CONTINGENCY PLANNING AND THE PERFORMANCE OF MONEY REMITTANCE COMPANIES IN KAMPALA

A POSTGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE

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Dedication

This book is dedicated to my parents Mr. Wangwa Patrick and Ms. Lorna Kakai for molding me into the person i am today, as well as for their moral and financial support through my academic path.

Special thanks go out to my supervisors Mr. Jude Kimera and Assoc. Prof. Simeon Wanyama for their immense guidance and assistance.

Thank you!

Declaration

I ***Busiku Andrew***, declare that this dissertation is my original research work and has never been submitted to any institution of learning for any award and should never be reproduced without my permission.

Signed...

Date...

Acknowledgement

First and foremost, i thank the Almighty God for giving me good health which enabled me advance this far in my academic life.

I am deeply indebted to my supervisors, Mr. Jude Kimera and Assoc. Prof. Simeon Wanyama for their valuable suggestions, professional guidance and worthy criticism, all of which made this dissertation a success.

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May God bless you abundantly.

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List of Abbreviations

1. CP-Contingency Planning
2. FIA-Financial Intelligence Authority
3. IFAD-International Fund for Agricultural Development
4. MTOs-Money Transfer Operators
5. GDP-Gross Domestic Product
6. SPSS-Statistical Package for the Social Sciences
7. BoU-Bank of Uganda
8. BOP-Balance of Payments
9. IMF-The International Monetary Fund

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Abstract

The study sought to establish the effect contingency planning has on the performance of money remittance companies in Kampala. The study objectives were: to examine the effect of risk detection on the performance of money remittance companies in Kampala, to examine the effect of contingency strategies on the performance of money remittance companies in Kampala and to examine the effect of recovery strategies on the performance of money remittance companies in Kampala.

The study used a cross-sectional study design where both qualitative and quantitative approaches were used to obtain in depth information from the target respondents. The target population was 66 money remittance companies with a sample size of 56 in Kampala Central Division. Stratified sampling as one of the probability sampling methods was used to select the respondents from each of the 56 remittance companies.

Study findings revealed that risk detection and contingency strategies had a significant positive effect on the performance of money remittance companies ($r=.535^{**}$ and $r=.501^{**}$, respectively). The study further revealed that recovery strategies had a moderate positive effect on the performance of money remittance companies ($r=.423^{**}$).

Findings indicated that contingency planning predicted 32.9% variation in the performance of money remittance companies while the other 67.1% variation in performance of money remittance companies was due to other factors not considered in this study. This implied that contingency planning is not the only predictor of performance in the money remittance companies. Other studies, therefore, should be carried out to explain other variables not included in this study.

It was recommended that; money remittance companies should strengthen their risk detection methods and contingency strategies as these significantly affect their performance, money remittance companies should ensure that the risk detection process and contingency strategies are continuously reviewed to keep up with the ever changing business environment and Bank of Uganda should review the laws governing the money remittance sector to make them less restrictive to new methods of carrying out money remittance business.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This study examined the effect of contingency planning on the performance of money remittance companies in Kampala. In this regard, contingency planning was treated as the independent variable whilst performance was treated as the dependent variable. Each of these variables was further conceptualized as indicated in the conceptual framework (Figure 1.1).

In this introductory chapter, the background to the study, statement of the problem, objectives, research questions, significance of the study, justification, scope of the study, and the conceptual framework are specifically addressed.

1.1 Background of the study

Today the globalized nature of the business world, the common use of technology use, the increasing variety of threats and risks faced by both organizations and nation states and global financial institutions means that as we move further into the 21st century, the range and types of crisis/events faced by organizations are likely to grow. Organizations wishing to remain competitive and successful must be protected, through increased resilience, to continue profitably in the event of any serious business interruption (David. N. Garrett, 2012).

Using a “what if” process, organizations develop contingency plans to identify unknown scenarios that may affect their operations, such as earthquakes, fires, violence and other situations and how they will respond to each scenario (Diane Chinn, 2011).

Contingency planning protects resources, minimize customer inconvenience and identify key staff, assigning specific responsibilities in the context of the recovery. Contingency plans are both organization-wide and department-specific (Diane Chinn, 2011).

Developing a contingency plan begins by identifying the functional areas essential to business operations. Determine how each situation, such as fire or flood, would affect these key areas; what actions would be taken; and the resources needed for each one. Set goals for the return to essential operations and return to full normal operations (Diane Chinn, 2011).

Although negative events probably come to mind first, contingency planning should address positive events that might disrupt operations, such as a very large customer order. Every business has the possibility of a situation that adversely impacts operations. If response to the situation is poor, it might have dramatic impact on the future of the business, such as loss of customers, loss of data or even loss of the business (Carol Woods, 2013)

According to the Bank of Uganda Annual Supervision report (2013), The money remittance market comprised of 39 foreign exchange bureaus (79 outlets), 10 direct entrants, two MDIs (47 outlets) and three credit institutions (50 outlets).

Money remittance companies in Uganda operate majorly as Agents and Sub-agents of international money transfer companies like Western Union, MoneyGram, etc. (Isaku Endo et al, 2011).

According to the IFAD report (2009), there are fewer than 100 Money Remittance companies operating in the entire African market place, together comprising almost 90 per cent of all remittance service providers (RSPs).Of these, Western Union and MoneyGram are, by far, the most significant market players.

People transfer money for a variety of reasons: Some to do business, for instance to make or receive payments for services or goods or to pay salaries; others to send money home, maybe for a family emergency; and yet others to pay school fees or to send their children money for a bus ticket to come home (Cerstin Sander et al, 2001).

According to Cerstin Sander et al (2001), the users and providers of the various money transfer means are aware of the respective risks and problems involved, and, to the extent available and possible, they take measures to mitigate these. The Common risks faced by Money remittance businesses are: delays, illiquidity at the receiving end, identification, and dishonesty or theft leading to partial or complete loss of the funds for the money transfer company.

De-risking is the single biggest threat facing the remittance industry, according to Mohit Davar, Chairman of the International Association of Money Transfer Network, the trade body for the remittance industry. It is “stifling competition and concentrating business on four or five incumbent players,” he said. De-risking, or de-banking, refers to the practice of financial institutions exiting relationships with, and closing the accounts of, clients perceived to be “high risk,” and there has been a trend toward de-risking entire sectors, including money service businesses. The World Bank found that money transfer operators and other remittance companies are the most affected by de-risking activities (Sophie Edwards , 2016).

The restrictive anti-money laundering and anti-terrorism financing regulations which have resulted in increased scrutiny from regulators on the formal and informal financial sectors. Combined with declining risk appetites in the wake of the 2008 financial crisis, many financial institutions are choosing not to work in sectors assessed as high-risk, unprofitable, or complicated, including working with money remittance companies, which has adversely affected their viability (Sophie Edwards , 2016)

Regulators are failing to embrace more efficient ways of identifying senders, which is one of the biggest regulatory challenges around transferring money. “There are better way to identify a person other than making them walk up to a counter and present their ID and then photocopying it,” Kumar said, but regulators are proving slow to respond (Sophie Edwards, 2016)

The challenges or risks described above by Sophie Edwards (2016) and Cerstin Sander et al (2001) point to the need for money remittance companies to be prepared and deal with any disruptions in money remittance business. Therefore, it’s from this background that researcher chose to study the effect contingency planning has on the performance of money remittance companies in Kampala.

1.1.1 Background to the Case Study

According to the Foreign Exchange (Forex Bureaus and Money Remittance) Regulation, 2006, “money remittance business” means the business of foreign exchange transfers consisting of the acceptance of monies for the purpose of transmitting them to persons resident in Uganda or another country. The Foreign Exchange (Forex Bureaus and Money Remittance) Regulation, 2006 further stipulates that money remittance companies can be licensed under four categories, namely; Class A (International Money Transfer Agency Licence), Class B (Forex Bureau and Money Remittance Licence), Class C (Direct Entrants Licence) and Class D (Sub - Agency Licence).

There are many money transfer services and outlets almost everywhere in Uganda. Cash transfers are another way to get money transferred directly between people, across continents. It is the easiest, safest and most common way to send and receive money. A transaction is handled by an agent domestically as well as in the transfer destination. Many companies have invested in money transfer services especially for cash transfers boosting a wide network of transfer outlets. Some companies can reliably send and receive cash transfer in a matter of minutes, depending on the sender's location. Cash transfers can be made in any currency and received at a number of outlets throughout the country.

Money transfer charges and rates differ with different companies or service providers. Transfer companies are said to be less costly than banking institutions in both time (wasted while waiting in queues) and charges. Some of money remittance companies licensed by Bank of Uganda include; Amal, Dahabshiil, UAE Exchange, Juba Express, Matrix, Metropolitan, Bakaal Express, Jetset, Access, Dollar House, Sundus Exchange, MoneyLand, Zain, Wealth Money and Shumuk among others. These companies operate both as agents and subagents of international money transfer companies such as Western Union, MoneyGram, WorldRemit, Dahabshiil, Xpress Money, Amal Express UK, Bakaal Services UK, Matooke House Investments UK, Sky Forex UK, UAE Exchange, Dubai, Westlink Euro Continental UK, Money Swift UK, GAI Exchange South Sudan, Iftiin Express UK, Money Land UK, Mustaqbal UK, Olompic UK, Hodan Global Money Transfer UK, City Forex UK, Wealth Money Transfer and Tawakal Money Transfer UK, among others. These enable customers in Uganda to send money to other countries as well as receive money from any country in the world.

1.2 Problem Statement

Contingency planning has allowed companies to mount quick, effective responses to changing conditions. Without that capability, losses can accelerate or companies can lose out valuable opportunities and can never get back lost time (Bill Fry, 2013).

Money remittance companies have over the years embraced contingency planning in regard to planning for staff, protection of information and cash flow requirements. However, despite this, money remittance companies have continued to face events that have disrupted their operations, these have included; global banks terminating their relationship with remittance companies unexpectedly (Immaculate Karambu, 2015), the de-risking behavior of global banks *(*Dilip Ratha, 2017), limitation of money transfers to only commercial banks and large international companies (Supriya Singh and Louis de Koker, 2015), the instability of money remittance flows caused by the international credit crisis which led to a slowdown in remittances (Marilou Uy, 2008) and closure of remittance settlement accounts held with banks for companies such as Dahabshiil Money Transfer, the largest African Money Transfer Operator (MTO) in Somalia (Gerald Andae, 2013). There is therefore need for money remittance companies to be prepared to mitigate such eventualities.

1.3 Objectives of the Study

1.3.1 Major Objective

The study examined the effect of Contingency Planning on the Performance of Money Remittance Companies in Kampala.

1.3.2 Specific Objectives

- To examine the effect of Risk Detection on the Performance of Money Remittance Companies in Kampala.
- To examine the effect of Contingency Strategies on the Performance of Money Remittance Companies in Kampala.
- To examine the effect of Recovery Strategies on the Performance of Money Remittance Companies in Kampala.

1.4 Research Questions

- What is the effect of Risk Detection on the Performance of Money Remittance Companies in Kampala?
- What is the effect of Contingency Strategies on the Performance of Money Remittance Companies in Kampala?
- What effect does Recovery Strategies have on the Performance of Money Remittance Companies in Kampala?

1.5 Scope of the study

1.5.1 Geographical scope

The study was conducted among fifty six (56) money remittance companies located in Kampala Central Division.

1.5.2 Content/Subject Scope

The study examined the effect of Contingency Planning on the Performance of Money Remittance Companies in Kampala. Specifically, the study looked at Contingency Planning in terms of Risk Detection, Contingency Strategies and Recovery Strategies. The study also looked at Performance in terms of Profits, Cash Flow and Customer Satisfaction.

1.5.3 Time scope

The study focused on the time frame 2006-2015 because this is the period when the Bank of Uganda started licensing money remittance companies (Isaku Endo et al, 2011). This provided a wider time frame for the researcher to assess the different events that have affected the money remittance operations from the time when the money remittance legal framework was operationalized.

1.6 Significance of the Study

- The study result may be referred to by the management of the money remittance companies when designing contingence plans for Money Remittance companies.
- The findings of the study will provide formidable importance to other researchers who may wish to direct their research endeavors in the same field.
- The results of this finding of this study will contribute positively to the field of contingency planning in the selected money remittance companies and other organizations that will have access to the final report. It is also hoped that the results from this study will help the selected money remittance companies to develop contingency plans that are resilient and workable.

1.7 Justification of the Study

The reviewed literature indicated that studies and discussions had been done explaining the importance of Contingency Planning to businesses that include studies carried out by: Whitman, Mattord& Austin (2008), Alexandra ChangGear (2012),Cindy Phillips (2011), Cathy Brown, Veer Galyna Andrushko (2015), Mary Haldane and Anthony Jones(2009),Bill Fry (2013), Diane Chinn (2011), David Scott & Aquiles Almansi (2009), Goran Lind (2005), Lesukat Marko (2012) and Olandason Wanyama(2015).

However, the above reviewed literature points out the relevance of contingency planning to any business with no specific discussion about the effect of contingency planning on the performance of money remittance companies in Kampala. The researcher therefore found it fit to fill this gap in literature by studying the effect of contingency planning on the performance of money remittance companies in Kampala.

1.8 Definition of Key Terms

Contingency Planning-The process of preparing for events such as the loss of data, people, customers, and suppliers, and other disruptive unknowns.

Financial Intelligence Authority-An entity in charge of combating Money Laundering and Terrorist Financing activities in Uganda.

International Fund for Agricultural Development-A specialized agency of the United Nations dedicated to eradicating rural poverty in developing countries.

Money Transfer Operators-Companies that only offer money transfer services, usually through agents, and only send money between countries (FXcompared, 2015).

Gross Domestic Product-A currency value of all final goods and services produced within a country's borders at a given period(Prof. Wyatt Brooks, 2014).

Statistical Package for the Social Sciences-A software package used for statistical analysis.

Bank of Uganda Bank-The Central Bank of the Republic of Uganda which is responsible for monetary policy and maintaining price stability (Bank of Uganda).

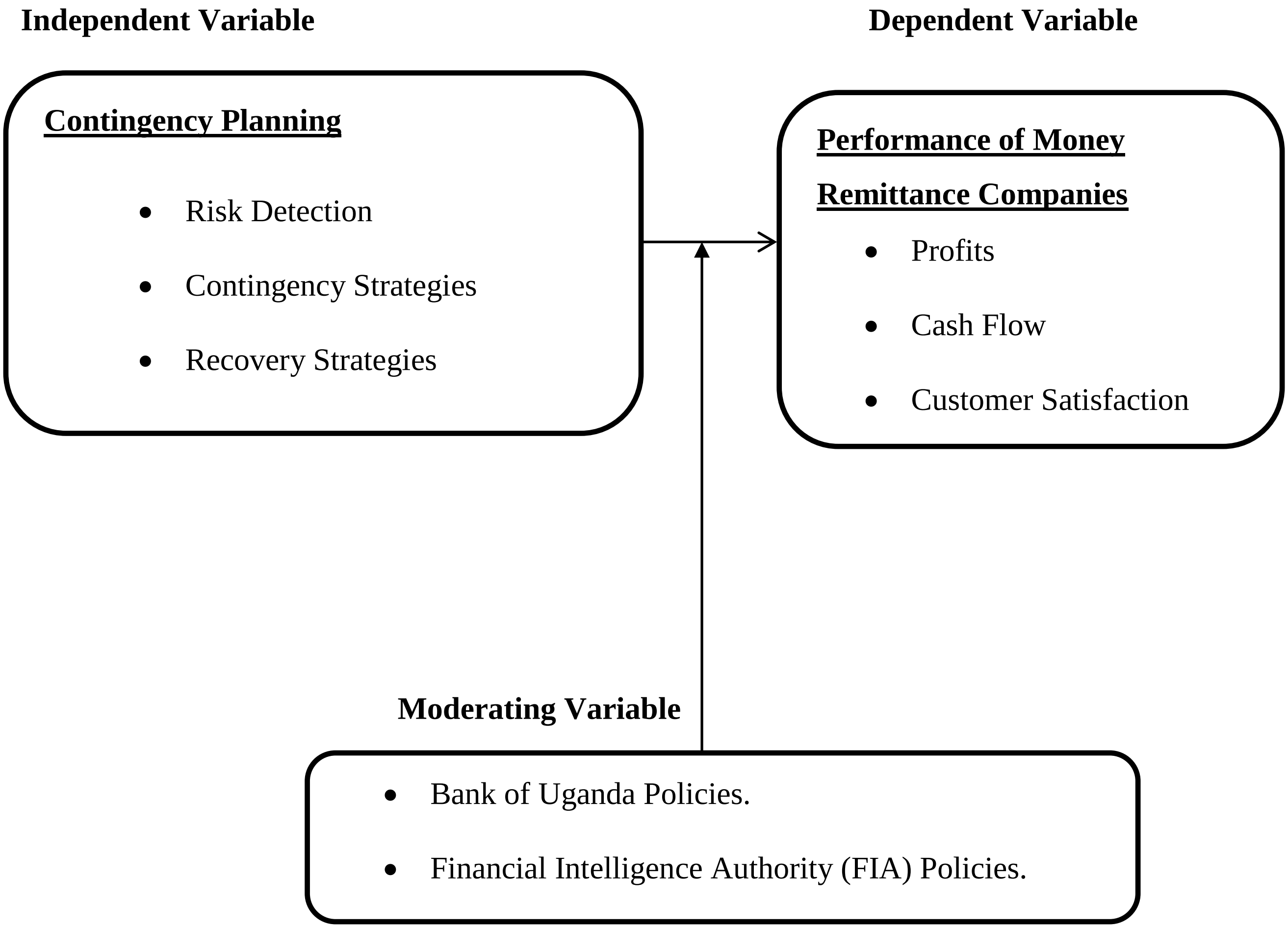
Balance of Payments-A statistical statement that systematically summarizes, for a specific time period, the economic transactions of an economy with the rest of the world (International Monetary Fund, Balance of Payments Manual, 1993).

The International Monetary Fund-An organization of 189 countries, working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world (IMF)

1.9 Conceptual Framework

The conceptual framework below explains how Contingency Planning affects the Performance of Money Remittance Companies.

Figure 1.1: Conceptual Framework



Framework developed with reference to: Dr. Michael E. Whiteman and the Inter-Agency Standing Committee (IASC), 2007.

The conceptual frame work indicates how Contingency Planning influences Performance. Contingency Planning as the independent variable comprised of Risk Detection, Contingency Strategies and Recovery Strategies. These variables affect

Performance as a dependent variable. The dependent variable includes Profits, Cash Flow and Customer Satisfaction.

According to the MITRE Corporation (2013), risk detection is the process of determining risks that could potentially prevent the program, enterprise, or investment from achieving its objectives. The objective of risk identification is the early and continuous identification of events that, if they occur, will have negative impacts on the project's ability to achieve performance or capability outcome goals.

Contingency strategies define the action items needed to protect the organization and to select the most appropriate recovery solutions for critical business functions and supporting resources (James C. Barnes, 2001).

Business recovery strategies are ways to ensure that the company can restore essential services and return quickly to normal operations if a disaster such as a fire, flood or computer failure strikes. Failure to recover after a disaster could have extremely damaging consequences(Ian Linton, 2012).

Dr. Stefan J. Illmer (2011) defines performance as the result of activities of an organization over a given period of time. According to Ted Jackson, 2015, performance can be measured using the Key Performance Indicators (KPIs) which are; Profit, Cost, Sales by Region, Customer Satisfaction & Retention, Employee Turnover Rate and Employee Satisfaction.

Trivedi (2010) defines Profit as an excess of revenues over associated expenses for an activity over a period of time. Every business should earn sufficient profits to survive and grow over a long period of time. According to David A. Levy, Martin P. Farnham and Samira

Rajan (2008), a firm's profits greatly influence its decisions about production levels, employment and investment.

According to Shawn Grimsley (2015), Cash flow is the money that comes in and goes out of a company. It is the generation of income and the payment of expenses. Managing your cash flow helps you understand what happens to cash if a customer pays a bill, what happens to cash if your business purchases supplies and what happens to cash if you pay an employee or independent contractor? (Jean Murray, 2016)

Customer satisfaction measures how well the expectations of a customer concerning a product or service provided by your company have been met (Shawn Grimsley, 2015). According to Ross Beard (2014), customer satisfaction is so important because; It is a leading indicator of consumer repurchase intentions and loyalty, It is a point of differentiation, It reduces customer churn, It increases customer lifetime value, It reduces negative word of mouth and It is cheaper to retain customers than acquire new ones.

The Bank of Uganda through the Foreign Exchange Act, 2004 and the Foreign Exchange (Forex Bureaus and Money Remittance) Regulations, 2006 governs the performance of the money remittance companies ranging from determining their management, defining the minimum capital they should maintain, the setup of their business locations, the type of money remittance correspondence relationships that money remittance companies should have, how to handle and report transactions. Bank of Uganda's policies as outlined in the Foreign Act and Regulations are therefore designed to influence and determine all major decisions and actions, and all activities of money remittance companies (Regulations 6, 9, 15, 27, 33 of the Foreign Exchange (Forex Bureaus and Money Remittance) Regulations, 2006).

The establishment of a Financial Intelligence Authority under the Anti-Money Laundering Act, 2013 is for the prohibition and prevention of money laundering, in order to combat money laundering activities (fia.go.ug).

Regulation 8 of the Anti-Money Laundering Regulation, 2015 requires money remittance companies to conduct their business in a way that mitigates the risks associated with money laundering and terrorism financing. The policies and requirements of the Financial Intelligence Authority therefore regulate the way money remittance companies handle transactions, the set-up of their money transfer systems and how they deal with customers as well as their correspondents (Regulation 33 of the Anti-Money Laundering Regulation, 2015)

Conclusion

Chapter one recognized the central sources on which other chapters in this study relied on, particularly on establishing empirical studies and the theoretical framework of the study. It clearly put into light the key concepts, the objectives of the study, the justification, the study scope in terms of time and content and illustration of the conceptual framework where the independent, dependent and moderating variables to the study were discussed.

CHAPTER TWO

LITRATURE REVIEW

2.0 Introduction

This section reviewed literature on contingency planning and the performance of money remittance companies in Kampala. The literature review was sourced from text books, the internet, journals, institutional annual publications/reports and work produced by other researchers.

2.1 Theoretical Framework

The theoretical framework that supported the study was Fred Fiedler's Contingency Theory (1964).

Assumptions of Fred Fiedler's Contingency Theory

Fiedler's Contingency theory assumes that that there is no one best style of leadership. Instead, a leader's effectiveness is based on the situation. This is the result of two factors – "leadership style" and "situational favorableness" (later called "situational control").

According to Tom Burns et al (2006), the Contingency theory is a behavioral theory that claims that there is no single best way to design organizational structures. For instance, the best way of organizing a company is contingent upon the internal and external situation of the company. Business leaders should therefore look at the contingencies of the environment, and assess whether or not the organization is capable of handling the uncertainties of the environment, and whether or not the organization is able to process the required amount of information.

Criticisms to the Contingency Theory

One of the biggest criticisms is lack of flexibility. Fiedler believed that because our natural leadership style is fixed, the most effective way to handle situations is to change the leader. He didn't allow for flexibility in leaders.

The suggestion of the contingency theory is very simple, that is, organizations should do according to the needs of the situation. However, when put into practice, this becomes very complex. Determination of a situation in which managerial action is to be taken involves analysis of a large number of variables with multifarious dimensions. Therefore, there is a possibility that managers of organizations, who are always short of time, may ignore the thorough analysis of all these variables and may resort to short-cut and easier way (Smriti Chand, 2006).

The other problems with the contingency theory are the assumptions that relationships between variables are linear and effects are symmetrical (Schoonhoven, 1981). However, some relationships between technology, structure, environment and effectiveness of organizations may be linear and others curvilinear. These problems are increased when multiple contingencies and measures of effectiveness are considered. Interaction effects and tradeoffs may occur that are not captured by examining single context elements (Gresov, 1989).

Relevance of the theory to the Study

According to the Contingency theory, companies that are able to adjust depending on their environment are more able to easily deal with disruptions in operations(Dr. Schoech, 2006). The theory further relays the importance of studying and understanding the environment within which businesses operate as well as being prepared at all times for eventualities which is regarded as the best way to deal with contingencies (Tom Burns et al, 2006).

An Overview of the Money Remittance Industry

The World Bank estimates that Uganda received $1.049 billion in remittances in 2015 – around 4% of GDP - however the actual total is likely to be significantly higher than that. Millions of Ugandans rely on money sent by family and friends living abroad, it’s an incredibly important lifeline. Remittances to sub-Saharan Africa in total are estimated at around $36bn (Jonathan Adengo, 2016).

According to TransferWise Ltd, 2015, global remittances have experienced a sharp upward turn since 2000, tripling between 2000 and 2012. India, China and the Philippines are the top three countries, with France and Mexico running closely behind. In 2013, India received: $69.97 billion, China: $54.9 billion, Philippines: $26.7billion, France: $23.34 billion and Mexico: $23.02 billion.

South Africa is the largest sender of remittance in Africa while Nigeria is the biggest remittances receiver in Africa – attracting diaspora remittance of over $21 billion per annum, a dramatic increase from $2.3 billion in 2004 to $17.9 billion in 2007. In 2015, Morocco topped the chart of total volume of remittance received at over $6 billion, followed by Algeria with $5.4 billion and Egypt with $3.6 billion(Dipolelo Moime, 2016).

According to Business Insider (2015), three remittance companies; Western Union, MoneyGram and Ria, have dominated the remittance market for years, operating a combined 1.1 million retail locations across 200 countries to facilitate cash pickups.

Competition among formal global and regional remittance service providers is increasingly positive and noticeable among MTOs such as WorldRemit, Skrill, RIA

Financials, UAE Exchange, Dahabshiil, The Chaka Money Express and Mama Money among others (Dipolelo Moime, 2016)

The Money Remittance Process

According to the IMF report (2008) on Understanding Remittances, Money Transfer Operators (MTOs) are financial companies (but usually not banks) engaged in cross border transfer of funds using either their internal system or access to another cross-border banking network. In some countries, MTOs are required to be registered with monetary authorities as nonbank financial institutions, whereas in others they operate as companies outside the financial sector.

MTOs may use their own outlets or numerous transfer agents, such as banks, exchange bureaus, post offices, and other intermediaries like retail outlets, cell phone centers, travel agencies, drug stores, and gas stations, to deliver remittances in the destination country (IMF, 2008)

The remittance process through an MTO often begins with a sender delivering cash to a subagent of the MTO in the host country. Second, the subagent transfers funds to the MTO agent through the domestic payments system. In the third step, the MTO agent orders its bank to transfer funds from its domestic account to the overseas account of a partner, nonresident MTO agent. Once the funds are credited to its account, the partner MTO agent requests that funds be credited to its subagent. The subagent in the receiving country then, in a final step, delivers cash to the final beneficiary(IMF, 2008).

The Concept of Contingency Planning

Planning now, about how to deal with a crisis in the future, is Contingency Planning. A crisis is usually an unforeseen event which threatens the business in some way. Examples of Crisis include; Production – machinery can break down, Finance – A cash flow crisis, the bank may withdraw the overdraft facility, Human Resource Management – A worker not turning up for work or a walkout by staff over an industrial relations issue, A product may have to be recalled because a fault is found, Public Relations – there may be a news story about a company sourcing materials from a third world country and exploiting its workers. (Caroline Doherty, 2008)

According to Herbert J. Mattord (2005), the overall planning for unexpected events is called contingency planning. Contingency Planning is therefore the process by which organizational planners position their organizations to prepare for, detect, react to, and recover from events that threaten the security of information resources and assets, both human and artificial. The main goal of Contingency Planning is the restoration to normal modes of operation with minimum cost and disruption to normal business activities after an unexpected event.

According to Veer Galyna Andrushko (2015), Contingency planning involves Risk Assessment, Developing the Plan and Maintaining the Plan. After you prepare the contingency plan, you need to do several things to keep it practical and relevant – don't just create a document and file it away. As your business changes, you'll need to review and update these plans accordingly.

Benefits of Contingency Planning

Cindy (2011) argues that when a business experiences a disruption, whether it is a power outage or a natural disaster, contingency planning helps minimize the loss of production. Contingency planning may consist of rerouting data, emergency generators for power, escape routes for employees and supervisory duties for contingency team members. Plans to get production up and running in spite of unforeseen circumstances can be the difference between a company that survives a disaster and one that folds (Cindy Phillips, 2011)

Reduces Bad Public Relations: Even if you are a small, local business and your operating problems will not make headlines in your town's newspapers, competitors might start spreading rumors and customers might start to worry if you run into serious trouble. Contingency planning helps you address a problem or get back on your feet as it allows you to communicate your response to a problem to relieve any concerns that problem might create. For example, if a key employee leaves, your contingency planning should provide for having a successor or a qualified substitute ready to fill in, even temporarily. This will allow you to let stakeholders know your employee's departure will not affect your operations, that you will have a full-time replacement in position within a short time and that you have position covered until that time (Sam Ashe-Edmunds, 2013)

Prevents Panic: When a disaster occurs, people panic if they do not have a clear plan of action to follow. Well-documented contingency planning allows employees to move quickly into recovery mode rather than waiting for instruction. When everyone knows where to go, what to do and who to turn to for instruction, order can be maintained (Cindy Phillips, 2011)

Keeps you operating: There are many factors that can cause you to temporarily stop your operations, including a lack of working capital, machinery breakdown, office shutdown or strike. Contingency planning can help you keep operating through a crisis. A cash reserve or open line of credit can help you weather poor cash flow. The ability to transfer your production to another location or outsource it during a machinery breakdown or weather emergency lets you keep fulfilling orders. Backing up your data offsite each day allows your staff to continue their work without losing important work or access to files (Sam Ashe-Edmunds, 2013)

Improves Insurance and Credit Availability: Businesses that create continuity and disaster recovery plans often have an easier time getting insurance and credit than those that don't. Being able to show your insurers your contingency plans can help you obtain better coverage and reduced premiums, because the less money an insurer has to pay after an accident or emergency, the better risk you are. For example, if you back up all of your data each night, you will have a smaller loss from a fire or robbery than you will if you have to re-create all of your website files, customer databases and other data. In the event you need credit to help you through slow sales because of the loss of a supplier, a lender might be more willing to help you with payroll if you show you have another supplier identified and ready to get you back up and selling (Sam Ashe-Edmunds, 2013)

Comprehensive: While business owners and managers may have thoughts about how to handle a crisis, they are not always comprehensive. By instilling contingency planning, those in charge are forced to evaluate all possible ramifications in the event of a disaster(Cindy Phillips, 2011)

2.2 Actual Review

Risk Detection and Performance

The risk detection phase seeks to create a comprehensive list of events that may prevent, degrade or delay the achievement of the businesses objectives. Comprehensive detection or identification is critical because a risk that is not identified at this stage will not be included in the risk analysis phase. In order to manage risk, the potential threats to the information systems need to be identified. This is achieved by defining risk scenarios. Risk scenarios are methods of determining if any risks exist that could adversely affect the confidentiality, integrity or availability of the information system and therefore affect the business objectives. They generally consist of a threat exploiting a vulnerability resulting in an undesirable outcome.

According to Suzanne Kearns (2014), risk detection helps organizations to identify which potential areas in your business could possibly cause problems. To do this, many business owners brainstorm with their employees, looking at all areas of operation and identifying the things that could go wrong. Things going wrong might include things like the bank not agreeing to refinance your business, your key supplier going out of business, your key staff or manager not showing up for work for a day or longer and one of your employees commits a social media gaffe and people in your community begin boycotting your business.

According to Heinz-Peter Berg (2010), the appropriate risk detection method will depend on the application area (i.e. nature of activities and the hazard groups), the nature of the project, the project phase, resources available, regulatory requirements and client requirements as to objectives, desired outcome and the required level of detail. The use of the following tools and techniques may further assist the detection of risks; Examples of possible risk sources, Checklist of possible business risks and fraud risks, Typical risks in stages of the procurement process, Scenario planning as a risk assessment tool, Process mapping, and Documentation, relevant audit reports, program evaluations and / or research reports.

The detection of the sources of the risk is the most critical stage in the risk assessment process. The sources are needed to be managed for pro-active risk management. The better the understanding of the sources, the better the outcomes of the risk assessment process and the more meaningful and effective will be the management of risks (Heinz-Peter Berg, 2010)

The risk (or event) detection process precedes risk assessment and produces a comprehensive list of risks (and often opportunities as well), organized by risk category (financial, operational, strategic, compliance) and sub-category (market, credit, liquidity, etc.) for business units, corporate functions, and capital projects. At this stage, a wide net is cast to understand the universe of risks making up the enterprise’s risk profile (Deloitte & Touche, Dr. Patchin Curtis and Mark Carey, 2012)

It is important to first identify what is considered a critical incident. A good definition may be a death or injury of one or multiple employees, any situation that may attract unusual attention from the news or media (such as an active shooter), or any Act of God or event that will severely interfere with the continuous operation of business functions. Do not leave this definition open to the employee’s’ interpretation. Ensure your plan clearly identifies all types of incidences that will trigger the plan of action (Timothy Dimoff, 2015)

Risk detection considers the following kinds of questions: “What could happen: what might go wrong, or what might prevent the achievement of the relevant goals? What events or occurrences could threaten the intended outcomes? How could it happen: is the risk likely to occur at all or happen again? If so, what could cause the risk event to recur or contribute to it happening again? Where could it happen: is the risk likely to occur anywhere or in any environment/place? Or is it a risk that is dependent on the location, physical area or activity? Why might it happen: what factors would need to be present for the risk to happen or occur again? Understanding why a risk might occur or be repeated is important if the risk is to be managed. What might be the impact: if the risk were to eventuate, what impact or consequences would or might this have? Will the impact be felt locally or will it impact on the whole organization?" (Risk Management Handbook, 2014)

According to Carol Woods (2013), determining potential risks is one of the most important aspects of contingency planning. This will not be a one-size-fits-all process. You need to determine the risks that are unique to the organization. There are many possible risks that businesses can face. For example, natural disasters, such as floods, hurricanes and droughts may require a contingency plan. Other possible risks include a crisis, work site accident, personnel problems (like death of a leader or a strike), data loss, mismanagement, and product issues (like a recall).

According to Sarah Keane (2015), risk detection starts with understanding the Institutional objectives, both implicit and explicit. The risk detection process must identify unwanted events, undesirable outcomes, emerging threats, as well as existing and emerging opportunities. By virtue of an Institution's existence, risks will always prevail, whether the Institution has controls or not. When identifying risks, it is also important to bear in mind that "risk" also has an opportunity component. This means that there should also be a deliberate attention to identifying potential opportunities that could be exploited to improve Institutional performance.

Risk detection is a deliberate and systematic effort to identify and document the Institution's key risks. The objective of risk detection is to understand what is at risk within the context of the Institution's explicit and implicit objectives and to generate a comprehensive inventory of risks based on the threats and events that might prevent, degrade, delay or enhance the achievement of the objectives. It is crucial to have knowledge of the business before commencing with risk identification process. It is also important to learn from both past experience and experience of others when considering the risks to which an Institution may be exposed and the best strategy available for responding to those risks (Sarah Keane, 2015)

Sarah Keane (2015) further states that the risk detection exercise should not get bogged down in conceptual or theoretical detail. It should also not limit itself to a fixed list of risk categories, although such a list may be helpful. She outlines the following are key steps as necessary to effectively identify risks from across the Institution; Understand what to consider when identifying risks; Gather information from different sources to identify risks; Apply risk identification tools and techniques; Document the risks; Document the risk identification process; and Assess the effectiveness of the risk identification process.

Contingency Strategies and Performance

According to Laurie Williams (2004), contingency strategies are developed to reduce the possibility or the loss impact of a risk. Contingency strategies produce a situation in which the risk items are eliminated or otherwise resolved. Some examples of risk mitigation strategies include: ***(i)Risk avoidance,*** when a lose-lose strategy is likely (Hall, 1998), the team can opt to eliminate the risk. An example of a risk avoidance strategy is the team opting not to develop a product or a particularly risky feature.***(ii) Risk protection***, the organization can buy insurance to cover any financial loss should the risk become a reality. Alternately, an organization can employ fault-tolerance strategies, such as parallel processors, to provide reliability insurance. Risk planning and risk mitigation actions often come with an associated cost. The organization must do a cost/benefit analysis to decide whether the benefits accrued by the risk management steps outweigh the costs associated with implementing them. This calculation can involve the calculation of risk leverage (Pfleeger, 1998).

Contingency planning and risk management are only as good as the strategies developed to help mitigate the potential financial damage to your company. Mitigation strategies may include a variety of methods for limiting the effects of future problems to your business, including storing capital for revenue shortfalls as well as making improvements to facilities to reduce the chances of employee injury. These strategies provide your small business with a plan of action in the event of a problem. This allows your company to devote more time to solving a problem in the moment without having to first sit down and develop a plan of action (Jonathan Lister).

Contingency strategies are a result of the contingency plan. These strategies are devised for a specific situation where things could go wrong. These strategies prepare the organization for anything that could happen in future. They are the back up plans that support the organization when the actual plan fails (wisdomjobs.com).

Contingency strategies include; Effective segregation of tasks and duties reduces internal theft and risks related to fraud, Curtailing manual activities and the number of people and exceptions that rise during the implementation of business processes, Having the right people in the right jobs and Periodic assessments of all facets of risks that the organization may face (Mohammed Nasser Barakat, 2014).

Recovery Strategies and Performance

Recovery strategies provide a means to restore operations quickly and effectively following a disruption. Strategies should address disruption impacts and allowable outage times. Several alternatives should be considered when developing the strategy, including cost, allowable outage time, security, and integration with other directorate contingency plans. The strategy should include a combination of methods that complement one another to provide recovery capability over the full spectrum of incidents. A wide variety of recovery approaches may be considered; the appropriate choice depends on the incident and operational requirements (Marie Margiottiello and Henry Chao, 2003)

According to Ian Linton (2012), the aim of a recovery strategy is to ensure that your company can restore essential services and return quickly to normal operations if a disaster such as a fire, flood or computer failure strikes. Failure to recover after a disaster could have extremely damaging consequences. According to IBM Global Services, "40 per cent of organizations without a business continuity or recovery plan will go out of business within a few years of a major disaster."

Ian Linton further states that a recovery strategy should; focus on identifying and prioritizing the resources that are most critical to your business, identify threats to business continuity like fire, flood, failure of your IT or telecommunications system, or a natural disaster, set out plans for enabling key employees to resume work with the facilities they need, ability to communicate with employees, customers, suppliers, shareholders and the media after a disaster and finally, the names and responsibilities of the team that will coordinate your business recovery activities.

Following an incident that disrupts business operations, resources will be needed to carry out recovery strategies and to restore normal business operations. Resources can come from within the business or be provided by third parties. Resources include: Employees, Office space, furniture and equipment, Technology (computers, peripherals, communication equipment, software and data), Vital records (electronic and hard copy), Production facilities, machinery and equipment, Inventory including raw materials, finished goods and goods in production, Utilities (power, natural gas, water, sewer, telephone, internet, wireless) and Third party services. Since all resources cannot be replaced immediately following a loss, managers of organizations should estimate the resources that will be needed in the hours, days and weeks following an incident (Karen Dworaczyk, 2011)

If a facility is damaged, production machinery breaks down, a supplier fails to deliver or information technology is disrupted, business is impacted and the financial losses can begin to grow. Recovery strategies are alternate means to restore business operations to a minimum acceptable level following a business disruption. Recovery strategies require resources including people, facilities, equipment, materials and information technology. An analysis of the resources required to execute recovery strategies should be conducted to identify gaps. For example, if all machines in organization are lost due to a flood, and insufficient undamaged inventory is available to meet customer demand until production is restored, production might be made up by machines at another facility—whether owned or contracted. Recovery strategies therefore may involve contracting with third parties, entering into partnership or reciprocal agreements or displacing other activities within the company (Department of Homeland Security, www.ready.gov/business/implementation/continuity)

Recovery strategies include the following;

Facilities, this involves setting a plan for enabling key employees to resume work with the facilities they need. This includes senior executives and managers, customer service staff, production staff and sales representatives. companies should list the facilities that key employees need and identify alternative resources such as portable cabins with desks, computers and telecommunications facilities, or mobile phones and laptops that you can rent for short periods. If you store your company data on site, consider backing it up with an external service provider so your staff can access essential data in an emergency.

Communications; If a disaster occurs, you must be able to communicate with employees, customers, suppliers, shareholders and the media. Set out your process for contacting employees to let them know their role after the disaster. Key workers will need to know where and how they will resume working. Other employees will need to know the arrangements for returning to work after recovery. List the contact details for customers and suppliers so you can explain recovery arrangements.

The Team; Recovery strategies involves setting out the names and responsibilities of the team that will coordinate the business recovery activities. A senior executive and project manager should be responsible for putting the recovery plan into operation, working with representatives from the critical business areas (Ian Linton, 2012).

Financial Intelligence Authority and Performance

Through the Anti-Money Laundering Act 2013 and the Ant-Money Laundering Regulation, 2015, the Financial Intelligence Authority controls and regulates the operations of money remittance companies that involve how they handle transactions. The formation of their money transfer systems, reporting of transactions and how they deal with customers as well as their correspondents as a result of the interaction with the Financial Intelligence Authority (Regulation 33 of the Anti-Money Laundering Regulation, 2015).

Bank of Uganda and Performance

The Bank of Uganda through the Foreign Exchange Act, 2004 and the Foreign Exchange (Forex Bureaus and Money Remittance) Regulations, 2006 governs the performance of the money remittance companies ranging from determining their management, determining the minimum capital they should maintain, the setup of their business locations, the type of money remittance correspondence relationships that money remittance companies should have, how to handle and report transactions. Bank of Uganda's policies as outlined in the Foreign Act and Regulations are therefore designed to influence and determine all major decisions and actions, and all activities of money remittance companies. The performance of the money remittance operations is therefore reliant on the policies from Bank of Uganda (Regulations 6, 9, 15, 27, 33 of the Foreign Exchange (Forex Bureaus and Money Remittance) Regulations, 2006).

Conclusion

This chapter relayed the various reviewed literature related to the research study, the theoretical framework of the study being Contingency Theory was explained in terms of its assumptions, criticisms and relevance to the study. The concepts of money remittance and contingency planning were also explained quoting the applicable authors and publications. The actual review involved a discussion on the literature for every objective of the study.

However, the reviewed literature points out the relevance of contingency planning to general business aspects with no specific discussion about the effect of contingency planning on the performance of money remittance companies in Kampala. The interaction in the literature about contingency planning and performance does not also specifically relate with operations of money remittance companies in Kampala. The researcher therefore carried out the study to fill this gap in literature by studying the effect that contingency planning has on the performance of money remittance companies in Kampala.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter indicated how data for the study was collected, analyzed and interpreted in order to answer the research questions which met the purpose of this study. This chapter comprised of sections on research design, study population, sample size and selection, sampling techniques, data sources, different data collection tools, quality assurance, measurement of variables, analysis and presentation of data, ethical issues that were considered and the limitations during the study.

3.1 Research design

A research design is the overall strategy that the researcher shall choose to integrate the different components of the study in a coherent and logical way, thereby ensuring that the research problem is effectively addressed (Robert V. Labaree, 2009).

This study used a cross-sectional research design because it captured information based on data gathered for a specific point in time. The researcher was able to find out the opinion of a cross section of the population about a subject under investigation in a particular period of time (Sekaran, 2003). The data was gathered from a pool of participants in the selected money remittance companies. The findings through this type of design removed assumptions and replace them with actual data on the specific variables studied. This design was less costly to perform and did not require a lot of time and in addition, many findings and outcomes can be analyzed to create new theories/studies or in-depth research (Jarvista Rivers/study.com, 2003-2016). A correlation analysis was conducted to identify the relationship of the research objectives. Numerical figures and descriptive information was obtained, giving it both a quantitative and qualitative research dimension. The study used both qualitative and quantitative approaches during sampling, data collection, quality control, and analysis. Correlation analysis was performed on data obtained from questionnaires to define the direction of the relationship between variables, either positive or negative. A positive correlation coefficient meant that, as the value of one variable increased, the value of the other variable increased; as one decreased the other decreased. A negative correlation coefficient indicated that as one variable increased, the other decreased, and vice-versa.

At data collection stage, qualitative design involved administering open ended questionnaire questions to the respondents, whilst the quantitative design will involve administering closed ended questionnaire questions to respondents.

3.2 Study Population

This study population was comprised of 66 money remittance companies (BOU Annual Supervision Report, 2015). A list of this money remittance companies is indicated in appendix v which was obtained from the Bank of Uganda website, list of licensed money remittance companies.

3.3 Area of the study

The study was carried out in the 56 Money Remittance companies in Kampala Central Division.

3.4 Sample size and Selection

A sample size of 56 remittance companies was selected out of a total population of 66 on the basis of sample size determination random tables by Krejcie & Morgan (1973) as indicated in appendix vi of this report. From the 56 money remittance companies, only one respondent was chosen (either a Manager or Director). Because of their availability and technical knowledge, managers were apportioned a larger population size than directors. Sekaran, (2003) contended that a sample size larger than 30 and less than 500 is appropriate for most studies. The respondents from the sample were selected using purposive sampling technique based on their technical knowledge about money remittance business. It was prohibitive in terms of time, cost, and other resource inputs to examine every element in the population.

3.5 Sampling Techniques

The study used Stratified Sampling as one of the probability sampling methods to choose a sample of 56 that best represents a population of 66 money remittance companies. respondents from the 56 money remittance companies were put into one group based on a factor that may influence the variable that is being measured. This allowed the researcher to obtain a better coverage of the population and produced more precise estimates of the population percents (Chris B. Murphy, 2018).

3.6 Data Sources, Methods of Data Collection and Measurement

3.6.1 Data Sources

Data was collected both from primary and secondary sources. Questionnaires and interview guide were used to collect primary data from respondents in the money remittance companies which were structured and self-administered. Secondary data for this study was collected from review of published articles on the internet, government reports i.e. from Bank of Uganda, industry reports and dissertations related to the topic under investigation.

3.6.2 Data Collection Methods

The researcher used questionnaires because they offered greater validity, uniformity, were economical, convenient, covered a large number of individuals and encouraged quicker responses from the respondents (Akash Choudhury, 2015). The questionnaires were designed with both open and closed ended questions. Respondents were asked to indicate their level of agreement or disagreement with the statements formulated in line with the research questions by ticking the appropriate response in a Likert scale format. The format of the scale was a five-point Likert–type scale ranging from 5 (strongly agree) to 1 (strongly disagree).

SPSS computer software package was used to manipulate the data that was collected using the questionnaires. This involved use of data entry screens with inbuilt data control checks and skips based on the structure of the questionnaire. All the 56 money remittance companies were interviewed and issued questionnaires as well.

3.6.2 Measurement of Data

The researcher used nominal, ordinal, and Likert type rating scales when designing the questionnaires and measuring variables as supported by Mugenda&Mugenda (2003). The nominal scale was used to measure variables such as gender and duration of employment in the money remittance companies, among others. The ordinal scale was employed to measure variables such as age and level of education. The five point Likert type scale (1- strongly disagree, 2-disagree, 3-not sure, 4- agree and 5-Strongly agree) was used to measure the independent variable (Contingency Planning), the dependent variable (performance) and the moderating variables. According to Mugenda (2003) and Amin (2005), the Likert scale is able to measure perceptions, attitudes, values and behaviors of individuals towards a given phenomenon.

3.7 Data Management and Analysis

Data was processed by editing for completeness, accuracy, and uniformity, elimination of errors, double checking for missing or inconsistency in entries and comprehensiveness. Thereafter, data was tabulated and input in the Statistical Package for Social Scientists (SPSS) and the results were presented in comprehensive tables showing the responses of each category of variables. Qualitative data was interpreted by composing explanations or descriptions from the information presented in the tables.

A correlation coefficient was computed since the study entailed determining correlations or describing the association between two variables. Pearson‘s Correlation analysis was run to determine the existence and significance of the effect that contingency planning had on performance of money remittance companies. Pearson's (r) correlation coefficient ranged from -1 to 1, when r was near zero, there was no correlation, but when the computation resulted in to -1 or +1, a strong negative or positive relationship between the variables, respectively. Please refer to tables 4.10 to 4.12 for more details on computation.

The researcher provided continuous guidance to the respondents to ensure that their responses to the questions were objective and reflected the true and fair picture from the respondents.

The researcher used one research assistant who helped in distributing and collecting of the questionnaires from respondents. The research assistant was briefed on how to handle respondents and ensuring that all questionnaires were fully completed.

Confirmations before and after the data was collected were done, with the purpose of assisting in the data cleaning process by comparing the data in the first entry against second entry. Comparisons were made between the print outs and electronic versions of the data and where in consistencies were identified, editions were made electronically.

3.8 Reliability and Validity

Reliability

Ranjit (2011) refers to reliability as the quality of the measurement procedure that provides accuracy. In other words, it measures the quality of the measurement process, one that reflects the essential value of a study, and one which is accepted, respected and indeed expected by the researchers and users of research.

Reliability was established using SPSS Reliability Analysis Scale (Alpha coefficient). This is because of its ease and automatic applicability which is fitted on a two or more point rating scale. The normal range of Cronbach's Alpha value is between 0.0 and +1.0. Higher values reflect a higher degree of internal consistency. The instruments of the research were based on the Likert type five-point scale. Below were the results based on the Cronbach Alpha Value for reliability of the study tools.

Table 3.9.1 Cronbach Alpha Value for reliability of the study tools

Variables	Number of items	Cronbach's Alpha
Risk Detection	10	0.756
Contingency Strategies	10	0.751
Recovery strategies	10	0.84
Profits	3	0.603
Cash Flow	5	0.603
Customer satisfaction	4	0.604
Bank of Uganda Policies	2	0.603
Financial Intelligence Authority (FIA) Policies	2	0.611

Source: Primary Data (2017)

Table 3.9.1 above shows that all the dimensions of the independent variable as well as dependent variable give Cronbach's Alpha values above 0.6 when reliability test is conducted. This implies that the tools used in the study are reliable for data collection as asserted by (Sekaran, 2003)

Validity

Validity refers to the appropriateness of an instrument in measuring whatever it is intended to measure (Amin, 2005). Validity was determined through the average Content Validity Index (C.V.I). The C.V.I was determined using the formula; n/N, Where n= number of items rated as valid and N= Total number of items in the questionnaire. To test this, two supervisors where contacted to assist in evaluating the validity of each item in the questionnaire to the study objectives. The researchers rated each item as either valid or not valid. As recommended by Amin (2005), for the instrument to be valid, the C.V.I should be at least 0.7.

Using the formula; the 1st Supervisor= 44/46=0.95, 2nd Supervisor=45/46=0.97. Therefore, the total C.V.I=0.95+0.97=1.92/2=0.96. This indicates that the instrument used in this study was valid since it had a C.V.I of 0.96 which is above 0.7.

3.9 Ethical consideration

The major ethical problem with the study was the privacy of the respondents and confidentiality of their information. An introduction letter was obtained from the university so as to provide confidence, assurance, freedom and comfort to the respondents during the study.

Respondents were informed upfront that their names would not be required. To ensure confidentiality, the subjects were informed upfront that the information they gave was solely used for academic purposes and data obtained on private matters would be treated with utmost confidentiality.

The researcher further desisted from any tendencies towards plagiarism and all research work and publications done by various scholars were referred to and acknowledged during the study.

All the view of the respondents were accorded due respect and the researcher refrained from all matters that could be unethical to both the respondents and the study.

3.10 Limitations

Limitation in participation by respondents and skepticism, the researcher overcame this by assuring the respondents that the research was purely for academic purposes. In addition, an introduction letter from Uganda Martyrs University was obtained to support the purpose of the research study.

Time constraint was one the major limitations that the researcher faced, in terms of distribution of research tools to respondents, scheduling of interviews with respondents as well as balancing between work and research tasks. However, the researcher overcame this limitation by making a plan for every activity as well as utilizing weekends and following up with respondents on an individual level.

Generalization of findings proved difficult since the findings were based on samples. To overcome this, the researcher selected an adequate sample that presented a significant representation of the money remittance sub-sector.

Conclusion

This chapter discussed methods that were used in undertaking the research. It clearly indicated the research design, population, sample size and sampling techniques, data collection, analysis and presentation methods, validation and reliability of the methods that were applied to establish the effect of contingency planning on the performance of money remittance companies in Kampala. Furthermore it indicated ethical considerations, and the limitations that were faced by the researcher in accomplishing the study and how he overcame them to improve the quality of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents study findings on contingency planning and performance of money remittance companies in Kampala. The chapter presents findings according to three research objectives which looked at establishing the effect of risk detection, contingency strategies and recovery strategies on the performance of money remittance companies in Kampala.

The chapter presents descriptive results from the questionnaire in form of means and standard deviations. Responses from the interview guide are also discussed in this chapter. The study also presents correlations and regressions to show the nature of relationship and magnitude effect the independent variable has on the dependent variable.

The chapter also presents the response rate, which shows the number of participants that actually participated in the study. The study also presents the background information of respondents which shows the common demographic characteristics of respondents that participated in the study.

Sample Characteristics

Sample characteristics contain the gender group, age group, education levels, duration of service in the company and the category of the respondents.

Response Rate

All the 56 people who constituted the sample size actually responded to the questionnaires; this represented a response rate of 100% in questionnaires. This response rate was well above the recommended 60% response rate as per Guttmacher Institute (2006) which asserts that for a study to be considered with satisfactory results it should have a response rate above 60% in the overall study. This is because the instructions on how to complete the questionnaires were clear, the tool was easy to read and follow, respondents were given enough time to complete the questionnaires. Therefore, this implies that the study results can be relied upon for academic and non-academic purposes by readers and users.

Demographic characteristics of the respondents

Gender of Respondents

The study sought to establish the gender of respondents which was categorized as male and female. The Respondents were asked about their gender and the findings were analyzed using descriptive statistics as presented below.

Table 4.1 Gender of the Respondents

Gender of the Respondent	Frequency	Percentage (%)
Male	43	76.8
Female	13	23.2
Total	56	100.0

Source: Primary Data (2017)

The study findings in table 4.1 above show that 76.8% of the respondents were male and 23.2% were female. This is perhaps due to the mode of operations of the money remittances companies which encourage more participation of the male than the female.

Age group of the Respondents

The research wanted to ascertain the age group of the respondents which is categorized as; 20-29, 30-39, 40-49, 50 and above. The respondents were requested to indicate their age group and the findings were analyzed using descriptive statistics and are presented below.

Table 4.2 Age group of the respondent

Age group of the respondent	Frequency	Percentage (%)
20-29	19	33.9
30-39	22	39.3
40-49	11	19.6
50 and above	4	7.1
Total	56	100.0

Source: Primary Data (2017)

The study findings in Table 4.2, show that the highest percentage of the respondents 19 (33.9%) fall in the age group of 20-29 years followed by 30-39 years at 22 (39.3%), followed by 40-49 years at 11 (19.6%), and those 50 years and above at 4 (7.1%). This means that the money remittance companies' staff are mostly between 20 to 39 years thus old enough to provide credible responses.

Highest level of education

The study sought to ascertain the education level of respondents which is categorized as Certificate, diploma, degree, and Professional Course. The respondents were requested to indicate their highest education level and the findings were analyzed using descriptive statistics and are presented as below.

Table 4.3 Highest level of education

Highest level of education	Frequency	Percentage (%)
Certificate	2	3.6
Diploma	6	10.7

Degree	36	64.3
Professional Course	12	21.4
Total	56	100.0

Source: Primary data (2017)

The results in Table 4.3 show that a big number of respondents are Degree holders at 64.3%, followed by Professional Course at 21.4%, Diploma holders at 10.7% and lastly Certificate holders at 3.6%. The implication for the above results is that a big number of respondents are degree and Professional Course holders at Money remittance companies in Kampala. This means the respondents were able to understand the research instrument very well hence giving accurate answers.

Respondent's Length of Service at the Company

The researcher wanted to ascertain the length of service of the respondents at the company which is categorized as; Less than 1 year, 1 – 5 years, 6 – 10 years, Over 10 years. The respondents were requested to indicate their length of service at the Company and the findings were analyzed using descriptive statistics and are presented below.

Table 4.4 Length of Service at the Company

Length of Service at the Company	Frequency	Percent
Less than 1 year	00	00
1-5 years	37	66.1
6-10 years	13	23.2
Over 10 years	6	10.7
Total	56	100.0

Source: Primary Data (2017)

The study findings in Table 4.4, show that the highest percentage of the respondents (66.1%) fall in the age bracket of 1 – 5 years, followed by 6 - 10 years at 23.2%, followed by over 10 years at 10.7% and those less than 1 year at 00%. there were no respondents who had worked for the money remittance companies for less than a year. This means that the employees (respondents) have spent at least on average 5 years and above thus knowledgeable about the operations of the money remittance companies.

4.1 Presentation and Analysis of Findings from the Study Objectives

Descriptive statistics were used to examine and establish the impact of contingency planning on the performance of money remittance companies in Kampala. The findings were analyzed and interpreted basing on the attached Likert Scale such that a mean close to 5 represents strong agreement, 4-agreement, 3- Not sure, 2- disagreement and 1-strong disagreement.

Risk Detection as a measure of Contingency Planning in money remittance companies in Kampala

The study sought to establish respondents' opinion on risk detection as a measure of contingency planning in money remittance companies in Kampala. Findings from questionnaires were computed to obtain means and standard deviations. Also, findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below. Respondents were required to respond to a number of statements on risk detection as a measure of contingency planning in money remittance companies in Kampala. The following were the results;

Table 4.5 Risk detection as a measure of contingency planning in money remittance companies in Kampala; N=56

Item	Minimum	Maximum	Mean	Std. Deviation
The company has identified and listed all the risks in money remittance business.	1	5	4.04	.914
The company has categorized the identified risks according to their level of severity or impact on the money remittance operations	2	5	3.89	.824
I know some of the sources of the major risks	2	5	4.27	.587

that may affect our money remittance operations.				
The company staffs are aware of the different risks that may affect the money remittance operations.	2	5	4.29	.563
Risk detection helps the company to understand the potential risks and how to manage them.	2	5	4.32	.575
Detecting risks early reduces on their impact on the company's money remittance operations.	2	5	4.54	.687
The cost involved in detecting risks is much less than the cost when there is no risk detection.	1	5	3.96	1.334
Risk detection should be an on-going process.	2	5	4.71	.594
Risk detection is more successful if the company and the customers are involved.	2	5	4.18	.741
Management of the company supports and is involved in risk detection.	2	5	4.43	.599
Overall mean			**4.26**	**.742**

Source: Primary Data (2017)

Findings in Table 4.5 revealed that the companies have identified and listed all the risks in money remittance business where the respondents agreed with the mean of 4.04 and the standard deviation of .914. This implies that as part of risk detection, the risks in money remittance business are listed and identified by the company. This concurs with Kearns (2014) that risk detection helps organizations to identify which potential areas in your business could possibly cause problems. In addition, the companies have identified and listed all the risks in money remittance business.

The respondents were asked to state whether the companies have categorized the identified risks according to their level of severity or impact on the money remittance operations. Findings in Table 4.5 revealed that the companies have categorized the identified risks according to their level of severity or impact on the money remittance operations. The respondents were in disagreement with the mean of 3.89which implied that there were varying views among the respondents. The implication is that the companies not all companies have categorized the identified risks according to their level of severity or impact. This is in agreement with Heinz-Peter Berg (2010) that appropriate risk detection method will depend on the application area.

Findings in Table 4.5 revealed that respondents knew some of the sources of the major risks that may affect money remittance operations where the respondents agreed with the mean of 4.27. This implies that the staff in the money remittance companies know some of the sources of the major risks that may affect the money remittance operations. This relates with Heinz-Peter (2010), that a better the understanding of risk sources, the better the outcomes of the risk assessment process and the more meaningful and effective it will be the management of risks.

The respondents were further requested to state whether the companies' staff are aware of the different risks that may affect the money remittance operations. Table 4.5 findings revealed that staff in the money remittance companies are aware of the different risks that may affect operations. This was indicated by the mean of 4.29. This relates to Carey (2012), that a wide net is cast to understand the universe of risks making up the enterprise's risk profile and the companies' staff have to be aware of the different risks that may affect operations.

Table 4.5 findings revealed that the respondents agreed with the mean value of 4.32 indicating that risk detection helps the money remittance companies to understand the potential risks and how to manage them. This concurs with Dimoff (2015), that risk detection helps the company to understand the potential risks and how to manage them and ensures that the company's contingency plan clearly identifies all types of incidences that will trigger the plan of action.

In line with the above, respondents were requested to state whether detecting risks early reduces on their impact on money remittance operations. This is indicated by the mean of 4.54 which showed that the respondents were in agreement that detecting risks early reduces on their impact on money remittance operations. This is in line with the Risk Management Handbook (2014), that detecting risks early reduces on their impact on the company's operations.

Furthermore, the respondents were asked to indicate their opinion on whether the cost involved in detecting risks is much less than the cost when there is no risk detection; evidence in table 4.5 indicate that the mean value of 3.96 which indicates that respondents were not in total agreement that the cost involved in detecting risks is much less than the cost when there is no risk detection as part of risk detection.

The respondents were asked to indicate their opinion on whether risk detection should be an on-going process; evidence in Table 4.5 indicate that the mean of 4.71 showed that the respondents supported the statement that risk detection should be an on-going process.

Table 4.5 findings revealed that risk detection is more successful if the company and the customers are involved, the respondents agreed with the mean value of 4.18. This demonstrates that risk detection is more successful if the company and the customers are involved.

Table 4.5 findings revealed that the management in the money remittance companies support and are involved in risk detection where respondents agreed with the mean value of 4.43.

Contingency Strategies as a measure of contingency planning in money remittance companies in Kampala

The respondents supported the view that contingency strategies werea measure of contingency planning in money remittance companies in Kampala. Respondents were engaged in answering questionnaires and results are presented below from questionnaires results. Results from questionnaires were computed to obtain mean and standard deviations are presented in themes and quotation and results are presented below.

Table 4.6 Respondents opinion on contingency strategies as a measure of contingency planning in money remittance companies in Kampala, N=56

Item	Minimum	Maximum	Mean	Std. Deviation
The company has mechanisms in place to manage contingencies.	2	5	4.18	.575
The company has documented different methods to deal with disruptions/contingencies.	1	5	3.91	.793
The company has identified activities that are critical to the survival of the money remittance business.	2	5	4.20	.796
The company has trained staff to manage disruptions in money remittance operations.	2	5	4.34	.611
The system used for money remittance transactions is reliable and has adequate security controls.	2	5	4.48	.660
The company has insurance cover, installed antivirus software or fire extinguishers to prevent disasters/disruptions.	2	5	4.61	.731
The company backs up its information on a regular basis.	2	5	4.45	.689
The company has faced and managed disruptions in money remittance operations in the past.	1	5	3.68	1.081
The company always comes up with new ways to	2	5	4.02	.863

deal with contingences in money remittance operations.				
The company receives regular support from its money remittance correspondent/principal.	1	5	4.14	.883
Overall mean			**4.20**	**.768**

Source: Primary Data (2017)

Respondents were required to state whether the companies have mechanisms in place to manage contingencies. Findings in Table 4.6 indicated that agreed position of the mean of 4.18, indicating agreement by the respondents that money remittance companies have mechanisms in place to manage contingencies. This is in agreement with Laurie (2004) that contingency strategies are developed to reduce the possibility or the loss impact of a risk and the companies have mechanisms in place to manage contingencies.

The researcher also wanted to establish whether the companies have documented different methods to deal with disruptions/contingencies as part of contingency strategies. The findings in table 4.6 indicated the agreed position of mean 3.91 and standard deviation of 0.793 which was high implied that the respondents had varying views on the statement. This implies that not all companies have documented different methods to deal with disruptions/contingencies as part of contingency strategies. The need for documentation of procedures to deal with disruptions was emphasized by Hall (1998).

Respondents were further required to state whether the remittance companies have identified activities that are critical to their survival. The table 4.6 findings revealed the mean of 4.20 which implied that the majority of the respondents agreed to the statement which means that money remittance companies have identified activities that are critical to their survival. This concurs with Pfleeger (1998), who highlighted the importance of calculating and identifying functions in business that can be impacted the most when designing contingency strategies.

The researcher wanted to ascertain whether money remittance companies have trained staff to manage disruptions. The finding in table 4.6 revealed mean of 4.34 which implied that the greater percentage of the respondents agreed with the statement and the standard deviation of 0.611that was high implied that there were some varying options of the respondents. This implies that the money remittance companies have trained staff to manage disruptions should they occur.

Respondents were required to give their views on the system used for money remittance transactions, whether they are reliable and have adequate security controls. Findings in table 4.6 revealed the mean of 4.48 indicating that the respondents agreed about the statement, which demonstrates that the systems used for money remittance transactions are reliable and have adequate security controls as part of strategies to manage contingencies.

The respondents were asked to state whether the companies have insurance cover, installed antivirus software or fire extinguishers to prevent disasters/disruptions. Table 4.6 findings revealed that the respondents agreed with the mean of 4.61 and the standard deviation of 0.731 which was medium implied that there were varying views among the respondents. This indicates that majority of the money remittance companies have insurance cover, installed antivirus software or fire extinguishers to prevent disasters/disruptions as contingency strategies. During the interviews, respondents *suggested that money remittance companies should consider obtaining insurance and strengthening their internal controls as ways to manage risks.*

The respondents were asked to state whether money remittance companies back up their information on a regular basis, findings in Table 4.6 indicated by the mean value of 4.45 where the respondents were in the agreement. This implies that overall, money remittance companies back up their information on a regular basis as a contingency strategy.

Table 4.6 findings indicated that the companies have faced and managed disruptions in money remittance operations in the past as part of contingency strategies. The respondents agreed with the mean of 3.68 and the standard deviation of 01.081 indicating that a large number of respondents disagreed with the statement that the companies have faced and managed disruptions in money remittance operations in the past. This implies that not many money remittance companies have faced and managed disruptions in the past. However, during the interviews, respondents indicated that the *main challenges affecting money remittance operations in Uganda included; increasing cost of operation, decline in inflows from abroad, increased reliance on mobile money transfer platforms by customers, stringent anti-money laundering procedures done by international banks and the inflexible laws governing the money remittance business, volatile rates for the dollar which determines the rates of other foreign currencies, illegal money transfer dealers and internal and external money transfer fraud.*

The findings in Table 4.6 show that money remittance companies always comes up with new ways to deal with contingences in their operations where the respondents agreed with the mean of 4.02. This means that the companies always come up with new ways to deal with contingences in money remittance operations as way of managing contingencies. During the interviews, respondents further suggested other ways within which money remittance companies can manage risks such as; *working with the central bank to put in place flexible regulation that considers changes in technology such as use of mobile money transfer platforms and combating of illegal money remittance business.*

Respondents were required to respond on whether the money remittance companies receive regular support from their correspondents/principals, the findings indicated the mean of 4.14 and the standard deviation of 0.883, implying that remittance companies receive regular support from their money remittance correspondents/principals.

Recovery Strategies as a measure of contingency planning in money remittance companies in Kampala

The study sought to establish recovery strategies as a measure of contingency planning in money remittance companies in Kampala. Findings from questionnaires were computed to obtain means, standard deviations. Respondents were required to respond to a number of statements recovery strategies as a measure of contingency planning in money remittance companies in Kampala. The following were the results;

Table 4.7 Respondents Opinion on recovery strategies as a measure of contingency planning in money remittance companies in Kampala; N=56

Item	Minimum	Maximum	Mean	Std. Deviation
The company has recovery procedures in place to be followed after a disruption/disaster.	1	5	3.89	.888
The company takes little time to recover after a disruption/disaster.	1	5	3.46	1.159
The company has alternative money remittance systems to use after one fails to operate.	1	5	3.34	1.392
The company has alternative locations to carry out money remittance operations.	1	5	3.29	1.534
The company has adequate staff capacity to handle operations after a staff shortage.	2	5	4.25	.611
The company has assigned particular individuals to	1	5	3.75	.958

coordinate the recovery process after a disruption or disaster.				
The company has back-up devices where information or data can be restored after a loss.	3	5	4.21	.563
The company communicates to employees, customers, suppliers and other stakeholders after a disaster/disruption.	2	5	3.89	.652
The company has set aside resources to be used after a disruption or disaster.	1	5	3.50	1.079
Staffs have been trained on how to respond after a disaster/disruption.	1	5	3.80	.999
Overall mean			**3.74**	**.983**

Source: Primary Data (2017)

Respondents were required to state whether money remittance companies have recovery procedures in place to be followed after a disruption/disaster. Findings in table 4.7 indicated a mean of 3.89 which implied that majority agreed to this statement. This finding therefore implies that the companies have recovery procedures in place to be followed after a disruption/disaster as part of recovery strategies. This finding relates to Margiottiello and Chao (2003), that a wide variety of recovery approaches may be considered; the appropriate choice depends on the incident and operational requirements and the companies have recovery procedures in place to be followed after a disruption/disaster.

The researcher wanted to ascertain whether the money remittance companies take little time to recover after a disruption/disaster. Findings in table 4.7 revealed that the respondents were in the mid position with the mean of 3.46.This implies that companies take little time to recover after a disruption/disaster although these are not majority. This concurs with Linton (2012)that the aim of a recovery strategy is to ensure that your company can restore essential services and return quickly to normal operations if a disaster

The study sought to find out whether the money remittance companies have alternative money remittance systems to use after one fails to operate as part of recovery strategies. The Findings in table 4.7 revealed the mean of 3.34, which implies that the companies have alternative money remittance systems to use after one fails to operate. This is in line with Dworaczyk (2011), that resources will be needed to carry out recovery strategies to enable businesses restore normal operations. during the interviews, respondents *suggested that money remittance companies should embrace mobile money platforms, provide adequate staff training and automate the money remittance processes as some of the strategies to manage disruptions in money remittance operations*.

The researcher wanted to establish whether the companies have alternative locations to carry out money remittance operations. The findings in Table 4.7 indicated by the mean of 3.29 where the respondents were in mid position with the statement and the standard deviation of 1.534 that was high implied not many money remittance companies have alternative locations to carry out money remittance operationsas part of recovery strategies.

Furthermore the researcher wanted to establish whether the companies have adequate staff capacity to handle operations after a staff shortage as part of recovery strategies. The respondents in Table 4.7 agreed with the mean of 4.25, which implied that money remittance companies have adequate staff capacity to handle operations in case of a staff shortage.

The findings revealed that the companies have assigned particular individuals to coordinate the recovery process after a disruption or disaster. This is showed that respondents had an agreed mean of 3.75, which portrays that the money remittance companies have assigned particular individuals to coordinate the recovery process after a disruption or disaster as a recovery strategy.

The researcher wanted to establish whether the companies have back-up devices where information or data can be restored after a loss as part of the recovery strategies. The respondents agreed with the mean of 4.21 and the high standard deviation of 0.563 in table 4.7, which implied that the money remittance companies have back-up devices where information or data can be restored after a loss as part of the recovery strategies.

The respondents indicated that contingency planning improves service delivery to customers and brings about customer satisfaction, to a greater extent the profitability of their companies improved because of contingency planning.

On whether the money remittance companies communicate to employees, customers, suppliers and other stakeholders after a disaster/disruption, the findings indicated that they do with the agreed mean of 3.89. This implied that the companies communicate to employees, customers, suppliers and other stakeholders after a disaster/disruption which corresponds with the article by Linton, 2012, that contingency planning enables companies to communicate with employees, customers, suppliers, shareholders and the media after a disaster.

Table 4.7 findings indicated that as part of recovery strategies, companies have set aside resources to be used after a disruption or disaster where the respondents agreed with the mean of 3.50. This implied that remittance companies have set aside resources to be used after a disruption or disaster which relates to Diane Chinn, 2011.

The findings in table 4.7indicated that staff have been trained on how to respond after a disaster/disruption where they agreed with the mean of 3.80.

4.1.4 Performance of Money Remittance Companies in Kampala

The study established the measures of Performance of Money Remittance Companies in Kampala in terms of Profits, Cash Flow and Customer satisfaction. Respondents were engaged in answering questionnaires and results are presented below from questionnaires. Results from questionnaires were computed to obtain means and standard deviations are presented below.

Table 4.8 Respondents Opinion on Profits as a measure of Performance of Money Remittance Companies in Kampala; N=56

Profits	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
The company’s profits are enough to meet its expenses.	2	5	4.21	.756
The company’s profits are affected when there is a disruption in money remittance operations.	1	5	3.86	1.135
The company’s costs have reduced due to contingency planning.	1	5	3.63	.983
Cash Flow				
The company always has enough working capital to meet the needs of customers.	2	5	4.29	.909
The company has readily available sources of funds to meet the customer needs in case of shortage.	2	5	4.23	.603
The company maintains working capital depending on the level of remittance transactions.	1	5	4.11	.824
When our money remittance correspondent settles the funds due to us on time we are able operate smoothly.	2	5	4.55	.601
Monitoring the company’s expenditure and income regularly reduces cash flow problems.	3	5	4.39	.623
Customer Satisfaction				
The company is in position to always meet the customers’ needs.	3	5	4.43	.599

There are less customer complaints when disruptions are managed in time.	4	5	4.48	.504
Our customers are satisfied with the money remittance products and services we offer.	3	5	4.46	.538
Customers are consulted on how to best improve the money remittance products and services.	1	5	4.02	.884

Source: Primary data (2017)

The respondents were asked to state whether the company's profits are enough to meets its expenses. Findings in Table 4.8 indicated the mean that the respondents agreed with the mean value of 4.21 which implies that the majority of the remittance companies' profits are enough to meets their expenses.

The respondents were requested to state whether profits are affected when there is a disruption in money remittance operations. Table 4.8 results indicated that the respondents disagreed with the mean of 3.86. This implies that the profits of money remittance companies are not necessarily affected when there is a disruption in operations.

Respondents were asked to state whether company's costs have reduced due to contingency planning. The findings in table 4.8 continued to reveal that the respondents agreed with the mean value of 3.63 implied that there were varying views among the respondents. This implies that company's costs have not reduced much due to contingency planning.

These findings are in agreement with Rajan (2008) that contingency planning alone does not necessarily reduce the cost of operations.

The findings in table 4.8 revealed that, the respondents agreed with the mean of 4.29 that money remittance companies always have enough working capital to meet the needs of customers in as far as cash flow is concerned. This is concurs with Grimsley, 2015 who highlighted the importance for companies to always have enough working capital to meet the needs of customers in case of shortage.

The study also sought to find out whether the companies have readily available sources of funds to meet the customer needs in case of shortage as part of cash flow. Table 4.8 findings revealed that the respondents agreed with mean of 4.11. This implies that the remittance companies have readily available sources of funds to meet the customer needs.

Table 4.8 indicates that respondents agreed with the mean of 4.11 that money remittance companies maintain working capital depending on the level of remittance transactions.

Findings in Table 4.8 indicated that the respondents agreed with the mean 0f 4.55 that when their money remittance correspondents settle the funds due to them on time, they are able to operate smoothly. When interviewed, the respondents further confirmed *that it took on average two (2) days for correspondents/principals to settle funds due to their money remittance companies*. this was therefore considered adequate to operate smoothly.

Table 4.8 findings revealed that the respondents agreed that monitoring the company's expenditure and income regularly reduces cash flow problems, they agreed with the mean of 4.39. The findings are in agreement with Grimsley (2015) that managing your cash flow helps you understand what happens to cash if a customer pays a bill, what happens to cash if your business purchases supplies and what happens to cash if you pay an employee or independent contractor.

The researcher wanted to ascertain whether as part of customer satisfaction the companies are in position to always meet the customers' needs. The findings in table 4.8 showing a mean of 4.43, implies that respondents agreed that the money remittance companies are in position to always meet the customers' needs.

The respondents were asked to state whether there are less customer complaints when disruptions are managed in time. Findings in Table 4.8 indicated the respondents were in agreement (mean of 4.48) that there are less customer complaints when disruptions in money remittance operations are managed in time.

The respondents were required to state whether their customers are satisfied with the money remittance products and services they offer. Table 4.8 findings revealed that the respondents agreed with the mean of 4.46 that customers are satisfied with the money remittance products and services.

Findings in Table 4.8 indicated the respondents were agreed with a mean of 4.02 that customers are consulted on how to best improve the money remittance products and services. The findings concur with Grimsley (2015) that customer satisfaction measures how well the expectations of a customer concerning a product or service provided by your company have been met. According to Ross Beard (2014), customer satisfaction is so important because; it's a leading indicator of consumer repurchase intentions and loyalty, it's a point of differentiation, it reduces customer churn, It increases customer lifetime value, It reduces negative word of mouth and It's cheaper to retain customers than acquire new ones.

Moderating variables on the effect of contingency planning on the performance of money remittance companies in Kampala

The study established the effect of moderating variables on contingency planning and performance of money remittance companies in Kampala. Respondents were engaged in answering questionnaires and results are presented below from questionnaires. Results from questionnaires were computed to obtain means and standard deviations are presented below.

Table 4.9 Respondents Opinion on the moderating variables on the effect of contingency planning on the performance of money remittance companies in Kampala; N=56

Item	Minimum	Maximum	Mean	Std. Deviation
The company's policies and procedures for operation are designed in relation to Bank of Uganda policies.	4	5	4.64	.483
Bank of Uganda policies have affected the way we conduct money remittance operations.	1	5	3.20	1.420
The way the company handles certain customer transactions has been as a result of the Financial Intelligence Authority's policies.	1	5	4.20	.883
I consider the Financial Intelligence Authority policies as favourable to our operations.	1	5	4.04	.953
Overall Mean			**4.02**	**.935**

Source: Primary Data (2017)

Findings in Table 4.9 indicated that the respondents were in the agreed mean of 4.64 and the standard deviation of 0.483 indicating low dispersion in the responses of the respondents that the company's policies and procedures for operation are designed in relation to Bank of Uganda policies. However, a mean of 3.20 indicated that respondents disagreed that the way they conducted remittance operations was affected by Bank of Uganda's policies. This implies that the companies' policies and procedures are not only designed in relation to Bank of Uganda policies but rather other factors as well.

Findings in Table 4.9 indicated that the way the money remittance companies handle certain customer transactions has been as a result of the Financial Intelligence Authority's policies where the respondents agreed with the mean of 4.20. They also consider the Financial Intelligence Authority policies as favorable to their operations in agreement with the mean of 4.04.

Correlation Analysis

The study examined the effect that contingency planning has on the performance of money remittance companies in Kampala. The effect of contingency planning on the performance of money remittance companies in Kampala was investigated using risk detection, contingency strategies and recovery strategies as dimensions for the independent variable while profits, cash flow and customer satisfaction were for the dependent variable.

Risk detection and the Performance of Money Remittance Companies

Table 4.10 Correlation Analysis of the effect of Risk detection on the Performance of Money Remittance Companies in Kampala

Correlations			
		Risk detection	Performance of Money Remittance Companies
Risk detection	Pearson Correlation	1	.535**
	Sig. (2-tailed)		.001
	N	56	56
Performance of Money Remittance Companies	Pearson Correlation	.535**	1
	Sig. (2-tailed)	.001	
	N	56	56
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2017)

	Co-efficient, r	
Strength of Association	**Positive**	**Negative**
Small	.1 to .3	-0.1 to -0.3
Medium	.3 to .5	-0.3 to -0.5
Large	.5 to 1.0	-0.5 to -1.0

Pearson correlation = 0.535**

In Table 4.10, it can be clearly seen that there is a positive significant effect between risk detection and Performance of Money Remittance Companies (r=0.535**). As indicated above, the strength of association between the variables is strong (r=0.535). This precisely points out that risk detection is one of the elements used to measure contingency planning as regards to performance of money remittance companies. Hence a change in risk detection leads to a very significant change in performance of money remittance companies.

Contingency strategies and the performance of money remittance companies

Table 4.11 Correlation analysis of the effect of Contingency strategies on the Performance of Money Remittance companies in Kampala

Correlations			
		Contingency Strategies	Performance of Money Remittance Companies
Contingency Strategies	Pearson Correlation	1	.501**
	Sig. (2-tailed)		.000
	N	56	56
Performance of Money Remittance Companies	Pearson Correlation	.501**	1
	Sig. (2-tailed)	.000	
	N	56	56
** Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2017)

Pearson correlation = 0.501**

The correlation analysis findings in Table 4.11 indicated that there is a positive significant effect between contingency strategies and performance of money remittance companies in Kampala (r=.501**). As indicated above, the strength of association between variables is high (r=0.501). This means that a change in contingency strategies leads to a much significant change in the performance of money remittance companies in Kampala.

Recovery strategies and Performance of Money Remittance Companies

Table 4.12 The Correlation analysis of the effect of Recovery strategies on the Performance of Money Remittance Companies in Kampala

Correlations			
		Recovery strategies	Performance of Money Remittance Companies
Recovery strategies	Pearson Correlation	1	.423**
	Sig. (2-tailed)		.001
	N	56	56
Performance of Money Remittance Companies	Pearson Correlation	.423**	1
	Sig. (2-tailed)	.001	
	N	56	56
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2017)

Pearson correlation = 0.423**

The correlation analysis findings in Table 4.12 revealed that recovery strategies affect the performance of money remittance companies in Kampala, with significance levels of 0.423. However, at r=0.423 (less than 0.5), it indicates that the strength of effect of recovery strategies on performance is medium, which shows a moderate correlation between recovery strategies and Performance of Money Remittance Companies in Kampala. This means that a change in recovery strategies would not necessarily lead to a significant change in performance of money remittance companies in Kampala.

Regression Analysis

A regression analysis was run to establish the predictive qualities of dependent variable (performance of money remittance companies in Kampala) in relation to the independent variable (Contingency Planning). The results are indicated below in Table 4.13.

Table 4.13 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605[a]	.366	.329	.31385
a. Predictors: (Constant), Recovery strategies, Risk detection, Contingency Strategies				

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.383	.551		2.509	.015
	Risk detection	.386	.146	.350	2.640	.004
	Contingency Strategies	.225	.122	.260	1.836	.072
	Recovery strategies	.066	.080	.114	.824	.414
a. Dependent Variable: Performance of Money Remittance Companies						

Source: Primary Data (2017)

Findings in Table 4.13 indicated that the adjusted R square shows the variation in independent variable that is explained by variation in the dependent variables. In this case, the variation in contingency planning explains variation in performance of money remittance companies up to 32.9% (0.329*100%). This implies that contingency planning is not the only factor to explain the performance of money remittance companies. However, there are other variable factors not included in this study. The Adjusted R square also indicates how well the independent variable influences the dependent variable.

The findings in Table 4.13 showed that risk detection is a significant predicator of the performance of money remittance companies or statistically significant as per the overall (beta=0.350, sig. =0.004) which is less than the common significance level of 0.05. This implies that a change in risk detection would lead to a change in performance of money remittance companies.

Contingency and recovery strategies are not statistically significant to the entire model as indicated by the (beta=0.260, 0.114, sig. = 0. 072, 0.414). This implies that a change in Contingency planning and recovery strategies would not significantly affect the performance of money remittance companies

Table 4.13, the Value of R^2 = .366, means that 36.6 percent of the total variance in performance of money remittance companies has been explained by the dimensions of Contingency planning which are risk detection, contingency and recovery strategies.

Conclusion

Chapter four covered the presentation of results and interpretation of findings in relation to the study objectives. The findings were summarized in form of tables, figures, (showing percentages and frequencies). In addition, descriptive statistics was done, statistical analysis namely correlation and regression analysis were undertaken to find out the effect of contingency planning on the performance of money remittance companies in Kampala.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study examined the effect of contingency planning on the performance of money remittance companies in Kampala. The study adopted three research objectives which looked at examining the effect of risk detection, recovery strategies on the performance of money remittance companies in Kampala.

This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings from the objectives in chapter four.

5.1 Summary of Findings

The first objective was to examine the effect of Risk Detection on the Performance of Money Remittance Companies in Kampala

The findings in Table 4.5 indicate that the overall mean of 4.26 and the standard deviation of 0.742 showed that the respondents had varying views about the statement that risk detection is a measure of contingency planning among money remittance companies in Kampala. This implied that risk detection affects contingency planning among money remittance companies in Kampala. This concurred with Cindy (2011) that when a business experiences a disruption, whether it is a power outage or a natural disaster, contingency planning helps minimize the loss of production.

The correlation analysis findings in Table 4.12 showed a positive significant effect of risk detection on Performance of Money Remittance Companies ($r=0.535^{**}$). This precisely points out that risk detection is one of the elements used to measure contingency planning as regards to performance of money remittance companies. Hence a change in risk detection leads to a change in performance of money remittance companies. This concurs with Suzanne Kearns (2014) that risk detection helps organizations to identify which potential areas in their businesses could possibly cause problems. To do this, many business owners brainstorm with their employees, looking at all areas of operation and identifying the things that could go wrong.

The regression analysis findings in Table 4.13 showed that risk detection is a significant predicator of Performance of Money Remittance Companies or statistically significant as per the overall (beta=0.350, sig. =0.004) which is less than the common significance level of 0.05.

The effect of Contingency Strategies on the Performance of Money Remittance Companies in Kampala

The second objective was to examine the effect of contingency strategies on performance of money remittance companies in Kampala.

The findings in Table 4.6 revealed an overall mean of 4.20 and the standard deviation of 0.768. This implies that contingency strategies are a measure of contingency planning in money remittance companies in Kampala. This is in agreement with Williams (2004) that contingency strategies are developed to reduce the possibility or the loss impact of a risk. Contingency strategies produce a situation in which the risk items are eliminated or otherwise resolved

The correlation analysis findings in Table 4.12 indicated that there is a positive significant effect of contingency strategies on the performance of money remittance companies in Kampala ($r=.501^{**}$). This means that a change in contingency strategies leads to a change in performance of money remittance companies in Kampala. This is in line with Laurie Williams (2004), contingency strategies are developed to reduce the possibility or the loss impact of a risk. Contingency strategies produce a situation in which the risk items are eliminated or otherwise resolved.

The regression analysis findings in Table 4.13 revealed that contingency strategies is not statistically significant to the entire model as indicated by the (beta=0.260, sig. = 0. 072). This implies that a change in Contingency strategies would not have a significant impact on the performance of money remittance companies.

The effect of Recovery Strategies on the Performance of Money Remittance Companies in Kampala

The third objective was to examine the effect of Recovery Strategies on the Performance of Money Remittance Companies in Kampala.

Findings in Table 4.7 indicated an overall mean of 3.74 (with a standard deviation of 0.983) which implied that the majority of respondents agreed that recovery strategies affect the performance of Money Remittance Companies in Kampala. This concurs with Linton (2012) who stated that the aim of a recovery strategy was to ensure that your company can restore essential services and return quickly to normal operations if a disaster such as a fire, flood or computer failure strikes

The correlation analysis findings in Table 4.12 revealed that there is a positive moderate effect of recovery strategies on the performance of money remittance companies in Kampala, ($r=0.423^{**}$). This means that a change in recovery strategies would not have a much significant effect on the performance of money remittance companies in Kampala. This is in line with Linton (2012), the aim of a recovery strategy is to ensure that your company can restore essential services and return quickly to normal operations if a disaster such as computer failure strikes. Failure to recover after a disaster could have extremely damaging consequences to the performance of money remittance companies in Kampala.

However, the regression analysis findings in Table 4.13 revealed that recovery strategies were not statistically significant to the entire model as indicated by the (beta=0.114, sig. = 0.414). This implies that a change in recovery strategies would not necessarily affect performance of money remittance companies when all factors are considered.

5.2 Conclusions

The study revealed that Contigency Planning affected of performance of the money remittance companies up-to 32.9% while other factors accounted for 67.1%.

The findings of the study are presented according to the objectives of the study;

- Risk detection affected the performance of money remittance companies significantly which is explained by significant level of 0.535**.
- Contingency strategies significantly affect the Performance of money remittance companies as explained by the significant level of 0.501**.
- The study established that the effect of recovery strategies on the performance of Money Remittance in Kampala was minimal as explained by a medium significance level of 0.423^{**}.

Implications of the Findings

Risk detection affects contingency planning among money remittance companies in Kampala, this indicates the need for money remittance companies to ensure that risk detection is an ongoing process and included in their wide risk management framework. This should mainly involve identification and rating of various risks so that money remittance companies channel their resources to risks that pose the greatest impact on their operations.

Putting in place contingency strategies helps money remittance companies reduce the possibility of loss or impact loss once it occurs. Whereas contingence strategies cannot eliminate the occurrence of a particular risk, atleast they can reduce the impact of such risk on the operations of money remittance companies.

Recovery strategies ensure that money remittance companies can restore essential services and ensure that they return to normal operations if a disaster such as a fire, flood or computer failure occurred. Recovery strategies therefore provide assurance to the companies about continuity of business with minimal disruptions.

5.3 Recommendations

Money Remittance Companies should focus more on strengthening their risk detection methods and contingency strategies as these significantly affect their performance.

The risk detection process and contingency strategies should be continuously reviewed to keep up with the ever changing business environment.

Bank of Uganda should ensure that the laws governing the money remittance sector are reviewed and made less restrictive to enable the money remittance companies to easily adopt new methods of carrying out business.

5.4 Suggestions for Further Research

The researcher suggests the following areas for further research;

In this case, the variation in contingency planning explains variation in performance of money remittance companies in Kampala up to 32.9%. This implies that contingency planning is not the only factor that affects the performance of money remittance companies. However, there are other variable factors not included in this study. Other studies, therefore, should be carried out to explain other variables not included in this study.

The study was carried out among the money remittance companies in Kampala Central Division and yet some money remittance companies also operate in other regions or towns in Uganda, a similar study should be carried out on the operations of companies in other regions.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

UGANDA MARTYRS UNIVERSITY

Dear Respondent,

Good day and thank you for your time to respond to this questionnaire. My name is Andrew Busiku currently pursuing a Masters' Degree in Business Administration (MBA) specializing in Finance from Uganda Martyrs University. In partial fulfilment of the requirements for the award of MBA, I am undertaking a study on the Topic: **Contingency Planning and Performance of Money Remittance Companies in Kampala.**

This questionnaire seeks to assess the effect that Contingency Planning has on the Performance of Money Remittance Companies in Kampala. The study is purely for academic purposes and i would like to assure you that the information that you provide will be treated with **strict confidentiality**.

You have been selected to participate in this study, please take a portion of your valuable time to answer the attached questionnaire. If there are any queries, kindly contact me through e-mail address: abusiku@yahoo.com or call 0784-528-994/0701-881-162.

Finally I would like to extend my sincere gratitude to you for your valuable time and cooperation.

SECTION A: RESPONDENT'S BIODATA [Please tick in the appropriate box]

A.1 What is your gender?

1☐ Male

2☐ Female

A.2 What is your age group?

1☐ 20-29

2☐ 30-39

3☐ 40-49

4☐ 50 and above

A.3 What is you highest level of education?

1☐ Certificate

2☐ Diploma

3☐ Degree

4☐ Professional Course

A.4 How long have you worked for this company?

1☐ Less than a year

2☐ 1-5 years

3☐ 6-10 years

4☐ Over 10 years

SECTION B:

Please use the scale below to indicate your level of agreement or disagreement with the statements below by ticking/marking the appropriate response. Indicate your response by ticking only one box represented by 1, 2, 3, 4 or 5 where 1= Strongly Disagree, 2= Disagree, 3= Neither Disagree or Agree, 4= Agree and 5= Strongly Agree as indicated below.

	CONTINGENCY PLANNING					
	Risk Detection	**1**	**2**	**3**	**4**	**5**
1)	The company has identified and listed all the risks in money remittance business.					
2)	The company has categorized the identified risks according to their level of severity or impact on the money remittance operations					
3)	I know some of the sources of the major risks that may affect our money remittance operations.					
4)	The company staff are aware of the different risks that may affect the money remittance operations.					
5)	Risk detection helps the company to understand the potential risks and how to manage them.					
6)	Detecting risks early reduces on their impact on the company's money remittance operations.					

7)	The cost involved in detecting risks is much less than the cost when there is no risk detection.					
8)	Risk detection should be an on-going process.					
9)	Risk detection is more successful if the company and the customers are involved.					
10	Management of the company supports and is involved in risk detection.					
	Contingency Strategies	**1**	**2**	**3**	**4**	**5**
1)	The company has mechanisms in place to manage contingencies.					
2)	The company has documented different methods to deal with disruptions/contingencies.					
3)	The company has identified activities that are critical to the survival of the money remittance business.					
4)	The company has trained staff to manage disruptions in money remittance operations.					
5)	The system used for money remittance transactions is reliable and has adequate security controls.					
6)	The company has insurance cover, installed antivirus software or fire extinguishers to prevent disasters/disruptions.					
7)	The company backs up its information on a regular basis.					
8)	The company has faced and managed disruptions in money remittance operations in the past.					
9)	The company always comes up with new ways to deal with contingences in money remittance operations.					
10	The company receives regular support from its money remittance correspondent/principal.					
	Recovery Strategies	**1**	**2**	**3**	**4**	**5**
1)	The company has recovery procedures in place to be followed after a disruption/disaster.					
2)	The company takes little time to recover after a disruption/disaster.					
3)	The company has alternative money remittance systems to use after one fails to operate.					

4)	The company has alternative locations to carry out money remittance operations.					
5)	The company has adequate staff capacity to handle operations after a staff shortage.					
6)	The company has assigned particular individuals to coordinate the recovery process after a disruption or disaster.					
7)	The company has back-up devices where information or data can be restored after a loss.					
8)	The company communicates to employees, customers, suppliers and other stakeholders after a disaster/disruption.					
9)	The company has set aside resources to be used after a disruption or disaster.					
10	Staff have been trained on how to respond after a disaster/disruption.					
	PERFORMANCE					
	Profits	**1**	**2**	**3**	**4**	**5**
1)	The company's profits are enough to meets its expenses.					
2)	The company's profits are affected when there is a disruption in money remittance operations.					
3)	The company's costs have reduced due to contingency planning.					
	Cashflow	**1**	**2**	**3**	**4**	**5**
1)	The company always has enough working capital to meet the needs of customers.					
2)	The company has readily available sources of funds to meet the customer needs in case of shortage.					
3)	The company maintains working capital depending on the level of remittance transactions.					
4)	When our money remittance correspondent settles the funds due to us on time we are able operate smoothly.					
5)	Monitoring the company's expenditure and income regularly reduces cashflow problems					
	Customer Satisfaction	**1**	**2**	**3**	**4**	**5**

1)	The company is in position to always meet our customer's needs.					
2)	There are less customer complaints when disruptions are managed in time.					
3)	Our customers are satisfied with the money remittance products and services we offer.					
4)	Customers are consulted on how to best improve the money remittance products and services.					
	Bank of Uganda Policies	**1**	**2**	**3**	**4**	**5**
1)	The company's policies and procedures for operation are designed in relation to Bank of Uganda policies.					
2)	Bank of Uganda policies have affected the way we conduct money remittance operations.					
	Financial Intelligence Authority Policies	**1**	**2**	**3**	**4**	**5**
1)	The way the company handles certain customer transactions has been as a result of the Financial Intelligence Authority's policies.					
2)	I consider the Financial Intelligence Authority policies as favourable to our operations.					

THANK YOU

APPENDIX II: INTERVIEW GUIDE

UGANDA MARTYRS UNIVERSITY

INTERVIEW GUIDE FOR MONEY REMITTANCE COMPANIES

Dear Respondent,

I am a final year student pursuing a Masters' degree in Business Administration of Uganda Martyrs University Nkozi. In partial fulfillment of the requirements for the award of the Master's degree, I am required to submit a research dissertation report on a topic of my choice. I chose to research on the effect of contingency planning on the performance of money remittance companies in Kampala.

I am confident that the findings and recommendations of this research will add value to your money remittance business.

This interview guide is intended to collect views on the effect of Contingency Planning on the performance of money remittance companies.

Yours sincerely,
Andrew Busiku

Questions

Section A: Institutional information:

1. Who is your money remittance correspondent/principal?

……………………………………………………………………………………………………

2. How long does your money remittance correspondent take to settle you?

……………………………………………………………………………………………………

3. Which customers do you deal with most in remittances? Is it "send" or "receive" customer?

……………………………………………………………………………………………………

Section B: Contingency Planning and Performance

5. Do you agree that planning for contingencies is important?

…………………………………………………………………………………………………

6. Has your company planned for any contingencies that may take place in the money remittance operations?

…………………………………………………………………………………………………

7. Have you had any contingencies in the course of your operations for the last 5 years?

…………………………………………………………………………………………………

8. Contingency planning enables the company to respond well to disruptions should they occur? Do you agree?

…………………………………………………………………………………………………

9. Do you have a back-up plan for the company's critical information and processes?

…………………………………………………………………………………………………

10. Do you agree that contingency planning improves service delivery to customers and brings about customer satisfaction?

…………………………………………………………………………………………………

11.To what extent do you agree to that the profitability of your company has improved because of contingency planning?

…………………………………………………………………………………………………

12. Do you agree that disruptions in the operations of the money remittance business reduce when a contingency planning is carried out?

…………………………………………………………………………………………………

13. The benefits of planning for contingencies are more than when there is none in place. Do you agree?

…………………………………………………………………………………………………

14. The company incurs less operational costs when it plans for contingencies. Do you agree?

…………………………………………………………………………………………………

15. Suggest any other way to manage disruptions in money remittance operations

…………………………………………………………………………………………………

16. What do you think are the main challenges affecting money remittance operations in Uganda?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

17. Kindly provide at least two suggestions on the other ways within which money remittance companies can manage risks.

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Thank you for your valuable time and feedback

APPENDIX III: RELIABILITY RESULTS

Reliability Statistics for Risk detection

Cronbach's Alpha	N of Items
.756	10

Reliability Statistics for contingency Strategies

Cronbach's Alpha	N of Items
.751	10

Reliability Statistics for Recovery Strategies

Cronbach's Alpha	N of Items
.840	10

Reliability Statistics for Profits

Cronbach's Alpha	N of Items
.603	3

Reliability Statistics for Cash flow

Cronbach's Alpha	N of Items
.603	5

Reliability Statistics for Customer satisfaction

Cronbach's Alpha	N of Items
.604	4

Reliability Statistics for Bank of Uganda Policies

Cronbach's Alpha	N of Items
.603	02

Reliability Statistics for Financial Intelligence Authority (FIA) Policies

Cronbach's Alpha	N of Items
.611	02

APPENDIX IV: INTRODUCTION LETTER FROM THE UNIVERSITY

Uganda Martyrs University

making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 29th May, 2017

Dear Sir/Madam,

Re: Research Work Assistance

Greetings from Uganda Martyrs University.

This is to introduce ANDREW BUSIKU who is a student of this University. As part of the requirements for the award of the Master of Business Administration of this University, the student is required to carry out field research as part of the dissertation to conclude the programme.

I therefore request you to render the student such assistance as may be necessary and conduct the research.

Thank you in advance.

Yours Sincerely,

Mr. Edward Segawa
Associate Dean

UGANDA MARTYRS UNIVERSITY OFFICE OF THE DEAN 29 MAY 2017 P.O. BOX 5498, KAMPALA FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

Uganda Martyrs University P.O. Box 5498 - Kampala - Uganda
Tel: (+256)038-410603 Fax: (+256) 038-410100 E-mail: bam@umu.ac.ug

APPENDIX V: MONEY REMITTANCE COMPANIES VISITED

S/N	NAME OF MONEY REMITTANCE COMPANY
1	ACCESS
2	AMAL EXPRESS
3	BAKAAL
4	B.M
5	BEST
6	BEST RATES
7	BIASHARA
8	BICCO
9	BUDDU
10	CAPITAL
11	CITY
12	DAHABSHIIL
13	DAVINETTE
14	DOLLAR HOUSE
15	DOTCOM
16	ECONOMIC EXCHANGE
17	ELBA
18	EPIC
19	GAI EXCHANGE
20	GALAXY
21	GUILD FRANK
22	HYDERY
23	IFTIIN
24	JETSET
25	JUBA EXPRESS
26	KAMWE
27	LA CEDRI
28	LLOYDS
29	LUKAS
30	MATRIX
31	METROPOLITAN
32	MID-WEST
33	MONEY BAG
34	MONEYLAND
35	MUSTAQBAL
36	ODAA
37	OLOMPIC
38	PAY UGANDA
39	PRICELINE
40	PRIME
41	ROLLTEX INTERNATIONAL
42	SHALOM
43	SHUMUK
44	SIYAR

45	SKY
46	SUNDUS EXCHANGE
47	SUPERGATE
48	SUPERIOR EXCHANGE
49	TAWAKAL
50	TZARS
51	UAE EXCHANGE
52	ULTIMATE
53	UMOJA
54	VIRAH
55	WEALTH MONEY
56	ZAIN

Source: Bank of Uganda

APPENDIX VI: KREJCIE AND MORGAN SAMPLE DETERMINATION

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970