



STAKEHOLDERS PARTICIPATION AND PERFORMANCE OF MATERNAL HEALTH PROGRAM IN KENYA

¹ Muthoni Regina Njeri, ² Dr. Muchelule Yusuf

¹ Msc., Project Management, Jomo Kenyatta University of Agriculture and Technology

² Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Maternal health remains critical in Kenya. As for 2020, maternal related deaths stood at 355 deaths against 100,000 live births. Given the current annual births, this means that there are nearly 5000 women and girls dying annually due to pregnancy and childbirth complications. Maternal health program sponsored by Kenyan government and nongovernmental organization like “Linda Mama” uptake exist in Kenya. However, the performance of these maternal health programs in terms of service delivery remains low with substantial number of maternal related deaths, failure of the maternal projects to be within scope, time, budget, and quality parameters. The purpose of this study was to determine the influence of stakeholders participation on performance of maternal health program in Kenya. The specific objectives were to evaluate the influence of stakeholder participation in project funding, and stakeholder participation in maternal project selection on performance of maternal health program in Kenya. The study adopted causal research design. The study population were 396 stakeholders involved in maternal health programs in Nairobi County. Primary data was used in the study with the questionnaire as the main data collection instrument. Data was analyzed using SPSS Version 25. Data analyses involved descriptive and inferential statistics. The descriptive statistics comprised of means and standard deviation while inferential statistics comprised Pearson correlation analysis and multiple regression model. Test of hypothesis was done at 95% confidence interval. The finding of the study revealed that maternal project planning has a significant and positive influence on performance of maternal health program. Additionally, it showed that there exist a positive and significant influence of maternal project funding on performance of maternal health program. The study concluded that maternal project planning has a significant and positive influence on performance of maternal health program. It also concluded that maternal project funding significantly influenced performance of maternal health program. The study recommends that enhancing usage of schedule in the planning process. The study recommends the optimal allocation of resources using scientific data.

Key Words: stakeholders participation, performance of maternal health program, project funding, maternal project selection

INTRODUCTION

Maternal health remains one of the key health issues confronting many countries both developed and developing countries. The United Nations Sustainable Development Goal (UNSDG) 3 on good health and well-being puts emphasis on the well-being of mothers and children both at prenatal and post-care natal stages. The UNSDG 3 targets the reduction of maternal mortality rates and to significantly reduce under-five of age deaths. Though maternal mortality has declined by more than a third from 2000 to 2017, an estimated 810 women continue to die each day due to complications of pregnancy and childbirth (WHO, 2021). The mortality rate of under-five children has declined by 61 per cent, from 93 deaths per 1,000 live births in 1990 to 37 in 2020. Despite this considerable progress, 13,800 under-five daily deaths are still recorded globally (Unicef, 2021).

Maternal health defines the health status of women during pregnancy, childbearing and during post-natal (WHO, 2015). The performance of maternal health program is the ability of healthcare service provider to provide quality health services to expectant women, before, during and after delivery. Quality maternal health services entail the welfare of the mothers and their newborns. Maternal and child health has been a priority public health problem with aim of reducing the morbidity and mortality of mothers and newborn infants (Saturno-Hernández, et al., 2019). The priority is highlighted by intervention including the SDG 3 that seeks to reinforce good health and well-being for women and children, universal health coverage (UN, 2015) and renewed 2016-2030 Global Health Strategy for Women, Children and Adolescents (WHO, 2017). As such, the performance of maternal health programs targeting mothers and newborns is critically important.

These maternal health programs seek to improve maternal, newborn and child health outcomes and reduce maternal and infant mortality. The programs further seek to strengthen community health support systems in providing healthcare services to pregnant women, lactating mothers and newborns (Ndiaye, et al., 2021). There are numerous maternal health programs targeting mothers and newborns and include regular antenatal check-ups, advice on antenatal exercises, exclusive breastfeeding, nutritional advice, immunization, physical and emotional changes following child birth, child and health development, childhood illness and child safety and injury prevention. The success in the delivery of these maternal program depends on many other factors including stakeholders participation, access to medical facilities and health workers' capacity building.

Stakeholders participation is the engagement of critical parties, entities and individuals in the management and delivery of maternal health program. The parties may include the government, non-government organization, community, the management of the health service providers and healthcare workers. These stakeholders are involved in funding support and allocation, planning and monitoring of maternal projects, evaluation, and implementation of the maternal projects and in key decision making relating to maternal health programs. According to Namazzi, et al. (2013). stakeholders are useful in identifying key stakeholders, assessing their knowledge about the problem identified for intervention, their interests, policy influence, alliances, and the importance that they will attach to the maternal health programs.

The participation of stakeholders is thus critical for the success of maternal health programme. The involvement of stakeholders during problem definition and project design, planning, monitoring, and implementation is important as it ensures that the decisions and actions taken by the stakeholders are considered. Shengelia, et al (2017) noted that stakeholders help define the way the maternal healthcare programme will be financed. According to Ochieng, et al. (2022), partnership among key stakeholders enhance the capacity of health facilities to deliver high quality comprehensive, essential care package and easing economic burden. Stakeholders' participation ensures that legitimate stakeholder interests and concerns are effectively addressed. Globally, the

success of maternal health projects has been tied to effective stakeholder engagement in the management and operations of maternal health projects.

Statement of the Problem

Maternal health remains one of the key health issues confronting many countries both developed and developing countries. The UNSDG 3 targets the reduction of maternal mortality rates and to significantly reduce under-five of age deaths. The 2014-2030 Kenya Health Policy is a demonstration of government's commitment to enhance access to quality health to its people (Ministry of Health 2014). Furthermore, the Kenya Vision 2030 socioeconomic masterplan identified healthcare as critical component to the attainment of this vision. In addition, the Kenya Big 4 Agenda recognises health as one of the key pillar. The Constitution of Kenya 2010 also recognises health as basic right to the citizen of Kenya. The Universal HealthCare (UHC) coverage also seeks to enhance health access in Kenyan including maternal healthcare services.

Maternal health remains critical in Kenya. In 2020, maternal related deaths stood at 355 deaths against 100,000 live births (UNFPA, 2020). Given the current annual births, this means that there are nearly 5000 women and girls dying annually due to pregnancy and childbirth complications. Maternal health program sponsored by Kenyan government and nongovernmental organization like "Linda Mama" uptake exist in Kenya. However, the performance of these maternal healthcare in terms of service delivery remains low (Abdi, 2020) with substantial number of maternal related deaths, failure of the maternal projects to be within scope, time, budget and quality parameters. This phenomenon has been linked to inadequate stakeholder involvement in the running and managing the maternal healthcare programs (Micah & Luketero; 2017; Sifunjo, 2019; Abdi, 2020).

The participation of stakeholders in the delivery of maternal projects also remain low in Kenya. Government coordination of maternal health program tend to exclude other stakeholders like community groups, health service providers and non-governmental organization service providers like USAID and UKAID. Micah and Luketero (2017) and Sifunjo (2019) indicated that stakeholder participation in monitoring and evaluation influence performance of nongovernmental maternal health projects yet it was not being optimally practiced in Kenya. Similarly, Muriithi (2017) identified factors influencing community participation in maternal health care project in Kitui County Kenya but did not indicate the influence of community participation on performance of maternal healthcare projects in the study area presenting conceptual gap. Ochieng, et al. (2022) indicated that partnership among key stakeholders enhanced the capacity of health facilities to deliver high quality comprehensive, essential care package and easing economic burden but did not specify the key stakeholders and how they are involved presenting conceptual gap. Based on the identified research gaps, the proposed study seeks to determine the influence of stakeholders participation on performance of maternal health program in Kenya.

Research Objectives

General Objective

The general objective of the study is to determine the influence of stakeholders' participation on performance of maternal health program in Kenya.

Specific Objectives

- i. To evaluate the influence of project funding on performance of maternal health program in Kenya.
- ii. To determine the influence of maternal project planning on performance of maternal health program in Kenya.

LITERATURE REVIEW

Theoretical Review

Stakeholder theory

Stakeholder theory was advanced by Freeman (1984). Stakeholder theory is a comprehensive generalized method that has the dual purpose of explaining the structure and operation of a corporation and serving as a primary guide for the business itself. Stakeholder theory states that Stakeholders have the mandate of creating value to the organization (Freeman, 1984). According to Stakeholder theory a business entity is made of stakeholders that include customers, suppliers, employees, and organization management (Freeman, *et al.*, 2010). From a stakeholder perspective, business can be understood as a set of relationships among groups that have a stake in the activities that make up the business (Freeman, 1984). It is about how customers, suppliers, employees, financiers, communities, and managers interact to jointly create and trade value (Friedman & Miles, 2002). According to Freeman (1984) stakeholder theory does not only consider the sole objective of maximizing the wealth of shareholders but also focuses on the interests of all others who are directly or indirectly related with the organization.

Stakeholders are mainly divided into two fundamental groups, i.e., internal, and external stakeholders (Bonnafous-Boucher & Porcher, 2010). Internal stakeholders are persons within the organization while external stakeholders are the persons who are outside the organization (Pesqueux & Damak-Ayadi, 2005). Stakeholders in an organization are both internal and external. Internal stakeholders include financiers, suppliers, customers, communities and employees, While external stakeholders include: government, media, competitors, special interest groups, and customer advocate group (Khan & Majid, 2013). It is important for a business organization to deal effectively with its stakeholders for long term profitability and sustainability.

Stakeholder theory plays a significant role in exemplifying the importance of theorization about the social responsibilities of organizations. Stakeholders in the context of this study includes the government, NGOs, health service providers and community. In the provision of maternal health program, the government, NGOs, health service providers and community may have to work together as one entity to enhance the successful delivery of the maternal health program. Each of the stakeholder play important role and thus likely to influence the performance of maternal care program.

System Theory

The system theory introduced by Bertalanffy (1969) as a modelling devise that accommodates the interrelationships and overlap between separate disciplines. System theory is based on the principle that the component parts of a system can best be understood in the context of the relationships with each other and with other systems, rather than independently (Baecker, et al, 2007) and thus useful in understanding how various entities in a system work together. Systems theory can thus be seen as a macro level theory that can be used to understand biological, physical, and social systems (Kast & Rosenzweig, 1972).

According to systems theory, components of each system are structured in a hierarchical level, and components are interdependent with one another in the system to the extent that one component cannot function without the support of other components (Chih & Sapphire, 2017). At the organizational level, organizations and other organizations in the environment are also interdependent on one another (Chih et al., 2017; Poole, 2014). With this interdependence there are permeable boundaries, both within and without organizations (Hofkirchner, 2007). Nonetheless, *while systems theory was extremely popular and influential across a broad spectrum*

of disciplines it came to be viewed with a lot of skepticism with the emergence of postmodern critics (Hammond, 2012).

Hammond, (2019) criticized systems approach extensively, especially its role in planning, management, and government (Hammond, 2019). System theory is useful in modeling the engagement of various stakeholders in pursued for the achievement of certain goal. System theory argues that system comprise many small other entities that function together to one common outcome. Thus, the theory is useful in understanding how governments, health service providers, NGOs, and community work together to enhance the performance of maternal health program.

Conceptual Framework

Conceptual framework is a representation that shows how the variables in a study relate with each other (Bryman, 2016). The framework helps the reader see at a glance the proposed relationships between the variables in the study graphically or diagrammatically. Figure 1 depicts the independent variables of the study and dependent variable.

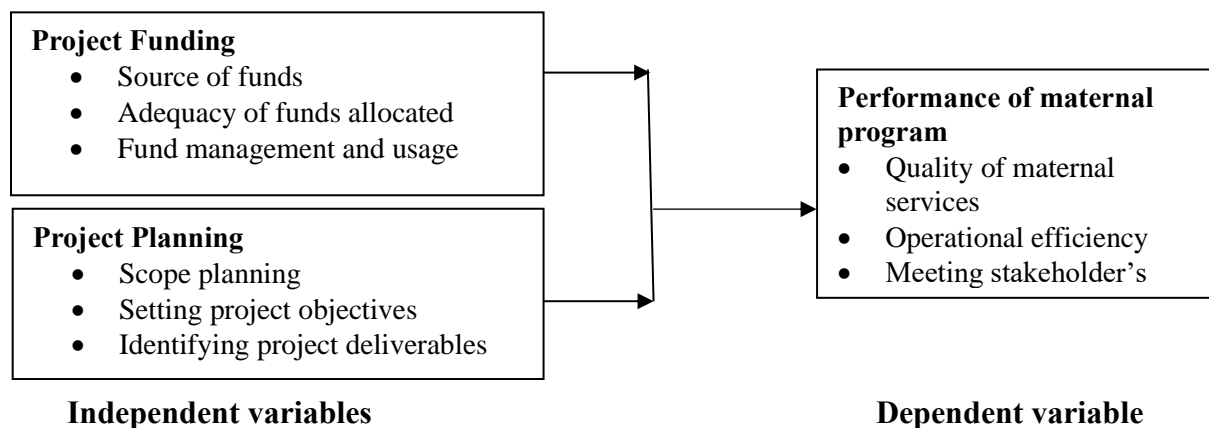


Figure 1: Conceptual Framework

Stakeholder participation in maternal project funding

Project funding is important as projects require a lot of funds to initiate the project. Financing of the projects span many areas including paying contractor, purchase and acquisition of required material and equipment, paying workers undertaking the project and supporting the operations of the project after completion (Schäferhoff, Schrader & Yamey, 2010). Thus, financial resources ought to be available and sufficient for smooth delivery of the project deliverables. Moreover, the available funds have to be utilized effectively to mitigate unnecessary wastage and misappropriation.

In the context of this study, the funding of maternal project come from different sources including the governments, non-governmental organisation, community support fundraising among other well-wishers (Borghini, et al., 2006). Thus, involving key stakeholders in fund mobilization and usage is critical in ensuring that adequate funds are mobilized. Stakeholder participation also ensures that the allocated resources to maternal health programs are properly used. According to Wanjiru, (2015) financial resources are key contributors of maternal child health project success.

Stakeholder participation in maternal project planning

A project plan gives an overview of what the work is and how the work is to be completed. A plan is developed at the beginning of a project. Project planning is part of project management and relates to the use of schedules to plan and subsequently report progress within the project

environment (Fageha & Aibinu, 2013). Planning involves a series of decisions ranging from general and strategic decisions to specific operational decisions based on the gathering and analysis of information. Project planning involves setting project activities, budget and risk quantifications before undertaking the project (Arlati, et al., 2021). The planning stage purposely analyzes the project in terms of cost, resources, work breakdown and timing. A project plan expresses the aspects of the project in terms of the scope, schedule, required resources, costs, quality and risk management (Klein, 2017).

During project planning a number of stakeholders should be involved. The stakeholders include, the partners, the project, sponsors, the representatives of the local community, the politicians, decision makers, media, civil societies among others (Baker, 2012). The involvement of key stakeholders ensured that project scope, objectives and deliverables are properly set (Namazzi, et al., 2013). In the context of this study, properly planning for maternal projects based on objectives, deliverables and scope is likely to influence the successful completion and operations of the maternal health programs.

Performance of maternal programs

The performance of maternal health programs is the ability of health service provider to provide quality healthcare services to expectant women, before, during and after delivery. Quality maternal health services entail the welfare of the mothers and their newborns. Maternal and child health has been a priority public health problem with aim of reducing the morbidity and mortality of mothers and newborn infants (Saturno-Hernández, et al., 2019). The priority is highlighted by intervention including the SDG 3 that seeks to reinforce good health and well-being for women and children and universal health coverage (UN, 2015). As such, the performance of maternal health programs targeting mothers and newborns is critically important. The performance of maternal health program can be measured by number of women delivered safely, number of women who die from pregnancy related complications, time frame for service delivery and meeting project goals and objectives.

Empirical Review

Stakeholder participation in maternal project funding and Performance of maternal programs

In Eastern Uganda Namazzi, et al. (2013) conducted a study on stakeholder engagement in the management of maternal health projects. Interview sessions was undertaken with development partners and workshops, ministry of health representative, district health team members and member of parliament. It was found that at funding of maternal health program was problematic. However, the study did not indicate the extent stakeholders were involved in project funding presenting conceptual gap. Moreover, the study did not determine the influence of project funding and performance of maternal programs.

Focusing at Kitui County Kenya, Muriithi (2017) investigated the factors influencing community participation in maternal health care project. Descriptive cross sectional was adopted in the study. The cost of supporting maternal healthcare remains a challenge in Kitui County. Nonetheless, Muriithi (2017) failed to indicate how the various stakeholders were engaged in the funding of maternal health programs presenting methodological gap.

Employing descriptive research design, Abdi (2020) investigated the institutional factors influencing performance of maternal health projects in Isiolo County by focusing at “Linda mama projects”. The study populace was 646 participants comprising health project managers, antenatal nurses and mothers attending clinics in the study region. It was established that financial resources

had the least impact on the performance of Linda Mama Project in Isiolo County, Kenya. However, the study did not indicate how other key stakeholders e.g hospital management are involved in maternal project funding an indication of conceptual gap.

Aji, et al. (2022) conducted a study sustaining maternal and child health programs when donor funding ends in Indonesia using stakeholder involvement approach. This study employed Focus Group Discussion with district healthcare stakeholders such as hospital managers, district health officers, community health centres, community associations and local authorities. Two areas of concern were the priorities for follow-up to sustain the maternal and neonatal care programme and factors responsible for the continuation when donor funding ends, specifically longevity of stakeholder engagement and commitment and internal resource capacity for long-term implementation. However, the study focused on funding of child health programs in Indonesia. The proposed study seeks to determine how various stakeholders are involved in maternal project funding and its impact on performance of maternal programs presenting conceptual gap.

Employing OLS, Steenland, et al. (2017) conducted a stud on performance-based financing to increase use of maternal healthcare in Burkina Faso. Primary data using structured questionnaire was used. The study established limited resources significantly impacts the usage of maternal health services in Burkina Faso. Nonetheless, the study did not indicate how various stakeholders are involved in maternal project funding and its impact on performance of maternal programs presenting conceptual gap.

Stakeholder participation in maternal project planning and Performance of maternal programs

Ekirapa-Kiracho, et al. (2017) conducted a study, engaging stakeholders using participatory tools for improving maternal and child care health services. This paper was informed by a review of project reports and documents in addition to reflection meetings with the researchers who applied the tools. The participatory impact pathways analysis meeting enabled the participants to envision how they could expand their networks and resources by mentally thinking about the contributions that they could make to the project. However, the study did not indicate the extent maternal project planning on performance of maternal programs.

Esamai, et al. (2017) conducted a study regarding system approach to improving maternal healthcare projects in Kenya. Pregnant mothers and breastfeeding mothers. The stud goal was to enhance access and usage of maternal healthcare services. The study was purely literature based review contrasting current study that was quantitative presenting methodological gap.

Wilunda, et al. (2016) evaluated maternal health care project in South West Shoa Zone, Ethiopia. The study utilized cross-sectional survey targeting 999 participants. The study identified project planning as critical component in maternal health care service delivery but did not measure the impact of project planning on maternal health care service delivery. The study also did not indicate how various stakeholders participate in maternal project planning.

RESEARCH METHODOLOGY

The study adopted causal research design. Causal research design aims to describe a population, situation, or phenomenon accurately and systematically. It can answer what, where, when and how questions, but not why questions (Erickson, 2017). The study population was the 8 maternal health programs in Nairobi County comprising 396 personnel. The unit of observation was health facility managers, project managers, finance officers, maternal and child health coordinators, program managers, community leaders and donors and funders from each of the maternal health program. Thus, the study population were 396 personnel. The stratified random sampling was used to obtain

and or select the sample size. Stratified random sampling is appropriate as it ensures equal representation of participants in the study by eliminating any possible bias. Yamane, (1967) simplified formula was used to obtain the sample size of 198 personnel.

Primary data was collected using structured questionnaire. Consent and permission to collect data from the maternal healthcare facilities was requested from the facility management and NACOSTI. Two research assistants helped to issue questionnaires to the respondents. The questionnaires were administered via drop and pick method. Quantitative data was analyzed using SPSS version 25.0. Quantitative data analyses entail descriptive statistics and inferential statistics. The descriptive statistics included means, standard deviation, and coefficient of variations. Person correlation was used to determine the strength of association between the independent variables and the dependent variable

RESULTS AND DISCUSSION

The study distributed 198 questionnaires to the respondents out of which 165 were completed filled and returned. This represented a response rate of 83.33% and this was adequate for analysis. According to Mugenda and Mugenda (2003) a response rate of above 50% is considered adequate for analysis and the study response rate was above this threshold and therefore adequate for analysis.

Descriptive Finding

Performance of Maternal Health Program

Maternal health programs are vital in improving maternal, newborn and child health outcomes also reducing maternal and infant mortality. These programs are essential in supporting health care systems that provide services to pregnant women, lactating mothers, and newborns. The success in the delivery of these maternal program depends on many other factors including stakeholders participation, access to medical facilities and health workers' capacity building. The study sought respondents view on the state of maternal health program performance in Kenya and the finding are presented in Table 1.

Table 1 Performance of Maternal Health Program

Statement	Mean	Std. Dev.
Maternal programs are completed as per the project deliverables	3.76	1.25
Community socioeconomic benefits have adequately been achieved	3.63	1.23
Maternal programs offer quality services standards required	3.76	1.29
The maternal programs serve the community as intended	3.63	1.39
The maternal programs are sustainable to the community social needs	3.83	1.27
Maternal related deaths and complications have been on the sharp decline	3.72	1.40
Operational efficiency of this maternal facility has been enhanced	3.70	1.35

Maternal health care program has been a priority public health care providers supported by governments. The single objective of maternal health care providers is reducing morbidity and mortality of mothers and newborn infants. When the respondent was asked about the completion of maternal healthcare as scheduled, many of the respondents agreed that Maternal programs are completed as per the project deliverables as shown by the mean of 3.76 and standard deviation of 1.25. On the other hand, most of the respondents agreed that community socioeconomic benefits have adequately been achieved as shown by the mean of 3.63 and a standard deviation of 1.23.

Completion of maternal health programs in time is important in realizing socio economic benefits. These maternal health programs seek to improve maternal, newborn and child health outcomes and reduce maternal and infant mortality. The completion also strengthens provision of services

and to some extent quality. Maternal health care programs are supposed to meet certain standards aligned quality and customer satisfaction. When respondents were asked about quality of service, majority of the respondents agreed that maternal programs offer quality services standards required as indicated by the mean of 3.76 and standard deviation of 1.29. On the other hand, most of the respondents agreed that maternal programs serve the community as intended as depicted by the mean of 3.63 and a standard deviation of 1.39.

Quality of maternal health service is important in reducing maternal mortalities and morbidity. Development of quality maternal health require bridging of all gaps that exists for quality to be ascertain and ensuring delivery of quality services. Sustainability of maternal health care programs are important in ensuring quality is observed. Most of the respondents agreed that maternal programs are sustainable to the community social needs as shown by the mean of 3.83 and standard deviation of 1.27. On the other hand, most of the respondents were in consensus maternal related deaths and complications have been on the sharp decline as indicated by the mean of 3.72 and standard deviation of 1.40. Additionally, the study deduced that many of the respondents agreed that operational efficiency of maternal facility has been enhanced as depicted by the mean of 3.7 and standard deviation of 1.35.

Stakeholder participation in maternal project funding

Initiation of projects require funding for startups. Funding of projects involve paying contractor, purchase and acquisition of required material and equipment, paying workers undertaking the project and supporting the operations of the project after completion. The study sought respondents' opinion regarding maternal health programs funding and the finding are presented in Table 2.

Table 2: Stakeholder Participation in Maternal Project Funding

Statement	Mean	Std. Dev.
Stakeholders are briefed on the source of funds in the facility	3.99	1.12
The funds allocation is determined by key stakeholders in the health facility	4.05	1.03
All stakeholders are briefed of the budgeting of the funds and usage	3.90	1.13
Maternal programs are implemented according to the available resources	3.85	1.18
Any discrepancy in facility budget is communicated to all stakeholders	4.09	0.99

Stakeholders involvement in resource mobilization is critical for the allocation of the acquired resource. When the respondents were asked about briefing of stakeholder on sources of financing, the respondents agreed that stakeholders are briefed on the source of funds in the facility as depicted by the mean of 3.99 and standard deviation of 1.12. On the other hand, most of the respondents agreed that funds allocation is determined by key stakeholders in the health facility as deduced by the mean of 4.05 and standard deviation of 1.03. Participation of stakeholders in looking for resources enhances adequacy of resources that are needed for specific allocation so as maternal health programs are realized.

Stakeholders collaborate with other institutions who have financial muscle and share similar aspirations to make the noble goal successful. Budgeting is a critical tool of management that offers guideline on how resources are raised and spend. The master plan is an indicator of how resources are mobilized and utilized in executing a plan. When respondents were asked if stakeholders are briefed on budget making process, most of the respondents agreed that all stakeholders are briefed of the budgeting of the funds and usage as depicted by the mean of 3.90 and a standard deviation of 1.13.

On the other hand, several respondents were in consensus that maternal programs are implemented according to the available resources as deduced by the mean of 3.85 and standard deviation of 1.18. Likewise, several respondents agreed that any discrepancy in facility budget is

communicated to all stakeholders as shown by the mean of 4.09 and standard deviation of 0.99. Stakeholders have a role in budget development, oversight, and implementation. Stakeholders involvement is important in improving proper utilization of resources and effective implementation of maternal health programs. Budget oversight is vital in ensuring that mobilized resources are properly utilized, effectively and efficiently.

Stakeholder participation in maternal project planning

Project idea is normally incepted at the planning stage of a program. Project planning gives an overview of how the project will be implemented. The study sought opinions of the respondents regarding the stakeholders are involved in planning process of maternal health program and the finding is presented in Table 3.

Table 3: Stakeholder participation in maternal project planning

Statement	Mean	Standard Deviation
This maternal facility subdivides project tasks into key sub-tasks for easy delivery of project deliverables	3.81	1.13
This maternal facility aligns the project tasks according to recommendation of stakeholders	3.80	1.24
All stakeholders are involved to accurately defines the time frame to accomplish every aspect of the maternal programs	3.69	1.36
This maternal facility clearly outlines the material equipment required to accomplish each set of the project item as recommended by stakeholders	3.76	1.23
All stakeholders are actively involved in the quantification and mitigation of risks that the maternal facility may face.	3.56	1.36

Project planning involves setting project activities, budget, and risk quantifications before undertaking the project. When the respondents were asked about sub-division of tasks, majority of the respondents agreed that maternal facility subdivides project tasks into key sub-tasks for easy delivery of project deliverables as depicted by the mean of 3.81 and standard deviation of 1.13. The study deduced that majority of the respondents agreed that maternal facility aligns the project tasks according to recommendation of stakeholders as depicted by the mean of 3.80 and standard deviation of 1.24. Sub-division of tasks and aligning them to recommendation of stakeholders enhances performance of maternal health programs.

The involvement of key stakeholders will help ensure that project scope, objectives and deliverables are properly set (Namazzi, et al., 2013). The proper planning of maternal health program is based on objective, scope, and deliverable. When respondents were asked about stakeholders involvement defining time frame of accomplishing task, several respondents agreed that stakeholders are involved to accurately define the time frame to accomplish every aspect of the maternal programs as depicted by the mean of 3.69 and standard deviation of 1.36. The study established that maternal facility clearly outlines the material equipment required to accomplish each set of the project item as recommended by stakeholders as depicted by the mean of 3.76 and a standard deviation of 1.23.

Additionally, the study established that many of the respondents were in consensus that all stakeholders are actively involved in the quantification and mitigation of risks that the maternal facility may face as shown by the mean of 3.56 and standard deviation of 1.36. The participatory impact pathways analysis meeting enabled the participants to envision how they could expand their networks and resources by mentally thinking about the contributions that they could make to

the project. Planning is vital in establishing a set of important decisions project manager must take for a certain course of action and implementation of plan using allocated resources.

Stakeholders Participation and Performance of Maternal Health Program

The performance of maternal health program is defined by provision of quality services to expectant mothers in the delivery period. Maternal health program has been prioritized by governments with aim of reducing morbidity and mortality of mothers and newborn infants. Involvement of stakeholder in management of maternal health program is critical for performance and its sustainability. The study sought to establish the nature of association between performance of maternal health program and stakeholder participation measured by maternal project planning, maternal project funding, maternal project monitoring and evaluation and maternal risk management. Pearson correlation was used to establish the nature of association of variable and finding are presented in Table 4.

Table 4: Stakeholders Participation and Performance of Maternal Health Program

		Project funding	Maternal project planning	Performance
Project funding	Pearson Correlation	1		
	Sig. (2-tailed)			
	N		165	
Maternal project planning	Pearson Correlation	.435**	1	
	Sig. (2-tailed)	0		
	N	165	165	
Performance	Pearson Correlation	.518**	.512**	1
	Sig. (2-tailed)	0	0	
	N	165	165	165

The finding of the study indicated that there exist a positive and significant association between project funding and performance of maternal health care program ($r=0.518$, $0000<0.05$). The nature of this association is moderate and significant. The finding of this study concurred with a study of Muriithi (2017) that concluded that funding influenced performance of maternal health care program. It also concurred with a study undertaken by Abdi (2020) that concluded that financial resources had a significant impact on the provision of maternal health care program.

From the results of the study, maternal project planning has a positive and significant association with performance of maternal health care program ($r=0.512$, $0000<0.05$). This implied that there is moderate association between maternal project planning and performance of maternal health care program. The finding concurred with a study undertaken by Ekirapa-Kiracho, et al. (2017) which established that participatory impact pathways analysis meeting enabled the participants to envision how they could expand their networks and resources by mentally thinking about the contributions that they could make to the project. It also agreed with finding of a study done by Esamai, et al. (2017) maternal project planning significantly influenced performance of maternal health care program.

Relationship between Stakeholder Participation and Performance of Maternal Health Program

To enhance the delivery of maternal programs, stakeholder participation is highly consolidated comprising of government, maternal health service providers and the community. The stakeholders are involved in the funding, planning, evaluation, and management of maternal projects Zephyrin,

et al (2021) indicated that community-based approaches have improved maternal health outcomes in various health care facilities. The study sought to establish the relationship of stakeholder participation and performance of health program employing regression model and the finding are presented in Table 5.

Table 5: Regression of Stakeholder Participation and Performance of Maternal Health Program

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743a	0.552	0.531	0.39421

a Predictors: (Constant), maternal project planning, project funding

From the finding in table 5, regression summary model of stakeholder participation and performance of maternal health program resulted to a coefficient of determination of $r^2 = 0.552$ ($p=0.000<0.05$). This signified that 55.2% of performance of maternal health program is influenced by stakeholder participation that was significant. The adjusted R^2 implied that 53.1% of the performance of maternal health program variation is explained by maternal project funding, maternal project planning and the rest is explained by other factors that are not included in the model. Effective maternal health program is enhanced by stakeholder engagement in management of the program. This is because stakeholder involvement has been effective in improving health behaviors and outcomes. Stakeholders involvement are critical in areas such as funding, planning and delivery of maternal projects. The analysis of variance finding is presented in Table 6.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.654	4	5.414	31.397	.000b
	Residual	27.588	160	0.172		
	Total	49.242	164			

a Dependent Variable: Performance

b Predictors: (Constant), maternal project planning, project funding

From the results in table 6, regression ANOVA model of stakeholder participation and performance of maternal health care program ($F= 31.397$, $p = .000<0.05$) stakeholder participation is a significant predictor of performance of maternal health care program in the model. The ANOVA table results confirm that the overall model is statistically significant in explaining the relationship between stakeholder participation and performance of maternal health care program. Stakeholder participation in maternal health program requires localization of policies and strategies to reduce mortality and morbidity in maternal health care program. Continued involvement of stakeholders improve maternal performance and strengthening any existing gaps. The table 7 presents the findings of the coefficients of regression of stakeholder participation in performance of maternal health care program.

Table 7: Coefficient Finding

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.705	0.272		2.597	0.01
	Project funding	0.152	0.07		0.171	2.171
	Maternal project planning	0.223	0.068		0.235	3.293

a Dependent Variable: Performance

Performance of Maternal Health Program = $0.705 + 0.171 \text{ Project funding} + 0.235 \text{ Maternal project planning} + \text{error term}$

The finding of the study revealed that maternal project funding has a significant and positive influence on performance of maternal health program ($r=0.171$, $p=0.00<0.05$). The p value of ($0.00<0.05$) indicated that maternal funding has a significant influence on maternal health programs. When funding is increased then performance of maternal health programs improves. This is because health programs require infrastructure and human resources that can only be realized when there is adequate funding. It was hypothesized that. **H₀₁**: Stakeholder participation in project funding has no influence on performance of maternal health program in Kenya.

Based on the regression result stakeholder participation in project funding had significant influence on the performance of maternal health programs ($r=0.171$, $p=0.00<0.05$). This implied that maternal project funding is statistically significant and therefore the study rejected null hypothesis with 95% confidence level.

The study established that there exist a positive and significant influence of maternal project planning on performance of maternal health program ($r=0.235$, $p=0.002<0.05$). The p value of ($0.002<0.05$) signified that maternal project planning has a significant effect on performance of maternal health programs. Proper planning for maternal projects based on objectives, deliverables and scope is likely to influence the successful completion and operations of the maternal health programs. Planning involves a series of decisions ranging from general and strategic decisions to specific operational decisions based on the gathering and analysis of information. Project planning involves setting project activities, budget and risk quantifications before undertaking the project. The researcher hypothesized that. **H₀₂**: Stakeholder participation in maternal project selection has no influence on performance of maternal health program in Kenya.

Conclusion

From the objectives of the study and findings, the researcher draws the four conclusions. The study conclude that maternal project planning has a significant and positive influence on performance of maternal health program. Project plan gives an outlook of what the work is and how is supposed to be executed. Owuor et al. (2020) investigated the influence of project planning on the performance of maternal health programs in Kisumu County, Kenya. The study found that project planning had a significant positive influence on the performance of maternal health programs in Kisumu County. Project planning is a critical management tool that involves the use of schedules to plan and progressively report the status of the work within a working environment.

Based on the finding of the study a conclusion is drawn that maternal project funding significantly influenced performance of maternal health program. Involving key stakeholder in fund mobilization and utilization is critical in ensuring that adequate funds are mobilized. Stakeholder participation is also vital in resources allocation on maternal health programs and its utilization is executed efficiently. Gitau et al. (2018) evaluated the effect of project funding on the performance of development projects in Kenya. The study found that project funding had a significant positive effect on the performance of development projects in Kenya. One of the factors that has contributed immensely success of projects is optimal allocation and utilization of financial resources.

Recommendations

The planning of any activity in an institution is important in so many components that make it successful. Therefore, study recommends enhancing usage of schedule in the planning process. Schedules are the guidelines and parameters of how execution of a certain concept is undertaken. It is very important since it lays foundation of everything before even the actual commence. It aids

a good planning process especially in a medical facility where order is paramount and form the part of the organization ideals of being devoted, professional and always maintain discipline.

Financial resources are one of the critical components that enhance performance of maternal health programs. Resources are scarce in nature and this demand the need to have efficiency as part of the ingredient. The study recommends the optimal allocation of resources using scientific data. This will ensure resources are channeled to productive areas that are also a priority.

Recommendation for Policy Makers

The regulators and government institutions play an important role in creating a conducive environment where businesses can thrive. The study recommends review of the risk management policy to anchor the emerging needs bedeviling maternal health programs. The policy should focus on structuring insurance scheme that will protect any possible risk that these crucial organs could possibly face. One of the best ways of mitigating a risk is planning well on how to avert it before it occurs, addressing consequences of risk has more financial implications as compared to stopping it before it happens.

Recommendations for Further Research

The current study delimited itself four factors that influence performance of maternal health program. The four factors included maternal project planning, maternal project funding, maternal project monitoring and evaluation and maternal project risk management. There are factors that include maternal project implementation among others that have significant influence on the performance of maternal health programs. The future study should investigate influence of all these factors jointly.

REFERENCES

- Abdi, L. (2020). *Institutional factors influencing performance of maternal health projects in Kenya a case of Linda mama project in Isiolo county, Kenya* (Doctoral dissertation, UoN).
- Aji, B., Anandari, D., Soetikno, H., & Sumawan, H. (2022). Sustaining maternal and child health programs when donor funding ends: A case study of stakeholder involvement in Indonesia. *The International Journal of Health Planning and Management*.
- Arlati, A., Rödl, A., Kanjaria-Christian, S., & Knieling, J. (2021). Stakeholder Participation in the Planning and Design of Nature-Based Solutions. Insights from CLEVER Cities Project in Hamburg. *Sustainability*, 13(5), 2572.
- Baecker, D., Hutter, M., Romano, G., and Stichweh, R. (2007) *Zehn Jahre danach. Niklas Luhmanns ‚Die Gesellschaft der Gesellschaft‘*. Stuttgart: Lucius & Lucius.
- Bertalanffy, L.v. (1969). *General System Theory*. New York: George Brazillier.
- Bonafous-Boucher, M., & Porcher, S. (2010). Towards a stakeholder society: Stakeholder theory vs theory of civil society. *European Management Review*, 7(4), 205-216.
- Borghi, J. O., Ensor, T., Somanathan, A., Lissner, C., Mills, A., & Lancet Maternal Survival Series steering group. (2006). Mobilising financial resources for maternal health. *The Lancet*, 368(9545), 1457-1465.
- Bryman, A. (2016). *Social Research Methods*. Oxford University Press. London: Routledge.
- Chih, E. & Sapphire, R. (2017). *System Theory, The International Encyclopedia of Organizational Communication*. Craig R. Scott and Laurie Lewis (Editors-in-Chief), James R. Barker, Joann.
- Ekirapa-Kiracho, E., Ghosh, U., Brahmachari, R., & Paina, L. (2017). Engaging stakeholders: lessons from the use of participatory tools for improving maternal and child care health services. *Health Research Policy and Systems*, 15(2), 17-28.

- Esamai, F., Nangami, M., Tabu, J., Mwangi, A., Ayuku, D., & Were, E. (2017). A system approach to improving maternal and child health care delivery in Kenya: innovations at the community and primary care facilities (a protocol). *Reproductive health*, 14(1), 1-18.
- Fageha, M. K., & Aibinu, A. A. (2013). Managing project scope definition to improve stakeholders' participation and enhance project outcome. *Procedia-Social and Behavioral Sciences*, 74, 154-164.
- Freeman, R.E. (1984), *Strategic Management: A Stakeholder Approach*. Pittman, Marshfield, MA.
- Friedman, A. L., & Miles, S. (2002). Developing stakeholder theory. *Journal of management studies*, 39(1), 1-21.
- Hammond, D. (2019). The legacy of Ludwig von Bertalanffy and its relevance for our time. *Systems research and behavioral science*, 36(3), 301-307.
- Hofkirchner, W. (2007). A critical social systems view of the Internet. *Philosophy of the Social Sciences*, 37(4), 471-500.
- Kast, F. E., & Rosenzweig, J. E. (1972). General systems theory: Applications for organization and management. *Academy of management journal*, 15(4), 447-465.
- Klein, V. R. (2019). Risk management in obstetrics and gynecology. *Clinical Obstetrics and Gynecology*, 62(3), 550-559.
- Micah, N. J., & Luketero, S. W. (2017). Monitoring and evaluation systems and performance of non-governmental based maternal health projects in Bungoma South Sub-County, Kenya. *European Scientific Journal*, 13(23), 11-38.
- Muriithi, A. K. (2017). *Factors Influencing Community Participation in Maternal Health Care Project in Kitui County Kenya* (Doctoral dissertation, University of Nairobi).
- Namazzi, G., Peter, W., John, B., Olico, O., & Elizabeth, E. K. (2013). Stakeholder analysis for a maternal and newborn health project in Eastern Uganda. *BMC pregnancy and childbirth*, 13(1), 1-12.
- Ndiaye, B., Thiam, L., Ham, G., Choi, Y., Lee, E., Kang, K., & Yang, Y. (2021). The Effects of the Maternal Health Improvement Project in the Louga Region of Senegal. *International Journal of Environmental Research and Public Health*, 19(1), 396.
- Ochieng, B. M., Kaseje, M., Kaseje, D. C. O., Oria, K., & Magadi, M. (2022). Perspectives of stakeholders of the free maternity services for mothers in western Kenya: lessons for universal health coverage. *BMC Health Services Research*, 22(1), 1-12.
- Ope, B. W. (2020). Reducing maternal mortality in Nigeria: addressing maternal health services' perception and experience. *Journal of Global Health Reports*, 4, e2020028.
- Pesqueux, Y., & Damak-Ayadi, S. (2005). Stakeholder theory in perspective. *Corporate Governance: The international journal of business in society*.
- Poole, M. S. (2014). Systems theory. In L. L. Putnam & D. K. Mumby (Eds.), *The SAGE handbook of organizational communication: Advances in theory, research, and methods* (pp. 49-74). Thousand Oaks, CA: Sage.
- Saturno-Hernández, P. J., Martínez-Nicolás, I., Moreno-Zegbe, E., Fernández-Elorriaga, M., & Poblano-Verástegui, O. (2019). Indicators for monitoring maternal and neonatal quality care: a systematic review. *BMC pregnancy and childbirth*, 19(1), 1-11.
- Schäferhoff, M., Schrade, C., & Yamey, G. (2010). Financing maternal and child health—what are the limitations in estimating donor flows and resource needs?. *PLoS medicine*, 7(7), e1000305.
- Shengelia, L., Pavlova, M., & Groot, W. (2017). Stakeholders' views on the strengths and weaknesses of maternal care financing and its reform in Georgia. *BMC health services research*, 17(1), 1-8.

- Sifunjo, A. A. N. (2019). Participatory monitoring and evaluation and successful implementation of maternal health projects within Kajiado north constituency, a case of Kajiado County.
- Steenland, M., Robyn, P. J., Compaore, P., Kabore, M., Tapsoba, B., Zongo, A., ... & Fink, G. (2017). Performance-based financing to increase utilization of maternal health services: evidence from Burkina Faso. *SSM-population health*, 3, 179-184.
- UNFPA (2020). Maternal Health. Available at shorturl.at/gkLRW. Retrieved on 28th September 2022.
- Unicef (2020). Maternal mortality. Available at <https://data.unicef.org/topic/maternal-health/maternal-mortality/>. Retrieved on 28th September 2022.
- Wanjiru, C. N. (2015). *Determinants of implementation of maternal-child health projects in Mombasa county, Kenya* (Doctoral dissertation, University of Nairobi).
- WHO (2021). New global targets to prevent maternal deaths. Retrieved on 28th September 2022 from <https://www.who.int/news/item/05-10-2021-new-global-targets-to-prevent-maternal-deaths>.
- Wilunda, C., Tanaka, S., Putoto, G., Tsegaye, A., & Kawakami, K. (2016). Evaluation of a maternal health care project in Southwest Shoa Zone, Ethiopia: before-and-after comparison. *Reproductive health*, 13(1), 1-10.
- Zephyrin, L., Seervai, S., Lewis, C., & Katon, J. G. (2021). Community-Based Models to Improve Maternal Health Outcomes and Promote Health Equity. *Commonwealth Fund*.