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MAKERERE UNIVERSITY BUSINESS SCHOOL

AN EXAMINATION OF BUSINESS CONTINUITY MANAGEMENT STRATEGIES DURING THE COVID-19 OUTBREAK AT STANBIC BANK UGANDA LIMITED.

BY:

NAKALEMBE STELLA

REG NO: 2019/HD10/25706U

Email: nakalembestella48@gmail.com

Tel: +256 703 610645

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PLAN B

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DECLARATION

I, **Nakalembe Stella**, declare that this research report is my original work and has never been submitted to any institution that I know of for an academic award.

Signature..... Date: 1st November 2023

Nakalembe Stella

REG NO: 2019/HD10/25706U

APPROVAL

This is to certify that this research report has been submitted with my approval as university supervisors.

Signature..... Date.....

Mr. Fred Semukono

Signature..... Date.....

Mr. Buyondo Athanasius

DEDICATION

This research is dedicated with deepest love to my parents and to my siblings for their love, sacrifice, support, vulnerability, wisdom and strength that they have inspired me to be the best I can be may GOD bless them always.

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ABBREVIATIONS AND ACRONYMS

BCM	-	Business Continuity Management
ISO	-	International Organization for Standardization
US	-	United States
UK	-	United Kingdom
IMF	-	International Monetary Fund
PATIMFA	-	Pandemic Trade Impact Mitigation Facility
CBN	-	Central Bank of Nigeria
BOU	-	Bank of Uganda,
SBU	-	Stanbic Bank Uganda
BCP	-	Business Continuity Plan
DDR	-	Disaster Risk Reduction
NGOs	-	Non-Governmental Organizations
ILO	-	International Labour Organization
BOA	-	business impact analysis
ATM	-	Automatic Teller Machine
IT	-	Information Technology
WFH	-	Work from Home
IoT	-	Internet of Things
BI	-	Business Intelligence (BI)
P&G	-	Procter & Gamble
APEC	-	Asia-Pacific Economic Cooperation
HR	-	Human Resource
CVI	-	Content Validity Index
SHS	-	Shillings

ABSTRACT

This study aimed at examining business continuity management strategies during the Covid-19 Outbreak at Stanbic Bank Uganda Limited The study was mainly based on three objectives: to Identify the business continuity management strategies at SBU during the Covid-19, to establish the challenges affecting the effectiveness of business continuity strategies at Stanbic Bank Uganda during the Covid-19 and to recommend strategies for improving business continuity management at SBU. The study adopted a cross-sectional design and quantitative approach. Data was collected using the primary means by presenting questionnaires to 238 respondents and 207 were returned giving a response rate of 89%. Data was analyzed using the Statistical Package for Social Sciences Version 23. The study findings revealed that SBU endeavored to continue their business operation during and after covid -19 through strategies like establishment of a risk management and analysis team, assigning independent members specifically to deal with the COVID-19 pandemic, changing the bank's organization plan and developing backup and data recovery strategies among others. However, SBU face several challenges that hinders the effectiveness of business continuity at SBU like lack of enough technology resources, lack of experience sharing by BCM professionals, poor culture change, complex BCP processes, lack of staff involvement, safety and security, failure to allocate funds for the BCM and lack of enough capacity and resources among others. Several strategies like: designing effective crisis communication and information systems, defining detection and prevention and procedures, restoration of services to customers, establishing means of communication during times of crisis, offering free services to clients help in resolving poor service quality, investment in technology, and investing in alternative working spaces (work from home) were recommended and strongly adopted by the respondents. This study recommends that SBU should establish a risk management and analysis team to minimize the potential risk of incidents and recover more speedily as compared to its rivals. SBU should also put in place effective crisis communication and information systems. Further studies may also be conducted on business continuity management in other context like public entities and manufacturing firms.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Business continuity management (BCM) is defined as the capability of the organization to continue the delivery of its products or services at acceptable predefined levels following a disruptive event, either natural or deliberate (ISO, 2019). Implementing BCM activities involves putting in place relevant policies and communication channels and allocating resources aid in ensuring organizations survival (ISO, 2019). Organizations that incorporate Business continuity management (BCM) strategies attain a distinctive competency over their competitors in terms of operational resiliency which includes the speedy recovery of critical business functions at predefined period of time while minimizing the adverse impacts to their value and reputation (Bakar et al., 2015; Wong, 2019). The banking sector is located at the nerve center of any economy and the potential for disruptions generates shocks at the individual bank level that can severely shake the entire financial system and economy of a country (Muparadzi & Rodze, 2021). Business disruptions induced by Covid- 19 have also caused detrimental effects on organizations and there are numerous responses to Covid-19 induced challenges among banks (Muparadzi & Rodze, 2021).

Worldwide businesses faced socio-economic predicaments due to Covid-19 and the quicker companies can respond to the pandemic situation the more likely their chances of survival (Ashinyo, Dubik, Duti, Amegah, Ashinyo, Asare, & Kuma-Aboagye, 2021). Banks have attracted BCM strategies on national responses to the Covid-19 pandemic to continue business operations. For example, in United States, the federal funds rate was lowered by 150bp to 0-0.25%. In United Kingdom, bank rates were reduced by 65 basis points to 0.1% (IMF, 2020). In sub–Saharan Africa, the African Export-Import Bank announced aUSD3b facility, named Pandemic

Trade Impact Mitigation Facility (PATIMFA), World Bank also suspended debt repayment for some sub-Saharan African countries (IMF, 2020). In Nigeria, the Central Bank of Nigeria (CBN) has reduced interest rates on all applicable CBN interventions from 9% to 5%. In Kenya, the central bank lowered its policy rate by 100 bps to 7.25% and announced flexibility to banks regarding loan classification and provisioning for loans that were performing on 2 March 2020 (IMF, 2020).

In Uganda, Central Bank reduced its policy rate from 8% to 7% in June 2020 due to Covid-19 which exerted a significant effect on the Ugandan economy in order to enable commercial banks continue their business operation (BOU, 2020). However, the COVID-19 restrictions by the government across the country did not spare Financial Service Providers (FSPs) like Stanbic Bank Uganda. For example, at the height of the national lockdown (March to April 2020), FSPs had closed at least 50% of their branch networks and for those branches that remained open, the enforcement of curfew from 19:00hours to 06:30hours led to the reduction in the working hours from 08:30hours - 20:00hours to 09:00hours - 15:00hours, banks ceased operating over the weekend and laid off employees (Lakuma, Sunday, Sserunjogi, Kahunde, & Munyambonera, 2020). Mugume, Opolot, Kasekende and Namanya (2020) observed that economic activity in Uganda reduced from 6.8% in FY2018/2019 to 3.1% in FY2019/20 before recovering to 4.0-5.0% and 6.0-6.5% in FY2020/21 and FY2021/22, respectively. As a consequence, FSPs were encouraged to use adopt BCM practices mobile and internet banking to continue offering services to their consumers (Bank of Uganda, 2020).

A case in point, Stanbic Bank Uganda (SBU) has put in place BCM strategies to enable them continue operating amidst the Covid-19 pandemic for example, increased reliance on digital financial services, formulation of an effective and workable Business Continuity Plan (BCP), establishment of business resumption teams for its core business processes (SBU, 2020). They also

dropped their average lending rates to 17.7% in April 2020 from 19.9% in January owing to the Central bank's decisive easing in Liquidity conditions (Stanbic Bank, 2020). However, there is still a reduction in the activities of Stanbic Bank Uganda due Covid-19 pandemic as indicated the Stanbic Purchase Managers Index (PMI) posted below the 50.0 no change mark at 45.3 in March, following a reading of 56.2 in February and the reduction in profitability by Shs 17 billion in 2020 largely due to the economic impact of Covid-19. The bank profits also reduced from Shs 259 billion in 2019 to Shs 242 billion in 2020 (SBU, 2020). The decline in business operation at SBU could be attributed to the challenges related to Covid 19 like, reduced cash inflows from loan repayment, reduced profit levels and the unavailability of critical staff, particularly if staff are affected by Covid-19 illness (KPMG, 2020). Therefore, this study sought to evaluate the BCM strategies and ways of improving their effectiveness at Stanbic Bank Uganda

1.2 Problem Statement

Organizations review and update their business continuity plans to insure their operational resiliency in times of crisis (Naser & Hammad, 2020) & Mohammed, 2020). Stanbic Bank Uganda Limited has put strategies to enable them continue operating amidst the covid-19 pandemic such as, increased reliance on digital financial services, establishment of business resumption teams for its core business processes, formulation of an effective and workable Business Continuity Plan (BCP) and establishment of business resumption teams for its core business processes (SBU, 2020). The SBU monetary policy committee also dropped the average lending rates to 17.7% in April 2020 from 19.9% in January to encourage borrowing owing to the Central bank's decisive easing in Liquidity conditions (SBU, 2020). However, Private Sector Credit (PSC) growth remained moderate despite the accommodative environment, reflecting a combination of subdued demand for and supply of credit, increased risk aversion, relatively low level of economic activity and the

government's high domestic financing needs (BoU, 2020). SBU is still faced with reduction in the number of customers, temporary closure due to less sales, staffing levels were scaled back in line with lower workloads and efforts to reduce costs (SBU, 2020). If the challenges are not appropriately addressed the bank is likely to register a consistent loss of customers and fail to further their business operations, Therefore, this study sough to identify the business continuity strategies used at SBU during Covid-19 pandemic, establish the challenges affecting the effectiveness of the strategies and recommend possible solutions for more effectiveness.

1.3 Purpose of the study

The purpose of the study was to examine business continuity management strategies during the Covid-19 Outbreak at Stanbic Bank Uganda Limited

1.4 Objectives of Study

i To identify the business continuity management strategies at Stanbic Bank Uganda during the Covid-19

ii To establish the challenges affecting the effectiveness of business continuity strategies at Stanbic Bank Uganda during the Covid-19

iii To establish strategies for improving business continuity management at Stanbic Bank

1.5 Research Questions

i What are the business continuity management strategies at Stanbic Bank Uganda during the Covid19?

ii What are the established challenges affecting the effectiveness of business continuity strategies at Stanbic Bank Uganda challenged during the Covid-19?

iii What are the established srategies for improving business continuity management strategies at Stanbic Bank?

1.6 Scope of the study

1.6.1 Subject scope

The study covered the identification of strategies of business continuity management used at SBU, establishment of the challenges affecting the effectiveness of business continuity strategies, recommendations for improving business continuity management strategies at Stanbic Bank Uganda

1.6.2 Geographical scope

The study was carried out at Stanbic Bank Uganda head office located at Plot 17 Hannington Road, Kampala - Uganda P.O. Box 7131, Kampala division branches like Ggaba road, Garden city, KatiKati, Kawempe, Bugolobi, Bweyogerere, Kikuubo and Lugogo Branch which at least have many customers. Stanbic Bank Uganda Limited will be chosen because it has the current information as regarding business continuity management practices.

1.7 Significance of the study

This study may benefit different stakeholders from different perspectives as seen bellow:

i From the commercial banks' perspective, it is important in order to (1) develop a new BCM framework which can be used by banks to increase their disaster resilience; (2) identify the key issues that affect the disaster resilience of banks to natural hazards; and (3) encourage awareness of banks in Uganda to existing disaster risk reduction (DRR) programmes in Uganda

ii From the policy makers' perspective (BOU), the proposed framework can be used in order to (1) promote BCM practices among commercial banks through future DRR programmes; (2) identify issues among banks which need participation from various stakeholders

including the government, private companies and NGOs; and (3) discover the perceptions of banks in Uganda on the existing DRR programs.

iii From the academic perspective, this research may establish a new broad area to be explored by researchers in order to improve the proposed conceptual framework in the future.

iv The study may help policy makers (BOU) to develop comprehensive BCP that guides banks and financial institutions in making adequate preparations to deal with possible business interruption scenarios.

CHAPTER TWO

LITERATURE REVIEW

2.1 Business Continuity Management (BCM)

BCM is a full management process that identifies impacts that serves as a threat to a firm, and provides a framework for building resilience and the capacity for an efficient response that safeguards the interests of its major stakeholders, brand value-creating activities and reputation." Stakeholders are the employees, customers, investors, suppliers, and the communities in which an organization operates (Zapłata, 2016). According to International Standard ISO 22301 (2019), Business continuity can be defined as the organization's capability to continue delivering its products or services at acceptable predefined levels following a disruptive event, either natural or deliberate. The Disaster Recovery Institute (2015) defines BCM as “a management process that identifies risk, threats and vulnerabilities that could impact an entity's continued operations and [that] provides a framework for building organisational resilience and the capability for an effective response”. BCM is also regarded as a subset of a broader risk management strategy. However, not all risks are catastrophic events in which an enterprise experiences business suspension or interruption. BCM focuses only on those risks that threaten the continuity of critical business operations. To shelter the functioning of their operations and to safeguard themselves from the business threats that might take place, companies make use of a tactical tool entitled business continuity management (Malachová & Oulehlová, 2016; Nienimaa et al., 2019).

Fischbacher-Smith (2017) referred to the business continuity management as a holistic management process that identifies the possible risks and threats to an organization and the impact that those disruptions, if materialized, might have upon its business operations. BCM is also perceived by Torabi, Giahi, and Sahebjamnia (2016) as a system for dealing with risks, a tool that contributes to

the refinement of companies' flexibility against business hazards. In the view of Bajgoric (2014), BCM is a process that helps organizations to pinpoint risk elements and to develop a certain flexibility and strength degree in reacting to those risks' effects. As for its implementation, it imposes several steps (Mansol et al., 2016): organizational comprehension; diagnosis of BCM strategies; establishment and execution of BCM responses; incorporation of BCM into the organization's culture; utilization and assessment of the BCM system. From a more integrative perspective, BCM can also be depicted as a process reaching multiple levels and blending strategic and operational aspects with the intellectual know-how of the organization's members (Fischbacher-Smith, 2017).

According to Hill and Burgess (2003), there are two approaches to BCM: the crisis management approach and the risk management approach. The crisis management approach concerns all organizational processes and the individuality of each organization, business interruptions that have social and technical characteristics, resilience can be built through procedures and processes, organizations can be responsible for their failures, and that a disaster can have an impact on stakeholders inside and outside the organization. The risk management approach is centered on the five A"s" of risk management: risk assessment, risk acceptance or rejection, risk avoidance, reduction or transfer, analysis of performance gaps, act to improve (Dahlberg & Guay, 2015).

BCM is a process that enterprises can implement to ensure a pre-setup plan of continuity of operations after a crisis strikes (ILO, 2012). BCP means developing a strategy focusing on prevention, preparation, response, and recovery for business disruptions such as disasters, crises, and other business disruptions (Bakar, Azbiya Yaacob & Udin, 2015). A business continuity plan is a process designed to assist organizations in identifying critical applications and endorsing policies, procedures, processes, and plans to ensure the continuation of these functions in case of a natural or

human-made disaster. Business continuity management refers to the capability of an organization to continue the delivery of products or services at acceptable levels following a disruptive incident (Godfrey, 2019).

Risk identification and mitigation are essential elements for managing business continuity (Mcknight & Linnenluecke, 2016). Many organizations and companies are preparing a business continuity plan (BCP) to continue or resume the business operation even though it is affected by the outbreak of such incidents as natural disasters, accidents, and infectious diseases (Jingye & Takehiro, 2016). In the process of BCP formulation, a business impact analysis (BIA) is conducted in the first place, where targets, activities, and impacts related to business continuity are clarified. Subsequent risks are identified then, systems and facilities on which restoration priorities should be placed are selected, and restoration procedures are designed (Jingye & Takehiro, 2016).

BCM initiatives should be inclined towards critical business processes (Barlow, 2021). The Covid-19 pandemic has imposed changes to existing BCM models in most banks. Being the first disaster of its kind for most banks in Uganda, it caught banks by surprise. Learning from Clark (2015), the Covid-19 pandemic enabled banks to "see leaking holes in their BCM roofs." Data analysis reveals some notable alterations to existing BCM models that banks cannot avoid if they are to cope with the impact of the Covid-19 pandemic.

Generally, BCM changes made include enabling remote access to the banks' core banking systems; working from home; providing data bundles; providing backup power; providing internet connectivity and airtime; buying or renting laptops; providing masks; sanitizers and introducing health checks and providing transport to and from home for employees working from the office.

Another notable view is that amendments to existing BCM models are still in progress and await senior management validation upon completion of the recommendations on capacitation of

employees to work remotely. Given the above views, it is reasonable to note that BCM in most banks in Uganda is still reacting to the impact of the Covid-19 pandemic and evolving to address attendant challenges. This resonates with Brooks et al.'s (2007) argument that BCM models need to evolve to adequately meet emerging challenges. Clearly, the future of BCM in banks should incorporate planning in advance for health disasters or pandemics of the nature and magnitude of the Covid-19 pandemic. According to the International Organisation for Standardization (2015) 22301:2012 BCM systems, BCM is "[a] holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might causes, and which provides a framework for building organizational resilience with the capabilities of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities" (ISO 2015, p2).

Although there are various and different definitions of BCM, this study adopts the ISO (2019) definition which states that defined as the capability of the organization to continue the delivery of its products or services at acceptable predefined levels following a disruptive event, either natural or deliberate. ISO 22301:2019 also clearly states the importance of leadership and commitment of top management in implementing business continuity activities e.g., putting in place relevant policies and communication channels and allocating resources (ISO, 2019).

2.1.1 Identification of Business Continuity Management (BCM) strategies at SBU

Various frameworks for BCM have been developed - each of which highlight particular aspects of it (e.g., Momani, 2010; Tammineedi, 2010; Low et al., 2010; Elliott et al., 2010). The framework described below draws on these approaches and provides a step-by-step analysis of BCM activities. SBU used the following strategies to remain relevant in the market.

Planning. This phase lays the foundations of BCM. It involves understanding the business and sets the initial planning, objectives and requirements of BCM. Obtaining senior management approval, support, and involvement is crucial at this stage. Planning involves identifying possible scenarios and likelihoods of disaster impacts and plan for countermeasure to continue their critical operation (ILO, 2012). A set of activities to be executed at a predetermined time are determined, including but not limited to alternative communication systems, back-up systems, worker safety procedures, and recovery strategies. Documented procedures of the activities are called a business continuity plan (BCP) (ISO, 2015). The plan should clearly define the roles and responsibilities of concerned employees and other stakeholders. Furthermore, planning should include financial measures such as savings, credit, and insurance to finance critical operations and restore businesses in a disaster's aftermath (ILO, 2012; APEC 2013). During this strategy development, a strategy for accessing locally available recovery support programmes by the government and/or other organizations should be identified and incorporated.

Creating teams and assigning roles and responsibilities. In this phase, senior management assigns a person with appropriate seniority and authority to have responsibility for BCM and to create teams from various business areas in order to develop, steer and maintain BCM. Key teams usually include: BCM team; standby site activation team; crisis communications team; operations team; crisis management team; IT disaster recovery team; support team; damage assessment and salvage team; and equipment replacement and building recovery team. In general, the number of teams and the number of people within these teams varies according to the availability of financial and human resources.

Performing risk assessment process. This phase incorporates the identification of the risks, disasters and crises that are likely to threaten all business areas within the organization. Critical

business functions which support business operations are also identified in this phase. Those are the functions that cannot be disrupted temporarily without causing loss of profits, customers, or corporate reputation (Tilley, 1995). According to Paunescu (2017), the undertaking of the business impact analysis and risk assessment represent essential phases in designing the business continuity management. Business continuity preparedness is, therefore, an important skill that organizations should master to a high extent to adequately manage their business risks and threats. As per Jrad, Morawski, and Spergel (2004), business continuity preparedness encompasses the overall processes implemented by the organization with the scope of getting set for unforeseen business occurrences. The success of business continuity preparedness in securing the organization against risks and the functioning of the holistic character of BCM are subject to certain factors, as follows: diffusion of knowledge management, implementation of strategic management, comprehension and evaluation of business risks, planning and documentation of business continuity, provision of training and raising awareness about BCM, and management of the information life cycle (Karim, 2011; Tvrdikova, 2016; Miller & Engemann, 2019).

Performing business impact analysis (BIA). After identifying potential risks and critical functions, a business impact analysis is performed. BIA involves an assessment of the impact of risks on business-critical functions and subsequently on the continuity of business operations. This lays the foundation for the development of backup and data recovery strategies which will be the focus of the next phase. Impact assessment and disaster risk assessment begins by determining business priority, that is the essential products and/or services that should be maintained (at a reduced scale, if necessary) when a disaster strikes. Then, the inventory of necessary operations, assets, and inputs to carry out prioritized business are identified along with setting “time critical operations, i.e., those operations that can be done for a shorter period of time with respect to others” (ILO, 2011, p.24).

This is also referred to as the "recovery time objective" (ISO, 2015). Subsequently, it is fundamental to assess disaster risks that may have impacts on the availability and access to resources necessary for prioritized business activity. Under this step, risk information about local areas such as disaster history and natural hazard maps need to be obtained and utilized. Impacts must be contextualized in order to reflect different supplier and customer perspectives. For instance, a disruption to Automated Teller Machines in the U.K. will result in some banks incurring costs of £0.30 for each transaction when customers use competitor ATMs. Independent ATM providers would lose £1.00–£1.50 for each transaction which they impose on customers (Gibb & Buchanan, 2006).

Developing backup and data recovery strategies. Once the necessary information about the organization; potential risks; business critical functions; staff; processes; and facilities are obtained, and once the output of the BIA is ready, the business continuity teams can decide on the most appropriate continuity and recovery strategies and options available in order to mitigate loss, ensure business continuity during unexpected incidents, and recover disrupted operations. Some of these strategies have specific codes and names (Meyer Emerick & Momen, 2003). In the banking sector, this phase is highly valued. Most banks consider state-of the-art technology as fundamental to the development, success and efficient delivery of services. Many banks have put in place high tech IT infrastructure and achieved a high degree of computerization for continuity and recovery of operations (Rai & Mohan, 2006). Banks' IT strategies usually include: efficient data sharing; reliable data protection; a balanced portfolio of applications; best-in-class IT infrastructure and ATM systems; data center availability; shared storage options; multiple backup solutions; database and IT security; speedy server rebuilding; redundancy of hardware and network; network management; internet banking software; and server and storage consolidation.

Developing the disaster recovery plan. After deciding on the backup and data recovery strategies and alternatives, a disaster recovery plan is developed and documented. The plan provides guidance on the various ways business recovery and recovery support procedures and action plans should be initiated during and following a disaster or crisis in order to re-establish the disrupted processes or service(s). Business recovery procedures provide information for the IT team(s) on how to recover IT processes that support different business units in order to recover critical functions and subsequently resume normal business operations. Recovery support procedures are those used by the teams who have a corporate supporting role and who, during an incident, would have particular roles to play. Recovery support procedures include: human and facility recovery; health and safety procedures; alternate site co-ordination; original site recovery; and damage assessment.

Developing the business continuity plan. This phase entails setting strategies for business continuity and the development of the business continuity plan. A detailed functional business continuity plan is created and documented. This plan contains all continuity and recovery strategies and the options needed for all business areas. It is important to note, however, that there is no commonly accepted template for a business continuity plan. Plans may differ with respect to an organization's specific characteristics, such as size and age. Nevertheless, business continuity plans must satisfy the requirements of all stakeholders including employees, customers and suppliers, managers, and investors Elliott et al. (2002)

Continuity training. The development of the business continuity plan does not mark the end of the BCM process (Elliott et al., 2010). The business continuity plan and the disaster recovery plan need to work in real situations and not just in theory (Lindstrom et al., 2010). "BCM is a business culture rather than a project" (Brazeau, 2008). Hecht (2002) also asserted that "BCM is not an event, it is a process that must change and adapt with the organization". Therefore, the management perspective

on BCM, which includes training, testing, maintenance and updating of plans, is highly significant. Training helps employees to learn by experience and to work effectively in groups. It also helps to embed BCM within the organization's culture and promotes team work during disaster and crisis situations.

Continuity testing. Testing business continuity and disaster recovery plans helps to examine the comprehensiveness and applicability of the developed plans and their ability to cope with various disasters and crises. It ensures that the business continuity and disaster recovery plans can be executed, and that all the required resources are deployed as part of the overall BCM strategy. Moreover, full plan testing in a real atmosphere enables continuity teams to find possible weaknesses in the plans and to strengthen them. Testing also builds confidence among people; reduces panic at a time of emergency; and gets everyone familiar with their roles. Moreover, it is important not to forget that continuity training and testing is not limited to employees. Engaging customers, business partners, and other agencies that support banking operations is also significant for the success of BCM Elliott et al. (2002)

Continuity maintenance. Continuous maintenance of plans helps to ensure that business continuity action plans are capable of responding effectively to the changing nature of the business environment and that they are fit for use and that quality is assured. In addition, regular maintenance protects the organization from having to develop procedures again (i.e., helps to keep plans relevant) which ensures the existence of workable business continuity action plans at all times, since the impact of having irrelevant plans is much worse than having no plan (Elliott et al., 2010).

Continuity updating. Maintenance and updating are closely linked. While maintenance ensures that plans are kept relevant, updating aims to ensure that any changes in business activities, systems, and

operations, as well as any changes in the business environment, are documented and covered. As a result, regular updating ensures all plans are kept up-to-date and ready to use.

Continuity training, testing, maintenance, and updating activities are core elements of BCM. They help to establish an enterprise-wide continuity culture and facilitate the embedding of this culture within the culture of the organization. They also keep BCM as an ongoing process that evolves according to the requirements of business and changes in the business environment (Elliott et al., 2010). This enterprise-wide orientation for BCM is highly significant for financial organizations since these are subject to an ongoing stream of internal and external risks.

2.2 The established challenges hindering effectiveness of business continuity management

BCM has a weakness of not being holistic in approach when analyzing the organization and a lack of clear understanding of the responsibilities of the BCP (Konigova, & Fejfar, 2013). Business continuity is still not widely understood among organizations; many mistakes it to emergency reaction or disaster recovery on information technology. Even those who have heard of business continuity may see no relevance to themselves (Wong, & Goh, 2015). There are many obstacles to the execution of BCM by organizations.

The SBU lacked appreciation of the importance of business continuity, the development processes involved, and the maintenance activities needed to sustain the program. Many organizations see BCM as beyond their planning capacity, underestimation of the impact of BCM and that business can survive financially, and customers will accept lack of service during a period of disruption, lack of manpower, and inability to afford the time to put the BCP in place, some organizations believes that they can manage disruptions when it happens. There is no need for preplanning, not prioritizing BCP, too expensive to implement, lack of experience sharing by BCM professionals outside large corporations, too complicated process, and no provision of step-by-step process (Wong, & Goh,

2015). In the current retail business world, BCP was imperative to the sustainability of the business. Without proper BCP plans being in place, a supermarket would have been unable to recover from huge service affecting failures (SEWE, 2019).

There were several challenges that affect the BCP process. The first was prohibitive costs, and this was because many BCP resources required a substantial amount of investment on installation and the maintenance of additional hardware, software and human resource. Firms were advised to counter this by avoiding physical hardware and instead invest in cloud solutions. The other challenge faced on BCP processes was that most BCP processes were complex to implement, manage and also to execute. This was because they encompassed complex plans and time-consuming procedures which had to be undertaken on top of the normal operations, many firms were thus unable to focus their attention on BCP initiation. This could be addressed by outsourcing the complex work to experts so as not to interfere with the normal operations. They should however be closely supervised and ensured that proper knowledge transfer was done to the organization's workforce.

The lack of SBU staff involvement was also another key challenge to BCP processes. To create a long-lasting BCP program, it would have been key to get the entire organization on the same page (SEWE, 2019). This was because business continuity planning was a very important aspect of a business and deserves the involvement of all staff. The risk to not involving all staff would have resulted in the implementation being left to only a handful of people with no support thus resulting to a failed BCP process.

The lack of commitment of some SBU senior management to preserve the operation of companies and services in the crisis scenario and to minimize an organization's risk of service interruption is important in the overall corporate strategy (Laurent, 2007). It is a long-term commitment to BCM

which requires a significant investment from an organization (Cerullo & McDuffie, 1994; Chow, 2000). As a result, the continued financial support and other key resources for BCM development and maintenance can only be substantially justified by a top management commitment. Payne (1999) states that a lack of commitment to the top management leads to poor execution, a lack of broad participation and, finally, the collapse of the programme. A lack of managerial competence may hinder the execution in a similar vein of a BCM program (Pitt & Goyal, 2004). Staff will take BCM's efforts usually seriously when the management team is really committed and supportive to the project, according to Rohde and Haskett (1990). Management support and visionary leadership will not be successful in most projects, and creativity and resources will be less able to generate organizational transformation (Attaran, 2003).

Robinson (2009) viewed that the recent economic recession would be a challenge in executing BCM. Recession has delayed or reduced BCM uptake; with top management seeing it as a discretionary spend. Besides, as it where a minority will recognize that recession increases the require for BCM, with reductions reducing operational resilience and scarce liquidity eroding financial tolerance. In any case, when a senior management group still includes a strong commitment in maintaining its business resilience and seeing the recession-BCM connect being strong enough, these can be a strong contributory factor to preserve its BCM. Besides, Molinier (2009) opined that these economic conditions should be an opportunity to illustrate how the companies can give strength while streamlining processes and adopting a cost-benefit approach that demonstrably support business objective.

In accordance with Continuity Central’s survey to Business Continuity experts (Continuity Central 2011), the greatest challenge in executing BCM was lack of resource for the implementation. The moment biggest challenge was the difficulties in getting senior management support and input.

Thirdly, getting the broader organization available to Business Continuity and to provide support to the process was another challenge that must be considered. Following these beat challenges, other reasons are: organizational cutbacks and changes; technology issues; testing and exercising issues; compliance, regulations and examining; and culture change.

2.3 Established strategies for improving business continuity management at SBU

Business Continuity Management is a universal controlling procedure that categorizes the possible intimidations to a business, and the collisions to its operations threats, if gotten, might elicit". The BCM feeds a structure to activate organizational resilience with an operational retort's competency that upholds its key shareholders' interests, reputation, intellectual properties, and accomplishments. (Kim & Amran, 2018) (Disaster Recovery Institute International, 2017). The industries have faced a series of challenges due to the ongoing pandemic, in the form of layoffs, bankruptcies in affected sectors, supply-side issues due to lockdown and demand-side issues due to financial disruptions (Gossling, Scott, & Hall, 2020).

Business Continuity Plan (BCP); In this turbulent environment, organizations implement a full proof strategy and business continuity plan (BCP) to continue critical business operations. An optimum BCP enables an organization to absorb the disruption due to the unfavorable situation and help it return to the normal state as soon as2 possible (Soufi, Torabi, & Sahebjamnia, 2018). Most of the businesses today expected to be "always-on," the adoption of "Work from Home" kept the promise of 24*7 availability unremitting. For optimum productivity, not only availability at work is essential; the optimum usage of resources is equally important, which made the implementation of BI and analytics solutions a need of the hour. Business continuity relies on computing technologies and always- on information systems such as business intelligence and analytics solutions (Bajgoric, 2018). A competent crisis leadership can implement an effective business continuity plan (BCP) to

optimize the organization's overall crisis performance (Naser, Alharthi, & Khalifa, 2019) With outbreaks previous to novel coronavirus, the world never had experienced such a significant impact across the countries. In comparison to prior pandemics e.g., SARS and MERS, the coronavirus spread is even across the globe.

Information on people's movement, travel restriction, behaviors, etc. plays a pivotal role in preventing the range across the community. The extraordinary impact of COVID-19 across the continents has ignited the need for exceptional digital solutions, contributing significantly to keeping the businesses disruption-free. The governments and businesses utilize social media (Bagga, 2012) and other web information to seek pandemic related data known as Infodemiology (i.e., information epidemiology). (Eysenbach, 2006)

Work from home (WFH); Businesses have adopted the work from home (WFH) measures to their business continuity plan. The WFH set-up has helped them in the preparedness of the pandemic and keep their business regular. The disruption has generated external and internal risks to companies. External threats can be categorized as a disaster, malware, economic slowdown, availability of the raw material, decrease in supply and demand, etc. In contrast, internal risks are categorized with human errors, underutilization of the resources, optimum productivity, etc. (Fani & Subriadi, 2019).

Adoption of advanced technology solutions; The businesses are adopting advanced technology solutions, e.g., Intelligent Automation (Vishnoi, Tripathi & Bagga, 2019), Internet of Things (IoT), Big Data Analytics, Marketing Intelligence (Vishnoi & Bagga, 2020) and Business Intelligence (BI) solutions, etc. (Kaushik & Bagga, 2020). This has helped them craft the innovative & productive form of business models. (Kent, 2020). Adaptation of such an advanced solution has made the traditional working models obsolete. Analytics & BI solutions focus not only on the strategic business continuity plan (BCP) by sustaining the continuity of existing processes. Instead, they are

going the extra mile and modifying the existing business processes, e.g., Value Creation (Marko, Heikkila, Jarvelainen, & Heikkila, 2019). The adoption of big data & predictive analytics has grown in the banking industry to facilitate better comprehension of drug discovery and innovations. The interactive dashboard of the analytics and BI solutions enables the granular insights to the policymakers. (Tripathi, Bagga, & Aggarwal, 2020). The BI and analytics solutions are capable of precise analysis of the data to provide actionable intelligence (Tripathi & Bagga, 2020) These granular insights not only help businesses to combat the challenges like revenue swings, communication, prompt collaborations, resource precincts, process changes, demand fluctuations, and customer risk, to name a few. (Info Works, Inc., 2020) but also enrich companies to customize offerings in sync with customer preferences (Singh, Vishnoi, & Bagga, 2018).

Identification of risks and capabilities; A BCP often starts with a business impact analysis (BIA) in which risks to the business are identified, prioritized, and contrasted with the company's available resources (Engemann & Henderson, 2011). Out puts from the BIA include risk-related prioritization of products, services, and critical functions. Such outputs offer a quantifiable assessment of the likely financial and operational consequences of disruptions. Based on OIPT, BCPs reduce the organization's information gap by improving capabilities in transforming and interpreting data (Queenan et al., 2016; Tushman & Nadler, 1978).

Specifying what is expected from risk mitigation and disruption response activities. A strong BCP details mitigation plans that include step-by-step processes involved in recovering and reinstating organizational functions, while prioritizing them according to their criticality (Engemann & Henderson, 2011). For instance, a BCP helps determine recovery time objectives (RTOs), or how quickly each operation and function within the organization needs to be back online after a disruption (Gibb & Buchanan, 2006).

Consider the case of Procter & Gamble (P&G). P&G's continuity plans for facing hurricanes include prescribed objectives on how to move finished goods inventory out of the region, backup data tapes, and prepare for a potentially protracted operational shutdown. Having objectives specifically laid out became important when the company's primary coffee roasting plant was flooded during Hurricane Katrina. P&G's operations recovered from the devastating effects of the hurricane far sooner than others (Bednarz, 2006). Based on OIPT, BCPs reduce the organization's information gap by offering a better understanding of the recovery steps and task prioritization necessary to face supply chain disruptions. Moreover, BCP helps limit the firm's information gap about risk and disruptions through the creation of specific objectives and assignment of tasks, which improve coordination of efforts.

Institutionalizing risk management plans and practices; BCPs often include training exercises and mock disaster drills (Chopra & Sodhi, 2014). These hands-on learning activities are among the most effective ways to make organizational functions better aware of the types of risks the company is exposed to, and to better understand each function's prescribed roles when disruptions hit. Well-designed and implemented drill exercises can not only identify "pain points" in a company's system but also foster realistic expectations and build mutual trust and commitment among organizational functions (Sifert, 2007). For example, Cisco Systems has 14 preplanned supply chain incident management scenarios labeled by the company as crisis "playbooks" (Sheffi, 2015). The playbooks, which vary across locations, are used to conduct exercise drills to simulate real disruption events. Based on OIPT, BCPs can reduce the organization's information gap through structured and consistent approaches to dissemination

Communication and training; All the plans made previously must be communicated to key stakeholders prior to a disaster. Planning and executing plans are two different tasks (ILO, 2011),

and thus a company should ensure that their employees (and key stakeholders where necessary) are familiar with emergency response and early recovery procedures as well as their expected roles and responsibilities. Hence, educational programmes in the form of awareness raising, training, and exercises among employees are essential not only to enhance employees' knowledge and expertise, but also to empower them to carry out the tasks (ILO, 2011; APEC 2013).

Organizational resilience; This refers to an organization's proficiency in keeping its capabilities at a stable level despite the challenging business environment in which it activates. Resilience is also associated with the aptitude of the organization of getting reorganized and being self-supported after an unforeseen incident has taken place. Quendler (2017) defined organizational resilience as the organization's ability of identifying, communicating, responding and recuperating itself from a business risk, as well as the ability of being flexible to shifting business conditions. Research of Ruiz-Martin, Lopez-Paredes, and Wainer (2018) claimed that an organization is resilient if it manages to render positive conversion in conditions of risk in order to escape from the threat while becoming more diligent and cleverer. Organizational resilience also helps to distinguish the company's key strong and weak aspects and then to establish essential matters with respect to business continuity planning (Quendler, 2017; Mohammed et al., 2019). Saheb Jamnia, Torabi, and Mansouri (2018) recognized that an organization that proves resilience is capable to undertake its essential processes at the minimum degree of its business continuity goals and to comply with the maximum endurable period of disruption. Likewise, Burnard, Bhamra, and Tsinopoulos (2018) highlighted the fact that resilience makes the organization to better calibrate its performance during the occurrence of foreseen or unforeseen events, and thus it helps to raise its ability of accommodating itself to the shifting external setting. Simultaneously, it also expands other organizational performance variables, namely quality and delivery (Islam et al., 2016).

In the view of Bell (2002), organizational resilience is also dependent on internal aspects of the organization, such as leadership, culture, people, systems and settings. Mallak (1998) placed a high degree of importance on shared decision making in the organizational context as a resilience-enabler, due to its power to produce a punctual and effective reaction to risks. A similar perspective on the factors affecting organizational resilience is provided by the research of Gorzen-Mitka (2016), who stated that elements such as asset defense, performance and strategic leadership, organizational growth and ultimately, a receptive organizational culture, define its functionality. Nevertheless, the efficiency of business continuity management in the risk mitigation process and in maintaining essential operations is strongly dependent on the way in which the organization understands its business continuity capability, establishes the strategy for implementing business continuity and builds its organizational resilience (Wong, 2019). To make business continuity produce the intended result, meaning to aid the organization in adequately responding to business risks, the organization must properly monitor the implementation of its business continuity strategy through well-defined business continuity metrics.

2.4 Research gap

Business continuity management is the firm's capability to continue the delivery of its products or services at acceptable predefined levels following a disruptive event, either natural or deliberate. It is strongly influenced by top management and leadership practices such as putting in place relevant policies and communication channels and allocating resources, Planning, creating teams and assigning roles and responsibilities, performing risk assessment process, performing business impact analysis (BIA), Developing backup and data recovery strategies, developing the disaster recovery plan and developing the business continuity plan. The degree of continuity determines the firm's ability to stay competitive and survive in the market.

Previous research studies like Burnard, Bhamra, and Tsinopoulos (2018) highlighted the fact that resilience makes the organization to better calibrate its performance during the occurrence of foreseen or unforeseen events, and thus it helps to raise its ability of accommodating itself to the shifting external setting. Simultaneously, it also expands other organizational performance variables, namely quality and delivery (Islam et al., 2016). A study Kato & Charoenrat (2018) examined the impact of Business continuity management of small and medium sized enterprises in Thailand. Paunescu and Argatu, (2020) studied the critical functions in ensuring effective business continuity management in Romanian companies. Charoenthammachoke, Leelawat, Tang and Kodaka (2020) conducted a study on Business continuity management.

There are little scholarly studies that establishes the effectiveness of business continuity management strategies among financial institutions in the Ugandan context. Therefore, this study seeks to close the gap.

CHAPTER THREE

RESEARCH METHODOLGY

3.0 Introduction

This section presents the research methodology which consists of the research design, population of the study, sample size, and sampling procedures, data sources, data collection instruments and methods, data presentation and analysis, anticipated limitation and ethical consideration.

3.1 Research Design

The study adopted the cross-sectional research design. This research design enabled an investigation into the subject of study, in particular, business continuity management practices at Stanbic Bank Uganda Limited. Quantitative approach to data collection was employed in order to get an in-depth understanding of the phenomenon under investigation and to confirm completeness for instruments (Amin, 2005).

3.2 Population Study

The study covered a population of 552 employees of Stanbic Bank Uganda Limited around branches in the five divisions of Kampala (https://www.signalhire.com › ... › Stanbic Bank Uganda) and they were chosen from the departments of administration & finance, procurement, sales and marketing, technical & business development departments. This population is chosen because it comprises of employees that involve implementing business continuity management strategies at Stanbic Bank Uganda. And this was carried out at Stanbic Bank Uganda head office located at Plot 17 Hannington Road, Kampala - Uganda P.O. Box 7131, Kampala and also from other branches around Kampala like Ggaba road, Kawempe, Bugolobi, Garden city, KatiKati, Bweyogerere, Kikuubo and Lugogo Branch which have at least many customers.

3.3 Sample Size determination

This study considered a sample size of 232 Stanbic bank employees determined based on the Yamane's formula. According to Yamane's formula a sample of 232 equates to a population of 552. The employees were selected from the five departments (administration & finance, procurement, sales and marketing, technical & business development departments). This study will utilize Yamane's formula to compute the sample as demonstrated as follows:

$$n = \frac{N}{(1+N)\,(e)^2}$$

Where n = sample size
N = population of the study
e = level of significance (5% level of significance)
N = target population = 552

Applying the formula, $n = \frac{552}{1 + 552\,(0.05)^2}$

$n = 232$
Sample Size = 232

Table 3.1: Table showing population distribution

Category	Population	Sample	Percentage	Sampling Method
Finance & Administration	251	105	46	Simple random sampling
Marketing	179	75	32	Simple random sampling
Technical	45	19	8	simple random sampling
Procurement	35	15	6	simple random sampling
Business development	43	18	8	simple random sampling
Total	**552**	**232**	**100**	**simple random sampling**

Stanbic Bank HR Manual, 2021

3.3.2 Sampling Procedure

To identify the departments that were part of the study, the researcher grouped employees into five categories as they appear in their departments. This implies that stratified sampling was used to create the five strata. To select respondents on each stratum, simple random sampling was used and

this was done by allocating numbers for each respondent, which numbers were picked at random. Simple random sampling was used because it accords equal chances for each member within a given population to become part of the sample from which data is collected (Creswell, 2014).

3.4 Data Sources

The study used both primary and secondary data. Primary data was collected using a questionnaire designed on a 5-point Likert scale. Secondary data was obtained from bank reports published, journal articles, textbooks, magazines, and previous studies on recruitment practices.

3.5 Data Collection instrument

A self-administered structured questionnaire was used to collect data. The questionnaire is about collecting data by asking respondents to give their response to the questions being set by the researcher in a prearranged sequence (Saunders et al, 2019). This tool was used because it measures the perception of the respondents and helps in gathering data over a large sample and saves time. This instrument was also used because it provides an avenue for the researcher to ask probing questions. Questionnaires are fast, cheap and can be self-administered (Mugenda & Mugenda, 2013). The questions in the questionnaire were close-ended because they are exhaustive and mutually exclusive to the study variables.

3.6 Data Validity and Reliability

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). To establish reliability, the instruments was tested using Cronbach alpha test. If the Cronbach's coefficient is above 0.70, according to Nunnally (1978), the instrument is reliable.

Validity is the extent to which research instruments measure what they are intended to measure (Sekaran, 2003). The Content Validity Index was used to examine relevance and clarity of the questions. The research instrument will be given to five knowledgeable persons that is to say, two academicians, two banking officials and any other knowledgeable person. Content Validity Index will thus be computed. To establish validity, the designed instrument was availed to the supervisors for review and they gave an approval for administration in a pilot survey among SBU. The questionnaire was given to two experts to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of 1 to 5 where 1 represented strongly disagree, 2 for disagree, 3 for not sure, 4 for agree and 5 for strongly agree. The Content Validity Index (CVI) was used to test the relevance and clarity of the questions.

The researcher tested the reliability of the questionnaire using Cronbach's alpha test as recommended by Nunnally (1978). A reliability test was run to ensure that the instrument is reliable. The results from the pre-test were used to modify the items in the instruments. The Cronbach Alpha method of internal consistency was used to compute reliability of measures of the variables of study using various administered questionnaires. Upon performing the test, the results above the recommended level of 0.7 were considered reliable (Nunnally, 1978).

Table 3.2: Reliability and Validity Results

Details	Items	Cronbach Alpha	CVI
Identified business continuity management strategies	9	0.703	0.783
Established challenges affecting the effectiveness of business continuity strategies	13	0.715	0.894
Recommended strategies for improving business continuity management	14	0.800	0.931

Source: Primary data

As shown in the results in table 3.2, all Alpha coefficients and CVI results are at or above the threshold of .70 and hence the results are reliable and valid.

3.7 Data Analysis and Presentation.

Collected data was edited, coded and analyzed using the Statistical Package for Social Scientists V23 (SPSSv23). The analysis was done focusing on the descriptive statistics including frequencies, mean and standard deviation. Respective interpretations were done to attach meaning to the findings.

3.8 Ethical Considerations

As a researcher, confidentiality of the respondents was ensured whereby the respondents were informed upfront that the information they give will be solely used for academic purposes and data obtained on private matters will be treated with confidence and indeed this was done. Before data collection exercise, an introduction letter was obtained from Makerere University Business School to help the respondents identifying the researcher.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter covers the presentation, analysis and interpretation of the results according to the objectives of the study specified in the first chapter. The objectives were to identify the business continuity management strategies at Stanbic Bank Uganda during the Covid-19, to establish challenges affecting the effectiveness of business continuity strategies at Stanbic Bank Uganda during the Covid-19 and to recommend strategies for improving business continuity management at Stanbic Bank.

4.1 Response Rate

The study targeted a sample of 232 staff at branches around of Stanbic Bank Uganda (SBU). However, out of 232 questionnaires distributed, 207 questionnaires were returned and giving rise to a percentage of 89% which is suitable to draw valid and reliable conclusions. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very well. This also concurs with Kothari (2004) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on this assertion; the response rate in this case of 89% was very good.

Table 4.1: Response Rate

Targeted respondents	Attained respondents	Response rate
232	207	89%

Source: Primary data

The 207 comprised of Stanbic Bank Uganda staff and therefore the researcher obtained a response rate of 89 percent. The researcher considers this rate as sufficient and good for the study.

4.2 Background information of the respondents

Respondents included the staff from top to lower management from all departments. The background information gathered for this study included information on the gender, age, highest education attained, period worked with the bank and department of attachment in the company. Results of these background information about the respondents are summarized in Table 4.2, 4.3, 4.4, 4.5 and 4.6 as indicated below.

Table 4.2: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	47.3	47.3	47.3
	Female	109	52.7	52.7	100.0
	Total	**207**	**100.0**	**100.0**	

Source: primary data

Results in Table 4.2 indicate that the majority of the respondents are female (52.7%) while the males (47.3%) are the slight minority. This implies that the results are based on the opinions of more female than male respondents at SBU and that the number of staff is mainly female. This also indicates that both female and male participate running the activities of Stanbic Bank Uganda but female respondents are more active in business continuity management activities.

Table 4.3: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	38	18.4	18.4	18.4
	Between 25 - 35 years	85	41.1	41.1	59.4
	35-45	44	21.2	21.2	80.7
	Above 45 years	40	19.3	19.3	100.0
	Total	**207**	**100.0**	**100.0**	

Source: primary data

Results in Table 4.3 show that the biggest category of respondents (41.1%) is in the 5-35 years age group followed by 21.3 percent who are in the 35-45 years age group, then those above 45 years were 19.3% and lastly those below 25years were 18.4%. Results show that most of the respondents

are middle aged (25-45years) although all age brackets are represented hence the implication that most staff are in the middle age bracket which justifies their lack of enough experience causing challenges in business continuity management

Table 4.4: Highest Education Attained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	9	4.3	4.3	4.3
	Degree	122	58.9	58.9	63.3
	Masters	66	31.9	31.9	95.2
	Others	10	4.8	4.8	100.0
	Total	**207**	**100.0**	**100.0**	

Source: primary data

Results on highest education attained show that 58.9% have a bachelor's degree, 31.9% have a master's degree, 4.8% have others like PHDs and professional courses and only 4.3 percent have diplomas. This would imply that employees who participate in the business continuity management activities of Stanbic Bank Uganda are literate. This type of workforce is assumed to have information about the business continuity management strategies at SBU and the strategies for improving business continuity management at SBU.

Table 4.5: Period Working with the Bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	27	13.0	13.0	13.0
	Between 3 -6 years	107	51.7	51.7	64.7
	More than 6 years	73	35.3	35.3	100.0
	Total	**207**	**100.0**	**100.0**	

Source: primary data

The results show that the majority of 51.7% of the respondents have been working with the bank for 3-6 years, 35.3% have been there for more than 6 years and 13% have worked for less than 3 years. This implies majority of the respondent had spent enough years with SBU thus there were the in better position to provide data about business continuity management strategies at SBU.

Table 4.6: Department of attachment in the Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance and Administration	94	45.4	45.4	45.4
	Marketing	67	32.4	32.4	77.8
	Technical	17	8.2	8.2	86.0
	Procurement	13	6.3	6.3	92.3
	Business development	16	7.7	7.7	100.0
	Total	**207**	**100.0**	**100.0**	

Source: primary data

The above results showed that the majority of the respondents were attached to the finance and administration department (45.4%), while 32.4% were from marketing, 8.2% from the technical, 7.7% from human resource and 6.3% from procurement. This means all the respondents were from departments which directly involved in the running of the day-to-day activities of the bank; thus, they were in better position to respond to the questions relating to business continuity management strategies at SBU and how BCM can be improved at SBU

4.3 Descriptive Statistics Results

The summary descriptive statistics of the BCM strategies used by SUB, the business continuity management at SBU and the strategies for improving business continuity management at SBU are included in the analyses and presented in Table 4.7, 4.8 and 4.9 bellow. The purpose of descriptive statistics is to check whether the calculated means represent the observed data, that is, whether the mean is a good replica of reality (Field, 2009 & Saunders et al., 2007). The descriptive statistics of the variables cover means, standard deviations, minimum and maximum values to summarize the observed data in the table below.

Standard Deviation (SD) is the extent by which the views obtained from the respondents vary from the mean scores. It implies that a higher SD had varying opinions towards the given response (SD

above 1), and when the SD is below 1 closer to 0, it means uniformity in the opinions provided in the study. A mean above 3 indicates that the respondents were in agreement to the question asked.

4.3.1 Identification of Business continuity management strategies at SBU

The first objective was concerned with identifying business continuity management strategies at SBU. Pursuant to this objective, descriptive statistics were run and these are shown in table 4.7which is followed by interpretation and analysis. The findings are based on the Likert scale where 1-strongly disagree, 2-disagree, 3-Not sure, 4- agree and 5-storngly agree. The findings are indicated in table 4.7 below:

Table 4.7: identified business continuity management strategies at SBU (N=207)

	Min	**Max**	**Mean**	**SD**
The bank has established a risk management and analysis team	1	5	4.15	0.968
The bank has independent members specifically assigned to deal with the COVID-19 pandemic	1	5	4.10	0.983
The bank changed it organization's plan after the outbreak of covid-19 to improve business continuity management	1	5	4.08	1.042
The bank has developed backup and data recovery strategies.	1	5	4.06	0.865
The bank has recurring risk and vulnerability identification procedures	1	5	4.04	0.962
The bank has formed crisis teams with the required resources and defining the responsibilities of the participants	1	5	4.01	0.836
Covid-19 pandemic has been included in the bank’s business continuity plan	1	5	3.95	1.109
The bank runs regular drills to train and educate emergency response team where the emergency response plan is tested	1	5	3.94	1.091
The bank has switched to remote work which is more efficiently and quickly	1	5	3.88	1.130
Valid N (listwise)			**4.03**	**0.999**

Source: primary data.

The results in table 4.7 show the Grand mean of 4.03 which indicates that from an overall perspective (average) the respondents were in agreement with the statements in the questionnaire regarding the Business continuity management strategies at SBU and this implies that SBU has tried to put in place Business continuity management strategies such as establishing a risk management and analysis team, forming a crisis teams with the required resources and defining the responsibilities of the participant, having independent members specifically assigned to deal with the COVID-19 pandemic, changing organization's plan after the outbreak of covid-19 to improve business continuity management and putting in place recurring risk and vulnerability identification procedures.

The respondents strongly agreed that SBU established a risk management and analysis team (Mean=4.15, SD=0.968) which implies that SBU has put in place risk management and analysis team as business continuity management strategy during the COVID-19 pandemic. They agreed that the bank has independent members specifically assigned to deal with the COVID-19 pandemic (Mean=4.10, SD=0.983) which implies that SBU assigned specific staff to deal with the Covid 19 pandemic in order to continue the bank operations. Majority of the respondent were also in agreement that the bank changed its organization's plan after the outbreak of covid-19 to improve business continuity management (Mean=4.08, SD=1.042) which implies that SBU changed its operational plans to compel with the covid-19 out and continue operating.

Furthermore, the respondents agreed that the bank has developed backup and data recovery strategies (Mean=4.06, SD=0.865) which implies that SBU has a backup and recovery techniques to continue operating even after the outbreak of the pandemic. The respondents also agreed that the bank has recurring risk and vulnerability identification procedures (Mean=4.04, SD=0.962) which implies that SBU has in place recurring risk and vulnerability identification procedures to aid in

continuity of business operation. The respondents agreed the bank has formed crisis teams with the required resources and defining the responsibilities of the participants (Mean=4.01, SD=0.836) which implies that the bank established crisis teams facilitated and with clearly defined roles to aid in continuation of business activities at the bank after the outbreak of the pandemic.

Results indicated that respondent somewhat agreed that Covid-19 pandemic has been included in the bank's business continuity plan (Mean=3.95, SD=1.109) which implies that the bank has considered the pandemic in their future plans as a strategy to aid the business continuity amidst the pandemic. The respondents were also in agreement that the bank runs regular drills to train and educate emergency response team where the emergency response plan is tested (Mean=3.94, SD=1.091) which also implies that SBU has trained emergency response teams as a strategy for business continuity. Lastly the respondent somewhat agreed that the bank has switched to a more remote work which is more efficiently and quickly (Mean=3.88, SD=1.130) which implies that the bank is operating remotely as a strategy to enable them operate efficiency and effectiveness thus continue in business.

Given the above results, all the BCM strategies at SBU are in existence since all of them have the mean that is above 3.0 on a scale of 1-5 and also with a standard deviation that are not very far away from one. The list below shows that the most BCM strategies SBU employees put on more emphasis and stood out from the list provided in table 4.7

- The bank has established a risk management and analysis team
- The bank has independent members specifically assigned to deal with the COVID-19 pandemic
- The bank changed it organization's plan after the outbreak of covid-19 to improve business continuity management
- The bank has developed backup and data recovery strategies.
- The bank has recurring risk and vulnerability identification procedures

4.3.2 Established challenges affecting the effectiveness of business continuity strategies at SBU

The second objective was to establish the challenges affecting the effectiveness of business continuity strategies at SBU. Table 4.8 shows the presentation descriptive statistics for this objective followed by interpretation and analysis.

Table 4.8: The established challenges affecting the effectiveness of business continuity strategies at SBU (N=207)

	Min	Max	Mean	SD
The bank lacks enough technology resources to implement the BCM programs	1.00	5.00	4.19	0.914
SBU has limited level of capacity and resources to take forward the Business Continuity Management programmed.	1.00	5.00	4.09	0.845
Lack of experience sharing by BCM professionals outside large corporations	1.00	5.00	4.02	1.088
Poor culture change has hindered the BCM strategies at the bank	1.00	5.00	4.01	0.988
Most BCP processes are complex to implement, manage and also to execute	1.00	5.00	3.92	0.999
Lack of staff involvement is a key challenge to BCP processes at the Stanbic bank	1.00	5.00	3.89	1.110
Safety and security are a major challenge to Stanbic business continuity management programs	1.00	5.00	3.88	1.104
There is inability to afford the time to put the business continuity plan (BCP) in place at Stanbic bank	1.00	5.00	3.84	1.053
Most BCM activities are financed through ad-hoc budgetary decisions and not through approved budgetary allocations.	1.00	5.00	3.79	1.102
There is lack of appreciation of the importance of business continuity, the development processes involved, and the maintenance activities needed to sustain the program	1.00	5.00	3.76	1.087
The bank has no enough capacity and resources to take forward the business continuity management programmes	1.00	5.00	3.67	1.326
Lack of commitment of senior management to preserve the operation of bank services	1.00	5.00	3.48	1.092
Lack of resource for the implementation of the BCP	1.00	5.00	3.27	1.388
Valid N (listwise)			**3.83**	**1.084**

Source primary data

The results in table 4.8 show that respondents were in agreement with the stated challenges hindering the effectiveness of BCM strategies at SBU given the grand mean of 3.83 and SD of 1.084. Results show that majority of the respondent were in agreement that that the bank lacks enough technology resources to implement the BCM programs (Mean=4.19, SD=0.914) implying that the effectiveness of BCM programs at SBU is hindered by lack of enough required technologies. The respondents agreed that SBU has the correct level of capacity and resources to take forward the Business Continuity Management programmed (Mean=4.09, SD=0.845) implying that SBU has the required resources to facilitate its business continuity management activities effectively.

The results in table 4.8 further show that the effectiveness of BCM strategies is hindered by the lack of experience sharing by BCM professionals outside large corporations (Mean=4.02, SD=1.088) which indicates that the effectiveness of BCM strategies is hindered by failure of BCM professionals to share experience in managing continuity of business during the pandemic. Respondents furthermore agreed that poor culture change hinders the BCM strategies at the bank (Mean=4.01, SD=0.988) which shows that poor culture change hinders the effectiveness of BCM strategies at SBU.

Respondents were in agreement that Most BCP processes are complex to implement, manage and also to execute (Mean=3.92, SD=0.999) which implies the effectiveness of BCM strategies at SBU is hindered by the complexity of the BCP processes.

They also agreed that Lack of staff involvement is a key challenge to BCP processes at the Stanbic bank (Mean=3.89, SD=1.110) which indicates that SBU staff are not involved in the BCP processes which hinders the effectiveness of the BCM strategies at the bank.

They agreed that safety and security are a major challenge to Stanbic business continuity management programs (Mean=3.88, SD=1.104) which implies that the effectiveness of BCM strategies at SBU is hindered by safety and security issues at the bank. They agree that there is inability to afford the time to put the business continuity plan (BCP) in place at Stanbic bank (Mean=3.84, SD=1.053) which implies that the effectiveness of BCM strategies at SBU is hindered by failure to put in Place a proper BCP.

The respondents agreed that most BCM activities are financed through ad-hoc budgetary decisions and not through approved budgetary allocations (Mean=3.79, SD=1.102) which implies that SBU does not allocate enough funds to BCM activities in the approved budget and this affects the effectiveness of BCM strategies. The respondents agreed that there is lack of appreciation of the importance of business continuity, the development processes involved, and the maintenance activities needed to sustain the program (Mean=3.76, SD=1.087) which implies that SBU does not appreciate the importance of business continuity, its development processes and the maintenance activities and this hinders the effectiveness of BCM strategies at the bank. Furthermore, majority of the respondents were in agreement that the bank has no enough capacity and resources to take forward the business continuity management programmes (Mean=3.67, SD=1.326) meaning the bank does not have enough resources to run effectively implement BCM strategies.

Respondents somewhat agreed on the lack of commitment of senior management to preserve the operation of bank services (Mean=3.48, SD=1.092) implying that some of the staff in senior position at the bank are not committed to preserving BCM strategies at the bank which hinders its effectiveness. Lastly respondents somewhat agreed on lack of resource for the implementation of the BCP (Mean=3.27, SD=1.338) implying that SBU lack enough resources to effectively implement the BCM strategies at the bank.

In conclusion therefore, respondents were in agreement on all the challenges hindering the effectiveness of BCM strategies at SBU included in this study given their mean and also there was uniformity in the opinions provided in the study given their standard deviation which was close to 1

The results in table 4.8 show that the respondents were in agreement with most of the statements listed to capture challenges affecting the effectiveness of BCM strategies at SBU and are based on items with mean scores of ≥4.0 which were out standing and the bank has to put more emphasis on them;

- lacks enough technology resources to implement the BCM programs
- SBU has limited level of capacity and resources to take forward the Business Continuity Management programmed.
- Lack of experience sharing by BCM professionals outside large corporations
- Poor culture change
- BCP processes are complex

4.6 Established strategies for improving business continuity management at SBU

The third objective was recommending possible strategies improving business continuity management at SBU. Table 4.9 below summarize the results from the respondents and it is followed by interpretation and analysis.

Table 4.9: Established strategies for improving business continuity management at SBU (N=207)

	Min	Max	Mean	SD
Designing effective crisis communication and information systems	1.00	5.00	4.19	0.787
Defining detection and prevention and procedures	1.00	5.00	4.18	0.719

Establishing means of communication during times of crisis	1.00	5.00	4.14	0.805
Restoration of services to customers	1.00	5.00	4.14	0.942
Training and empowering the employees on how to prevent and detect a crisis	1.00	5.00	4.09	0.761
Offering free services to clients help in resolving poor service quality	1.00	5.00	4.08	0.878
Conducting vulnerability audits to identify possible operational weaknesses and threats	1.00	5.00	4.08	0.756
Specification of necessary resources and response team capabilities to confront the crisis	1.00	5.00	4.07	0.929
Providing Information to customers & key staff	1.00	5.00	4.05	0.928
Confronting false social media publication by offering a verified explanation to the affected parties	1.00	5.00	3.98	0.927
Investing in alternative working spaces (work from home)	1.00	5.00	3.98	1.026
Ensuring effective and efficient BCP processes	1.00	5.00	3.86	1.050
There is regular testing, maintenance and feedback from existing BCM programs which have resulted in changes in BCM programs in SBU	1.00	5.00	3.85	1.076
Valid N (listwise)			**4.05**	**0.891**

Source: primary data

Table 4.9 above presents results and the findings indicates that all respondents were in agreement with the strategies for improving business continuity management at SBU given by the grand mean of 4.05 and SD of 0.891. The most prominent strategy was designing effective crisis communication and information systems (Mean=4.19, SD=0.787). This was followed by defining detection and prevention and procedures (Mean=4.18, SD=0.719), restoration of services to customers (Mean=4.14, SD=0.942), establishing means of communication during times of crisis (Mean=4.14, SD=0.805), offering free services to clients help in resolving poor service quality (Mean=4.08, SD=0.878), Conducting vulnerability audits to identify possible operational weaknesses and threats (Mean=4.08, SD=0.756) and investment in technology such as cybersecurity systems, biometric screening, and CCTV (Mean=4.08, SD=0.894).

In addition, respondents also ranked specification of necessary resources and response team capabilities to confront the crisis (Mean=4.07, SD=0.929), providing Information to customers &

key staff (Mean=4.05, SD=0.28), confronting false social media publication by offering a verified explanation to the affected parties (Mean=3.98, SD=0.927) and investing in alternative working spaces (work from home) (Mean=3.98, SD=0.026) as effective strategies for improving business continuity management at SBU.

Lastly, respondents were in agreement to ensuring effective and efficient BCP processes (Mean=3.86, SD=1.050) and regular testing, maintenance and feedback from existing BCM programs which have resulted in changes in BCM programs in SBU (Mean=3.85, SD=1.076) as effective strategies for improving business continuity management at SBU.

All these items had a mean score above 3.0 and SD close 1 as indicated in table 4.9 above which indicates that most of the respondents were in agreement with the strategies and also there was uniformity in the opinions provided. In conclusion, all above strategies were agreed upon by the respondents for improving business continuity management at SBU since they all have the mean that is above 3.0 on a scale of 1-5 and also with a standard deviation that are not very far away from one.

Strategies like designing effective crisis communication and information systems, defining detection and prevention and procedures, restoration of services to customers, establishing means of communication during times of crisis, offering free services to clients help in resolving poor service quality, conducting vulnerability audits to identify possible operational weaknesses and threats and investment in technology such as cybersecurity systems, biometric screening, and CCTV had a higher mean scores implying that SBU should put more emphasis on them to improve business continuity management.

The list below shows the recommended strategies that stand out from the list provided in table 4.9 are ;

- Designing effective crisis communication and information systems
- Defining detection and prevention and procedures
- Restoration of services to customers
- Training and empowering the employees on how to prevent and detect a crisis
- Confronting false social media publication by offering a verified explanation to the affected parties.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a discussion of findings, conclusions and recommendations drawn from the study findings of the previous chapter. This chapter is organized in four sections. The first section deals with discussions of the research findings in relation to the research objectives and conclusions are in section two. The third section focuses on recommendations while the fourth section presents areas for further research.

5.1 Discussion of Findings

5.1.1 Business Continuity Management strategies at SBU

The study findings indicated SBU use a number of Business continuity management strategies during the during the Covid-19 period. The result shows that establishment of a risk management and analysis team was the most important BCM strategy used by SBU given by (Mean=4.15, SD=0.968), this was followed by independent members specifically assigned to deal with the COVID-19 pandemic (Mean=4.10, SD=0.983) and then changing the bank's organization plan after the outbreak of covid-19 to improve business continuity management (Mean=4.08, SD=1.042) which implies that SBU have established a risk management and analysis team, assigned independent members to specifically deal with the pandemic and changed their operational plan in order to continue their operation after the outbreak of Covid -19. The other BCM strategies used by SBU as agreed upon by the respondent included: developing backup and data recovery strategies, recurring risk and vulnerability identification procedures, formed crisis teams with the required resources and defining the responsibilities of the participants, considering Covid-19 pandemic in the bank's business continuity plan, running regular drills to train and educate emergency response

team where the emergency response plan is tested and switched to a remote work more efficiently and quickly. The above strategies enabled SBU continue running their operation during and after covid -19 pandemic.

The findings are in line with the study of Paunescu (2017) who stated that undertaking of the business impact analysis and risk assessment represent essential phases in designing the business continuity management. Business continuity preparedness is, therefore, an important skill that organizations should master to a high extent to adequately manage their business risks and threats. Additionally, Miller & Engemann (2019), Karim (2011) and Tvrdikova (2016) stated that the success of business continuity preparedness in securing the organization against risks and the functioning of the holistic character of BCM are subject to certain factors like comprehension and evaluation of business risks, planning and documentation of business continuity, provision of training and raising awareness about BCM, and management of the information life cycle. Furthermore, the findings are supported by ISO (2015) which stated that it is fundamental to assess disaster risks that may have impacts on the availability and access to resources necessary for prioritized business activity

The above study findings are also supported by the study of MeyerEmerick and Momen (2003) who stated that business continuity teams can decide on the most appropriate continuity and recovery strategies and options available in order to mitigate loss, ensure business continuity during unexpected incidents, and recover disrupted operations. Some of these strategies have specific codes and names

5.1.2 The established challenges affecting the effectiveness of business continuity strategies at SBU

Findings indicated that the strongest cited challenges hindering the effectiveness of business continuity strategies at SBU are lack of enough technology resources to implement the BCM programs (Mean=4.19, SD=0.914), the correct level of capacity and resources to take forward the BCM programmes (Mean=4.09, SD=0.845) and lack of experience sharing by BCM professionals outside large corporations (Mean=4.02, SD=1.088) Furthermore, it was agreed upon by most respondents that poor culture change, complex BCP processes, Lack of staff involvement, safety and security, inability to afford the time to put the BCP in place, failure to allocate funds for the BCM activities in the approved budgetary, lack of appreciation of the importance of business continuity programs, lack of enough capacity and resources, lack of commitment of senior management and lack of resource for the implementation of the BCP are the other factors which hinders the effectiveness of business continuity strategies at SBU.

The study findings are consistent with previous studies for example Konigova and Fejfar (2013) stated that BCM has a weakness of not being holistic in approach when analyzing the organization and a lack of clear understanding of the responsibilities of the BCP. Wong and Goh (2015) added that Business continuity is still not widely understood among organizations; many mistakes it to emergency reaction or disaster recovery on information technology. Even those who have heard of business continuity may see no relevance to themselves. According to Wong and Goh (2015) many organizations see BCM as beyond their planning capacity, underestimation of the impact of BCM and that business can survive financially, and customers will accept lack of service during a period of disruption, lack of manpower, and inability to afford the time to put the BCP in place, some organizations believes that they can manage disruptions when it happens. There is no need for

preplanning, not prioritizing BCP, too expensive to implement, lack of experience sharing by BCM professionals outside large corporations, too complicated process, and no provision of step-by-step process. The study findings also relate the literature of SEWE (2019) who stated that Without proper BCP plans being in place, a supermarket would have been unable to recover from huge service affecting failures.

5.1.3 Recommended strategies for improving business continuity management at SBU

The study findings indicated that majority of the respondents strongly were in agreement to designing effective crisis communication and information systems (Mean=4.19, SD=0.787), defining detection and prevention and procedures (Mean=4.18, SD=0.719), restoration of services to customers (Mean=4.14, SD=0.942), establishing means of communication during times of crisis (Mean=4.14, SD=0.805), offering free services to clients help in resolving poor service quality (Mean=4.08, SD=0.878), Conducting vulnerability audits to identify possible operational weaknesses and threats (Mean=4.08, SD=0.756) and investment in technology such as cybersecurity systems, biometric screening, and CCTV (Mean=4.08, SD=0.894) as the most appropriate strategies for improving business continuity management at SBU. Several other strategies were agreed upon by respondents such as specification of necessary resources and response team capabilities to confront the crisis, providing Information to customers & key staff, confronting false social media publication by offering a verified explanation to the affected parties, investing in alternative working spaces (work from home), ensuring effective and efficient BCP processes and regular testing, maintenance and feedback from existing BCM programs which have resulted in changes in BCM programs in SBU.

These findings are in agreement with the literature that Business continuity relies on computing technologies and always- on information systems such as business intelligence and analytics

solutions (Bajgoric, 2018). A competent crisis leadership can implement an effective business continuity plan (BCP) to optimize the organization's overall crisis performance (Naser, Alharthi, & Khalifa, 2019) With outbreaks previous to novel coronavirus. Work from home (WFH) set-up has helped them in the preparedness of the pandemic and keep their business regular against external and internal disruptions and has risks to companies (Fani & Subriadi, 2019). The above findings are also supported by the study of Tripathi, Bagga and Aggarwal (2020) who stated that the adoption of big data & predictive analytics has grown in the banking industry to facilitate better comprehension of drug discovery and innovations. ILO (2011) and APEC (2013) added that educational programmes in the form of awareness raising, training, and exercises among employees are essential not only to enhance employees' knowledge and expertise, but also to empower them to carry out the tasks.

5.2 Conclusion

The study was aimed at examining the business continuity management strategies at Stanbic Bank Uganda Limited during the Covid-19 Outbreak. Drawing from the above findings its concluded that Stanbic Bank Uganda Limit ed endeavored to continue their business operation during and after covid -19 through strategies like establishment of a risk management and analysis team, assigning independent members specifically to deal with the COVID-19 pandemic, changing the bank's organization plan, developing backup and data recovery strategies, recurring risk and vulnerability identification procedures, forming crisis teams and running regular drills to train and educate emergency response team. These efforts are reflected in the responses received from the study findings which are also sufficiently supported by past studies on the concept of business continuity management strategies. Despite the efforts, the effectiveness of business continuity at SBU has been hindered by several challenges like lack of enough technology resources to implement the BCM programs, lack of experience sharing by BCM professionals, poor culture change,

complex BCP processes, Lack of staff involvement, safety and security, inability to afford the time to put the BCP in place, failure to allocate funds for the BCM activities in the approved budgetary, lack of appreciation of the importance of business continuity programs and lack of enough capacity and resources to take forward the BCM programmes**,** as identified in the study. Several strategies like: designing effective crisis communication and information systems, defining detection and prevention and procedures, restoration of services to customers, establishing means of communication during times of crisis, offering free services to clients help in resolving poor service quality, conducting vulnerability audits to identify possible operational weaknesses and threats, investment in technology, specification of necessary resources and response team capabilities to confront the crisis and investing in alternative working spaces (work from home) were suggested and strongly adopted by the respondents as appropriate strategies for improving business continuity management Stanbic Bank Uganda Limited. On that basis the study has a number of recommendations in the section that follows.

5.3 Recommendations

From the findings, discussions and conclusions of the study the following recommendations are made.

i Stanbic Bank Uganda Limited need to put more emphasis on establishment of a risk management and analysis team as a strategy for BCM; this would contribute to positive business impacts in which the organization will become more robust, capable to minimize the potential risk of incidents and recover more speedily as compared to its rivals.

ii The management SBU should commit to ensuring that BCM function is established and ensuring that services are operating at an acceptable condition under crisis situation and service disruptions, as this is a crucial element of the overall corporate strategy.

iii All staff at SBU should undergo regular training regarding BCM. This will help them to enhance their knowledge and skills which will help them implement, manage and execute complex BCP processes.

iv Stanbic Bank Uganda should put in place effective crisis communication and information systems. This will help them to combat the challenges like revenue swings, communication, prompt collaborations, resource precincts, process changes, demand fluctuations, and customer risk, to name a few.

v Stanbic Bank Uganda needs to put in place for proper structures for communication during disaster. This will help them ensure that their employees (and key stakeholders where necessary) are familiar with emergency response and early recovery procedures as well as their expected roles and responsibilities

5.4 Areas for Further Study

The researcher recommends future scholars to study business continuity management strategies in other context like public entities and manufacturing firms. This study used a cross sectional research design and quantitative approach, which has limitations in that what is on the ground may not represent what has been happening there for some time. Future researchers should conduct longitudinal and mixed studies so that a longer time bracket is applied, as this might give different and even a wider perspective on the results.

5.5 Limitations of the Study

i There was unwillingness to complete questionnaires by respondents as they considered the exercise as unbeneficial to them. However, the researcher explained to them that the study is mainly conducted for academic purposes.

ii Disclosure of the information may be a problem by some individuals. However, they were assured of their confidentiality by the researcher.

iii Since the study was based on the individual perspectives of the employees, the results may be susceptible to bias. However, the researcher ensured that the results obtained from the study respondents represents is not based on individual perception rather on the general organisation perception.

iv The study is purely based on the opinion of the employees and therefore a detailed understanding on the customer's opinions and perspectives of business continuity management may not be well explored.

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APPENDICES

Appendix 1: Questionnaire

MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Respondent,

Am Nakalembe Stella, a student pursuing a Master's Degree in Business Administration of Makerere University Business School. My study is on ***"Examination of Business Continuity Management strategies during the Covid-19 Outbreak at Stanbic Bank Uganda Limited."*.** You have been identified as a respondent, and I therefore request you to kindly spare a few minutes of your busy schedule to fill this questionnaire. This study is purely for academic purposes. Responses shall be treated with outmost confidentiality.

SECTION A: BACKGROUND INFORMATION (Please tick appropriately):

1. Gender

a) Male ☐ b) Female ☐

2. Age of the respondents

a) Below 25 yrs.☐ b) Between 25 -35 yrs.☐

c) Between 35-45 yrs.☐ d) Above 45 yrs.☐

3. Academic qualification of the respondents

a) Diploma☐ b) Degree ☐ c) Masters ☐ d) Others specify ……

4. How long have you been an employee of this institution?

a) Less than 3 years ☐ b) Between 3-6 years ☐ (c) more than 6years ☐

6. Department you belong to

a) Finance and Administration ☐ b) Marketing ☐ c) Technical ☐

d) Procurement ☐ e) Business Development ☐

SECTION B-D:

For sections B – D, please indicate the extent to which you agree or disagree with the statement by ticking in the box with the number that best suits your response. The table below shows the alternative responses and the number assigned to each response.

Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

SECTION B: Identification Business Continuity Management Strategies in Stanbic Bank Uganda Limited

	Business Continuity Management Strategies	***1***	***2***	***3***	***4***	***5***
1	The bank has formed crisis teams with the required resources and defining the responsibilities of the participants					
2	The bank has developed backup and data recovery strategies.					
3	The bank has independent members specifically assigned to deal with the COVID-19 pandemic					
4	The bank has established a risk management and analysis team					
5	The bank has switched to remote work model efficiently and quickly					
6	The bank changed it organization's plan after the outbreak of covid-19 to improve business continuity management					
7	Covid-19 pandemic has been included in the bank's business continuity plan					
8	The bank has recurring risk and vulnerability identification procedures					
9	The bank runs regular drills to train and educate emergency response team where the emergency response plan is tested					

SECTION C: The established challenges affecting the effectiveness of Business Continuity Strategies

	Established Challenges affecting the effectiveness of business continuity strategies	***1***	***2***	***3***	***4***	***5***
1.	Safety and security are a major challenge to Stanbic Business Continuity Management programs					
2.	Most Business Continuity Management activities are financed through ad-hoc budgetary decisions and not through approved budgetary allocations.					

3.	The bank has no enough capacity and resources to take forward the Business Continuity Management programmes					
4.	There is lack of appreciation of the importance of business continuity, the development processes involved, and the maintenance activities needed to sustain the program					
5.	There is inability to afford the time to put the Business Continuity Management programmes in place at Stanbic bank					
6.	Lack of experience sharing by Business Continuity Management professionals outside large corporations					
7	Most Business Continuity Management processes are complex to implement, manage and also to execute					
8	Lack of staff involvement is a key challenge to Business Continuity Management programs processes at the Stanbic bank					
9	Lack of commitment of senior management to preserve the operation of bank services					
10	Lack of resource for the implementation of the Business Continuity Management programs					
11	The bank lacks enough technology resources to implement the Business Continuity Management programs					
12	Poor culture change has hindered the Business Continuity Management strategies at the bank					
13	SBU has the correct level of capacity and resources to take forward the Business Continuity Management programmed.					

SECTION D: Recommended strategies of Improving Business Continuity Management strategies

	Strategies of Improving Business Continuity Management	***1***	***2***	***3***	***4***	***5***
1.	Specification of necessary resources and response team capabilities to					

	confront the crisis					
2	Confronting false social media publication by offering a verified explanation to the affected parties					