

**PROJECT MANAGEMENT PRACTICES AND THE IMPLEMENTATION OF
MATERNAL AND CHILD HEALTH PROJECTS OF SAFARICOM PLC IN
SIKAGO SUB-COUNTY, EMBU COUNTY, KENYA**

BY

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DECLARATION

I'm the sole author of this research study, which has never been submitted to another university or higher education institution for consideration for an academic award

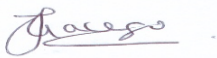


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As the University Supervisor, I have given my consent for this research study.



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DEDICATION

This work is dedicated to my devoted wife Margaret Oyugi and my children Paul Ondieki and Nayla Moraa for their emotional support, encouragement, and understanding throughout my time as a student at the University of Nairobi.

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LIST OF ACRONYMS

CSR- Cooperate Social Responsibility

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KDHS- Kenya Demographic and Health Survey

M&E-Monitoring & Evaluation

MCH- Maternal and child health

SDGs- Sustainable Development Goals

SMI- Safe motherhood initiative

ToC- Theory of Constraints

UNICEF- United Nations Children's Fund

WHO-World Health Organization

ABSTRACT

The investigated the following variables; project planning, stakeholder involvement, project communication, monitoring, and evaluation and how they influenced implementation of MCH projects. The study focused on 720 mothers who gave birth in the Siakago sub-county hospital between 2021 and 2022, 25 employees of the Safaricom Foundation, and 7 community health workers. Since the target population for the study's community health workers and Safaricom employees managing the maternal and child health projects was quite small, neither group was sampled. There were 288 responses in all, divided between moms, community health workers, and staff from the Safaricom Foundation. 25 members of the Safaricom team, 7 community health workers, and 180 moms were interviewed as part of the data collection process. The researcher employed descriptive and inferential statistics to examine the data using the social sciences program SPSS version 26. The Maternal and Child Health Project's planning and execution indicated a positive correlation ($r=0.740$). Given that the p-value of 0.000 was less than 0.01, the execution of the mother and child health project and stakeholder involvement demonstrated a high positive connection ($r= 0.983^{**}$). The study discovered a negative connection ($r=-0.957^{**}$) between project communication and maternal and child health implementation. The relationship between the project's monitoring, evaluation, and implementation also had a weak correlation ($r=-0.342$). These findings point to a favorable inverse association between project management techniques and the success of maternal and child health projects. It was found out that 67 percent of the project management approaches used in the execution of maternal and child health projects are accounted for by the four independent variables (Project planning, Stakeholder engagement, Project communication, and Monitoring and Evaluation), as represented by the R². Accordingly, additional project management techniques not previously investigated in this study account for 33% of the effects of independent variables on the execution of maternal and child health programs. The research recommends that Safaricom Plc develop efficient communication strategies for use in carrying out its tasks. For project management teams, the research offers further suggestions on how to guarantee patient happiness, particularly for moms who use MCH facilities. The research recommends allowing Safaricom's project management teams more freedom so they may create and implement their plans without intervention from political and governmental bodies. Finally, everyone participating in the monitoring and evaluation of MCH efforts needs to get training.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to a World Health Organization (WHO) report released in 2019, an estimated 289,000 maternal deaths occur globally. This translates to approximately 800 women per day while another 10-15 million suffer from preventable illnesses associable to pregnancy and childbirth (WHO, 2019). 99% of these maternal deaths take place in developing countries with Sub-Saharan Africa reporting 62% of these deaths. Distributed by causes, the report identifies hemorrhage accounting for 27%, hypertension at 14%, sepsis at 11%, unsafe abortion at 8%, among others. Indirect causes account for 28% and this includes HIV/AIDS and malaria that occur during or around the time of pregnancy or birth (UNICEF, 2019). Unfortunately, despite women playing a critical role in the society, Maternal and Child Health (MCH) services are scarce or non-existent altogether in many places.

Studies have shown that when skilled midwives are employed in addition to health facilities that are appropriately equipped with resources, especially in underdeveloped nations around the world, many occurrences of maternal and infant deaths and illnesses can be avoided (UNICEF, 2019). Maternal-child health, in the words of Zaigham and Andersson (2020), is "Women's health during pregnancy, childbirth, and postpartum." They point out that poor care combined with delayed action by pregnant women in case of problems greatly contributes to maternal and prenatal mortality as well as illnesses associated to it (Zaigham & Andersson, 2020). Access to crucial obstetric care programs and prevention of obstetric problems must be made ubiquitous and reachable (WHO, 2019). This project will examine how Safaricom conducts its CSR program in the selected territory and how it impacts maternal and child health care in the area in order to achieve this goal.

While WHO places the estimates of the number of women who die from pregnancy and delivery complications globally at 500,000, there is also great concern in the number who survive but end up with illnesses and physical complications associated to

childbirth. Safe motherhood initiative (SMI) estimates that between 30 to 50 illnesses that occur result in maternal death (Goffman, Ananth, Fleischer, D'Alton, Lavery, Smiley & Chazotte, 2019). With these statistics in mind, the goal of pre- and post-natal care is thus to arrest any complications earlier before they become life threatening, to stop them altogether if possible and provide avenues for specialized medical services. Maternal death remains a tragic occurrence in every society as no woman should ever lose their own life while trying to give life to another. It is even more tragic when most of such deaths are preventable and can be avoided by provision of adequate medical interventions. Maternal deaths especially those of a preventable nature are seen as an indicator of a society's quality of health systems (Goffman, et al, 2019).

Maternal mortality is still not an issue primarily associated with developing nations entirely. Some countries in the European Union have better and further advanced motherly and child health programmes with over to 87 reduced motherly and infant deaths than the USA. The US has a advanced chance of the liability of women dying during parturition compared to countries similar as Greece, Germany and Spain(Solinger, 2013). The main difference between Spain and Greece and the US is that the other two governments have invested up to 67 percent in advanced technology and largely professed medical professionals, in discrepancy to the US, which believes in significant fiscal investments in MCH systems and the operation and the social bonds between expectant maters and their croakers (Solinger, 2013).

The keen attention given to Maternal and child health care has seen a reduction of deaths globally. This unfortunately cannot be said about developing countries where suffering and death continue to be associated with childbirth. Initiatives have been established globally and more so across Africa with an aim at getting rid of monetary barriers especially in the provision of high priority services to vulnerable groups (WHO, 2019). Ghana, for instance, has gained ground towards reinforcing Maternal and youngster wellbeing activities and foundations that offer maternal medical services by laying out an exclusions strategy for conveyance charges presented in 2004.

The costs for both public and private facilities are covered by this program. Payments were initially made through the municipal government, but later they were handled by the health system. Furthermore, quality of care must be a critical component of any

program that adheres to the fundamental principles of a reproductive health plan. Accordingly, the Ghanaian government, under Nana Atta Mills' leadership, created plans to educate all female students in medium-level institutions about more effective and important prenatal and postnatal care (Ani, 2013). Consequently, the implementation of MCH programs in Ghana has been influenced by a variety of factors, including the acquisition of relevant and cutting-edge technology, the provision of pertinent infrastructure, such as electricity and medical laboratories, the mobilization of financial resources and the provision for both expectant mothers and children under the age of five, professional training, and a shift in public perception regarding maternal and child health projects.

It is assessed that generally 43% of births in Kenya happen within the sight of a gifted birth chaperon; 28% of births continue to be assisted by TBA; With the assistance of friends and family, 22% of births take place at home; furthermore, 7% of eager moms conceive an offspring all alone. As per the (KDHS,2012). Prenatal and maternity services use is a good health indicator for Kenyan women, who have had high maternal mortality and morbidity for a long time (Yoshito, 2011).

By increasing the proportion of mothers who receive treatment in medical facilities during their pregnancies, deliveries, and postpartum periods, health risks for both the mother and the child are reduced. In the majority of cultures, becoming a mother is frequently praised as a rewarding experience for the couple or family who bears the responsibility for it and as a contribution to the community. However, becoming a mother is also associated with suffering, pain, poor health, and even death for many women due to unsafe abortions, labor obstructions, infection, and high blood pressure (WHO, 2013).

Maternal and child health programs must be implemented with careful planning, execution, monitoring, and evaluation, whether by the government or by donors. This entails serious focus on the planning and management aspects, to ensure its success. Project implementation can be defined as actualization of investment plans in which specific structures are backed by action to realize the investment and recoup the envisioned (Chandra, 2008). Rowe (2013) affirms that the process of implementing projects is complex and there is need for greater and unified attention to variables that

touch on human, technical and budgetary aspects. Additionally, projects often have specialized sets of critical success factors that guarantee a positive outcome if well addressed.

Utilizing the best project management practices, results in greater business benefits and increased business value(Kerzner,2015). To guarantee the success of a project, project management procedures are necessary. These management practices include project conceptualization and initiation; project planning; stakeholder engagement; communication; implementation; monitoring and evaluation. This study narrow down on four of the following practices (project planning; stakeholder engagement; communication; monitoring and evaluation) as they are at the core of a project under execution thus critical to success or failure of a project (Rowe, 2013).

Project planning ensures that milestones, equipment, schedules, budgets and workforce are well documented in relation to cost, time, effort and employees' resources needed for the project (Yang, Yu, & Zhu, 2020). It involves systematic arrangement of project resources in order to attain objective of the project. Project planning is also said to be a tool that stakeholders make use of to ensure projects are successful (Beratan, 2020). Project planning is the process of defining suitable approaches in order to accomplish predefined project objectives (Beratan, 2020). What this means is that project planning is the process by which objectives are laid down, framework defined, with methods, plans, strategies, and deadlines set to achieve the targeted goals with proper communication in place for the stakeholders. In the case of planning the Maternal and child health Programme as a part of Safaricom initiative in Kenya, planning phase is always crucial, as it guides the implementers of the project step by step on its implementation. The study aimed at examining the degree in which project planning influences the implementation of Maternal and child health programme, one of the Safaricom CSR program.

Stakeholder engagement, another aspect of project management practices, involves building and maintaining relationships among all those involved in a project and those it affects. It entails preserving continued support and obligation of the people to the process of change by executing programs that ensure projects are delivered. When the stakeholders are well understood, it is easier to manage the process and arising issues

which may be a hindrance are addressed in a timely manner. Stakeholders on their part are a depository of knowledge, experience and expertise and they can be engaged to bring more success to the project (Bourne, 2016).

In the past, how well stakeholders were involved has been linked to projects' performance. Maina (2013) intimates that stakeholder involvement in projects is a must and necessary for project success. Stakeholders need to be involved proactively and economically for impactful decision making. When problems arise, they tend to only get involved. This makes it hard to have a consultative relationship during project implementation. According to this study, the implementation of the mother and child health program depends on the involvement of pertinent stakeholders. Therefore, one of the subjects covered by this research is the level of stakeholder involvement in the MCH project's implementation.

Communication is another key aspect in project management practices. Communication in projects is the exchange of information with an aim of establishing a clear understanding among stakeholders involved with the project (Ruuska, 2016). Project Communications Management encompasses all processes that guarantee appropriate and timely planning and all factors that go into ensuring proper dissemination of information relating to the project. According to Omoush, (2020) effective communication is a vital component in project implementation. This effectiveness relies on the flow of information as well as its quality. Quality of communication flow is measured by how efficiently information is disseminated to stakeholders throughout the lifetime of a project. In this study, the researcher will explore ways in which communication is likely to influence the implementation of Maternal and child health project under the Safaricom CSR.

Monitoring is the process of keeping track of all processes in a project for easier reference when need for correction arises. Evaluation is all about checking the level of progress in what has been scheduled to be delivered. Evaluation is dependent on proper monitoring and they must be considered jointly in projects. Monitoring and evaluation (M & E) has historically been viewed as a donor requirement and has not been given the necessary attention as a tool for project implementation (Beratan, 2020). A key aspect of project or programmes cycle in short, mid and long term, is monitoring and evaluation. M & E is important to all stakeholders in that they are able to assess the

progress of a project Vis a Vis the defined objectives. Every project needs to have a checklist of what needs to be done, time frame in regard to resources, and budget of the whole scope of that particular project. Regular M and E is conducted as a way of tracking if the project is following the desired track of objectives and desired goal. This study examined the scope in which M & E is likely to influence the implementation of MCH project.

Safaricom is arguably the best performing telecommunications firm in Kenya today. The organization has emerged as one of the leading corporates that have greatly influenced the Kenyan society and environment. Through their initiative of supporting the Maternal and child health programmes in various counties in Kenya, their impact is being felt far and wide. However, the implementation of these projects is faced with various planning and implementation challenges that hinder its success in some parts of the country. How effective the management and stakeholders are in the practices of project management is a key determinant of its success.

1.2 Statement of the Problem

The maternal mortality ratio, or the proportion of women who die from conditions related to pregnancy, is 355 deaths for every 100,000 live births. Given the present rate of births, this translates into nearly 5000 women and girls dying each year from complications related to pregnancy and childbirth. Over the previous seven years, there has been an increase in the availability of experienced birth attendants, from 62 percent to roughly 70 percent, but more than 80 percent of maternal deaths are still related to subpar treatment. Furthermore, a greater number of women and girls survive with serious morbidities such obstetric fistula and mental health issues (United Nations Population Fund,2020)

Majority of women who utilize maternity healthcare services infrequently come from rural, underserved, and socially isolated locations including Mbeere, Turkana, Mandera, and the Kenyan coast (KDHS, 2008). For instance, 63.3 percent of deliveries were recorded from rural areas of the coast, while just 24.5 percent came from urban areas, of the 56 percent of home births. On the other hand, only 34.5% of deliveries that occurred in health facilities were made in rural or marginalized coastal areas, while 74.7% were made in metropolitan areas (KDHS, 2008).

Based on the above-mentioned discussions, it is evident that rural and underserved areas, such as the coast region of Kenya, have low consumption of maternal healthcare services, which may be negatively affecting the maternal death rate among these households. Major forces have been at work, despite the fact that the national government, county governments, NGOs, and corporate institutions like Safaricom Plc are all working to improve the quality of Maternal and child health services and programs in the county.

Kenya is still dealing with a number of problems, ranging from bad administration to a lack of prioritizing services for the people, according to a 2013 World Bank report. Health services, where it is claimed that the national government allocates a very small budget to the sector, inadequate infrastructure development in the sector, corruption, nepotism, and many other factors are cited in the report as reasons why the provision and implementation of programs like the Maternal and child health are only a vision 2030 pipe dream. The explored the following aspects of project management practices; , project planning, stakeholder participation, project communication, monitoring and evaluation. These practices in one way or another contribute to the success of the Maternal and child health programs. How the management is able to implement these practices, and the impact they have on the successful implementation of MCH projects by Safaricom, is an area the study investigated.

1.3 Objective of the Study

The following research goals served as a guide for the study:

- i. To determine how project planning practices influences the implementation of Maternal and child health projects by Safaricom.
- ii. To establish the influence of stakeholder participation practices in the implementation of Maternal and child health projects by Safaricom.
- iii. To determine how project communication practices influences the implementation of MCH projects by Safaricom.
- iv. To examine how monitoring and evaluation practices influences the implementation of Maternal and child health projects by Safaricom.

1.4 Research Questions

The following research questions served as the study's guide:

- i. How does project planning practices influence the implementation of maternal and child health projects by Safaricom?
- ii. How does stakeholder participation practices influence the implementation of maternal and child health projects by Safaricom?
- iii. How does project communication practices influence the implementation of maternal and child health projects by Safaricom?
- iv. How does monitoring and evaluation practices influence the implementation of maternal and child health projects by Safaricom?

1.5 Significance of the Study

The research was useful to Safaricom executives and strategic decision-makers in guiding future policy guidelines. The findings reveal the beneficial effects of Maternal and child health programs on the growth and development of community. The undemonstrated how different facets of Safaricom PLC's Maternal and child health programs enhances community's living standards. As a result, the study enabled Safaricom management to make better and more transparent strategic CSR decisions in the future by effectively connecting performance targets with strategic CSR goals based on Maternal and child health.

The government may benefit from this research because may recognize the company's CSR Maternal and child health initiatives and assess the economic value of those initiatives in the country in terms of poverty eradication, better health care, and education for underprivileged communities. Furthermore, the study findings would assist the government in determining how well Safaricom has performed in terms of ensuring long-term viability of its operations, which is a legal necessity.

The Ministry of Health in the county government of Embu may benefit from this study's findings, as they may highlight the significant steps made by the Safaricom CSR programme, on matters of enhancing Maternal and child health programme in the county. This may be instrumental in directing other donors and well-wishers in similar projects in the county, the challenges they expect, and how to sort out these challenges.

Government of Embu County may benefit from this study, in that the factors project communication, monitoring and evaluation, project planning and stakeholder involvement that hinder successful implementation of Maternal and child health program by Safaricom, was highlighted and addressed. The findings will be useful to

future researchers in Maternal and child health and project management practices since it will form part of primary or empirical literature.

1.6 Assumptions of the study

The study's success depended on the respondents' willingness to freely participate and to offer accurate information that led to trustworthy findings, conclusions, and recommendations. The researcher assumes that the instruments used to obtain the data were the best and measured the necessary constructs.

1.7 Delimitation of the Study

In this study, we investigated the effects of project management strategies on the way Safaricom carried out its maternal and child health programs in Siakago Sub County, Embu County. The study's four main project management techniques were project planning, stakeholder involvement, project communication, monitoring, and assessment (M&E). The study comprised members of the medical community, Safaricom employees, and moms who utilized MCH services in Siakago Sub County

1.8 Limitations of the study

Limitations of the study included character traits of respondents having an effect on the data gathered. There is a risk of some of them selectively answering to questions and concealing some information on grounds of privacy. The study was e limited to Embu County because of logistical and budgetary reasons but for more inclusive and conclusive results all the counties in Kenya should be studied.

1.9 Organization of the study

There are five chapters in the research. The problem description and the complete study history are presented in Chapter 1. Then, the reasons, constraints, and value of the study are examined, along with its goals, objectives, and research questions. The organization of the research and the definition of essential ideas were covered in chapter three. The second chapter discussed the theoretical and conceptual framework, identified knowledge gaps, and reviewed pertinent literature from empirical and non-empirical sources. The study's design, target market, sample size, and sampling methods were evaluated in the third chapter. The debate that followed included data collection procedures, research tool validity and reliability, data collection protocols, data analysis techniques, and ethical considerations. The outcomes of the data analysis, as well as their presentation and interpretation, were discussed in chapter four. In Chapter 5, the study's findings, analysis, conclusions, and suggestions were presented.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a critical review of literature founded on empirical and non-empirical sources on practices for project management as well as child and maternal health researches. Through a review of the literature, the researcher will be able to identify potential research gaps on maternal and child health projects. Besides the theoretical analysis, this part will likewise examine conceptual framework and give a rundown of the literature while at the same time capture knowledge gaps.

2.1 Implementation Maternal and Child Health Projects

Project execution is often susceptible to all forms of external influence, unforeseen incidents, constantly rising demand, shifting limits, and fluctuating capital flow. This demonstrates that if initiatives are started and measures are not made to handle them successfully and efficiently, there is a high danger of failure (Pinto, 2010). Insufficient funding, improper timing of funds disbursement, a lack of knowledge and expertise in human resources, an overestimation of prices, the use of subpar materials, insecurity, disputes between beneficiaries, problems with occupational health and safety, and social and cultural barriers are just a few of the issues that Mosley and Marion (2017) identified as impeding project implementation.

Research conducted by the World Health Organization showed that globally the maternal deaths are about 289,000 (WHO, 2019). The report further showed that on average 800 women die daily while 10-15 million succumb to morbidity attributed to pregnancy and childbirth which are preventable. Notably, 99% of the global maternal deaths occur in the developing nations, often referred as the third-world countries and the sub-Saharan countries account for 62% of the deaths. According to WHO statistics, the leading causes of maternal deaths are hemorrhage which contributes 27% of the deaths, hypertension that accounts for 14%, sepsis results in 11% of the deaths, unsafe abortion 8%, and embolism 3%. The report further showed that direct causes led to 10% of the deaths while 28% of the causes were attributed to indirect causes such as Malaria and AIDS that are encountered before, during or after birth (UNICEF, 2019).

Contrary to Japan and India, where infant and mother survival rates are excellent, East Africa reported the highest rates of maternal fatalities despite having been independent for more than 50 years (WHO, 2019). According to the paper, obstacles to properly implementing MCH programs include: Inadequate management plagues MCH projects, with substandard oversight prevailing due to nepotism, favoritism, and insular practices. These issues persist despite operational shortcomings. The availability of financial resources from both central governments and donors falls short, constraining effective implementation. Insufficient skilled personnel exacerbate challenges in handling the needs of expectant mothers and children. Furthermore, local communities, especially in arid and semi-arid areas, lack awareness about MCH services and their obstacles. Socio-cultural attitudes and positions, including prevailing perceptions, further compound these issues.

In 2006 the Burundian government put in place services without pay for pregnant women and children below the age of five years and the outcome shows that uptake of these services went high (Habonimana & Batura, 2021). In order to expand the MCH program, the government had to obtain \$23.6 million from the World Bank in 2008/2009 due to the introduction of the services. From the funds, 310 nurses and 34 doctors were able to be trained in Kenyan Universities where they got knowledge on non-expensive technology from Japan and China which facilitated communication and mobility. As a result, radio and TV programmes were used to sensitize mothers to use delivery facilities instead of doing it at home. These proactive methods by government, financiers and health care workers enabled MCH programs to shoot to 41% between 2005 and 2013 in terms of implementation and as a result, Burundi has seen a decline in maternal and infant deaths by 46.12% between those years (UNICEF, 2013).

According to WHO (2019), maternal mortality and deaths of newly born children below 5 years constitutes a major problem in Kenya with 488 reported maternal deaths for every 100,000 births. This is way too high given that the millennium development target was 147 for every 100000 births by 2015. In every death that results from childbirth, an additional 20-30 women also end up suffering from delivery related (KDHS, 2019). Most of these deaths occur while the women are giving birth and a majority are as a result of postpartum hemorrhage. With proper provision of quality healthcare in well-equipped facilities to prevent and manage complications whenever they arise, most of these deaths are easily avoidable. While the risk of complications

during childbirth cannot be eliminated altogether, its management can be assured by having women deliver in better equipped health facilities with better trained birth attendants. Sadly, data shows that roughly about (43%) of deliveries occur at health facilities (KDHS, 2019). With this study, the implementation of MCH programme by Safaricom in Embu County through its planning, stakeholder engagement, communication and evaluation and monitoring will give insights into how effective such a programmer can become when properly executed.

There is need to invest in proper maternal-child health care projects as such investments would have a positive impact on the Kenyan economy thus also directly contributing to poverty reduction. As much as the Kenyan government has made some major strides in trying to achieve the SDG target 3.1 which seeks to significantly reduce maternal deaths and infant mortalities by 2030 (WHO, 2019), a great number of determinants have been in central play. Since the government is not able to do everything there to enhance MCH, it calls for support from donors and well-wishers. Safaricom is one of the organizations determined to aid the government health institutions in enhancing the MCH services. Safaricom has numerous projects touching on the people's welfare and enhancing MCH services at Siakago Sub County of Embu County, is one of their CSR projects. How the project supervisory crew as well as the tasks partner's contribution in administration of the undertaking, impacts significantly the overall result of the venture. This study examined the ways in which four distinct methods of project management; The way one of Safaricom's initiatives is put into action is influenced by project planning, stakeholder participation, communication, and monitoring and evaluation practices; that is the work on maternal and child health in the subcounty of Siakago in Embu County,

2.2 Project Management Practices

Activities that ensure a project is carried out in accordance with its plan and achieves its goals are known as project management practices. According to Adzmi & Hassan (2018), they are based on the organization and management of resources to ensure maximum output.

2.2.1 Project Planning Practices and the Implementation of Maternal and Child Health Project

Project planning as earlier defined ensures that milestones, equipment, schedules, budgets and workforce are well documented in relation to cost, time, effort and

employees' resources needed for the project (Yang, Yu, & Zhu, 2020). It entails project resources systematic arrangement so as to attain the objective of the project. Project planning defines desirable approaches towards implementation of already defined objectives (Adzmi & Hassan, 2018). Any conceived project's success depends on the viability of its planning. For instance, the success of the implementation of MCH Program will depend on the viability of the plan to offer quality MCH care thus leading to a reduction in deaths.

In United States, a study by Wu, Wang, & Chen, (2017) that investigated the relationship between project planning and projects performance established a positive outcome on this dependency. The recommendations from the study to firms was to make adequate plans for project resources in order to be ahead of their business competition. Spending enough time in the planning phase helps mitigate the risks that might pose a danger to the success of the project (Mardiani, 2018). Other studies, done by Terry Cooke-Davies (2014), Zhang and Fan (2013) relating to HR and construction realized that inadequate planning more often than not resulted in project failure as opposed to success that comes with good planning. While the reviewed studies looked at project planning methods on performance of HR and construction projects, the current study will explore aspects of these practices for putting into practice MCH projects. In addition, the study explored how planning practices on time management is likely to affect the implementation of the MCH Projects.

In India, Abd (2018) studied how project performance is affected by project plans by analyzing a construction project using descriptive research methodology. The study utilized respondents who were the actual principals of the construction companies engaged in India. The findings of this study show that different alternate designs of project designs employed on time and various ways of stopping their undesired effects helps in improving their control mechanisms. Monitoring also came out as a vital component in a project as that is where the aspects of cost and time converge. This study however was short in determining how time planning and performance of a project are related. While this study was done in India on a construction project the study investigated investigate how time as one of the project planning practices influence implementation of MCH in Siakago Sub County.

In Ethiopia, Teshome (2021) studied budget-planning effects on project performance when analyzing Municipal solid waste management in Ethiopia and its challenges. Using descriptive research design. Target was primarily on stalled projects which existed in several municipalities across Ethiopia. From the study, it was clearly established that properly generated budgets help reign in project costs and allows efficient flow of cash in a project. The study revealed that problematic cash flow is responsible for stalling which in turn accrues additional costs thus threatening the continuation and success of projects. The findings reveal that the utmost importance of budget planning in a project's success is to ensure the project can be executed within budget. The focus was on stalled project and that differs from the current study as the MCH program is an ongoing project.

In Nigeria, a study by Akande, Olagunju, Aremu and Ogundepo (2018) looked at the elements of time planning systems in construction firms, where failed projects consisting of buildings constructed using tax-payers' money were selected. The findings of the study show that time planning system are critical in evaluation where predetermined standards are considered. With proper time planning in place, corrective measures are easily executed whenever implementation differs with the objectives of the project. Project control is achieved when execution of a project is actualized alongside an effective tracking mechanism for the project objectives. This study however failed to tie the effects of time planning on performance of a project. The gaps identified in this Nigeria study will help inform how planning as an indicator can affect the Safaricom MCH programme in Siakago sub-county.

In Kenya, Kiogora (2013) studied the effect of financial planning on project performance when he investigated how local communities' involvement in project planning ensures sustainability. The study was carried out on projects within Embu County in Kenya using descriptive survey design. The finding indicated that that financial status alongside culture and educational levels constitute a backdrop for approaches in the management of project. Such limitation affects financial planning at the project implementation level and binds it to the overall financial planning of the entity funding the project. The reviewed study investigated the issue of finance planning and utilization on outcome of targeted projects in Embu County, however the proposed study will explore how financing of MCH project is likely to affect its implementation in Siakago sub-county, Embu county.

2.2.2 Stakeholder Participation practices and the Implementation of Maternal and Child Health Projects.

Since the 1970s, the involvement of stakeholders has been widely recognized as an essential element of any program implementation (O'Brien, Phelan, Smith & Smits, 2021). Participation refers to the process of participation of all parties involved in decision-making which is influential in positive contribution to the society. According to World Bank, (2019) the process of stakeholder participation plays a key role in influencing development initiatives that consequently results in the efficient control of resources. In the past few decades, the development experiences have shown a positive impact of stakeholder involvement in the social sector evidenced by the non-profit organizations and international funding agencies (World Bank, 2019). This evidence-based proof shows the reason why stakeholder involvement in decision making has become a key factor in the development process.

The majority of community-based development projects have greatly benefited from stakeholder involvement. These projects emphasize the significance of beneficiaries' active participation in the decision-making process, which aids in program implementation. Succinctly, community aimed projects that primarily rely on international funders are able to gain acceptance whenever they make stakeholder participation a central aspect of their activities. The active involvement of stakeholders in implementing the projects is aimed at making the development and implementation of the project more practical, efficient and demand driven. Nonetheless, the aspect of actively involving stakeholders in the project has not become a reality globally mainly due to misunderstanding of the needs of the beneficiaries. According to Srinivasan and Dhivya, (2020) there is very minimal stakeholders' participation in projects that involve the community as the primary beneficiary in Australia. According to Larsson and Larsson, (2020) many projects which have stakeholders as primary beneficiaries do not involve them in the implementation of project initiation to project phase out. This has led to numerous implementation challenges. The MCH study within Siakago sub-County will investigate the level of stakeholder engagement especially the primary beneficiary and how the presence or lack of it might affect the project in the long run.

In Malaysia, Heravi, Coffey and Trigunarsyah (2015) carried out an extensive study on the effect of stakeholder participation in enabling project planning processes and execution of processes. This research which included data from 200 companies

deployed interviewing as the main method of collecting data from the targeted correspondents. The respondents in the field of construction of residential building were issued with questionnaires. The research found that the success of the building projects relied on active stakeholder involvement in decision-making processes. The research found that success and completion of most projects was dependent on the level of stakeholder engagement. Such approaches in the projects activities effectively led to better project performance through inclusion of key personnel and expertise which positively influenced the projects' performance. This research which was conducted in building projects entails evidence-based lessons that will be employed to guide the proposed study will be done in MCH project as one of CSR Safaricom projects in Siakago sub-county, Embu County.

In Ghana, Nashira (2021) directed a review which pointed toward deciding the difficulties experienced by associations during the execution of water and disinfection projects in Gushegu Region. The analyst gathered information through interviews by which they managed semi-organized polls to the designated members. The examining method sent in choosing members was purposive testing. The examination pointed toward laying out the reasons the recipients of the activities were seldom engaged with the arranging processes. The review included 250 members by which 54% of the members (135) concurred that partners were not associated with the undertaking arranging. Likewise, the investigation discovered that just 54.8% of partners were involved because of the misguided judgment held that the recipients didn't have a significant commitment at the dynamic table.

Some of other elements that emerged as impediments to the stakeholder-involvement at the decision-making process are time constraints, organizational requirements and indirect concern of the beneficiaries. The researchers concluded that stakeholder involvement plays a vital role in the implementation phase and leaving them out can lead to future unforeseeable challenges. This study gap demonstrates the need to investigate the importance of involving all stakeholders and how it affects the execution of MCH project efforts in Siakago sub-county, Embu County.

Mwanga (2015) conducted research to identify a number of variables that affect community involvement in the development of HIV and AIDS interventions. The investigation discovered little participation from stakeholders. The study, which was conducted in Tanzania's Mtwara area within the national strategic framework, included 192 members of the target demographic. The study employed a cross-sectional survey research approach. After selecting a random sample of the target audience, a survey was made and given to 12 focus groups. The researcher selected eight knowledgeable members from each of the 12 focus groups on purpose. According to the study's results, 81.8% of the respondents did not contribute to the creation of the HIV/AIDS intervention. The purpose of the study was to assess how much each stakeholder contributed to the development and execution of MCH initiatives in Siakago sub-County, Embu County.

In Kenya, an examination situated in Kisumu Province was led by Sakwa and Ochieng (2018) trying to decide the impact of participative asset preparation locally water project. The examination utilized both correlational and spellbinding exploration plans. The concentrate on execution of local area water projects inside Kisumu Province and the commitment of participative asset preparation included an objective populace of 360 families. Through this review, the specialist utilized defined examining to get an example size of 189. This study used surveys as the primary technique for gathering information. The discoveries uncovered that participative asset preparation affected the general execution of the ventures.

The statistics showed that the p-value of the labour sourced was 0.000 compared to p-value of finance mobilization which was 0.003 both which were below 0.05. The research provided recommendation on the need for training the community members to equip them with the necessary skills for operating, maintaining and effectively implementing the projects. The Siakago Maternal and child health study sought to establish whether relevant skills have been transferred to the stakeholders on the grounds of those involved with the implementation, operation and maintenance of the project.

Additionally, research led by Musau and Kirui (2018) pointed toward exploring the degree that undertaking arranging straightforwardly affects the execution of government projects inside district state run administrations. This new review zeroed in

working on it investigation of Machakos Province Government. This study utilized subjective clear review research system and caught an objective populace of 90 members who were representatives of the region government.

The objective populace was comprised of a 30% of the example size of the workers straightforwardly engaged with execution of government projects. The examination managed semi organized surveys to gather information. Moreover, the specialist utilized spellbinding and inferential insights to dissect the information (Musau and Kirui, 2018). The investigation discoveries discovered that the district government emphatically embraced and took on partner cooperation in project arranging. This examination proposed that the key partners ought to be offered a chance to give their points of view that ought to be caught previously and during project execution. Furthermore, the discoveries showed the significance of coordinating the points of view with sufficient legitimacy and capability in fostering the system for the venture. The discoveries directed the review done in Siakago sub-area, Embu Region in explicitly finding the degree to which partner association impacts the execution and the executives of the MCH, one of Safaricom CSR.

2.2.3. Project Communication practices and the Implementation of Maternal and Child Health Projects

Correspondence assumes such a significant part in the execution of any tasks by empowering ease and exact transfer of data. Pilkington (2016) noticed that the capacities of correspondence being one of the fundamental elements for the fruitful of any little or huge undertaking. Notwithstanding, the bigger and complex the tasks are, the more productive correspondence is expected for any huge ultimate result of the undertaking (Muszyńska, and Marx, 2019).

Project communication processes are characterized by the following: requested modifications, updates, and organizational procedure, performance report, and forecasts (Muszyńska & Marx, 2019). One essential element of communication is the exchange of information, for purposes of socializing the employees, coordination and mutual understanding of those involved in the projects. What this means is that communication is the nervous system through which the stakeholders are held together solidly under the same objective (Pilkington, 2016).

Muszyńska & Marx, (2019) asserted the importance of ensuring over time, effective communication among the project team members consequently enhances the social ties. Importantly, Zhong and Low's (2009) found that cording of the team in a project management developed capacity that produced desired results in the long-run. Nonetheless, the study noted that the project managers who get preoccupied addressing the technical issues tend to fail to harness flow of information which may later hinder implementation of the project. Pilkington (2016) noted that within the manufacturing sector, informal communication by the less informed project managers has consequential impact on other members of the team. The review tried to lay out the degree to which correspondences is probably going to impact the effective execution of MCH project in Siakago sub-province, Embu Region.

In Oman, a study by Amri & Marey-Pérez, (2020) conducted a study that looked at ways of creating sustainability in the construction industry in Oman through solving issues of delays as well as cost overrun in the construction projects. This survey targeted a population of 2400 from which a sample size of 100 project managers was engaged. Quantitative research design was employed to collect data using survey research design method (Amri & Marey-Pérez, 2020). The survey found out that face-to-face mode of relaying messages often created more close and improved ties than the impersonal telephone calls and project managers need to be in constant communication with those involved in the project they are managing. The aspects of how breakdown in communication can affect the Siakago sub-county Maternal and child health project will inform this survey and aspects of effective communication mechanism recommended in the finding.

Studies by Dauletova, (2016) in which communication behaviors of students taking innovative business courses in Oman was obtained showed preference of ECTs (electronic communication Technologies) over face-to-face interactions among most people. Among the 200 students that participated in the study, 800 people served as the first target population. Nine higher education institutions provided study participants. Data collection involved the use of digital questionnaires. It remains unclear whether Dauletova, (2016) results support both extra and intra project communication which are key in project implementation. The study revealed that the integration of ECTs contributed to low degree centrality in social networks. Thus, the researcher

recommended to counter the limiting spread of information the stakeholders should embrace face-to-face communication. For the implementation of the MCH Projects, communication between the stakeholders is paramount, as it enhances coordination. The study explored how communication is likely to influence successful execution of MCH programme by Safaricom in Siakago sub-county, Embu County.

In Ghana, Afroze and Khan(2017) conducted exploration to assess the impact that active communication practices has on the consummation of optimal performance of design perpetration. The study determined that espousing effective means of communication had a direct impact on the design performance. The study stationed questionnaire which was administered to a target of 60 transnational associations working on similar systems. According to Afroze and Khan(2017), communication practices had positive and noteworthy on the design performance. likewise, the experimenters noted that effective communication lowered design complexity while maximizing performance relationship. This implies that the communication aspect of styles used in design operation, is crucial to the successful perpetration of the systems. Accordingly, the current study did probe the extent to which perpetration of MCH programme CSR Project by Safaricom in Siakagosub-county, Embu County is told by communication.

In Kenya, Kinyua, Ogollah and Mburu, (2015) completed a concentrate on the effect of chance administration procedures on the outcome of more modest and medium data correspondence innovation projects (ICT) ventures in Kenya especially in Nairobi. The examination inspected 97 experts working with 48 ICT SMEs. The examination utilized subjective information that was gathered utilizing both essential (semi-organized polls) and auxiliary strategies (diaries, reports, magazines and ICT endeavors). The information was then examined utilizing graphic examination (Kinyua, Ogollah and Mburu, 2015).

The research findings established that in the ICT sector in Kenya, there is a great appreciation of the significance of communication. The research findings further confirmed that poor communication would result in abandonment, cost overrun and unnecessary project delays. Further, the dynamics of an ICT SME enterprise project are

totally different from that of healthcare project like MCH programme. Thus, this study aimed at establishing how communication, is likely to influence the successful implementation of MCH Projects, in Siakago sub-county, Embu County.

2.2.4 Project Monitoring and Evaluation practices in Implementation of Maternal and Child Health Projects

Monitoring and evaluation of projects is significant to different partners and supporters, as it guarantees that identical projects are repeated elsewhere, yet they are performed by the same financial industry in the same regions (Marangu, 2012). As per Jili and Mthethwa, (2016) the method involved with checking and assessment ought to be viewed in a serious way since it involves huge dynamic power. Their review tended to difficulties that prevented effective assessment and observing of ventures in the Mfolozi Region in South Africa. The review utilized a subjective exploration plan technique. Work area examination was utilized in which information accumulated from the region and related yearly reports was dissected.

The research concludes that monitoring and assessment units tend to enhance performance of projects. In this the reputation of M&E managers is strengthened by performance factors. This means that the monitoring team requires significant resources and strength to carry out its mission successfully with power and authority. Further, teams require frequency, control and scope to detect improvements, broad capacity for project planning and cost over runs. The MCH study in Siakago sub-county analyzed how M&E tools was effectively be used in project implementation to guarantee success.

Application of technology in evaluation and monitoring is significant to the monitoring and evaluation team's performance and activities, thereby resulting in increased benefit for the team. Kabeyi, (2019) while researching on the evolution of project management, M&E and how they have shaped project management as a critical subject with regard to professionalism that the supervision of partners strive to attain, the control of procedures and the coordination of participants are some of the processes used to handle various project activities. One can conclude that any successful monitoring committee should have an outstanding composition of members for purposes of effective implementation of the project. Also, a M&E group of collaboration shows strength and expanded productivity in the administration of

projects. In this way, the review analyzed how checking and assessment techniques are probably going to impact the execution of MCH projects in Siakago sub-district, Embu Region.

In Canada, a review was led by Ika, Diallo and Thuillier (2010) on the undertaking the executives' devices that influence project execution boundaries like M&E. The review included gathering information from 600 co-appointments who were associated with projects from 26 African nations. Co-appointments messaged their reaction to polls shipped off them. The discoveries uncovered that fruitful task accomplishment was neglectful of the degree of undertaking arranging estimates set up however confirmed that there is a striking connection between the incorporation of checking and assessment instruments and venture profile.

The ongoing review will dissect project the board apparatuses being used and what they mean for M&E of the MCH projects across the Siakago sub-area. Ika et' al (2010) did a review that zeroed in on the facilitators viewpoint on administration of undertakings in the field of worldwide turn of events. Consequently, the checking and assessment of the Safaricom CSR Tasks directs the organization on the following strategy to take, hence need to attempt this concentrate on MCH projects in Siakago sub-province, Embu District.

A survey by Matthew and Olatunji, (2016) sought to address how policy issues could be used to address and improve M&E programmers in the Agricultural sector in Nigeria. The research reviewed available materials from journals and annual records from the agriculture sector. The study revealed that monitoring as well as acceptance of feedback was attributed to project success. In their findings, Matthew and Olatunji, (2016) noted that, among other things, constantly monitoring the project's progress increases the likelihood of success. According to the study's findings, monitoring and controlling were crucial for project scope, quality, human resource, time, and cost management. The current study examined how M&E can be used to support the policies being employed to guarantee the success of MCH initiatives in Siakago sub-county.

Phiri (2015) carried out research in Nairobi, Kenya, to determine how evaluation and monitoring impacted project AVU performance. The Multinational Project (MNP) and the Virtual University for Cancer Control Network (VUCCnet), two AVU initiatives, were examined using both primary and secondary analysis techniques. The two AVU initiatives used a mixed research approach to measure implementation success and evaluate the interaction with the ex-post facto. The study used both qualitative and quantitative and qualitative approaches to better analyze the research's findings. The results showed that M&E and project success are positively correlated in both projects. In contrast to the current study, which was conducted in public health facilities in Embu County's Siakago Sub County, the previous study was conducted in a university. Using the study's findings as a guide, the current study investigated whether adding an M&E unit to the Siakago Sub County MCH projects would improve monitoring and evaluation.

2.3 Theoretical Framework

The theory of Constraints by Goldratt, (1984) and change by Weiss (1995) will be used in this study to complement each other in investigating the influence of practices of project management in the implementation of MCH projects.

2.3.1 Stakeholders Theory

The fundamental tenet of the stakeholder definition theory, as put forth by Freeman (1984), is to fully reinvent the company. It idealizes what the conception and organizational structure should be. Freeman (2006) fights that the ideal association ought to be imagined as an assortment of partners, with the objectives of the association being the sentiments, interests, and needs of the investors. Organizational management is carried out by the managers of the organization. According to Freeman, there are two roles for managers in an organization: one is to run it in the interests of the stakeholders to ensure that their rights to input into decision-making are met, and the other is to act as the stakeholders' agent to maintain the organization while protecting the interests of each group. Thus, according to the stakeholder theory, an organization is a social creation consisting of interactions between numerous stakeholders. The project manager must be skilled at juggling multiple stakeholders' interests for a project to be implemented successfully.

2.3.2 Theory of Constraints by Goldratt (1984)

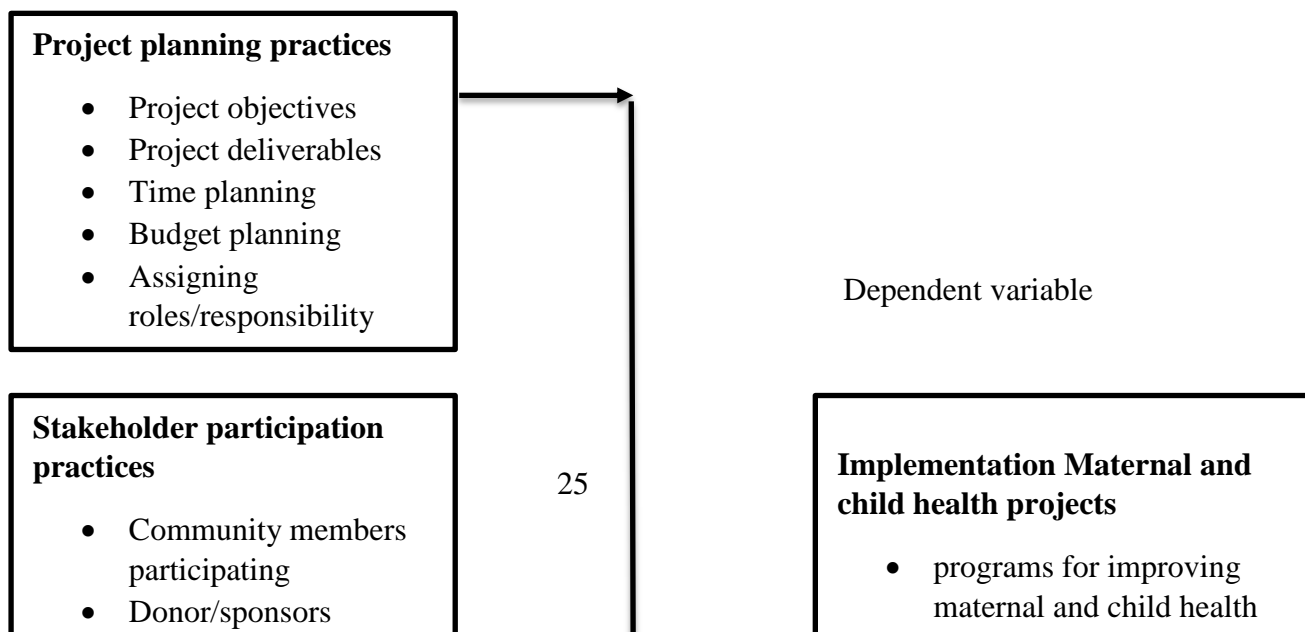
The Theory of Constraints (ToC) will serve as the study's compass (Goldratt, 1984). This theory holds that a system encounters limitations that prohibit it from reaching its intended objectives. Any of these limiting elements result from long-term project planning, production control, performance evaluation, and general project management. Whether or not this theory is adopted, the limitations control a device's output. Top management seeks effective solutions to lessen the limitations of an organizational structure. The business can attain its goals and maximize efficiency in this way. This theory clarifies the reasons for the system's limits and suggests the most effective solutions for doing so (Goldratt, 1984). A framework could be depicted collectively of independent yet related processes that cooperate to change inputs into yields chasing specific purposes. This strategy has a shortcoming that blocks it from attempting to accomplish hierarchical targets (Noreen, Smith and Mackey, 2008). The hypothesis of limits is material in this study since project the board methods might hugely affect how the mother and kid wellbeing drive is carried out.

2.4 Conceptual Framework

Within a conceptual framework, the link between independent and dependent variables is examined. Each study variable is represented diagrammatically in Figure 1. Participation of stakeholders, communication, monitoring, and evaluation are

independent variables. Dependent variables are used in mother and child health projects.

Independent Variables



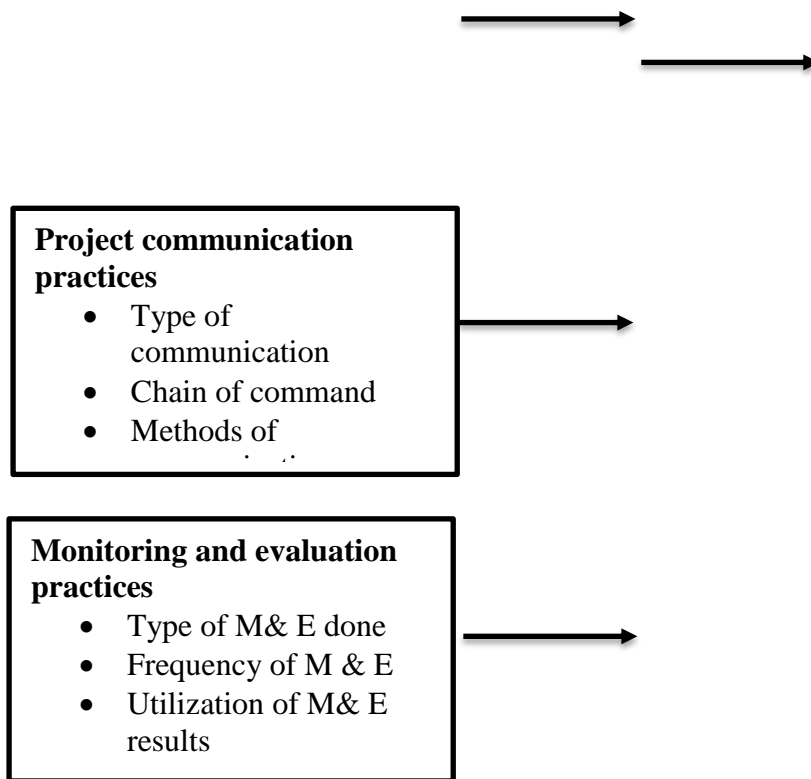


Figure 1 depicts a conceptual framework for the relationship between the study variables. In the framework, the independent variables include; project planning (with project objectives, project deliverables, time planning, budget planning, and assigning roles/responsibility as the key indicators); stakeholder participation (with community members participating, donor/sponsors involved in the projects and identification of the right stakeholders using stakeholders' analysis tools as the key indicators); project communication (with type of communication, chain of command and methods of communication as the key indicators), and monitoring and evaluation (with type of m& e done, frequency of M & E and utilization of M & E results as the key indicators). The dependent variable will be maternal and child health projects (with types of maternal and child CSR projects, projects completion, number of projects and project quality as the key indicators)

2.5 Summary of Literature and Research Gaps

Literature has been reviewed on various studies from different parts of the globe, on matters relating to corporate social responsibilities of organizations, Maternal and child health, and project management. These studies focus on either one of the variables or two of the variables. Only a few studies focus on the three variables this study focuses on. Secondly, most of these studies were conducted in various countries that have a different context from the Kenyan context. This implies that they cannot conclusively give the information about the current situation in Kenya. Further, many of these studies were carried out in the last 7 years and the contexts in Kenya have changed greatly, especially after the onset of COVID 19 pandemic. Thus, there exists a knowledge gap on the Kenyan context, on matters relating to the project management of the Safaricom CSR project. A study that focuses on project management practices and the implementation of maternal and child health projects by Safaricom in Siakago sub-county, Kenya, aimed at filling in the knowledge gaps with current study findings.

Table 2.1 Knowledge Gaps Summary

Objective	Study Source	Study Focus Area	Findings	Knowledge Gaps	Current Study Focus
Mortality rates for mothers and newborns reduced by 46.12% between the given years..	Habonimana & Batura, 2021	Effects of government intervention on the utilization of MCH services	Between the given years, the rates of maternal and neonatal mortality fell by 46.12%.	Focus was on government initiated interventions	Focus to incorporate initiated projects, that is MCH which is part of Safaricom CSR in Siakago Sub-county, Embu County
Investigate the time-cost tradeoff of a construction project in Baghdad using project management techniques.	Abd (2018)	Project performance and project plans' effects	The control mechanism system may be improved by using alternative project plans' methods for mitigating risks and time restrictions, as well as	The study did not discover a connection between the timeline and project performance.	the study will investigate how time as one of the project planning practices influence implementation of MCH in Siakago Sub County.

			their detrimental impacts, before they materialize during the project's execution stage.		
To investigate how well international development projects perform in relation to both project complexity and good communication methods.	Afroze and Khan (2017)	Effects of Performance of international development projects is influenced by communication practices and project complexity.	Effective Project performance is impacted significantly and positively by communication practices; The degree of project complexity has little effect on communication and performance relationship.	Communication effectiveness was addressed from a high level perspective that did not factor community based stakeholders	Current study paid attention to mode of communication

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher discusses the study's design, target population, sampling methodologies, sample size, research tools, validity and reliability, data collection methods, data processing methods, and ethical considerations.

3.2 Research Design

Cross-sectional surveying was the method used for the study's research design. Cross-sectional survey design is an observation-based research technique that entails examining data gathered from numerous subjects all at once (Creswell, 2013). Cross-sectional surveys have the advantage of providing data from a population at a particular time when compared to other research methodologies (Creswell, 2013).

3.3 Target Population

The study's target population included; 25 Safaricom foundation staff, 7 community health workers, 720 mothers who delivered in Siakago sub-county hospital between the year 2021 and 2022 as shown in Table 3.1.

Table 3.1 Target Population

Respondent	Population
Safaricom Foundation Staff	25
Community health workers	7
Mothers	720
Total	752

Source; Embu County & Safaricom (2021-2022)

3.4 Sampling techniques & Sample Size

The procedure of selecting a predetermined number of subjects from a predetermined population set is referred to as sampling. It is highly recommendable to the researcher when selecting a sample to ensure it is true representation of the population (Orodho, 2009). The study will not sample Community health workers and Safaricom staff that are handling the MCH projects since their target population is small therefore the study will adopt their entire population as a sample size.

A sample size of 256 mothers with children under 1 year will be employed in the study, according to the sampling formula presented by Yamane (1967) and accepted by Israel (1992).

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

N is the size of the population, n is the sample size, and e is the level of accuracy or significance.

Therefore: -

$$\text{Sample size} = \frac{720}{1 + 720(0.05)^2} = 256$$

Hence

The total sample size of respondents is 288

Table 3.2 Sample Size

Respondent	Population	Sampling Method	Sample size

Safaricom Foundation Staff	25	Census	25
Community health workers	7	Census	7
Mothers with children less than 1 year.	720	$n=N/(1+N(e)^2)$	256
Total	752		288

Source; Embu County and Safaricom (2021-2022)

3.5 Data Collection Instruments

Data for this study was collected using a number of research instruments: structured questionnaire and interview guide. The questionnaire was utilized because they give respondents flexibility on when and where to fill them. They were also economical and cost effective. Questionnaires also guarantee anonymity when required and can reach a wide coverage of respondents at the same time (Newby, 2014). The interview guide was utilized because it was critical at obtaining detailed information relating to the way respondents (Safaricom Foundation Staff and Community health workers) feel and even perceive the maternal and child health programmes by Safaricom.

3.5.1 Questionnaire

Data from the sampled employees of the Safaricom Foundation and community health workers was gathered through the use of questionnaires. The structure of the questionnaire for this research comprised seven main sections. The questionnaire had five sections: section A to Section F. The first one (section A) covered respondents' demographic characteristics whereas sections B was to seek information on how project planning influenced health projects by Safaricom, section C was to cover the influence of stakeholder participation, Section D covered project communication while section E was dealing with monitoring and evaluation influences. The quantitative questions consisted of Likert-scale type questions and nominal-based questions. A 5-point Likert scale was utilized to measure the various variables in the study. The scale was selected because it provided equal-interval data; one neutral at the middle and others on both sides that facilitated the use of statistical tools to test hypotheses (Newby, 2014). The choice of a questionnaire was also supported by Bryman (2011) who asserts that self-completion questionnaires will be less costly and faster in administration. They who?? Is this?? also claimed that questionnaires were more

appropriate for respondents because they can complete the questionnaire at their convenience.

3.5.2 Interview Schedule

The interview schedule referred to the sets of questions that the study responded to through the answers provided by the participants (Graue, 2015). The questions were asked orally, and replies recorded by the researcher or the research assistants. The researcher adopted the role of training the research assistants involved in this study. Orodho (2009) denotes that the integration of interview schedules in a study offers more reliable, valid and thematically satisfactory results than questionnaires. Data from the mothers will be carried out by use of Interviews. A sample of 72 mothers will be interviewed. The mothers will be interviewed on how the programmes of the MCH projects are communicated to them and whether they are engaged at the planning levels before such projects are implemented. They will also be asked whether follow up is done to monitor and evaluate how the projects are running through a feedback mechanism.

3.6 Pilot study

An evaluation of the question types, formats, question sequences, and recommendations is done in a pilot test before the main study. The experimental project's location was the Ruguru Ngandori Ward in Embu County. The pilot study incorporated ten percent of the sampled population. From the same 104-person sample, 11 respondents were randomly selected from the ward's medical facilities.

3.7 Validity of the Research Instruments

A group of specialists well versed in MCH care field assessed the research questionnaire to ensure its validity. They were asked to determine the internal validity and whether or not it was fit for use as a tool to achieve the research's goals and objectives. The panel made it certain that the items sufficiently represented concepts that were important to all of the topics being investigated.”

3.8 Reliability of Research Instruments

Cronbach's Alpha, a reliability coefficient, was used in this study to evaluate internal reliability. Its value ranged from 0 to 1, with 0 representing no association and 1 denoting absolute internal consistency between the components on a specific scale (Newby, 2014). More than 0.7 is typically considered adequate and satisfactory, more than 0.8 is considered to be pretty good, and more than 0.9 is considered to be

exceptional internal consistency (Cronbach, 1951). The social sciences generally accept alpha value estimates in the range of 0.7 to 0.8. (Newby, 2014). An instrument is said to be trustworthy if it consistently gives accurate data or if repeated testing yields results that are comparable.

3.9 Data Collection Procedures

The National Commission for Science, Technology, and Innovation and the University of Nairobi both granted permission after the researcher originally applied (NACOSTI). The researcher then scheduled meetings with the members of the Safaricom personnel in charge of the mother and child health project in Embu County so that they could be informed about the study. Interviews with the sampling mothers were scheduled by the researcher. Contact details available at the health facilities were used to contact the mothers to book interviews. The researcher or their assistant requested the community workers to accompany them to the homesteads of the mothers for the interviews. Phone interviews were considered for those who could not be reached physically. Questionnaire were administered to the sampled key informants, consisting of Safaricom staff and community health workers, by the researcher and assistants and the completed questionnaire was collected after three days. The researcher took 4 weeks interviewing the respondent, and for every interview it took 5 minutes

3.10 Data Analysis Techniques

The researcher made certain that the field-collected data was cleaned, coded, and recorded before entering it into a spreadsheet for analysis. Statistical Package for the Social Sciences (SPSS) version 26 was used by the researcher for data analysis with descriptive and inferential statistics. Inferential statistics used was correlation and liner regression

3.11 Ethical Consideration

The confidentiality of their information and its use alone for this study were assured to all responders. The researcher explained the study's goals in great detail and assured the respondents that their identities would be kept a secret.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter, study findings on project management techniques and the rollout of mother and child health initiatives in Kenya's Siakago sub-county are presented and discussed. The study's response rate, the characteristics of the respondents, and the results' descriptive statistics are all provided. Tables are used to display interview schedule data as well as inferential statistics from correlation and regression research.

4.2 Questionnaire Return Rate

The sample size for the study was 288 which constituted of 25 Safaricom Foundation Staff, 7 Community health workers, 256 mothers with children less than 1 year old. After data collection, 32 respondents (25 Safaricom Foundation Staff and 7 Community health workers answered and returned the questionnaires successful. The study interviewed 180 mothers

Table 4.1 : Response Rate

Response Rate	Distributed	Returned	Percentage
Questionnaires	32	32	100%
Interview Schedules	256	180	70%
Total	288	212	

4.3 Demographic Characteristics of the Respondents

This section offers information about the participants' age, gender, and highest educational level, as indicated in Table 4.2.

Table 4.2 :Response Rate

Demographic Characteristics		Frequency	Percentage
Gender for Safaricom staff	Male	13	52
	Female	12	48
	Total	25	100
Gender for Community Health workers	Male	4	57
	Female	3	43
	Total	7	100
Age for Safaricom staff	18-30 years	6	24
	31-40 years	15	60

	Above 40 years	4	16
	Total	25	100
Age for Community Health workers	18-30 years	3	43
	31-40 years	2	28
	Above 40 years	2	28
	Total	7	100
Age for Mothers	18-30 years	54	30
	31-40 years	80	44
	Above 40 years	46	26
	Total	180	100
Level of Education for Mothers	0 level	120	67
	Diploma	42	23
	Undergraduate	12	7
	Postgraduate	6	3
	Total	180	100
Level of Education for Community health workers	0 level	0	0
	Diploma	2	29
	Undergraduate	5	71
	Postgraduate	0	0
	Total	7	100
Level of education for staff	0 level	0	0
	Diploma	1	4
	Undergraduate	23	92
	Postgraduate	1	4
	Total	25	100

Based on the findings in Table 4.2, the study found out majority of the Safaricom staff were male 13(52%) while 12(48%) were female this shows that there was gender balanced. The community health workers 4(57%) were male while 3(43%) females. The age of the Safaricom staff majority (60%) were of the age 32-40 years, the community health workers majority (43%) were 18-30 years and the majority of mothers(44%) were of the age 31-40 years. The education level of mothers, majority (67%) had a o level education, for community health workers majority (29%) had diploma and for Safaricom staff majority (92%) were undergraduate.

4.4 Project Planning practices and maternal and child health project

The researcher wanted to see how project planning methods affected how well projects for maternal and child health were carried out by Safaricom. Table 4.3 explains the findings.

Table 4.3: Project Planning and maternal and child health project

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The project aimed at reducing maternal and infant mortality	32	4.00	5.00	4.0625	.24593
The project aimed at Providing access to maternal health	32	3.00	5.00	4.8750	.42121
The project aimed at Improving the state of referrals and equip community health workers with relevant skill	32	3.00	4.00	3.9688	.17678
The project aims to improve the status of Ante Natal Check-ups	32	3.00	5.00	4.9062	.39015
The project aims to improve Post Natal Check-ups	32	4.00	5.00	4.0625	.24593
The project aims to improve promote institutional deliveries amongst target group	32	4.00	5.00	4.9375	.24593
Safaricom established a budget which had enough funds for medical equipment	32	4.00	5.00	4.0312	.17678
Safaricom established a budget which had adequate funds for training the community health workers	32	3.00	5.00	4.9062	.39015
Safaricom established a budge construction of structures required by	32	3.00	5.00	4.0312	.30946

the MCHs Embu county					
There was cope Management Plan in place for project staff	32	4.00	5.00	4.9375	.24593
There was Schedule Management Plan in place for project team	32	4.00	4.00	4.0000	.00000
Risk Management Plan in Place for project stakeholders and the project management staff	32	4.00	5.00	4.0312	.17678
The following roles and duties belonged to the project team: Make a project plan.	32	4.00	5.00	4.9375	.24593
The following roles and duties belonged to the project team: Manage the plan's elements.	32	4.00	5.00	4.0625	.24593
The following roles and duties belonged to the project team: Give tasks to important team members	32	4.00	5.00	4.9375	.24593
Valid N (listwise)	32				

The results in Table 4.3 reveal that a mean score of 4.0625 agreed that project aimed at reducing maternal and infant mortality, a mean score of 4.8750 strongly agreed the project aimed at providing access to maternal health, a mean score of 3.9688 agreed that project aimed at improving the state of referrals and equip community health workers with relevant skill. A mean score of 4.9062 strongly agreed that project aims to improve the status of Ante Natal Check-ups, a mean score of 4.0625 agreed that project aims to improve Post Natal Check-ups, a mean score of 4.9375 strongly agreed that project aims to improve promote institutional deliveries amongst target group. Respondent strongly agreed (means score: 4.9375) Safaricom established a budget

which had enough funds for medical equipment and a budget which had adequate funds for training the community health workers

The respondents agreed (Mean: 4.0312) Safaricom established a budget construction of structures required by the MCHs Embu county. There was cope Management Plan in place for project staff with majority of the respondents strongly agreeing (Mean:4.9375). A mean score of 4.0000 indicates that the respondents agreed that there was schedule management plan in place for project team, a mean of 4.0312 agreed that there is risk management plan in place for project stakeholders and the project management staff. Also, the study found out that project team created the project plan, managed components of the plan and delegated tasks to key team members

This is unmistakably evidence that Safaricom Plc had a well-planned mother and child health project from the very beginning of the project cycle, based on the results in Table 4.3. By carefully organizing the project, the team is able to divide it up into manageable jobs. This helped everyone stay focused on the project's primary objective, which led to the project's effective implementation. Regarding the number of children they had delivered at the MCH health facilities financed by Safaricom, interviewees 98 and 167 stated the following, respectively.

“I have delivered two children in Siakago MCH facility and the services i received were good and I can advise others mothers to deliver from that facility.”

“ I delivered two children from Siakago MCH health facility and I enjoyed the service I received from the first child I delivered but for the second child I did enjoy the services since I had to go through a lot of challenges before I delivered”

Interviewee 50 and 103 had this to say respectively

“ I have never given birth at Siakago MCH health facility since I moved to Siakago when I was done with child bearing age”

“I delivered only one child in Siakago MCH health facility since I am a mother of one child, but I have happened to give birth to the second child I will definitely visit the facility because I received good services there.”

Interviewee 7 and 19 had this to say respectively

“I have never delivered from Siakago MCH health facility since I live far from the facility so my child was delivered by a midwife and since he developed medical problems later I visited the facility and was assisted with the treatment, I also received immunizations at no cost and I would advise all expectant mothers to avoid home delivery and regularly visit health facility for antenatal and postnatal clinics.’

Based on the findings in this section it was found out that project planning improved and promoted institutional deliveries amongst target group, also through project planning Safaricom established a budget which had adequate funds for training the community health workers

4.5 Stakeholder Engagement and maternal and child health project

The researcher was interested in how project planning techniques affected how effectively Safaricom carried out its projects for maternal and child health. The results are explained in Table 4.3.

Table 4.4 Stakeholder Engagement and maternal and child health project

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
We engaged the community members by asking them status of health in Siakago	32	4.00	5.00	4.0625	.24593
Creating awareness on importance of Ante Natal Check-ups	32	4.00	5.00	4.9375	.24593
Creating awareness on importance Post Natal Check-ups	32	4.00	5.00	4.0625	.24593
We engaged donors/sponsors build and equip at least maternity wings	32	4.00	5.00	4.9375	.24593
To assist pregnant women in rural locations to access healthcare facilities, we enlisted donors and sponsors to supply ambulances.	32	4.00	5.00	4.9375	.24593
Provide new delivery beds that's are adjustable in a number of positions which will not hurt mothers while they are delivering.	32	4.00	5.00	4.9375	.24593
We engaged the	32	4.00	5.00	4.9375	.24593

following county government of Embu					
We engaged the Amref	32	4.00	5.00	4.9375	.24593
We engaged National government	32	4.00	5.00	4.9375	.24593
We engaged volunteers' community health workers	32	4.00	5.00	4.9375	.24593
Valid N (listwise)	32				

According to the study, a mean of 4.0625 respondents stated that they actively engaged the community members in Siakago by asking about their health. A mean of 4.9375 strongly agreed that they were involved in raising awareness of the value of prenatal exams, and a mean of 4.0625 strongly agreed that they were involved in raising awareness of the value of postnatal exams. The survey discovered that a median of 4.0625 respondents acknowledged that they engaged the community members in Siakago by asking them about their health. With a mean score of 4.9375, participants strongly agreed that they reached out to project recipients through door-to-door campaigns. The project phase's chain of command was rated as having produced clarity and accountability with a mean score of 4.0000. Participants were divided on whether the lengthy hierarchical chain of command during the project phase slowed down decision-making, with a mean score of 3.1250.

4.7 Project Communication and implementation of project.

The study determined how project communication practices influenced the implementation of MCH projects by Safaricom. The participants had multiple questions addressed in this segment.

4.7.1 Project Communication and implementation of MCH project

The purpose of the study was to ascertain the project communication procedures used in MCH projects by Safaricom. The results are presented in Table 4.5.

Table 4.5: Project Communication and implementation of project

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
We communicated to	32	3.00	4.00	3.9688	.17678

beneficiaries of the project though One-on-one discussions at MCH/ANC					
We communicated to beneficiaries of the project though group discussions at MCH/ANC	32	2.00	4.00	2.1563	.51490
We communicated to beneficiaries of the project though pamphlets and brochures	32	3.00	4.00	3.9688	.17678
We communicated to beneficiaries of the project though other mothers	32	3.00	5.00	3.1563	.51490
We communicated to beneficiaries of the project though Door-to-door campaigns	32	4.00	5.00	4.9375	.24593
Our chain of command during the project phase it created accountability & Clarity	32	3.00	5.00	4.0000	.25400
Our chain of command during the project phase slows down the decision-making process because of the long hierarchical chain	32	3.00	5.00	3.1250	.42121
Our chain of command during the project phase project teams was not aware of the realities and problems faced by those working at a lower level	32	2.00	5.00	2.2188	.70639

TV was the most effective medium for communicating about mother and child health.	32	2.00	5.00	2.2188	.70639
Radio was the most effective medium for spreading information about mother and child health.	32	3.00	5.00	4.0000	.25400
The most reliable sources of information about mother and child health were family and friends.	32	4.00	5.00	4.0312	.17678
Valid N (listwise)	32				

As shown in Table 4.5's findings, a mean of 3.9688 participants concurred that they interacted with project beneficiaries one-on-one at MCH/ANC. A mean of 2.1563 participants disagreed that they engaged in group discussions at MCH/ANC to communicate with project beneficiaries. 3.9688 participants on average agreed that they exchanged leaflets and brochures with project beneficiaries. 3.1563 participants on average didn't know for sure whether they interacted with project recipients. With an average score of 4.9375, participants strongly agreed that they made contact with project recipients through door-to-door marketing. A mean of 3.9688 participants acknowledged, as shown in Table 4.5's findings, that they interacted with project beneficiaries one-on-one at MCH/ANC. 2.1563 participants on average disagreed that MCH/ANC staff members engaged in group discussions to communicate with project recipients. A median of 3.9688 participants acknowledged that they shared flyers and brochures with project beneficiaries. 3.1563 participants on average were unsure of whether they had spoken to the project's recipients. The majority of participants—who scored an average of 4.9375—strongly agreed that they made contact with project recipients through door-to-door marketing. Table 4.5's findings show that a mean of 3.9688 participants concurred that they spoke with project beneficiaries one-on-one while they were at MCH/ANC. 2.1563 participants, on average, disputed that they had

group talks at MCH/ANC to communicate with project beneficiaries. Pamphlets and brochures were the primary means of communication with project beneficiaries, according to a mean of 3.9688 participants. In terms of whether they interacted with project beneficiaries, a mean of 3.1563 participants was unsure. With an average score of 4.9375, participants strongly agreed that door-to-door marketing was how they reached out to project recipients.

“No! because the nurses are over whelmed”

No! because have never seen suggestion box”

Interviewee 100 and 109 had this to say respectively

“yes, I seek family planning services for myself after delivery and the health practitioner was very detailed on explaining to me the types of family planning methods and their side effects and helped me to pick the most appropriate for me.”

“Yes, I seek the services of my child immunization which were offered at no cost.”

Interviewee 27 and 48 had this to say respectively

“Yes, I went to the health facility to seek medical checkup for my child who developed flu after we were discharged from the facility and I received the drugs.”

“Yes, I went to the facility to seek help after I realized I have got infections from the wound which was stitched after delivery and I received treatment and medical advice on how to care for the wound.”

Interviewee no: 45 and 67 had this to say on if there were other alternatives, whether they would still utilize the services of these facilities

“No! Because the nurses were rude to me”

“No! Because the services are very poor and there are very long queues”

Interviewee no: 145 and 180 had this to say

“Yes, I would utilize the facility because I received good services from the facility.”

“Yes, I will still prefer the services in this facility even if there were other alternatives because MCH services are absolutely free.”

“No, I will not seek the services in this facility because it took me a lot of time to be attended till I delivered my child in the hospital bench.”

Based on the findings some of project communications practices that influence the most were communicating to beneficiaries of the project though Door-to-door campaigns and the most effective method of communication used on maternal and child related health was relatives and friends.

4.8 Monitoring and evaluation practices and implementation of Maternal and child health projects by Safaricom.

Examining how monitoring and evaluation procedures affect the execution of Safaricom's maternal and child health projects, as stated in table 4.6, was the fourth objective.

Table 4.6 Monitoring and evaluation practices and implementation of Maternal and child health projects by Safaricom

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Types of M&E we used process monitoring in the initial stages of the project	32	4.00	5.00	4.0938	.29614
Types of M&E We used compliance monitoring to ensure compliance with local governmental regulations and laws, ethical standards	32	4.00	5.00	4.0625	.24593
Types of M&E We used context monitoring to identify and measure risks and assumptions, during the project cycle.	32	3.00	5.00	4.0000	.25400
Frequency of M & E the project was Monthly	32	2.00	4.00	2.9688	.30946
Frequency of M & E the project was Quarterly	32	2.00	4.00	3.9375	.35355
Frequency of M&E was annually	32	3.00	5.00	4.0000	.25400
We utilize M&E results to avoid project risk	32	3.00	5.00	4.0000	.25400
We utilize M&E results so that we are	32	4.00	5.00	4.0312	.17678

able to make on time based on the findings of M &E					
management helps in sharing the result of M&E	32	4.00	5.00	4.0625	.24593
Valid N (listwise)	32				

The findings in Table 4.10 shows majority of the respondent agreed (mean:4.0938 that the types of M&E used process monitoring in the initial stages of the project. A mean of 4.0625 agreed that the types of M&E used is compliance monitoring to ensure compliance with local governmental regulations and laws, ethical standards. A mean of 4.0000 agreed that types of M&E used is context monitoring to identify and measure risks and assumptions, during the project cycle. Majority of the respondents were in agreement (mean 4.0000) the frequency of M&E was annually. It was also observed that Safaricom utilized M&E results to avoid project risk, also to make on time based on the findings of M &E. A mean of 4.0625 of the respondents agreed that management helps in sharing the result of M&E. Based on these findings, it implies that Safaricom Plc has been monitoring maternal and child health projects from the phase one of the project to implementation of the projects. Interviewee no: 143, 157, 162 and 167 had this to say on challenges they encounter when using MCH facilities.

“Yes! Attitude from nurses”

“Yes! Because on admission am not given basic services like provision of basin etc”.

“Yes! On admission we share beds with other patients

No! I was given the wrong medication

Interviewee no: 133, 117, 125 and 140 had this to say

‘Of course, i encountered a lot of challenges when I visited the facility to deliver my child because I was not attending the ante natal clinic in that facility so the nurses were reluctant to attend to me I had to deliver my child on the hospital bench after which my child passed away due to nurses negligence.’

“Yes I encountered the challenge when I delivered a pre mature child who was to be kept in incubator and the nurses were so rude to me so I suffered emotional breakdown.”

“No, the nurse who attended me and my child was so friendly, supportive and she gave me the best services ever by ensuring that I understand every procedure I was to undertake and pros and cons associated with every procedure.”

This implies that when mothers give their feed backs on how they are treated by nurses and community health workers the M&E team does not give implement some of the complains that are raised by mothers.

4.9 Implementation of Maternal and child Health Project

To determine how much respondents agreed with the opinions given in each item, as indicated in Table 4.7, the mean of each item was calculated.

Table 4.7 Implementation of Maternal and child Health Project

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
The types of maternal and childcare projects initiated in Siakago have helped in reducing the rate of mortality rate in Embu county	32	4.00	5.00	4.9375	.24593
Over 50% of women in Embu County have benefited from maternal health interventions by Safaricom Foundation	32	4.00	5.00	4.9062	.29614
After the completion of the project in the county they have been improvement with 80% skilled deliveries, reducing the risk of maternal and infant mortality	32	3.00	5.00	4.9062	.39015
Valid N (listwise)	32				

The results in Table 4.5 show that a mean score of 4.9375 strongly agreed that the types of maternal and child care projects started in Siakago have assisted in reducing the rate of mortality in Embu County, a mean score of 4.9062 strongly agreed that over 50% of women in Embu County have benefited from maternal health interventions by Safaricom Foundation, and finally a mean of 4.9062 with a standard deviation of

0.39015 strongly agreed that after the coca plantation was established, the rate. Based on the findings this implies that the implementation process of the implementation of Maternal and child Health Project by Safaricom Plc has been successful. The project also has attained its intended purpose on ensuring that resident of Siakago can access maternal and child health services. Interviewee 1 and 2 had this to say on how they have benefited from MCH health facilities.

“I benefited from MCH health facilities by getting education on good nutrition practices to enable good growth of my fetus”

“I benefit by getting tested HIV infections and was educated on how to prevent passing the virus to my baby”

Interviewee 13 and 25 had this say respectively;

“Have never benefited from Maternal Child health Facilities since my First-born child I delivered at home assisted by a mid-wife.”

“No have never benefited from Maternal Child health Facilities since the health facilities are far from our homestead and there are issues on transport”

Interviewee 35 and 67 had this to say

“Yes it I have benefited because have been given a nutrition plan for my child when she was six months”

“Yes I have benefited because I was given family planning services”

Interviewee 45 and 100 had this to say;

“Yes was able to be given all immunization and vaccine at no cost”

“Yes I have benefited because when I was pregnant my child was breached and the gynecologist was able to re position the baby”

Interviewee no: 14 and 18 had this to say about seeking additional services for your herself and the child at the health facilities after delivery

“No! because the health facility is far from where I live and I don’t have financial resources for transportation means”.

“No! because I delivered at home and I didn’t know am supposed to visit the clinic”

Interviewee 100 and 109 had this to say respectively

‘yes, I seek family planning services for myself after delivery and the health practitioner was very detailed on explaining to me the types of family planning methods and their side effects and helped me to pick the most appropriate for me.’

‘Yes, I seek the services of my child immunization which were offered at no cost.’

Interviewee 27 and 48 had this to say respectively

‘Yes, I went to the health facility to seek medical checkup for my child who developed flu after we were discharged from the facility and I received the drugs.’

‘Yes, I went to the facility to seek help after I realized I have got infections from the wound which was stitched after delivery and I received treatment and medical advice on how to care for the wound.’

4.9 Correlation

The analysis revealed that independent variables had an effect on dependent variables.

This was achieved using the correlation of Pearson. The findings are shown in Table 4.11.

Table 4.8 Correlation

Correlations						
		Implementation of Maternal and child health Project	Project planning	Stakeholder engagement	Project communication	Monitoring and Evaluation
Implementation of Maternal and child health Project	Pearson Correlation	1	.740**	.983**	-.957**	-.342
	Sig. (2-tailed)		.000	.000	.000	.056
	N	32	32	32	32	32
Project planning	Pearson Correlation	.740**	1	.742**	-.553**	.295
	Sig. (2-tailed)	.000		.000	.001	.101
	N	32	32	32	32	32
Stakeholder engagement	Pearson Correlation	.983**	.742**	1	-.968**	-.403*
	Sig. (2-tailed)	.000	.000		.000	.022
	N	32	32	32	32	32
Project communication	Pearson Correlation	-.957**	-.553**	-.968**	1	.597**
	Sig. (2-tailed)	.000	.001	.000		.000
	N	32	32	32	32	32
Monitoring and Evaluation	Pearson Correlation	-.342	.295	-.403*	.597**	1

	ion					
	Sig. (2-tailed)	.056	.101	.022	.000	
	N	32	32	32	32	32
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

The results show a $r=0.740$ strong relation between the project planning and implementation of Maternal and Child Health Project's. It was also found that stakeholder involvement influenced strongly implementation of MCH projects ($r=0.983^{**}$).The research revealed a weak correlation ($r=-0.957^{**}$) between project communication and execution of the MCH projects. Finally, the research found poor correlation ($r=-0.342$) between M&E and implementation of MCH projects

4.10 Model Summary

Table 4.9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.670	.642	.38086
a) Dependent Variable; Implementation of maternal and child health projects.				
b) Predictors: (Constant); <i>Project planning, Stakeholder engagement, Project communication, Monitoring and Evaluation</i>				

According to the R2 statistic, the four independent variables (Project planning, Stakeholder engagement, Project communication, and Monitoring and Evaluation) studied account for 67% of the effects of project management practices on the execution of maternal and child health projects. As a result, other project management techniques not covered by this research account for 33% of the effects of the independent variables on the execution of maternal and child health projects.

4.12: ANOVA Model

Table 4.10: Anova

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.890	4	3.978	27.424	.000 ^b
	Residual	5.947	28	.145		
	Total	25.838	32			

a. Dependent Variable: Implementation of Maternal and Child health project
b. Predictors: (Constant); <i>Project planning, Stakeholder engagement, Project communication, Monitoring and Evaluation</i>

According to study results in ANOVA (Table 4.10), the coefficient of determination was significant, as shown by a F ratio of 27.424 and a p-value of 0.000.01. (level of significance). As a result, the model could accurately anticipate how mother and child health programs will be implemented with regard to project planning, stakeholder participation, project communication, monitoring, and evaluation.

4.13 Coefficient estimate

Table 4.11: Coefficient estimate

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.976	.651		1.499	.141
	Project planning	.575	.203	.335	2.827	.007
	Stakeholder engagement	.900	.163	.810	-5.536	.000
	Project communication	-.226	.169	-.141	1.332	.190
	Monitoring and evaluation	-.527	.167	-.305	-3.156	.003

a. Dependent Variable: Implementation of Maternal and Child health projects,

Regression analysis was used to further investigate the association between the quantitative data's results and the execution of a project on mother and child health.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha$$

Where: Y is the implementation of maternal and child health projects.

β_0 is the Y-intercept

X_1 is *Project Planning*

X_2 is *Stakeholder engagement*

X_3 is *project communication*

X_4 is *Monitoring and evaluation*

α is the Random error and it will be presumed to be 0.

The results in Table 4.14 demonstrate that stakeholder engagement had positive coefficients of the estimate that were statistically significant based on $t = 0.900$ (p-value = 0.000 less than 0.01), and project planning had positive coefficients of the estimate that were significant based on $t = 0.575$ (p-value 0.007 is less than 0.05). Project communication showed negative estimate coefficients, but these were not statistically significant (p-value = 0.190, which is higher than = 0.05) based on $t = -0.226$. Based on $t = -0.527$, monitoring and assessment had a statistically significant negative coefficient of the estimate (p-value = 0.003, which is less than = 0.05).

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research findings are summarized, discussed, and concluded in this chapter. It also makes recommendations and proposals for further research.

5.2 Summary of the Findings

According to Table 4.2's findings, there was a gender balance in the Safaricom staff, with 13 (52 percent) of the staff being male and 12 (48 percent) females. Four (57%) of the community health professionals were men and three (43%) were women. The majority of moms (44%) were between the ages of 31 and 40, the majority of community health workers (43%) were between the ages of 18 and 30, and the most of Safaricom employees (60%) were between the ages of 32 and 40. Mothers had an O level education in the majority (67%) of cases, community health workers had a diploma in the majority (29%) of cases, and Safaricom employees had undergraduate degrees in the majority (92%) of cases.

Based on research, it was discovered that project planning enhanced and encouraged institutional deliveries among the target demographic. Additionally, using project planning, Safaricom developed a budget that included enough money for community health worker training. It was discovered that educating mothers about the value of prenatal care and encouraging donors and sponsors to help fund the construction and equipment of at least maternity wings had an impact on how successfully MCH programs were carried out.

According to the results, door-to-door campaigns were the most successful way of reaching project recipients, and friends and family were the best channels for spreading information on maternal and child health.

The study also discovered that moms provide feedback on how nurses and community health professionals treat them, however the M&E team does not always act on all of the complaints made by mothers.

5.3 Discussion of research findings

In this section, the findings of this study are discussed in relation to other studies on project management methodologies and the implementation of mother and child health projects.

5.3.1 Implementation of maternal and child health projects

According to the report, Safaricom Plc's Maternal and Child Health Project has been successfully implemented. This was because the vast majority of moms commented favorably on the quality of the services they received at the Siakago health center. The project's goal of providing Siakago residents with access to maternity and child health services had been achieved. The results support the claims of mothers who said they had children at the Siakago MCH facility and had a positive experience. The results of this study are consistent with those of WHO (2019), which emphasizes the need of funding appropriate maternal-child health care initiatives because doing so will benefit Kenya's economy and directly lower poverty rates. Even while the Kenyan government has achieved some considerable progress toward achieving SDG target 3.1, which aims to dramatically lower maternal deaths and infant mortalities by 2030, many different factors have been at work. The government requests assistance from donors and well-wishers because it is unable to take all the necessary steps to improve MCH there.

5.3.2 Project planning and Implementation of maternal and child health projects

It was found out that project planning influenced positively $r=0.740$ between implementation of MCH project. The study found out that Safaricom Plc had planned well maternal and child health project from the first phase of the project cycle. By planning the project, it requires breaking it up into smaller tasks for the team to perform and achieve. In Nigeria, a study by Akande, Olagunju, Aremu and Ogundepo (2018) found that time planning system are critical in evaluation where predetermined standards are considered. With proper time planning in place, corrective measures are easily executed whenever implementation differs with the objectives of the project/.

5.3.3 Stakeholder engagement and Implementation of maternal and child health projects

Stakeholder engagement was found to influence implementation of maternal and child health projects ($r= 0.983^{**}$). The findings concur with those of Heravi, Coffey, and Trigunarsyah (2015) who found that active stakeholder participation in decision-making processes was crucial for the success of building projects in Malaysia. According to the research, the degree of stakeholder engagement was a key factor in

the success and completion of the majority of initiatives. Through the inclusion of important persons and skills that positively impacted the projects' performance, such approaches in the projects' activities effectively led to better project performance. The results are consistent with those of Nashira (2021), who discovered that stakeholder involvement is crucial during the implementation phase and that excluding them can result in future, unforeseen difficulties.

5.3.4 Project communication and Implementation of maternal and child health projects

The project communication and implementation of the maternal and child health project had a negative connection, or $r=-0.957^{**}$, according to the study. The research demonstrates that there were a few minor communication snags when communicating with project beneficiaries in the Safaricom Maternal and Child Health initiative. Additionally, throughout project execution, participants were unaware of the chain of command, which had an impact on the project. The study is comparable to one by Pilkington (2016), who claims that informal communication by less knowledgeable project managers has an adverse effect on other team members. Additionally, Amri & Marey-Pérez (2020) note that project managers must maintain continual communication with all parties involved in the project they are managing because face-to-face interactions frequently result in closer and better relationships than impersonal telephone calls. Afroze and Khan (2017) discovered that the success of a project in Ghana was directly impacted by the use of efficient communication methods.

5.3.5 Monitoring and evaluation and implementation of the maternal and child health projects.

There was a weak relationship $r=-0.342$ between M&E and implementation of MCH projects. The study found out that Safaricom Plc has been monitoring maternal and child health projects from the phase one of the project to implementation of the projects. However, the monitoring and evaluation was done annually. Key findings from your study should be presented. According to Marangu (2012) monitoring and evaluation of projects is significant to different partners and supporters, as it guarantees that identical projects are repeated elsewhere, yet they are performed by the same financial industry in the same regions. The results support the assertion made by Jili and Mthethwa (2016) that the monitoring and evaluation process should be treated seriously because it involves a sizable amount of decision-making power. The

likelihood of success, among other things, is increased by continuously tracking the project's development.

5.4 Conclusion

The study's findings revealed an excellent relationship ($r=0.740$) between the planning and implementation of the maternal and child health project. Implementation of MCH projects demonstrated a high positive connection ($r= 0.983^{**}$). Project communication had poor relationship $r=-0.957$ with implementation of MCH projects Furthermore, there was a weak link ($r=-0.342$) between the project's monitoring and evaluation and implementation of MCH projects. These findings imply that enhancing project management methods also enhances the execution of initiatives pertaining to mother and child health, and vice versa. The study found out that Project planning, Stakeholder involvement, Project communication, and Monitoring and Evaluation are responsible for 67 percent of the effects on MCH projects.

5.5 Recommendation

According to the study, Safaricom Plc should develop efficient communication strategies when carrying out its tasks. The report makes further recommendations for project management teams to ensure patient satisfaction, particularly for mothers using MCH facilities. The study further suggests giving Safaricom's project management teams more freedom to develop and carry out their plans independently of political and governmental interference. Finally, training should be provided to community health workers and Safaricom staff involved in the monitoring and assessment of MCH initiatives.

5.6 Suggestions for Further Study

One hospital was the only location for the study. Consequently, future studies should use a larger sample to increase the generalizability of results. Research should be conducted in other counties in addition to the Embu County where the current study was done to enable a deeper knowledge of the impact of project management methodologies on the successful execution of health projects in public hospitals.

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APPENDICES

Appendix I: Letters to facilitate data collection

A. Letter to University

The University of Nairobi

Nairobi, Kenya.

Dear Sir/Madam,

RE: Application for Approval to Conduct a Research on Safaricom Funded MCH Projects in Siakago Sub-County, Embu County

The mentioned topic matter is relevant. In order to partially meet the criteria for the University of Nairobi's Masters of Arts in Project Planning and Management degree, I am asking permission to do this research. With this approval, I'll be able to apply for the appropriate National Commission for Science, Technology, and Innovation permit (NACOSTI). I appreciate your attention in advance.

Sincerely,

Moindi Benard Nyakundi

REG. NO: L50/20589/2019

B. Letter to NACOSTI

National Commission for Science

Technology and Innovation,

P.O Box 30623 - 00100,

Nairobi, Kenya.

.....

Dear Sir/Madam,

**RE: Application for a Permit to Conduct a Research on Safaricom Funded MCH
Projects in Siakago Sub-County, Embu County**

The mentioned topic matter is relevant. The study contributes toward meeting the requirements for the University of Nairobi's Masters of Arts in Project Planning and Management degree. Please find the university's letter of approval for the research attached. I appreciate your attention in advance.

Sincerely,

Moindi Benard Nyakundi

REG.

NO:

L50/20589/2019

Appendix II:

QUESTIONNAIRE FOR SAFARICOM FOUNDATION STAFF AND COMMUNITY HEALTH OFFICERS ON THE IMPLEMENTATION OF MATERNAL AND CHILD HEALTH PROJECTS

This questionnaire gathers information to facilitate research on the above-referenced program. No identifying information is required on the document. You have a week from the date the questionnaire is handed to you to fill it in ready for collection by the research team. Contact the research team for any clarification using the provided contact details.

SECTION A: DEMOGRAPHIC INFORMATION

1) What is your gender?

A. Male []

B. Female []

2) What is your age?

A. 18-30 []

B. 31-40 []

C. Above 40 []

3) What is your highest academic qualification?

A. O-Level []

B. Diploma []

C. Undergraduate []

D. Postgraduate []

4) What is your role in the Safaricom MCH Project(s)? (Tick One)

A. Safaricom Staff []

B. Community Health Worker []

SECTION B: MATERNAL AND CHILD HEALTH PROJECTS UNDER SAFARICOM PLC

5) What are some of the maternal health care projects that are implemented by Safaricom plc in Embu County?

- a) Antenatal []
- b) Labour and Delivery[]
- c) Postnatal Care []
- d) All the above []

6 What are some of the child health care projects that are implemented by Safaricom plc in Embu County?

- a) Breastfeeding and Newborn care[]
- b) Immunization []
- c) Monitoring children who are at risk of delaying milestones by supporting them and their families []

7. Which ones are you involved in?.....

Do you think these projects have been effectively implemented? Yes/No

i) If No give reasons.....

ii) If yes show how each of the projects have successfully been implemented.....

8. Please score the following statements according to your level of agreement by checking the corresponding box in the table below (Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree).

Statement		1	2	3	4	5
a)	The types of maternal and child care projects initiated in Siakago have helped in reducing the rate of mortality rate in Embu county					
b)	Over 50% of women in Embu County have benefited from maternal health interventions by Safaricom Foundation					
c)	After the completion of the project in the county they have been improvement with 80% skilled deliveries, reducing the risk of maternal and infant mortality.					

SECTION C: PROJECT PLANNING

9. Kindly rate the statements by ticking (√) the appropriate scale of 1-5 among the following: 1= strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly agree.

Statement	1	2	3	4	5
The project aimed at;					

A	1) Reducing maternal and infant mortality 2) Providing access to maternal health, 3) Improving the state of referrals and equip community health workers with relevant skill						
B	The project aims to improve 1. the status of Ante Natal Check-ups, 2. Post Natal Check-ups 3. promote institutional deliveries amongst target group						
C	Safaricom established a budget; 1) Which had enough funds for medical equipment 2) Which had adequate funds for training the community health workers 3) construction of structures required by the MCHs Embu county						
D	There was; 1) Scope Management Plan in place for project staff 2) Schedule Management Plan in place for project team. 3) Risk Management Plan in Place for project stakeholders and the project management staff						
E	1) The project team's roles and duties were as follows: 2) Plan your project. 3) Control the components of the plan. 4) Assign work to key team members						

SECTION D: STAKEHOLDER ENGAGEMENT

9. Kindly rate the statements by ticking (√) the appropriate scale of 1-5 among the following:
 1= strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly agree.

Statement	1	2	3	4	5
a) We engaged the community members by asking them; 1) Status of health in Siakago					

	<p>2) challenges they face in health facilities</p> <p>Creating awareness on importance of</p> <p>3) Ante Natal Check-ups</p> <p>4) Post Natal Check-ups</p>					
b)	<p>We engaged donors/sponsors;</p> <p>1) build and equip at least maternity wings</p> <p>2) To help pregnant people in distant locations obtain medical facilities, give ambulances.</p> <p>3) Provide new delivery beds that's are adjustable in a number of positions which will not hurt mothers while they are delivering.</p>					
c)	<p>We engaged the following stakeholder holders</p> <p>1) County government of Embu</p> <p>2) Amref</p> <p>3) National governments</p> <p>4) Volunteers' community health workers</p>					

SECTION E – PROJECT COMMUNICATION

10. What are the most used communication channels by Safaricom plc during the implementation of maternal and health projects?

- a) Emails []
- b) Written letters and memos []
- c) Chats and messaging []
- d) Formal written documents []
- e) Physical meetings []
- f) Specify any other.....

11. Kindly rate the statements by ticking (√) the appropriate scale of 1-5 among the following: 1= strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly agree

Statement		1	2	3	4	5
a	<p>However, we did communicate with the project's beneficiaries; we did so through one-on-one meetings at MCH/ANC.</p> <p>1) Discussions in groups at MCH/ANC</p> <p>2) Brochures and pamphlets</p> <p>3) by way of other mothers</p> <p>4) Door-to-door advertising.</p>					
b	<p>Our chain of command during the project phase</p> <p>1) It Created accountability & Clarity</p> <p>2) slows down the decision-making process because of the long hierarchical chain</p> <p>3) Project teams was not aware of the realities and problems faced by those working at a lower level.</p> <p>4) JTV, radio, relatives, and friends, as well as healthcare professionals (doctors and nurses), were the most effective media for spreading information on maternal and child health.</p>					

SECTION F – MONITORING AND EVALUATION

12. Please indicate in the table below how much you agree or disagree with the following statements by marking the corresponding box with a tick (Key; 1 – Strongly Disagree, 2- Disagree, 3-Neutral, 4 –Agree and 5 – Strongly Agree

Statement	1	2	3	4	5

a)	<p>Types of M&E;</p> <ol style="list-style-type: none"> 1) We used process monitoring in the initial stages of the project. 2) We used compliance monitoring to ensure compliance with local governmental regulations and laws, ethical standards. 3) We used context monitoring to identify and measure risks and assumptions, during the project cycle. 					
b)	<p>Frequency of M & E the project was;</p> <ol style="list-style-type: none"> 1) Monthly 2) Quarterly 3) Annually 					
c)	<p>Utilization of M& E results;</p> <ol style="list-style-type: none"> 1) Our project avoids risk due to using M&E results 2) We make decisions on time-based on the findings of M&E 3) The management helps in sharing the results of the M&E. 					

13. What, in your opinion, are some of the difficulties encountered in evaluating and monitoring mother and child health projects?.....
.....
.....

15. Give suggestions on how you can deal with the challenges mentioned in question 14. to improve the implementation of maternal and child health projects
.....
.....
.....
.....

THANK YOU

Appendix III:

**INTERVIEW SCHEDULE FOR MOTHERS ON IMPLEMENTATION OF
MATERNAL AND CHILD HEALTH PROJECTS BY SAFARICOM'S**

A. DEMOGRAPHIC

1) What is your age?

- A. Below 18
- B. 18 – 25
- C. 26 - 35
- D. Above 36

2) What is your highest academic qualification?

- A. Class 8
- B. O-Level
- C. Diploma
- D. Undergraduate
- E. Postgraduate

3) Are you formally employed?

Yes or No

If yes where do you work.....

If no what do you do for a living?.....

4) a) How many children do you have

B. PROJECT RELATED

1) How have you benefited from MCH health facilities?

2) How many of your children have you delivered at the Safaricom funded MCH health facilities?

3) Do you seek additional services for your yourself and your child at the health facilities after delivery?

5) Have you been given an opportunity to give feedback on the services you receive at the facilities?

6) How does the management of the facilities communicate important details with you?

7) If there were other alternatives, would you still utilize the services of these facilities?

Overall, how have you benefited from MCH facilities?

8) Any challenges you encounter when using MCH facilities?

Give suggestions on how Safaricom can handle these challenges to enable more mothers to benefit from MCH facilities?

9) What is your overall rating of the services provided at the Safaricom funded MCH health facilities?

A. Excellent

B. Very good

C. Good

D. Satisfactory

Appendix IV: Research Workplan

TASK	MAR	APR	MAY	JUN	JUL	AUG	SEP
Proposal for research topic							
Approval of research topic							
Draft Research Proposal							

Final Research Proposal							
Request for defense of proposal							
Defense of Proposal							
Approval of research by UoN							
Obtain Permit from NACOSTI							
Data Collection							
Data Compilation							
Data Analysis							
Report, Conclusion and Recommendations							

Appendix V: Research budget

RESEARCH BUDGET

Activities	Quantity	Rate Ksh	Total Ksh
Proposal writing			
Proposal type setting	40 pgs * 10 cop	5	2,000
Printing proposal	40 pgs * 10 cop	10	4,000
Binding proposal	10 copies	100	1,000
Subtotal			7000
Pilot survey			
Production of questionnaires	30 copies	10	3,000
Transport cost (local)	4 people	1,000	4,000
Subsistence	4 people	1,000	4,000
Subtotal			11,000
Data collection			
Materials- Digital camera	1	20,000	20,000
Printing questionnaires	200	20	4,000
Transport	4 pple* 20 days	500	40,000
Subsistence	4 pple* 20 days	500	40,000
Subtotal			104000
Thesis writing			
Printing of thesis	10 cp*100pages	10	10,000
Binding	10 copies	1000	10,000
Subtotal			12000
Total cost			142000