & Tripathi, 2017). Workforce planning in this study refers to demand and supply of staff during project implementation. This should be continuous and should be based on conducting an analysis of what staff is needed and how these staff can be developed and deployed.

Talent management is the art of identifying, managing, and developing people in the organisation having in mind the present and the future needs of the organization. Ishak and Kamil (2016) found succession planning and specifically talent management as a key issue facing organizations today. Talent management makes sure that the well-motivated and talented individual needed by the organization is present to meet today's and future need (Ademba & Juma, 2020). In this study, talent management as a concept consists of how staff is attracted into the organization and project, how these staff are retained towards the completion of a project, how staff learn and develop within the organization, and how they can progress in the organization chart. The aim is to see

whether this could contribute to project sustainability and if staff would be less likely to leave if these practices are well-articulated.

Leadership development is one of the dimensions representing management succession planning. Organizations need leadership development based on its contribution to behaviour patterns (Ugoani, 2017). It is a dynamic process consisting of influence, goal achievement, and happens in a group setting which is critical in the context of projects (Ugoani, 2017). Leadership development which is part of preparation for succession is critical for organisation to sustain better performance and sustain its impact (Appiah, 2015).

In terms of leadership development, this study argues that for projects to be sustainable; there is need for staff to be engaged in decision-making, should be supported to undertake project leadership through mentorship and also granting them authorization to perform certain tasks through delegation and this enhances continuity and sustainability of Catholic Church funded projects. The foregoing review indicates that there are various variables proposed for succession planning. In this study however, succession planning was limited to workforce planning, talent management, and leadership development. These variables are important to project organisations as they seek staff to fill their vacancies, how these staff skills and knowledge can be developed, and how they can be encouraged to undertake management tasks during project implementation.

1.1.3 Catholic Church Projects

The Catholic Church has the widest development projects and service around the world followed by the Anglican and Lutheran Churches (Leurs et al., 2011). The mission of the Catholic Church is integral development of the human person. The uniqueness of its interventions lies in the belief that development must be liberating, integral, people focused, dignity enhancing and culturally relevant (Coughlan, 1989). This makes its interventions unique as compared to secular NGOs. In Ghana, the Catholic Church initiatives funded by Catholic Relief Services (CRS) have for years played a pivotal role in the development of local communities. However, withdraw of support from CRS especially during the implementation of Millennium development goals which focused on strategies to support independence, affected many projects in Ghana. In Zimbabwe, Caritas was operating in eight dioceses with projects targeting more than 245,000

community members with projects in relief and emergency aiming to promote human dignity with compassion by addressing needs of victims from different crisis albeit of their gender, race, creed, ethnicity or other social classes (Mabwe, Dimingu, & Siyawamwaya, 2018).

In Ethiopia, the Catholic Church been engaged in different social services and development projects for the community and has continued these services and coordinating and leading most social and economic activities. The Church has also been active in women development where it provided job-training while also participating in food security initiative by undertaking feeding projects in several zones experiencing food shortage and acute drought (Tedla & Kiffo, 2020).

In Uganda, Mucunguzi, Musiime, and Ogola (2021) showed that Catholic Church was active in implementing projects towards environment sustainability contributing the overall strategy for environment management in the nation. These projects aimed at training leaders to use the land they own for tree planting; provision of tree seedlings for propagation to FBOs followers and sensitization of the congregations about benefits of tree planting and its implications in climate change mitigation. In Kenya, the Catholic Church has spearheaded community based projects that focus on empowering communities by providing opportunities for community members to control investment decisions, monitoring, execution, and project planning which is achieved by emphasizing inclusive engagement, project execution, and church management (Chigozie et al., 2017).

1.2 Statement of the problem

Sustainability is the cornerstone of any development initiative without which any efforts are in vain (Lungo et al., 2017). Majority of Catholic Church projects are donor funded and are aimed at enhancing the everyday lives of beneficiaries by raising their standards of living (Mbugua, 2019; Awino, 2019). This means that the sustainability and continuity of these projects is an important indicator of their success. Catholic Church dependence on funding for projects reflects on their staffing which often incorporate a small core member of staff translating to less core positions. During short term contracts and projects, the staff signs short term contracts which are terminated at the end of the funding phase (Oduor 2013). This means that the skills and experience earned ends with the exit of project staff. When new funding comes, new staff is hired

and the cycle continues (Nzeng'e 2019). Investment in capacity and talent development of such staff is hardly given priority.

There is evidence to show that Catholic Church projects experience challenges in their sustainability. Mbugua et al. (2016) revealed that Catholic Church funded projects failed to achieve sustainability due to lack of strategic practices and exit of donors. In another study, Kimani (2016) established the Limuru Archdiocesan Farm (LAF) had not achieved its target due to lack of learning and growth which is a component of succession planning. Wafula, Rwiza, and Owuor (2017) reported that Catholic Church projects lacked sustainability after a transfer of an individual minister, demise of donors or withdrawal of funds by the donors who support the projects. Tsuma, Siringi, and Wambua (2020) also found that Church-funded projects were brought to a sudden halt with the transfer of key staff threatening their sustainability. Mbandi and Mwenda (2021) found that there has been withdrawal among stakeholders once projects reach maturity. Their study focused on the Catholic Diocese of Kitui.

Several studies (Cho et al., 2018; Olowoyeye, 2020; Andebe, 2016; Ugoani, 2017; Osita et al., 2020; Maniraho & Mulyungi, 2017) have shown that inadequate succession planning has contributed to the lack of project sustainability in Catholic Church Projects. The same studies indicated that most of the institutions involved in their studies had strategic plans which did not have any mention of succession planning. Despite there being studies on succession planning, little has been documented on the contribution of succession planning in fostering sustainability of Catholic Church projects hence this research.

1.3 Research objectives

1.3.1 General Objective

The overall objective was to determine whether succession planning can be used as a mechanism for fostering sustainability of development projects within the Catholic Church in Kenya.

1.3.2 Specific Objectives

The study was guided by these specific objectives;

- i. To determine influence of workforce planning on sustainability of Catholic Church projects in Kenya

- ii. To analyze influence of talent management on sustainability of Catholic Church projects in Kenya
- iii. To examine influence of leadership development on sustainability of Catholic Church projects in Kenya

1.4 Research Questions

The study answered these research questions;

- i. What is the effect of workforce planning on sustainability of Catholic Church projects in Kenya?
- ii. What is the effect of talent management on sustainability of Catholic Church projects in Kenya?
- iii. What is the effect of leadership development on sustainability of Catholic Church projects in Kenya?

1.5 Significance of the Study

This study hoped to be of significance to various categories of stakeholders.

1.5.1 Practice

The study was of importance to the leadership of Catholic Churches as this exploration on succession planning unearthed useful information on workforce planning, talent management, and leadership development which can be used in future projects to implement succession planning in their organization to address sustainability challenges experienced from movement of staff in and out of projects.

The study is of significance to donors as majority of the financial support to Catholic Church projects is from international and local donors who provide this support with the expectation that people at the bottom of the pyramid benefit from development projects.

The study may be of significance to beneficiaries of Catholic Church projects if recommendations to enhance succession planning from this study are adopted and result in less disruptions in projects when leadership changes. If recommendations from this study are implemented, it will give the institutions partnering with the Catholic Church in development works especially external and local philanthropists confidence that the projects will outlive the leadership and create more value to the communities served.

1.5.2 Policy makers

The study was of consequence to policy and decision makers in the development sector such as the NGO coordination board as the findings from this study may lead to recommendations which if adopted can contribute to identifying strategies to enhance project sustainability of Catholic Church projects.

1.6 Scope of the study

The study was limited to workforce planning, talent management, and leadership development components of succession planning from the different dimensions that have been described in the literature. This was informed by the need to focus on succession planning within the organisation by ensuring current and future access to the supply of employees in terms of hiring, managing, developing and retaining employees to flourish, and empowering these staff to lead. Quantitative approach to research will be used and this involves using a structured to collect data which were analysed quantitatively. The study was anchored on the human capital theory which argues for the enhancement of skills, capabilities, and knowledge of staff in project management to achieve success and sustainability. The study focuses on Caritas-Kenya across 25 Catholic Dioceses of Kenya which are spread out in 47 Counties of Kenya. In the Caritas organization, the staff consists of executive or top management staff, project management staff, project staff, volunteers, and support staff. The research will be conducted from September 2021 to June 2022.

1.7 Definition of Terms

Succession planning – It is the systematic and deliberate effort to seek leadership needs, identify groups of high-potential candidates at all levels in the organization and regularly measure progress (Couch, 2004). In this study, succession planning is limited to workforce planning, talent management, and leadership development.

Project sustainability – This refers to the preservation, restoration, and enhancement of organisation goals while at the same time making sure that projects are viable in their entirety (Gachie, 2019). This refers to continuity of a project based on the social and environmental perspectives of sustainability.

Workforce planning – This is the process of making sure an organization has present and future accessibility to the needed human capital to perform efficiently and effectively (Momin & Mishra, 2015).

Talent management – This is the organization’s commitment to hiring, managing, developing, and retaining talented staff to flourish (Anwar, Nisar, Khan, & Sana, 2014).

Leadership development – This is the building of interpersonal relationships and mutual commitments that are required for follower-leader processes to unfold within a social context (DeRue & Myers, 2014). In this study, leadership management means the Catholic Church management creates and fosters an environment within which staff can develop interpersonal interactions to enhance leader-followers in project implementation.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The theoretical foundations of the study are presented in this chapter which is followed by an empirical review of studies on the study variables. From the review, a conceptual framework is presented along with a summary of the literature indicating the research gaps that the study aims to fill.

2.2 Theoretical framework

Radhakrishna, Yoder, and Ewing, (2007) define a theoretical framework as a mix of interrelated variables that can be used to direct research with the aim of explain and predict research results. It is utilized to give the justification for conducting research to improve the quality of research by connecting the researcher to existing literature, provides expectations that guide research, helps a researcher select appropriate research questions, design, and data collection methods (Radhakrishna et al., 2007). The study adopted the human capital theory by Schultz (1961) which has been widely adapted to examine employee development.

2.2.1 Human Capital Theory

The human capital theory is credited to Schultz (1961) who used it to explain the differences among people with respect to training and education. The theory has provided useful in providing the setting for career development interventions in an organization's strategic plan for developing talent in the leadership hierarchy. Human capital based on the investments made to a person's skills, experiences, abilities, and knowledge (Becker, 1965; Becker, 1993) which can be attained by career development efforts (Becker, 1993).

These skills can be grouped into firm-specific human capital skills which are identified as relevant to the vision and mission of an organisation and may not be transferred. These skills make sure that the internal candidate is more matched with the organisation, understand is procedures and systems and also possess the tacit knowledge of the organisation. Conversely, the other group of skills is general and consists of those that a person gains and contributes to the organisation and its employees' competitive advantage (LeCounte, Prieto, & Phipps, 2017).

In the context of succession planning, firm-specific skills are critical to the survival of an organisation and this can also be attained in project sustainability. The strategies to achieve and develop these firm-specific skills include workforce planning, talent management, and leadership development (Desai, Lockett, & Paton, 2015). In workforce planning, the human capital theory proposes for organisations to make assessments of the staff they need and have a plan for these positions to be filled.

Once these staff has been identified and recruited into the organisation; it is critical for the organisation to be able to manage this talent. Talent management consists of implementing strategies to retain these staff in the project to avoid turnover (Desai et al., 2015). In leadership development, the human capital theory argues for staff to be empowered for leadership roles and future leader positions in the organisation. Doing this, employees are empowered to make decisions either by assuming these positions in future or by delegation thus avoiding any breakdown of information between staff and management (Desai et al., 2015).

Parks (2018) used the Human Capital theory as a means to interrogate strategies utilized to execute a succession plan by non-profit leaders in one organization. In another study on succession planning strategies practices, Mucherumuhia and Kagiri (2018) used human capital theory to further explain talent management strategy by engaging employees in the organization, talent management and development in an organization and in retaining and attracting talent in an organization.

Kamami (2017) adopted human capital theory explaining that decisions on recruiting outside or inside is guided by the degree of employee knowledge and skill present in an organization. Njeri et al. (2019) used human capital theory to investigate the reason why organisation should have it in mind to hire staff from outside or within the organisation. Therefore, in a setting where the needed competences is present in an organization; it would be more relevant to replace the significant personnel in the organization rather than recruit from outside thus reducing associated costs of hiring.

In this study, human capital theory is adopted to examine succession planning in organizations showing and explaining the motivation of organisations to undertake workforce planning (forecasting), manage talent of employees and develop leadership

competencies among employees so as to be able to achieve project sustainability in the advent of any staff turnover before and during project implementation.

2.3 Empirical literature

The existing empirical literature that exists on the relationship between the variables is presented herein and is done for each of research objectives where the funnel/inverted pyramid approach are adopted.

2.3.1 Workforce planning and project sustainability

Workforce planning is defined as the systematic analysis and identification of what a firm needs in terms of the quality, size, and kind of workforce to attain its objectives. It determines what combination of skills, knowledge, and experience is needed and sequential step to get the right number of staff in the right time at the right place (Patra & Tripathi, 2017). In general, the whole process of workforce planning can be further categorized into four key stages: demand analysis, supply analysis, gap analysis, and strategy development and deployment (Marin, 2014).

In a study conducted among Dutch firms, Huber (2012) explored external and internal contextual factors on strategic workforce planning adopting an online questionnaire and interviews from which 71 respondents were reached. The findings revealed that there was no relationship between strategic workforce planning and analysed contextual factors. The strategic workforce planning is dependent on external development and the business which implies that the input and outputs of the process will be specific to the context. The basic process, the foundation of strategic workforce planning is supported by best practices.

In a study done in Nigeria that focused on media houses, Dialoke and Ifeanyichukwu (2017) studied the influence of workforce planning on performance of staff at a media house using a cross-sectional survey. The study revealed that workforce planning is often associated with performance of the organization indicating that workforce demand and supply resulted in organizational performance. The conclusion was that workforce planning as a function of human resource management has the capacity of enhancing performance of media houses. Obisi, Samuel, and Ilesanmi (2018) examined organizational performance and workforce planning in privately owned firms in Lagos adopting a survey research design in which 166 questionnaires were administered and

analysed. The results showed that workforce planning had an effect on organizational performance. However, these studies did not examine the contribution of workforce planning towards project sustainability.

In a literature review study, Samwel (2018) looked into human resource planning (HRP) as a significant practice to prepare for the future requirements of staff for an organization. The definition of workforce planning was determined as the process where an organisation estimates the demand for their workforce and evaluates its source, nature, and size to meet this demand. The study determined that HRP did contribute to enhancing project sustainability by addressing transient workforce, skilled labour shortages, and inadequate training and performance evaluations. This study did not collect first-hand data and thus the findings may not be generalized to all projects.

In Nigeria, Nneka, Okonkwo, and Monanu (2019) investigated what influence workforce planning had on the management of government funded projects collecting information from foremen, supervisors, and project managers from two firms. Workforce planning was conceptualised into effective recruitment, selection plans, effective training, and development plans. There was a positive association among effective selection, training, talent management, and development plans towards effective project evaluation and control which contributed to sustainability of projects. This study was conducted in the for-profit sector which is different from the non-profit environment which this study seeks to look into.

Using a sample of Small and Medium Enterprises (SMEs), Ikechukwu (2020) evaluated effect of workforce planning on organizational performance of SMEs in Nigeria among a sample of 331 staff to who a structured questionnaire was administered. Employing regression analysis, the findings revealed that workforce planning enables firms to replace skilled staff rapidly contributing to smooth functioning among their departments; this implementation of workforce planning allowed managers to identify minor problems in staffing before they became major issues thus ensuring sustainability of the enterprise. However, this study was limited to enterprises and did not focus on development projects which are the gist of this study.

2.3.2 Talent management and project sustainability

d'Armagnac, Ariss, and N'Cho (2020) investigated how talent managers were adjusting to change through a perspective of social agency by adopting an exploratory research design in a sample of twenty firms in the space and aeronautics which are industries experience turbulence. The study established that managers adopted three strategies in talent management which included exploration, negotiation, and selection strategies. The study further found that talent management was flexible and this provided talent managers with a means for planning and a channel for change.

In a study done in United Arab Emirates (UAE), Aina and Atan (2020) conducted an empirical evaluation of talent management in a sample of managers who were working in real estate companies. Sustainable organizational performance was measured by competitiveness, sales, employee productivity, staff morale, and return on investment (RoI). The results showed that talent retention and attraction had no effect on sustainable organisation performance while development and learning are career management had positive and significant effects on organisation performance. The present study focuses on development projects implemented by Catholic Church while this study was limited to real estate findings which operate in a different environment.

Mujtaba and Mubarik (2021) examined function of talent management in enhancing organizational sustainability where social, economic, and environmental dimensions of sustainability were used in a sample of 196 manufacturing firms. The results showed that there was a positive and significant effect of talent management on organizational sustainability. Additionally, the findings indicate an average effect of all three dimensions of talent management which were retention, development, and acquisition on organizational sustainability.

Khan, Uddin, and Moudud-UI-Huq (2013) investigated the relationship between performance sustainability and talent management practices in the Bangladeshi sport industry using deductive reasoning approach from a sample of 207 respondents from the domestic and international leagues. The findings indicated that engagement, onboarding, player development, strategic teamwork planning, performance management had a positive effect on performance sustainability. Although the study explored the relationship between sustainability and talent management; the research

was done in the sport industry which operates in different management approaches and dynamics from FBOs which are the focus of the present study.

In Indonesia, Pramono et al. (2020) undertook a case study to examine the implementation of analysis of talent management in family business PT.XY-Land which in an effort to maintain sustainability had adopted the talent management strategy. This qualitative research used observation and interview methods and processed primary and secondary data. The findings showed that there was a difference in talent management process that was done before and after development of soft skills. However, the talent management component was limited to soft competencies and there was no assessment of technical competences that employee needed in the organisation. This study adopted a case study approach to a private company and the talent management of this firm may not be generalizable to other organizations.

In Kenya, Ademba and Juma (2020) used descriptive and qualitative research methods to examine talent management strategies influence on performance of employees in local NGOs in Kisumu County. From a sample of 177, the findings illustrated that talent retention and attraction had a significant impact on performance of employees while career development had no effects on performance of employees. Kavoo-Linge and Kamoche (2015) investigated what talent management approaches were adopted in restructuring NGOs among a sample of 55 HR managers selected using simple random sampling. The findings revealed that restructuring firms adopted most talent management strategies to a great extent. These studies were however done among a sample of NGOs that were not operating as FBOs which is the focus of this study.

2.3.2 Leadership development and project sustainability

In the United States, Daugherty and Williams (2017) assessed long-term effects of a statewide community leadership programme by conducting an assessment of six parts critical to longevity of the program. The study established that participants in the program remained active in community leadership projects after completing the program. Moreover, there was much more engaged in community leadership initiatives among those who did not have formal training but used methodology and curriculum gained from those who had a formal training. This study implies that training in leadership development contributed to more leadership engagement.

Hailey and James (2004) examined the leadership development roles and capacity building among NGO leaders. The desk review brought to light the challenges of leadership development that exists in the NGOs sector. The study recommended that leadership development needed to explore the setting of leaders work and expectations if they are to be effective and relevant. The competing constraints and the limited resources that leaders in the NGO industry have to deal with and as such need competencies and attributes of leaders in NGOs are demanding than those of senior executive and managers.

In Bahrain, Aldulaimi (2018) undertook a case study research that employed an exploratory research design to understand whether participants of a leadership programme were able to assume leadership positions from a sample of 32 participants. The findings indicated that leadership programs fill a leadership gap and this effect is more pronounced when firms support and select participants purposefully in all stages of their leadership development.

Using grounded analysis and employing exploratory research questions, Afaq (2013) conducted a study on leadership in the NGO Sector of Pakistan. The population consisted of different NGOs, donor agencies, line departments and communities. The findings indicated that leadership succession is a significant problem for NGOs as majority of the affairs of an NGO revolved around one important person. These challenges hindered the capacities and growth as well as NGO leadership development. Additionally, the study found that leadership development was an area neglected in research in most developing countries. The study was done using desk research approach and does not consider first-hand experience of respondents which will be a key component of this study to establish association between leadership development and project sustainability.

Henarathgoda and Dhammika (2016) examined the effect of leadership development on performance of employees in a manufacturing firm in Sri Lanka where development and training, empowerment, participation, coaching, and delegation were used to measure leadership development. The study unearthed that the integrated impact of these five factors all had an impact on performance of employees proving there was a synergetic increase and impact on overall performance of staff. The study found

evidence on the importance of leadership performance but did not explore how this translated to sustainability of organisation operations.

In Ghana, Okorley and Nkrumah (2012) sought to determine key factors influencing sustainability local NGOs using a combination of quantitative and qualitative research approaches. The data were collected mainly through interviews and documents. The study was done in 2 districts of Mpohor Wassa East and Wassa West selected purposively due to their accessibility. Using a structured interview guide, the study was able to collect data that revealed that leadership was a crucial determinant to the sustainability of domestic NGOs which translated to more sustainable projects. The findings of the study are not generalizable to projects initiated by the Catholic Church which is the focus of this study.

In Kenya, Kinya, Cheron, and Moguche (2020) examined the interaction among firm success and leadership development in selected universities in Meru County collecting information from 58 members of staff. The results indicated that job training assisted staff to cope with the work around them. Staff had access to study leave to allow them to continue with their studies which contributed to the strong effects training on success in an organization. This study was conducted in the public sector and thus the findings may not apply in the context of development projects initiated by FBOs which is the focus of this study.

Kyalo (2020) conducted a research on M&E System, Leadership Competencies and Sustainability of Agricultural Projects Funded by Non-governmental Organizations in Bungoma County using a sample of 216 subordinate staff and 26 project managers. The data was collected using an interview schedule to respondents from which analysis revealed that leadership competencies had a direct effect on sustainability of agriculture projects. The study was limited to agriculture projects while this study focuses on a myriad of projects. Additionally, the study was done among NGOs and the findings may not be inferred among FBO projects which are the focus of this study.

Using a sample of county-funded development projects targeting youth in Meru, Thiauru (2020) assessed the organizational factors influencing their sustainability. The research collected information from 109 project managers, community leaders, and youth using a structured questionnaire. The findings revealed that leadership style

adopted by project managers contributed to sustainability of these projects. However, the study did not examine development component of leadership which this study aims to do. The projects included in the sample were implemented by a public agency while this study aims to focus on projects implemented by the Catholic Church.

Using a case of a county funded project, Karanja (2014) assessed effect of management practices on youth income generating projects sustainability in Murang'a County, Kenya. The sample consisted of 13 youth groups from which members and chairpersons from each group from who it was observed that training in leadership had contributed positively to the sustainability of youth projects. The study was however focusing on projects in the public sector while this research aims to examine project sustainability of projects implemented by the Catholic Church.

2.4 Literature Review Summary and Knowledge Gap

Table 2.1 shows the summary of review of literature and the knowledge gap that the study aims to fill. One of the gaps the study filled was the population gap. Although there is evidence of studies (Hailey & James, 2004; Kavoo-Linge & Kamoche, 2015; Ademba & Juma, 2020) on non-profit organisations; there is less evidence on succession planning and project sustainability for FBOs, specifically, Catholic Church projects from which data will be collected. Contextually, the large part of the empirical literature reviewed (Khan et al., 2013; Mujtaba & Mubarik, 2021) show existing relationship between succession planning and sustainability in organisations but these have not been specific towards project sustainability which is the focus of this study. Third, most studies (Aldulaimi, 2018; Henarathgoda & Dhammika, 2016; Pramono et al., 2020; Aina & Atan, 2020) reviewed have not included succession planning variables considered in this study (workforce planning, talent management, leadership development) together to propose a model that influences project sustainability; but have investigated these independent variables separately.

Table 2.1: Literature Review Summary and Knowledge Gap

Author	Topic	Main findings	Research gap	Gaps filled by the study
---------------	--------------	----------------------	---------------------	---------------------------------

Dialoke & Ifeanyichukwu (2017)	Influence of workforce planning on performance of staff at a media house	Workforce planning has the capacity of enhancing performance of media houses	The sample of the study was from a media house; the study also focused on performance as a dependent variable	The dependent variable for this study is project sustainability
Obisi et al. (2018)	Organizational performance and workforce planning in privately owned firms in Lagos	Workforce planning had an effect on organizational performance	The sample of the study was in for profit firms	The dependent variable for this study is project sustainability
Samwel (2018)	Human Resource Planning as an Important Practice to Anticipate Future Human Resource Requirements of the Organization – Literature review.	Human resource planning improved the project sustainability	The study adopted a desk research and did not collect first-hand data	The dependent variable for this study is project sustainability
Nneka et al. (2019)	Effect of work force planning on management of government projects in Enugu State	Recruitment/selection ; talent management plans, effective training and development plans contribute positively to effective project control and evaluation		The dependent variable for this study is project sustainability
Ikechukwu (2020)	Effect of Workforce Planning on the	Workforce planning, can warn managers of minor problems before they turn into	This study was focused on performance	The dependent variable for this

	Organizational Performance of SMEs in Enugu State, Nigeria.	major ones thereby ensuring sustainability of the enterprise	and also done in a sample of SMEs	study is project sustainability
d'Armagnac et al. (2020)	Talent management in turbulent times: Selection, negotiation, and exploration strategies for talent management in the aeronautics and space industries	Talent management is a flexible construct within companies facing turbulence	The study was done in the real estate sectors; the study did not examine relationship between project sustainability and talent management	This study will be done in the not-for-profit sector; The study focuses on effect of talent management on project sustainability
Aina & Atan (2020)	Empirical evaluation of talent management in the United Arab Emirates (UAE)	Talent attraction and talent retention had no impact on sustainable organizational performance. learning and development and career management had significant positive impacts	The study was done in the real estate sectors; the study did not examine relationship between project sustainability and talent management	This study will be done in the not-for-profit sector; The study focuses on effect of talent management on project sustainability
Mujtaba & Mubarik (2021)	Role of talent management (TM) in improving organizational sustainability (OS).	The results showed a substantial impact of acquisition, development and retention on OS	The study was done in manufacturing sectors; the study did not examine relationship between	This study will be done in the not-for-profit sector;

			project sustainability and talent management	The study focuses on effect of talent management on project sustainability
Khan et al. (2013)	Effect of talent management practices on performance sustainability in the Bangladesh sports industry	onboarding and engagement, player development, performance management, and strategic teamwork planning positively influence performance sustainability	The study was done in sports; the study did not examine relationship between project sustainability and talent management	This study will be done in the not-for-profit sector; The study focuses on effect of talent management on project sustainability
Pramono et al. (2020)	Implementation of analysis of talent management in family business	Talent management was limited to soft competencies that are made, so that it does not assess technical competencies needed by employees at PT.XY-Land.	The research adopted a case study approach of a family enterprise; the study did not examine relationship between project sustainability and talent management	This study will be done in the not-for-profit sector; The study focuses on effect of talent management on project sustainability
Ademba & Juma (2020)	Influence of talent management strategies on	Talent retention, talent attraction and succession planning had a significant	The study did not examine relationship between	The study focuses on effect of talent

	employees' performance in local NGOs	influence while career development had no effect on staff performance	project sustainability and talent management	management on project sustainability
Kavoo-Linge & Kamoche (2015)	Talent management approaches applied by restructuring NGOs in Kenya	The restructuring organizations applied most of the talent management approaches to a great degree.	The study did not examine relationship between project sustainability and talent management	The study focuses on effect of talent management on project sustainability
Hailey & James (2004)	Trees Die from the Top: International Perspectives on NGO Leadership Development	Leadership development needed to explore setting of leaders work and expectations if they are to be effective and relevant.	The study did not examine relationship between project sustainability and talent management	The study focuses on effect of talent management on project sustainability
Aldulaimi (2018)	Leadership development program and leaders' performance for mid-level managers in Saudi Petroleum Company- ARAMCO	Using leadership development programs to fill a leadership gap is productive and effective when organizations purposefully select and support participants	The study did not examine relationship between project sustainability and talent management	The study focuses on effect of talent management on project sustainability
Afaq (2013)	Capacity Development and Leadership Challenges in the NGO Sector of Pakistan	There are several challenges that hinder the growth and capacities as well as leadership development in NGOs	The study did not examine relationship between project sustainability and talent management	The study focuses on effect of talent management on project sustainability

Henarathgod a & Dhammika (2016)	Impact of leadership development on employee performance in large scale type manufacturin g organizations in Sri Lanka.	The combined effect of these identified five factors has an impact on employee performance.	The study was done in manufacturin g sectors; the study did not examine relationship between project sustainability and talent management	This study will be done in the not- for-profit sector; The study focuses on effect of talent managem ent on project sustainabil ity
Kinya et al. (2020)	Relationship between leadership development and organizational success in selected Universities in Meru County	Organizations had practices on job training that helped employees cope with the work around them.	The study was done among universities'; the study did not examine relationship between project sustainability and talent management	This study will be done in the not- for-profit sector; The study focuses on effect of talent managem ent on project sustainabil ity

Daugherty & Williams (2017)	The long-term impacts of leadership development: An assessment of a state-wide program.	Program participants remained active in community leadership projects three years and more after initial program participation	The study did not examine relationship between project sustainability and talent management	This study will be done in the not-for-profit sector; The study focuses on effect of talent management on project sustainability
-----------------------------	---	--	---	--

Source: Researcher (2022)

2.5 Operationalization of variables

Table 2.2 shows how the study variables will be measured by showing indicators, showing their level of measurement and the source of these indicators.

Table 2.2: Operationalization of variables

Variables	Indicators	Scale of measurement	Supporting literature
Workforce planning	<ul style="list-style-type: none"> Needs assessment of staff Effective selection Effective recruitment Effective training 	5 – Point Likert scale	Nneka et al. (2019)
Talent management	<ul style="list-style-type: none"> Talent retention Talent attraction Learning and development Career management 	5 – Point Likert scale	Aina & Atan (2020); Mujtaba & Mubarik (2021); Ademba, & Juma (2020).
Leadership management	<ul style="list-style-type: none"> Empowerment Training and Development Coaching Participation in decision making Delegation 	5 – Point Likert scale	Henarathgoda & Dhammika (2016); Kinya et al. (2020)
Project sustainability	<ul style="list-style-type: none"> Social perspective 	5 – Point Likert scale	Gachie (2019)

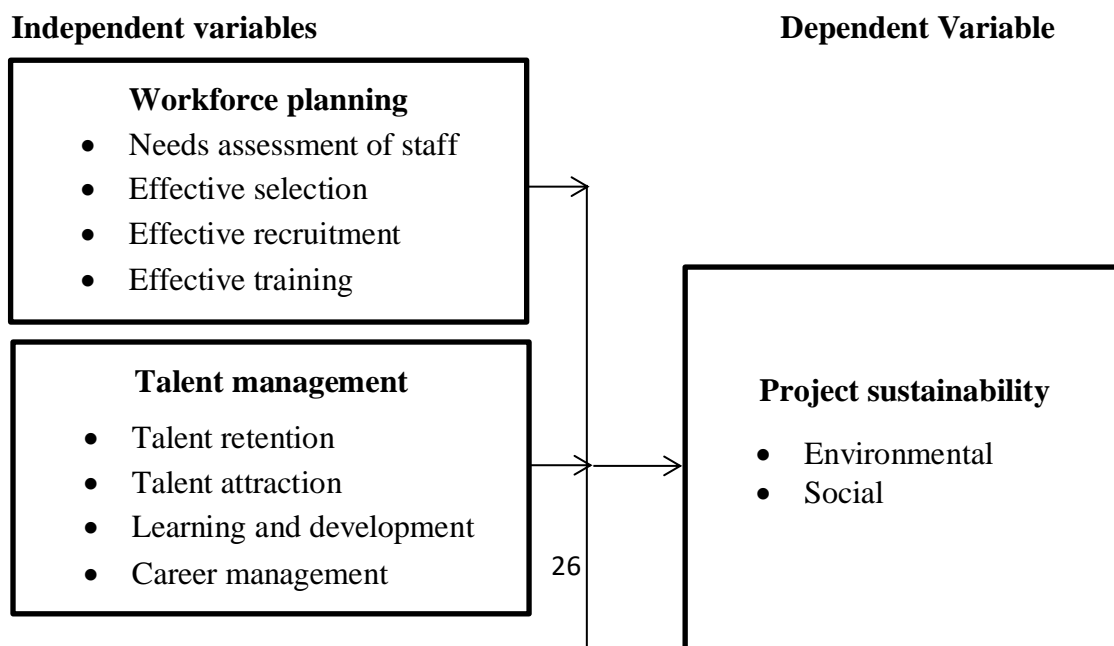
- Environmental perspective

Source: Researcher (2022)

2.6 Conceptual framework

A conceptual framework is a means of bringing together different concepts to give and explain a wide understanding of the subject of a research (Imenda, 2014). This study’s framework shows three independent variables and assumed effects on project sustainability which were adapted from the empirical review. In reference to workforce planning, the demand and supply of staff during project implementation should be continuous and this should be based on conducting a needs assessment of staff, conducting effective selection, effective recruitment, and effective training to deploy staff to respective projects. Talent management as a concept consists of how staff is attracted into the organisation and project, how these staff are retained towards the completion of a project, how staff learn and develop within the organization, and how they can progress in the organization chart and this can contribute to project sustainability as these staff are less likely to leave if these practices are well-articulated. In terms of leadership development, the study argues that for projects to be sustainable; there is need for staff to be engaged in decision-making, should be supported to undertake project leadership through mentorship and also granting them authorization to perform certain tasks through delegation and this enhances continuity and sustainability of Catholic Church funded projects. Project sustainability is conceptualised into social and environmental perspectives.

Figure 2.1: Conceptual Framework

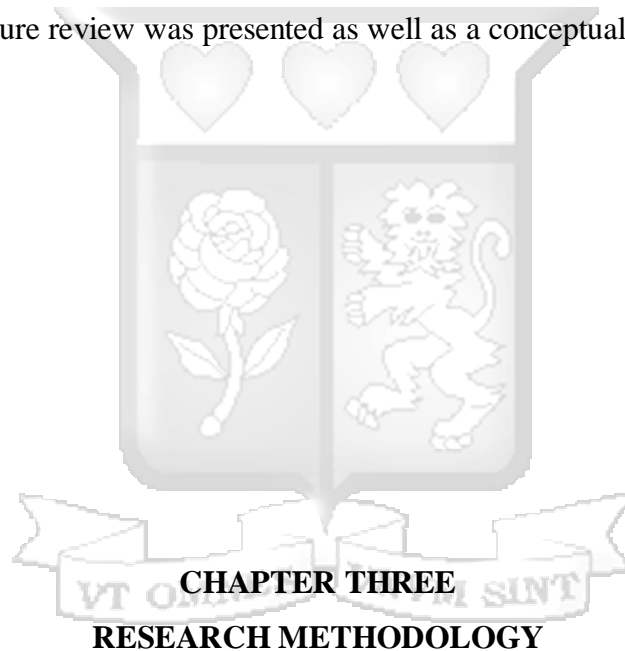




Source: Researcher (2022)

2.7 Chapter Summary

This chapter presented the theoretical basis of the study which was followed by an empirical review of studies on each of the research objectives. From the review, a summary of literature review was presented as well as a conceptual framework.



3.0 Introduction

In this chapter, the selection of positivist philosophy is justified for this study as well as the selection of explanatory research design, description of the population and study setting with the justification of the sample size. The chapter also consists of the data collection tools, analysis of data, credibility of research tools, and ethical considerations of conducting this study.

3.1 Research Philosophy

A research philosophy is described as the perceptions about what is significant to research about and what designs and tools are appropriate, and what standards should be utilized to rate the quality of research. There are different research philosophies that

can be adopted in a research: critical realism, interpretivism, postmodernism, pragmatism, and positivism. Critical realists focus on explaining the world by understanding the hidden structures of reality that influence events that have been observed (Saunders, Lewis, & Thornhill, 2009).

In its approach, interpretivists focus on the fact that people are unique from other phenomena based on their ability to create meanings. In its part, postmodernism emphasizes the role of language and of power relations, seeking to question accepted ways of thinking and give voice to alternative marginalized views. Pragmatism asserts that concepts are only relevant where they support action and seek to combine subjectivism and objectivism, values and facts, rigorous and accurate knowledge and various contextualized experiences (Saunders et al., 2009).

Lastly, positivists perceive that reality is measurable, fixed, and knowable and that there is only one truth and external reality. A researcher adopting a positivist approach is likely to adopt quantitative techniques and tools that focus on counting and measuring (Antwi & Hamza, 2015). This study used the positivist approach aims on testing existing theories so they undertake carefully examination of earlier literature and most cases design their research based on themes and concepts others have introduced (Antwi & Hamza, 2015). This philosophy enabled the selection of constructs, items, and variables for succession planning and project sustainability from reviewed literature so as to achieve its overall objective to determine relationship among these variables.

3.2 Research Design

Descriptive research is that which asks what is going on and explanatory research aims to answer the why questions. In this case, the study sought to understand what is going on between succession planning and project sustainability and thus the descriptive research design fits this study (Sakyi, Musona, & Mweshi, 2020). Descriptive research can adopt a case study, observational and/or surveys approaches to data collection; however, this study used a survey approach to data collection.

3.3 Population and Study Setting

3.3.1 Target Population

In research, there are two kinds of populations: target population which is the entire set of units for which the survey data are to be used to make inferences while accessible population which is a subset of target population that can be accessed (Thacker, 2020). Senior project staff from Gender and Development, Humanitarian Programme, Capacity Building, Communications & Advocacy, Livelihoods / Water, Sanitation, and Hygiene (WASH), Climate Change & Sustainable Development Goals (SDGs) in Caritas Kenya make for the target population. The units of observation is projects implemented in the 25 Dioceses and unit of analysis is 137 senior project staff.

3.3.2 Sampling Frame and Size

Senior project staff in ongoing projects in the 25 Dioceses make for the study's sampling frame. The study adopted census sampling which involved selection of all senior project staff into the sample size as shown in Table 3.1.

Table 3.1: Sample size

Diocese	Senior project officers	Sample size
1 Nairobi	7	7
2 Ngong	3	3
3 Nakuru	5	5
4 Machakos	4	4
5 Kitui	7	7
6 Nyeri	8	8
7 Muranga	8	8
8 Kericho	7	7
9 Embu	5	5
10 Nyahururu	3	3
11 Meru	4	4
12 Isiolo	5	5
13 Marsabit	6	6
14 Maralal	7	7
15 Mombasa	5	5
16 Malindi	2	2
17 Kitale	3	3
18 Eldoret	4	4
19 Bungoma	5	5
20 Lodwar	6	6
21 Kisumu	8	8
22 Kisii	7	7
23 Homabay	9	9
23 Kakamega	5	5
25 Garissa	4	4

Total	137	137
-------	-----	-----

Source: Caritas (2022)

3.4 Pilot study

To enhance the quality of research, a pilot study was conducted by administering the instrument to 13 senior project staff from the Nairobi Diocese. This diocese was selected as the site for the pilot study as it has the most diverse forms of projects to establish reliability and validity. The members selected into the pilot study were not included in the actual data collection so as to avoid contamination of respondents. The google forms were shared among 13 staff members working as project staff. This pilot enabled the researcher adjust the settings of the form to ensure clarity using feedback received from the pilot. The participation was optional, that is, even at pilot stage, the consent form was shared and thus participation was through consent.

3.5 Collection of data

There are qualitative and quantitative methods of data collection. The qualitative data collection methods include interviews and focus group discussions (FGDs). These instruments gather data that is rich in words and descriptions and are utilized when collecting data from a relatively smaller sample size. On the other hand, quantitative methods of data collection focus on gathering data that is numbers, random collection of data and structured data that can be analyse using statistical approaches (Cooksey, 2020).

The study employed a quantitative data collection approach which was exercised by using a structured questionnaire to collect data. The advantage of using a questionnaire is its administration as a single tool to gather information from a relatively large pool of respondents. In this study, the structured questionnaire was designed using a five point Likert scale and using statements adapted from past studies to measure the variables. A Likert scale asks respondents to respond to a number of statements on a scale showing their level of agreement. In this study, the Likert scale consisted of strongly agree (SA), agrees (A), is undecided (U), disagrees (D), or strongly disagrees (SD). This form of the Likert scale was adopted where respondents were asked to indicate agreement levels for each variable.

There are several approaches to questionnaire administration including by telephone, drop and pick method, face-to-face, mail, or through the internet. The target population is distributed around the country and it was not feasible to administer the instrument by other techniques and was thus administered using online forms. The questionnaire was created using Google Doc forms which was sent to respondents after acquiring their email addresses from the Caritas head office.

3.6 Analysis of Data

The collected data was checked for completeness and was coded and then inserted into an MS Excel spreadsheet which was then opened in the Statistical Package for the Social Sciences (SPSS) Version 26 software. Descriptive statistics were used to describe data based on mean, percentages, frequencies and standard deviations. Descriptive statistics is a part of statistics that help researchers and readers understand large amounts of information through its organization and summarization in tables and figures (Cooksey, 2020). The mean and standard deviation were used to analyse Likert scale data to indicate how respondents scored from each item and standard deviation indicates the extent to which scores move away from the mean (Cooksey, 2020).

Inferential statistics were used is Pearson (*r*) correlation and multiple linear regression analysis (Schober, Boer, & Schwarte, 2018). Correlation measures association among variables and is interpreted as either positive or negative increase or decrease of a monotonic relationship. The simple linear regression will then be done to show influence of independent variable on dependent variables in a population (Chayalakshmi, Jangamshetti, & Sonoli, 2018). Multiple linear regression analysis was done to measure influence of independent variables on project sustainability. The proposed regression model for the study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y = Project sustainability

X₁ = Workforce planning

X₂ = Talent management

X₃ = Leadership management

ε = Error term

B_0 = Intercept of the predicted value of y when x is zero.

$\beta_1, \beta_2, \beta_3$ = Coefficients of independent variables

3.7 Research quality

The degree to which a tool measures what it aims to assess and measures what it was designed for is defined as validity (Robson, 2011) and can be distinguished from construct, content, face, and criterion-validity (Mohajan, 2017). Nevertheless, content validity was of interest in this research and it is aimed at making certain that an instrument has the right number of items that measure the actual variable where more items representing the variable indicates greater content validity (Mohajan, 2017). In this case, the items adopted for the instrument were adapted from previous past research and also determined using internal consistency method of reliability.

Reliability is the extent to which findings can be replicated and that another researcher would produce similar results. The researcher achieved content validity and reliability by employing the Cronbach's alpha coefficient (Croasmun & Ostrom, 2011). Internal consistency describes degree to which items in a questionnaire are matching among themselves and with the whole questionnaire; it is an estimate of reliability which determines how all items related to each other (Croasmun & Ostrom, 2011). Thus, the internal consistency of the items used for each of the variables was determined by measuring their Cronbach's alpha coefficient.

3.8 Ethical Considerations

There were steps undertaken to meet ethical considerations by engaging other agencies in the course of completing this research. First, an ethical approval and clearance from the Strathmore University Institutional Ethics Review Committee (SU-IERC) was acquired; thereafter, a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) was applied for and acquired. Individually, the researcher provided information to respondents on the objective of the study to seek their permission to be interviewed by attaching a consent form to each questionnaire administered. The consent form also elaborated and guaranteed respondents' anonymity and confidentiality as information provided will only be used for the study alone. The voluntary nature of research was explained and upheld as respondents were allowed to voluntarily participate or withdraw during the data collection. Academically, all information adapted from other works was appropriately cited in-text and in the

reference list. This was confirmed by running a plagiarism report that meets the 20 % threshold.



4.1 Introduction

This chapter gives information on the study's response rate, the reliability of instruments, respondent background information, descriptive findings for each variable, correlation, and regression findings; tables are used to present findings and are supported by an interpretation after each data presented.

4.2 Response rate

The administration of 137 questionnaires was done during the data collection exercise from which 107 questionnaires were returned indicating a response rate of 77 % as summarized in Table 4.1. No rule of thumb exists on an acceptable response rate, however, different response rates are deemed acceptable based on discipline and also

by research design. This study uses Babbie (1990) suggestion that a 50% response rate is okay; 60% is good, and 70% is very good implying a satisfactory response rate.

Table 4.1: Response rate

Category	Frequency	Percent
Respondents targeted	137	100
Positive Responses received	106	77.4
Non response or declined participation	31	22.6

4.3 Reliability

The internal consistency of the items used in the questionnaire was determined using Cronbach's Alpha coefficient calculated from 13 questionnaires administered during the pilot. Table 4.2 shows that the instrument achieved high reliability as all the scores were above the recommended threshold of 0.7. Thus, the instrument was not modified and was administered as it was designed before the pilot study.

Table 4.2: Reliability statistics

Variables	Cronbach's Alpha	N of Items
Workforce planning	0.901	6
Talent management	0.862	5
Leadership development	0.950	8
Project sustainability	0.935	6

4.4 Background information

Information on participants which comprised of their designation and years within the organisation are captured in this section.

4.4.1 Respondent designation

The respondents reached were more representative of project managers and accounted for 32.1 % followed by project coordinators and finance staff who comprised of 19.8 % respectively and human resource staff representing 10.4 %. Other designations represented in the sample included community mobilizer (6.6%), procurement (5.7%), board of management, communication, and credit officers representing 1.9 percent respectively as shown in Table 4.3.

Table 4.3: Respondent designation

Department	Frequency	Percent
------------	-----------	---------

Board of management	2	1.9
Communications	2	1.9
Community mobilizer	7	6.6
Credit officer	2	1.9
Finance	21	19.8
Human resources	11	10.4
Project coordinator	21	19.8
Project manager	34	32.1
Procurement	6	5.7
Total	106	100.0

4.4.2 Work experience

Table 4.4 shows the working experience among the respondents indicating 36.8 % had 2-5 years' experience in the organisation followed by 24.5 % who had 6-10 years' experience; those with more than 10 years' experience in the organisation accounted for 38.7 %.

Table 4.4: Work experience among respondents

Experience	Frequency	Percent
2-5 years	39	36.8
6-10 years	26	24.5
More than 10 years	41	38.7
Total	106	100.0

4.5 Descriptive findings

This section of findings represents the descriptive statistics for each of the study variables and comprises of the mean and standard deviation. In each case, each item has its mean and standard deviation and overall mean score for each variable.

4.5.1 Workforce planning

The variable on workforce planning was represented by six statements where the findings indicated an overall mean score of 3.62 as shown in Table 4.5. In detail, the highest mean score was on the question of whether selection process for new staff was based on meeting the current and future demands of project staff (M= 3.89). This was followed by organization focuses on training staff to meet the needs and demands of current and future projects (M= 3.86), organisation recruitment strategy is aimed to meet the future demand of staff for projects (M= 3.60), The organisation is continuously conducting assessments of staff needed for project continuity and sustainability (M=

3.55), The staff in senior project management positions has grown into that level through internal promotions (M= 3.45). The results show the lowest mean score was associated with job vacancies filled from within existing workforce (M= 3.34) suggesting that job vacancies were filled by external candidates.

Table 4.5: Workforce planning

Workforce planning statements	Mean	Std. Dev.
The organisation is continuously conducting assessments of staff needed for project continuity and sustainability	3.55	1.228
The organisation recruitment strategy is aimed to meet the future demand of staff for projects	3.60	1.135
The staff in senior project management positions has grown into that level through internal promotions.	3.45	1.273
The selection process for new staff is based on meeting the current and future demands of project staff	3.89	1.157
The organization focuses on training staff to meet the needs and demands of current and future projects	3.86	1.199
Job vacancies in the organization are filled from within the existing workforce	3.34	1.337
Overall mean score	3.62	1.221

4.5.2 Talent management

The talent management variable was measured by five statements from which an overall mean score of 3.25 and 1.175 standard deviation was observed. Table 4.6 further shows highest mean score for talent management was that the organization adopted a systematic process to enhance employee skills, knowledge, and competency as shown by a mean score of 3.38. This was followed by organization recognized individual and collective staff efforts and rewards performance (M= 3.36), use of innovative techniques to lure desired skills into the organization (M= 3.25), use of various mechanisms which prolong employee desire to work for organization (M= 3.18). Organization adoption of long-term process of investing resources to assist staff accomplish their future career goals had the least mean score of 3.10 suggesting that the organization does not adequately invest in preparing its people to fit in the future human resources needs of the organization. This could explain the reason for the previous findings that positions are filled by new staff and not internally.

Table 4.6: Talent management

Talent management statements	Mean	Std. Dev.
The organization uses innovative techniques to lure desired skills into the organization	3.25	1.170
The organization uses various mechanisms which prolong the employee's desire to work for organization	3.18	1.058
The organization recognizes individual and collective staff efforts and rewards performance	3.36	1.281
The organization accepts a methodical process to promote an knowledge, skills, and competency of staff	3.38	1.117
The organization adopts a long-term process of investing resources to assist staff accomplish their future career goals	3.10	1.249
Overall mean score	3.25	1.175

4.5.3 Leadership development

The leadership development variable was measured by eight statements for which an overall mean score of 3.45 and 1.221 standard deviation was observed as seen in Table 4.7. Between these statements respondents moderately agreed that leadership invested in training staff with the purpose of achieving a goal (M= 3.66) and was the highest ranked statement. This was followed by leaders in the organisation provide direction and guidance to help staff achieve their personal goals (M= 3.58), Leaders practice delegation of roles to project staff allowing them to lead in basic decision making (M= 3.53), organization purposefully selects and supports participants through all stages of their leadership development (M= 3.47), organization supports and empowers staff to engage in decision making (M= 3.39), and project senior staff serving in the organization today would be easily and promptly replaced in case they left (M= 3.32). The least ranked mean score was the organization investments into training staff to take on leadership and management roles as shown by a mean score of 3.22.

Table 4.7: Leadership development

Leadership development statements	Mean	Std. Dev.
The organization purposefully selects and supports participants through all stages of their leadership development	3.47	1.197

The organization supports and empowers staff to engage in decision making	3.39	1.231
One of the employees within this organization is likely to become its future CEO	3.39	1.370
The leadership of the organization invests in training staff with the purpose of achieving a goal	3.66	1.210
Leaders in the organisation provide direction and guidance to help staff achieve their personal goals	3.58	1.233
The organization has made investments into training staff to take on leadership and management roles	3.22	1.155
Leaders practice delegation of roles to project staff allowing them to lead in basic decision making	3.53	1.205
The project senior staff serving in the organization today would be easily and promptly replaced in case they left	3.32	1.167
Overall mean score	3.45	1.221

4.5.4 Project sustainability

The project sustainability variable was measured by six statements from which an overall mean score of 3.51 and standard deviation of 1.186 was observed. Between these statements, it was found that the highest mean score was associated with projects implemented have supported conservation of the environment (M= 3.69), this was followed by project management team ensures that the local community is engaged in mobilizing resources (M= 3.64); projects have been able to recruit community members to continue in management of projects (M= 3.54); projects give priority to acquiring resources available from the local community(M= 3.49); projects implemented by the organisation depend on community members as support staff for the organization (M= 3.39); and projects implemented have continued to experience community participation after completion (M= 3.34).

Table 4.8: Project sustainability

Project sustainability statements	Mean	Std. Dev.
The projects implemented by the organization have been able to recruit community members to continue in management of projects	3.54	1.274

The projects implemented by the organisation depend on community members as support staff for the organization	3.39	1.118
The projects implemented by the organization have continued to experience community participation after completion of the projects	3.34	1.249
The projects implemented by the organization have supported the conservation of the environment	3.69	1.090
The projects implemented by the organisation gives priority to acquiring resources available from the local community	3.49	1.181
The project management team ensures that the local community is engaged in mobilizing resources	3.64	1.205
Overall mean score	3.51	1.186

4.6 Correlation analysis

The Pearson (r) correlation coefficient was undertaken to measure the linear association between the independent and dependent variables and the results from this are illustrated in Table 4.9. Leadership development was observed to have the highest association with project sustainability as shown by a coefficient of 0.774 which was statistically significant ($p < 0.05$). Likewise, workforce planning had a positive correlation coefficient of 0.736 and was statistically significant ($p < 0.05$). Talent management had the least positive correlation coefficient of 0.647 and was statistically significant too ($p < 0.05$).

Table 4.9: Correlations

Variables	Workforce planning	Talent management	Leadership development
Workforce planning	1		
Talent management	.764**	1	
Leadership development	.739**	.881**	1
Project sustainability	.736**	.647**	.774**
Sig. (2-tailed)	0.000	0.000	0.000
N	106	106	106

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

4.8 Multiple regression analysis

Multiple regression analysis was undertaken to determine the direction and size of independent variables effect on project sustainability. Table 4.10 represents findings from the model summary which show that coefficient of determination (R^2) is 0.687 which means the model explained 68.7 % of change in project sustainability.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829a	0.687	0.678	0.55563

a Predictors: (Constant), Leadership development, Workforce planning, Talent management

The results from Table 4.11 are interpreted to determine the significance of the regression model in explaining the change. In this case, the p value is less than 0.05 which implies significance of the model.

Table 4.11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.183	3	23.061	74.698	.000 ^b
	Residual	31.49	102	0.309		
	Total	100.673	105			

a Dependent Variable: project sustainability

b Predictors: (Constant), Leadership development, Workforce planning, Talent management

Table 4.12 shows effects of each independent variable towards project sustainability. Out of these findings, leadership development was found to have a positive effect on project sustainability with a coefficient of 0.755 and this was statistically significant ($p < 0.05$) while workforce planning had a positive effect with a coefficient of 0.464 and this was statistically significant ($p < 0.05$). Conversely, the results indicate that an increase in talent management would result in a 0.387 decrease in project sustainability and this was statistically significant ($p < 0.05$).

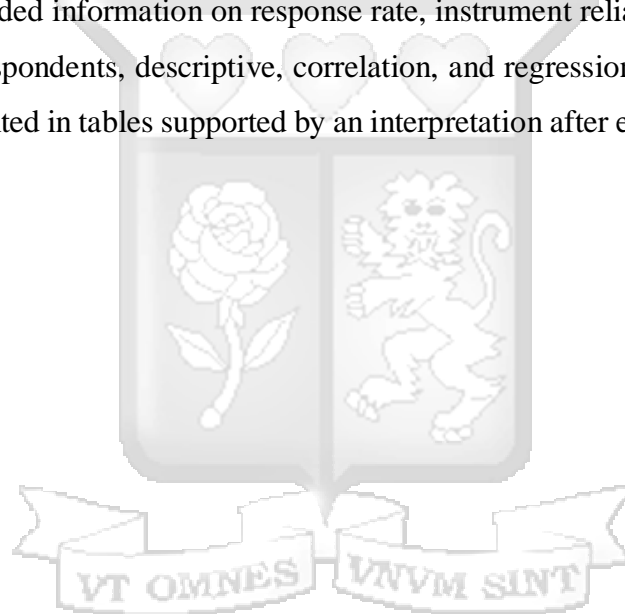
Table 4.12: Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.489	0.217		2.251	0.027
Workforce planning	0.464	0.089	0.458	5.204	0.000
Talent management	-0.387	0.126	-0.384	-3.069	0.003
Leadership development	0.755	0.117	0.774	6.463	0.000

a Dependent Variable: Project sustainability

4.9 Chapter Summary

This chapter provided information on response rate, instrument reliability, background information on respondents, descriptive, correlation, and regression analysis findings; which were presented in tables supported by an interpretation after each data presented.



CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

In this chapter, a summary of the research is given followed by a discussion of findings per the three research objectives where the conclusions of the study are also based on. The recommendations are also presented along each of these objectives followed by limitations experienced during this study and areas of further research are suggested.

5.1 Summary

This study assessed whether succession planning could be used as a mechanism for fostering sustainability of development projects within the Catholic Church in Kenya. As such, succession planning was conceptualized as workforce planning, talent management and leadership management while project sustainability was the dependent variable. The main theoretical premise was Human Capital Theory. Adopting a positivist research philosophy, the explanatory research design implemented by quantitative data collection methods was adopted. The target population was 137 senior staff who was recruited as the sample size using census sampling approach. A structured questionnaire was designed and administered to these staff using Google docs. Out of a sample size of 137 respondents, a response rate of 77 percent was reached representing 106 respondents. The correlation coefficient output revealed leadership development ($r = 0.774$; $p = 0.000$), workforce planning ($r = 0.736$; $p = 0.000$), and talent management ($r = 0.647$; $p = 0.000$). The combined effect of independent variables explained 68.7 % of change in project sustainability. In terms of their individual effect on project sustainability, leadership development ($\beta = 0.755$; $p = 0.05$) and workforce planning ($\beta = 0.464$; $p = 0.05$) had positive and significant effects on project sustainability. However, talent management ($\beta = -0.387$; $p = 0.003$) was found to have a negative and statistically significant effect on project sustainability.

5.2 Discussion

5.2.1 Workforce planning and project sustainability of Catholic Church projects

The study's first objective was to determine influence of workforce planning on sustainability of Catholic Church projects in Kenya. The workforce planning variable was measured by six statements from which findings indicate respondents were in

moderate agreement to. For each individual statement, the highest ranking item was that selection process for new staff was based on meeting the current and future demands of project staff implying that staffing practices were aimed at meeting the future needs of the organisation. Similarly, training staff to meet needs and demands of current and future projects was also highly ranked among these statements. These findings support the human capital theory which argues that organisations should advertise and seek staff that is tandem with the needs of the organisation. Human capital theory proposes there is need for assessing the present and future needs of organisations.

According to Onyango et al. (2014), any succession planning effort should strive to be ready to replace employees or managers who are leaving so as to guarantee continuity of staff in the organisation. However, the findings indicate that job vacancies were not filled from existing workforce as this statement received the lowest ranking which implies vulnerability in terms of continuity among Catholic Church projects.

The results from correlation analysis revealed a positive and strong association between workforce planning and project sustainability while a positive and significant effect of workforce planning on project sustainability. The findings provide corroboration for previous research which has shown that workforce planning contributed to project sustainability. One such study was conducted by Samwel (2018) and observed that HRP was critical in promoting project sustainability by focusing on lack of effective performance and training, temporary staff, and shortages in skilled labour.

Similarly, Nneka et al. (2019) found a positive relationship between effective recruitment/selection plans; talent management plans, effective training and development plans as components of workforce planning contributed positively to sustainability of projects. This implies for a need to recruit and hire staff competent in terms of their skills and integrity which are critical for project sustainability. This is supported by findings from Wangari and Minja (2020) which found that level of competence among the staff has a significant influence on the sustainability of county-funded projects (CFPs). Projects require human resources to implement them, it is important to understand who qualifies to work on which department to ensure successful execution of the project plan.

5.2.2 Talent management and project sustainability of Catholic Church projects

The second objective was to analyze influence of talent management on sustainability of Catholic Church projects in Kenya. Talent management was measured by five statements; out of these, organization adoption of a methodical process to increase competency, knowledge, and skills was the highest ranked followed by organization recognition of individual and collective staff efforts and rewards performance. On the other hand, lower ranked statements included use of various mechanisms which prolonged employee desire to work for the organization and adoption of long-term process of investing resources to assist staff accomplish future career goals.

There was a positive and significant association established between talent management and project sustainability, however, regression coefficients results indicated a negative and statistically significant effect of talent management on project sustainability. These findings disagree with earlier research that shows continuous improvement of competencies and skills set of employees do enhance sustainability of projects. The findings of the study go against principle of human capital theory on talent management. Human capital theory proposes that once staff has been identified and recruited into the organisation; it is critical for the organisation to be able to manage this talent. Talent management consists of implementing strategies to retain these staff in the project to avoid turnover (Desai et al., 2015).

Aarseth et al. (2017) reported that project sustainability was achieved when public organisations implemented education and training of staff among staff and managers. Equally, Tabassi et al. (2016) found that it was critical for project managers to receive training and competence development on issues of sustainability to execute it into their projects. In another study, Muthoni and Karanja (2019) results supported the importance of project team members possessing relevant project management skills as important determinants of projects sustainability. The technical capacity of staff has also been shown to have a bearing on project sustainability. In their study, Chepkemoi and Kisimbii (2021) described technical capacity to consist of training, proficiency, literacy levels, and knowledge in using equipment and machinery which were crucial in attaining project sustainability.

Talent management entails providing continuous training during their course in the project. This view was emphasized by Kiboi (2013) established that project team

training contributed positively to sustainability of tree projects. This is in line with results from Bukhala and Ganesh (2016) that observed learning and development of staff contributed positively to tree project sustainability. Most findings find a positive and significant effect of talent management on project sustainability. However, this study shows that increasing investments in talent management would threaten project sustainability.

5.2.3 Leadership development and project sustainability of Catholic Church projects

The third objective was to examine influence of leadership development on sustainability of Catholic Church projects. Leadership development was measured by eight statements, among these; organization leadership investment in training staff to achieve goals was the highest ranked item. This was followed by the leadership providing direction and guidance to help staff achieve their personal goals. The descriptive findings also illustrate that leaders practiced delegation of roles to project staff allowing them to lead in basic decision making. However, the least ranked item was on leadership investments into training staff to take on leadership and management role. This implies that leadership did not do enough to empower junior staff to take on management positions within the organisation.

There was a strong and positive association between leadership development and project sustainability. Moreover, leadership development had the greatest positive effect on project sustainability implying the significance of leadership in project management. The finding supports human capital theory proposal that staff should be empowered for leadership roles and future leader positions in the organisation. Doing this, employees are empowered to make decisions either by assuming these positions in future or by delegation thus avoiding any breakdown of information between staff and management (Desai et al., 2015).

Leadership development had the greatest effect on project sustainability. This finding agrees with those of Lungo, Mavole, and Otieno (2017) who found that skills on leadership among staff of Caritas Norway operations in Zambia had contributed positively to project sustainability. Supporting this finding, Muiruri and Mutiso (2021) results showed that project team competencies positively and significantly affected

sustainability of water projects and these competencies included leadership skills which should be afforded to project staff to enhance project sustainability.

The importance nurturing leadership for project sustainability was also espoused by Onyango et al. (2014) stating that it was necessary for NGOs to develop and select leaders within its ranks to enhance and empower continuation of projects as many NGOs identified leaders when undergoing a crisis. According to Onyango et al., developing leadership capacity is crucial in design of succession planning as a continuous and vibrant process of methodically selecting, evaluating, and developing leadership capabilities. Equally, Sabbil and Adam (2015) revealed that NGOs needed to develop internal structures, culture, and systems that promoted strong leadership and this would enhance sustainability of their projects. Through their findings, Kasoli and Mutiso (2020) assert for a need for effective leadership to be present for project sustainability to be attained as adequate and leaders who were visionary to plan for project sustainability and work in close collaboration with stakeholders and communities to achieve it.

5.3 Conclusion

5.3.1 Workforce planning and project sustainability of Catholic Church projects

The first objective of the study was to determine the influence of workforce planning on sustainability of Catholic Church projects in Kenya. The results revealed a positive and significant correlation between workforce planning and project sustainability. Linear regression analysis confirmed that an increase in workforce planning would result in increased project sustainability. The study concludes that workforce planning was a critical factor for attaining project sustainability of Catholic Church projects.

5.3.2 Talent management and project sustainability of Catholic Church projects

The second objective of the research was to analyze the influence of talent management on sustainability of Catholic Church projects in Kenya. There was a positive and significant association between talent management and project sustainability. However, a negative and significant effect of talent management and project sustainability was observed. The study therefore concludes that talent management has a negative effect on project sustainability of Catholic Church projects.

5.3.3 Leadership development and project sustainability of Catholic Church projects

The third objective of the study was to examine the influence of leadership development on sustainability of Catholic Church projects in Kenya. The findings established a positive and significant correlation between leadership development and project sustainability. Linear regression analysis confirmed that an increase in leadership development yielded an increase in project sustainability. The study concludes that leadership development was an important determinant for project sustainability of Catholic Church projects.

5.4 Recommendations

In terms of workforce planning, the findings indicated that job vacancies were less filled from the existing workforce. Therefore, the study recommends that Caritas management should make an effort to fill upcoming vacancies from their internal environment or structure. Once it has been established that no qualified applicant from the organisation is forthcoming, and then an external applicant would be considered.

The research found that talent management had a negative effect on project sustainability. It further established that adoption of long-term investments in assisting staff to accomplish their future career goals was the least ranked statements. It is this study's recommendation that Caritas management should make assessments of their long-term staff career ambitions and providing support for their staff to reach these goals. These opportunities can be for sponsorship for further education and training or providing mentorship opportunities for on-the-job training.

The statements on leadership and development revealed the least ranked was making investments into training staff to take on leadership and management roles. Therefore, it is this study's recommendation that Caritas management should develop a leadership development training policy to for staff detailing specific leadership skills that staff will undergo while also providing budgetary allocations to facilitate this leadership training.

The Catholic Church and the Caritas department should deliberately incorporate the component of succession planning in their strategic plans and ensure that the same is rolled out and popularized among its employees. This assurance that the organization cares about the future needs of the employees to grow their careers will serve as a

motivation, an incentive that will enhance employee satisfaction and retention. We believe this could translate to better project outcomes.

5.5 Limitations of the Study

One of the limitations was the reliance on primary data collected from respondents using a questionnaire which means the information provided may not be free from personal bias and also was from memory and thus vulnerable to missing key events that have occurred. In addition, the study relied on primary data due to logistical restrictions, secondary data would have enriched the findings of the study as records of staff training and qualifications would have been useful to support the survey findings. However, the collection of this data would have been time consuming due to the different locations of projects and the comings and goings of staff during projects would have also contributed to difficulties in reaching this data.

5.6 Areas of Further Research

The present study was limited to Catholic Church projects implemented under Caritas Kenya; there is need for further study however, to other projects implemented by the Catholic Church Dioceses. The study established that talent management had a negative effect on project sustainability; it is important for future research to explore how talent management is implemented in Catholic Church projects.



REFERENCES

- Aarseth, A., Ahola, T., Aaltonen, K., Økland, A., & Andersen, B. (2017). Project sustainability strategies: A systematic literature review. *International Journal of Project Management*, 35, 1071–1083. <https://doi.10.1016/j.ijproman.2016.11.006>
- Adedayo, O. S., Olanipekun, O. J., & Ojo, O. (2016). Planning for succession and firm's sustainability: Evidence from family owned businesses in Lagos and Ogun States, Nigeria. *Issues in Business Management and Economics*, 4(6), 63-69. <http://dx.doi.org/10.15739/IBME.16.009>
- Ademba, J. O., & Juma, O. D. (2020). Influence of talent management strategies on employee's performance in local non-governmental organizations in Kisumu Central Sub-County, Kenya. *The Strategic Journal of Business & Change Management*, 7(4), 1054 – 1074.
- Afaq, A. (2013). *Capacity Development and Leadership Challenges in the NGO Sector of Pakistan*. Unpublished thesis. Florida State University. Florida.
- Aina, R. A., & Atan, T. (2020). The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance. *Sustainability*, 12(20), 2-21. <https://doi.org/10.3390/su12208372>
- Akinyi, J. T. (2017). *Effects of Succession Planning Practices on Organizational Performance: A Case of Sony Sugar Company in Migori County*. Unpublished research project. Kisii University. Kisii. Kenya.
- Aldulaimi, S. H. (2018). Leadership development program and leaders' performance for mid-level managers in Saudi Petroleum Company - ARAMCO. *Arab Economic and Business Journal*, 13(1), 15-24. <https://doi.org/10.1016/j.aebj.2018.02.001>
- Andebe, A. A. (2016). *Strategic Succession Planning and Family Business Sustainability*. Unpublished research project. United States International University – Africa. Nairobi. Kenya.
- Antwi, S. K., & Hamza, K. (2015). Qualitative and Quantitative Research Paradigms in Business Research: A Philosophical Reflection. *European Journal of Business and Management*, 7(3), 217-225.

- Anwar, A., Nisar, Q. A., Khan, N. Z. A., & Sana, A. (2014). Talent Management: Strategic Priority of Organizations. *International Journal of Innovation and Applied Studies*, 9(3), 1148-1154.
- Appiah, D. (2015). *The Attitudes of Christian Church Pastors and Leaders toward Leadership Succession: For Leadership Continuity, in Charismatic and Pentecostal Church Organizations in Kumasi, Ghana*. Unpublished Thesis.
- Babbie, E. (1990). *Survey research methods* (2nd edn.). Belmont, CA: Wadsworth.
- Becker, G. S. (1993). Nobel lecture: The economic way of looking at behavior. *Journal of Political Economy*, 101(3), 385-409. <https://www.jstor.org/stable/2138769>
- Becker, G. S. (1965) A theory of the allocation of time. *Economic Journal*, 75(299), 493-517. <https://doi.org/10.2307/2228949>
- Bukhala, S. M. & Ganesh, P. (2016). Factors influencing programme sustainability of organizations for persons with disability in Kenya: A case of Kenya society for the blind. *International Academic Journal of Human Resource and Business Administration*, 2(1), 54-69.
- Caritas (2019). *Organisation Profile 2019*. Retrieved from <https://caritaskenya.or.ke/wp-content/uploads/2019/04/Caritas-Kenya-Organisation-Profile-2019.pdf>
- Chayalakshmi, C. L., Jangamshetti, D. S., & Sonoli, S. (2018). Multiple Linear Regression Analysis for Prediction of Boiler Losses and Boiler Efficiency. *International Journal of Instrumentation and Control Systems*, 8(2), 1-9. <http://DOI:10.5121/ijics.2018.8201>
- Chepkemoi, Y. E., & Kisimbii, J. M. (2021). Determinants of the sustainability of donor-funded poverty reduction programs in non-governmental organizations in Mombasa County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(7), 18-42. http://www.iajournals.org/articles/iajhrba_v2_i1_54_69.pdf
- Chigozie, A. O., Munene, W. M., & Gakuo, C. (2017). Factors influencing sustainability of church funded projects: A case of the catholic diocese of Isiolo, Kenya. *International Academic Journal of Information Sciences and Project Management*, 2(1), 502-519. http://www.iajournals.org/articles/iajispm_v2_i1_502_519.pdf

- Cho, N. M., Limungaesowe, S., & Vilarndndiisoh, A (2018). Effects of Succession Planning on the Sustainability of Family Businesses in Cameroon. *International Journal of Business and Management Invention*, 7(5), 52-62. <http://ibimapublishing.com/articles/JERP/2017/658737/>
- Cooksey, R. W. (2020). Descriptive Statistics for Summarizing Data. In: *Illustrating Statistical Procedures: Finding Meaning in Quantitative Data*. Singapore. Springer.
- Cornelius, M., Moyers, R., & Bell, J. (2011). *Daring to Lead 2011: A National Study of Nonprofit Executive Leadership*. CompassPoint Nonprofit Services and Meyer Foundation, San Francisco, CA.
- Couch, B. (2004). The emotional bond: vision and organizational commitment among high-tech employees. *Journal of organizational change management*, 17(2), 126-143. <https://doi.org/10.1108/09534810410530575>
- Croasmun, J. T., & Ostrom, L. (2011). Using Likert-Type Scales in the Social Sciences. *Journal of Adult Education*, 40(11), 19-22.
- d'Armagnac, S., Ariss, A. A., & N'Cho, J. (2020). Talent management in turbulent times: Selection, negotiation, and exploration strategies for talent management in the aeronautics and space industries. *The International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2021.1879205>
- Daley, A. E. (2020). *Succession Planning in Organizations: Understanding Organizational Survival Patterns in Nonprofit Organizations*. Unpublished dissertation. Regent University. Virginia Beach, Virginia.
- Daugherty, R. A., & Williams, S. E. (2017). The long-term impacts of leadership development: An assessment of a statewide program. *Journal of Leadership Studies*, 4(2), 101-115. <https://doi.org/10.1177/107179199700400210>
- Deaton, A.V., Wilkes, S. B., & Douglas, R. S. (2013). Strengthening the next generation: a multi-faceted program to develop leadership capacity in emerging nonprofit leaders. *Journal of Nonprofit Education and Leadership*, 3(1), 34-46. <https://link.gale.com/apps/doc/A425460048/AONE?>
- Desai, M. N., Lockett, A., & Paton, D. (2015). The Effects of Leader Succession and Prior Leader Experience on Post succession Organizational Performance. *Human Resource Management*, 54(1), 1-18. <https://doi.org/10.1002/hrm.21700Citations>

- Dialoke, I., & Ifeanyichukwu, D. M. (2017). Effects of Workforce Planning on Organizational Performance: A study of selected media houses in Imo state. *International Journal of Social Sciences and Management Research*, 3(2), 1-7.
- Diya, V. R., & Mansor, M. (2019). Review of History Succession Planning: Replacement Planning, Talent Management and Workforce Planning. *International Journal of Academic Research in Business and Social Sciences*, 9(9), 1298–1303. <http://dx.doi.org/10.6007/IJARBSS/v9-i9/6463>
- Gachie, W. (2019). Project sustainability management: risks, problems and perspective. *Problems and Perspectives in Management*, 17(1), 313-325. [http://doi:10.21511/ppm.17\(1\).2019.27](http://doi:10.21511/ppm.17(1).2019.27)
- Gatuhu, G. N. W. (2021). *Key Elements Influencing the Sustainability of Projects Funded By Food and Agricultural Organisation In Kenya*. Unpublished research project. Kenyatta University. Nairobi. Kenya.
- Hailey, J., & James, R. (2004). Trees Die from the Top: International Perspectives on NGO Leadership Development. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 15(4), 343-353. <https://www.jstor.org/stable/27927932>
- Hassan, S., & Nasibollah, V. M. (2016). Explanation the impacts of succession planning on organizational effectiveness in Refah Bank branches of Kohgiluyeh and boyer Ahmad province. *International Academic Journal of Business Management*, 3(1), 147-155.
- Henarathgoda, H. G. A. S. S. J., & Dhammika, K. A. S. (2016). Impact of Leadership Development on Employee Performance: A Study on Large Tyre Manufacturing Industry in Sri Lanka. *International Journal of Arts and Commerce*, 5(4), 5-19. <http://repository.kln.ac.lk/handle/123456789/17305>
- Huber, S. (2012). *Strategic workforce planning in Dutch organizations – a contingency perspective*. Unpublished thesis. Tilburg University. Tilburg, Netherlands.
- Ikechukwu, F. U. (2020). Effect of Workforce Planning on the Organizational Performance of SMEs in Enugu State, Nigeria. *International Journal of Advanced Research in Management and Social Sciences*, 9(2), 52-77.
- Imenda, S. (2014). Is there a conceptual difference between theoretical and conceptual frameworks? *Journal of Social Sciences*, 38(2), 185-195. <https://doi.org/10.1080/09718923.2014.11893249>

- Ishak, A. K., & Kamil, B. A. M. (2016). Succession planning at Heis: Leadership style, career development and knowledge management practices as its predictors. *International Review of Management and Marketing*, 6(7), 214-220. <https://dergipark.org.tr/en/pub/irmm/issue/32101/355646>
- Kamami, H. K. (2017). *Effect of Succession Planning on Performance of Selected Livestock Products Based Corporate Firms in Kenya*. KCA University. Nairobi. Kenya.
- Karanja, G. M. (2014). Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya. *International Journal of Education and Research*, 2(2), 2-12. <http://erepository.uonbi.ac.ke:8080/xmlui/handle/123456789/7247>
- Kasoli, K. M., & Mutiso, J. (2020). Determinants of Sustainability of Youth Empowerment Projects in Machakos County, Kenya. *The Strategic Journal of Business & Change Management*, 7(3), 112 – 132.
- Kavoo-Linge, T., & Kamoche, M. W. (2015). Talent Management Approaches for Restructuring: A Case of Non-Governmental Organizations in Kenya. *International Journal of Business and Social Science*, 6(5), 47-53. <http://erepo.usiu.ac.ke/11732/713>
- Khan, A. G., Uddin, A., & Moudud-Ul-Huq, S. (2013). Unlocking the Relationship between Talent Management Practices and Performance Sustainability in the Sports Industry. *International Journal of Asian Business and Information Management*, 12(3), 366-380. <https://DOI:10.4018/IJABIM.20210701.0a22>
- Kimani, P. M. (2016). Effects of strategic planning drivers on performance of faith-based enterprises: A case study of Limuru Archdiocesan Farm (LAF). *International Academic Journal of Human Resource and Business Administration*, 2(1), 29-46. http://www.iajournals.org/articles/iajhrba_v2_i1_29_46.pdf
- Kinya, M. L., Cheronno, V., & Moguche, A. (2020). Relationship between Leadership Development and Organizational Success in Selected Universities in Meru County, Kenya. *Stratford Peer Reviewed Journals and Book Publishing*, 4(5), 76-85. <http://repository.kemu.ac.ke/handle/123456789/942>
- Kyalo, M. E. (2020). *Monitoring and Evaluation System, Leadership Competencies and Sustainability of Agricultural Projects Funded by Non-governmental*

- Organizations in Bungoma County, Kenya*. Unpublished research project. University of Nairobi. Nairobi. Kenya.
- LeCounte, J. F., Prieto, L. C., & Phipps, S. T. A. (2017). CEO Succession Planning and Organizational Performance: A Human Capital Theory Approach. *Journal of Leadership, Accountability and Ethics*, 14(1), 46-57. <https://www.articlegateway.com/index.php/JLAE/article/view/1613>
- Lungo . M., Mayole J., & Otieno M. (2017). Determinants of Project Sustainability beyond Donor Support: Case of Caritas Norway Supported Governance Project in Mansa Diocese, Zambia. *Arts and Social Sciences journal*, 8(3), 1-9. <https://doi:10.4172/2151-6200.1000278>
- Maguta, H. M. (2016). Effects of Succession Planning on the Performance of Non-Governmental Organizations in Kenya. *International Journal of Scientific and Research Publications*, 6(4), 593-601. <http://www.ijsrp.org/research-paper-0416.php?rp=P525305>
- Maniraho, A., & Mulyungi, P. (2017). The Contribution of Managerial Succession Planning and Project Performance in Rwanda: A Case Study of RDD Project. *International Journal of Science and Research*, 7(11), 655-662. <http://DOI:10.21275/ART20192736>
- Marin, M. (2014). *A Framework for Workforce Management: An Agent Based Simulation Approach*. Unpublished Theses. University of Central Florida. Orange County, Florida.
- Mbandi, A. M., & Mwenda, M. N. (2021). Influence of Project Implementation Strategies by Religious Organizations on Rural Development: A Case of Kitui Catholic Diocese, Kitui County, Kenya. *European Journal of Business and Management Research*, 6(1), 38-50. <https://doi.org/10.24018/ejbmr.2021.6.1.673>
- Mbugua, P., Nyiva, F., & Gathano, C. W. (2017). Sustainability of Community Based Projects in Archdiocese of Nairobi – Kenya. *International Journal of Scientific and Research Publications*, 4(10), 622-646. <http://www.ijsrp.org/research-paper-1017.php?rp=P706899>
- Mohajan, H. K. (2017). Two Criteria for Good Measurements in Research: Validity and Reliability. *Annals of Spiru Haret University*, 17(3), 58-82. <https://mpira.ub.uni-muenchen.de/83458/>

- Momin, W. Y. M., & Mishra, K. (2015). HR Analytics as a Strategic Workforce Planning. *International Journal of Applied Research*, 1(4), 258-260. <https://www.allresearchjournal.com/archives/?year=2015&vol=1&issue=4&part=E&ArticleId=110>
- Mrangu, R. G. (2018). *Assessment of the Factors Affecting Sustainability of Community Based Projects In Rural Areas: A Case of Bagamoyo District, Tanzania*. Unpublished research project. University of Nairobi. Nairobi. Kenya.
- Mucherumuhia, J. & Kagiri, A. (2018). Effect of succession planning strategies on performance of audit firms in Nairobi City County. *International Academic Journal of Human Resource and Business Administration*, 3(4), 1-14. http://www.iajournals.org/articles/iajhrba_v3_i4_1_14.pdf
- Muiruri, W. D., & Mutiso, J. (2021). Determinants of Sustainability of Water Projects in Murang'a County, Kenya. *International Journal of Economic and Sustainable Development*, 2(1), 115-133.
- Mujtaba, M., & Mubarik, M. S. (2021). Talent management and organizational sustainability: role of sustainable behaviour. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-06-2020-2253>
- Muniu, F. N., Gakuu, C. M., & Rambo, C. M. (2017). Community Participation in Project Decision Making and Sustainability of Community Water Projects in Kenya. *IOSR Journal of Humanities and Social Science*, 22(7), 10-24. <https://DOI:10.9790/0837-2207011024>
- Munyao, J. M. (2017). *Factors Influencing Sustainability of Community Based Water Projects in Kenya: a Case of Free the Children Funded Water Projects in Narok County*. Unpublished research project. University of Nairobi. Nairobi. Kenya.
- Muthoni, G. G., & Karanja, J. (2019). Determinants of Sustainability of Funded Housing Projects in Nairobi City County – Kenya. *International Journals of Academics & Research*, 1(4), 249-255. <https://doi.org/10.32898/ibmj.01/1.4article25>
- Ngatia, G. S. (2016). *Factors Influencing Sustainability of Church Initiated Income-Generating Projects: A Case of Kihumbui-Ini Presbytery in Kandara Sub-County, Kenya*. Unpublished research project. University of Nairobi. Nairobi. Kenya.

- Njeri, L. W., Ngui, T., & Mathenge, P. M. (2019). Succession Planning and Organizational Performance of Faith Based Organizations: A Case of Catholic Archdiocese of Nairobi. *Journal of Human Resource & Leadership*, 3(4), 44-62.
- Nneka, E. M., Okonkwo, A. O. P., & Monanu, O. G. (2019). The Role of Effective Work Force Planning on Managing Government Projects in Enugu State. *International Journal of Academic Research in Business and Social Sciences*, 9(3), 278–295. <http://dx.doi.org/10.6007/IJARBSS/v9-i3/5677>
- Nzeng'e, D. M. (2019). Factors Influencing Sustainability of Church Growth in Pentecostal Churches: The Case of Christian Church International, Mutitu, Kenya. *The international journal of humanities & social studies*, 7(11), 21-29. <http://DOI:10.24940/theijhss/2019/v7/i11/HS1911-005>
- Obisi, C., Samuel, R., & Ilesanmi, A. (2018). Influence of Workforce Planning on Organizational Performance in the Manufacturing Industry of Lagos, Nigeria. *Global Business Review*, 21(2), 404-417. <https://doi.org/10.1177/0972150918778980>
- Ochunga, F. O., & Awiti, L. H. (2017) Influence of Stakeholder Participation on Sustainability of Community Development Projects Implemented by Plan International in Homa Bay Town Sub-County, Kenya. *International Journal of Academic Research in Business and Social Sciences*, 7(4), 375-400. <https://DOI:10.6007/IJARBSS/v7-i4/2816>
- Oduor, G. (2013). *Factors influencing sustainability of social enterprises within church organizations: A Case Of Catholic Diocese Of Nairobi*. Unpublished dissertation. Kabarak University. Nakuru. Kenya.
- Okorley, E. L., & Nkrumah, E. E. (2012). Organisational factors influencing sustainability of local non-governmental organisations Lessons from a Ghanaian context. *International Journal of Social Economics*, 39(5), 330-341. <https://DOI:10.1108/03068291211214190>
- Olowoyeye, O. E. (2020). Influence of Executive Succession Planning On the Sustainability of SMES in Nigeria. *IOSR Journal of Business and Management*, 22(10), 57-68. <https://DOI:10.9790/487X-2210015768>

- Onyango, J. O., Njanja, L., & Zakayo, C. (2014). Succession Planning Practices among the Non-Governmental Organizations' In Kenya. *International Journal of Social Sciences and Entrepreneurship*, 1(13), 185-198.
- Osita, F. C., Kekeocha, M. E., & Ojimba, C. C. (2020). Succession Planning and Sustainability of Small and Medium Enterprises (SMEs) in South East, Nigeria. *International Journal of Research and Innovation in Applied Science*, 5(5), 36-39.
- Parks, T. Y. (2018). *Strategies to Implement Succession Planning in a Nonprofit*. PhD study. Walden University. Minneapolis, MN.
- Patra, Y., & Tripathi, S. (2017). Work Force Planning and Literature Analysis: Digitization compels for a Conceptual Model for Data Driven Decisions. *IOSR Journal of Business and Management*, 19(11), 1-11. <https://DOI:10.9790/487X-1911060111>
- Pramono, R., Suyantoko, Purwanto, A., Kristiana, Y., Yuliantoro, N., & Asbari, M. (2020). Implementation of Analysis of Talent Management in Family Business. *International Journal of Advanced Science and Technology*, 29(6), 6124-6146. <http://sersc.org/journals/index.php/IJAST/article/view/19899>
- Purvis, B., Mao, Y., and Robinson, D. (2019). Three pillars of sustainability: in search of conceptual origins. *Sustainability Science*, 14, 681–695. <https://doi.org/10.1007/s11625-018-0627-5>
- Radhakrishna, R.B., Yoder, E. P., & Ewing, J. C. (2007) *Strategies for linking theoretical framework and research types*. Proceedings of the 2007 AAE Research Conference, Pennsylvania State University, 692-694.
- Sabbil, A. A. S., & Adam, O. H. M. (2015). Factors affecting project sustainability beyond donor's support. *International Journal of Technical Research and Applications*, 3(3), 94-101.
- Sakyi, K. A., Musona, D., & Mweshi, G. (2020). Research Methods and Methodology. *Advances in Social Sciences Research Journal*, 7(3), 296-302. <https://doi.org/10.14738/assrj.73.7993>
- Samwel, J. O. (2018). Human Resource Planning as an Important Practice to Anticipate Future Human Resource Requirements of the Organization – Literature review. *International Journal of Research in Business Studies and Management*, 5(3), 24-30.

- Santora, J. C., & Bozer, G. (2015). How nonprofit organizations can ensure stability and sustainability through succession planning: make HR a strategic partner in the process. *Strategic HR review*, 4(6), 245-246. <https://doi.org/10.1108/SHR-09-2015-0069>
- Santora, J. C., Sarros, J. C., Bozer, G., Esposito, M., & Bassi, A. (2016). Nonprofit Executive Succession Planning and Organizational Sustainability: A Preliminary Comparative Study in Australia, Brazil, Israel, Italy, Russia, and the United States. *The Journal of Applied Management and Entrepreneurship*, 20(4), 66-83. <https://doi.org/10.9774/GLEAF.3709.2015.oc.00006>
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students*. New York, NY: Pearson.
- Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation Coefficients: Appropriate Use and Interpretation. *Anesthesia & Analgesia*, 126(5), 1763-1768. <https://doi:10.1213/ANE.0000000000002864>
- Schultz, T. W. (1961). Investment in human capital. *American Economic Review*, 51, 1-17. <https://www.jstor.org/stable/1818907>
- Tabassi, A. A., Roufechaei, K.M., Ramli, M., Abu Bakar, A., Ismail, R., & Pakir, A. H. K. (2016). Leadership competences of sustainable construction project managers. *Journal of Cleaner Production*, 124, 339-349. <https://DOI:10.1016/j.jclepro.2016.02.076>
- Thacker, L. (2020). What Is the Big Deal About Populations in Research? *Progress in Transplantation*, 30(1), 3-3. <https://doi.org/10.1177/1526924819893795>
- Thiauru, P. K. (2020). *Organizational factors influencing sustainability of county-funded development projects a case of Meru youth service project, Meru County, Kenya*. Unpublished research project. University of Nairobi. Nairobi. Kenya.
- Tsuma, D, M., Siringi E. & Wambua L. (2019). The Intervening Effect of Leadership Style in the Relationship between Stakeholder Engagement and Sustainability of Anglican Church Funded Projects in Kenya. *Journal of Human Resource & Leadership*, 3(3), 27-43.
- Uddin, S. M. & Ferdous, J. (2020). Challenges of Social Sustainability Practice in Project Management. *Journal of ELT and Education*, 3(1), 14-18.

- Ugoani, J. N. N. (2017). Management Succession Planning and Its Effect on Organizational Sustainability. *International Journal of Economics and Business Administration*, 9(2), 30-41.
- Wafula, C., Rwiza, R., & Owuor, B. (2017). Evaluation of the Sustainability of Internationally Funded Catholic Projects in the Archdiocese of Nairobi, Kenya. *International Journal of Social and Development Concerns*, 1(2/12).10-23.
- Wang'ombe, E. W., & Kagiri, A. W. (2015). Effects of Succession Planning Strategy on the Performance of International Non-Governmental Organizations in Kenya. *International Journal of Science and Research*, 4(5), 3147-3155.
- Wangari, C., & Minja, D. (2020). Determinants of Project Sustainability in Kiambu County, Kenya. *International Journal of Current Aspects*, 5(1), 66-84. <https://doi.org/10.35942/ijcab.v5i1.160>
- Wanyoike, J. K., & Orwa, B. H. (2016). Strategic Management Practices and Sustainability of Faith Based Organisations: An Empirical Study of Anglican, Diocese of Thika. *International Journal of Education and Research*, 4(1), 169-186.
- Whiteman, G., Walker, B., & Perego, P. (2013). Planetary boundaries: foundations for corporate sustainability. *Journal of Management Studies*. 50(2), 307-336. <https://doi.org/10.1111/j.1467-6486.2012.01073.x>



APPENDICES

APPENDIX 1: PARTICIPANT INFORMATION AND CONSENT FORM CAN SUCCESSION PLANNING BE A MECHANISM FOR FOSTERING SUSTAINABILITY OF PROJECTS IN THE CATHOLIC CHURCH IN KENYA?

SECTION 1: INFORMATION SHEET

Investigator: Modesther Karuri

Institutional affiliation: Strathmore Business School (SBS)

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

To investigate whether succession planning would remedy the challenge related to sustainability of projects in the Catholic Church in Kenya.

2.2: Do I have to take part?

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on whether succession planning can be a mechanism for fostering project sustainability in the Catholic Church in Kenya. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study at any time without giving any reasons.

2.3: Who is eligible to take part in this study?

This study targets project coordinators and project heads in all the projects been implemented by Caritas departments in 25 dioceses. You will be contacted only if you are considered as a project head.

2.4: Who is not eligible to take part in this study?

- Any senior or junior officer who is not a programme/ project head within the Caritas fraternity of the Diocese.
- Anyone involved in piloting of research instruments

2.5: What will taking part in this study involve for me?

You will be approached through an email sent from the researcher and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then see the questionnaire to complete.

2.6: Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission. The forms will be anonymized.

2.7: Are there any benefits of taking part in this study?

The information will be used to improve management of projects with the desire of creating strategies that will enhance project sustainability. This may contribute to your own growth within the organization as well enhance your impact on the served community.

2.8: What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.9: Who will have access to my information during this research?

Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential. No information will be relatable to any of the 137 respondents since respondents will not be expected to have their names in the form.

2.10: Who can I contact in case I have further questions?

Feel free to ask any question that has not been addressed in this form:

You can contact me, Sr. Modesther Karuri at SBS, or by e-mail mkaruri@caritasnairobi.org or modestherkaruri@starthmore.edu, or by phone calls, sms or whatsapp through 0701 038100. You can also contact my supervisor, Dr. Joseph Onyango at the Strathmore Business School, Nairobi, or by e-mail jonyango@starthmore.edu for any clarification.

If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857-00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I, _____, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

Participation in the research study: Tick one box below

I AGREE to take part in this research

I DON'T AGREE to take part in this research

Storage of information on the completed questionnaire

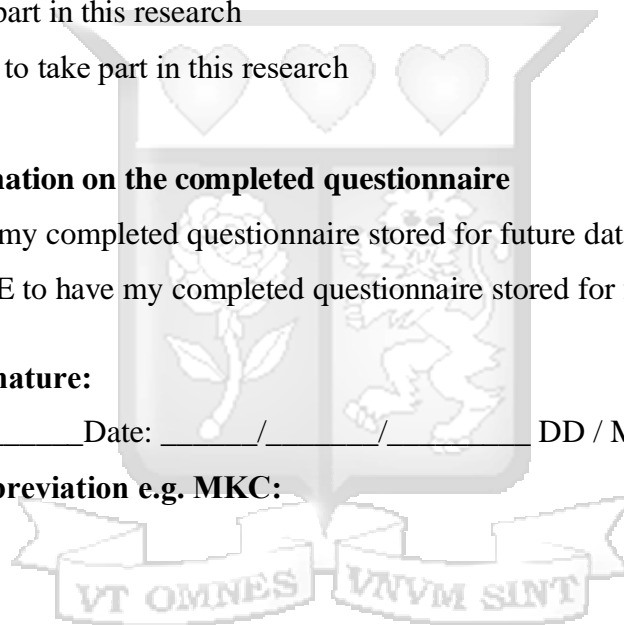
I AGREE to have my completed questionnaire stored for future data analysis

I DO NOT AGREE to have my completed questionnaire stored for future data analysis

Participant's Signature:

_____ Date: ____ / ____ / ____ DD / MM / YEAR

Participant's Abbreviation e.g. MKC:



APPENDIX 2: ETHICAL APPROVAL



9th May 2022

Reverend Karuri Modesther,
modesther.karuri@strathmore.edu

Dear Reverend Karuri,

RE: Can Succession Planning Be a Mechanism for Fostering Sustainability of Projects in The Catholic Church In Kenya

This is to inform you that SU-IERC has reviewed and **approved** your above **SU Masters'** research proposal. Your application reference number is **SU-IERC1329/22**. The approval period is **9th May 2022 to 8th May 2023**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.






Yours sincerely,

for: **Dr Ben Ngoye,**
Secretary; SU-IERC

Cc: Prof Fred Were,
Chairperson; SU-IERC



APPENDIX 3: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 180439	Date of Issue: 09/April/2022
RESEARCH LICENSE	
	
This is to Certify that Sr.. MODESTHER WANJIRU KARURI of Strathmore University, has been licensed to conduct research in Bungoma, Embu, Garissa, Homabay, Isiolo, Kajiado, Kakamega, Kericho, Kisii, Kisumu, Kitui, Machakos, Marsabit, Meru, Mombasa, Muranga, Nairobi, Nakuru, Nyandarua, Nyeri, Samburu, Turkana, Uasin-Gishu on the topic: CAN SUCCESSION PLANNING BE A MECHANISM FOR FOSTERING SUSTAINABILITY OF PROJECTS IN THE CATHOLIC CHURCH IN KENYA? for the period ending : 09/April/2023.	
License No: NACOSTI/P/22/16904	
180439 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

APPENDIX 4: QUESTIONNAIRE FOR PROJECT MANAGEMENT STAFF

Section 1: Background information

1. Department in Catholic Church projects

- Project coordinator []
- Project manager []
- Finance []
- Human resources []
- Procurement []
- Other (*Specify*)

2. Work experience in Catholic Church projects

- 2 – 5 years []
- 6 – 10 years []
- More than 11 years []

Section 2: Workforce planning

4. The following statements refer to the indicators for workforce planning and you are asked to indicate your level of agreement with these statements on a 5-point Likert scale. Where 1-Strongly disagree, 2-Disagree, 3-Moderately agree, 4-Agree, and 5-Strongly Agree

Statements	1	2	3	4	5
The organisation is continuously conducting assessments of staff needed for project continuity and sustainability					
The organisation recruitment strategy is aimed to meet the future demand of staff for projects					
The staff in senior project management positions has grown into that level through internal promotions.					
The selection process for new staff is based on meeting the current and future demands of project staff					
The organization focuses on training staff to meet the needs and demands of current and future projects					

Job vacancies in the organization are filled from within the existing workforce.					
--	--	--	--	--	--

Section 3: Talent management

The following statements refer to the indicators for talent management and you are asked to indicate your level of agreement with these statements on a 5-point Likert scale. Where 1-Strongly disagree, 2-Disagree, 3-Moderately agree, 4-Agree, and 5-Strongly Agree

Statements	1	2	3	4	5
The organization uses innovative techniques to lure desired skills into the organization					
The organization uses various mechanisms which prolong the employee's desire to work for organization					
The organization recognizes individual and collective staff efforts and rewards performance.					
The organization accepts a methodical process to promote an knowledge, skills, and competency of staff					
The organization adopts a long-term process of investing resources to assist staff accomplish their future career goals					

Section 4: Leadership development

The following statements refer to the indicators for leadership development and you are asked to indicate your level of agreement with these statements on a 5-point Likert scale. Where 1-Strongly disagree, 2-Disagree, 3-Moderately agree, 4-Agree, and 5-Strongly Agree

Statements	1	2	3	4	5
The organization purposefully selects and supports participants through all stages of their leadership development					
The organization supports and empowers staff to engage in decision making					

One of the employees within this organization is likely to become its future CEO.					
The leadership of the organization invests in training staff with the purpose of achieving a goal					
Leaders in the organisation provide direction and guidance to help staff achieve their personal goals					
The organization has made investments into training staff to take on leadership and management roles					
Leaders practice delegation of roles to project staff allowing them to lead in basic decision making					
The project senior staff serving in the organization today would be easily and promptly replaced in case they left.					

Section 5: Project sustainability

The following statements refer to indicators for project sustainability and you are asked to indicate your level of agreement with these statements on a 5-point Likert scale. Where 1-Strongly disagree, 2-Disagree, 3-Moderately agree, 4-Agree, and 5-Strongly Agree

Statements	1	2	3	4	5
The projects implemented by the organization have been able to recruit community members to continue in management of projects					
The projects implemented by the organisation depend on community members as support staff for the organization					
The projects implemented by the organization have continued to experience community participation after completion of the projects					
The projects implemented by the organization have supported the conservation of the environment					
The projects implemented by the organisation gives priority to acquiring resources available from the local community					
The project management team ensures that the local community is engaged in mobilizing resources					

Thank You for Your Participation