INFLUENCE OF RESOURCE MOBILIZATION STRATEGIES ON SUSTAINABILITY OF MATERNAL HEALTH PROGRAMMES: THE CASE OF BEYOND ZERO CAMPAIGN, KENYA

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DECLARATION

This project is my own work and has not been previously presented in any other learning institution.

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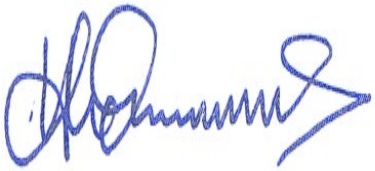
Signature:  Date: ____08/09/2023_____

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ABSTRACT

In Sub-Saharan Africa, the majority of women give birth in rural homes, and for every 10 infants born, 6% face birth-related mortality, or the mother loses her life during childbirth. Many surviving children encounter additional health challenges that are difficult to cope with. Without the essential maternal healthcare services provided by healthcare institutions in various regions, both mothers and children are at risk of losing their lives. This study aimed to investigate how resource mobilization strategies impact the sustainability of maternal health programs, focusing on the case of the Beyond Zero campaign in Kenya. Specifically, the study examined the influence of acquiring financial resources, obtaining physical resources, fostering community participation, and managing human resources on the sustainability of maternal health programs in Kenya. To conduct this research, a descriptive survey research method was employed. The study population comprised 142 staff members at various managerial levels working at the Beyond Zero campaign's headquarters in Nairobi. The selection of 107 respondents was done using stratified random sampling, with the sample size calculated using the Krejcie and Morgan formula. Primary data was collected for this study, and the primary data collection tool was a questionnaire. To ensure the questionnaire's validity, a pilot study was conducted. Quantitative data were analysed using descriptive statistics and SPSS (Version 25) to calculate percentages, means, standard deviations, and frequencies. For qualitative data, content analysis was used. Correlation analysis was employed to determine the strength of the relationship between the study variables, and multiple regression was conducted to assess the impact of resource mobilization strategies on the sustainability of maternal health programs, specifically in the context of the Beyond Zero campaign in Kenya. The findings of the study revealed that the Beyond Zero initiative acquires funds through an annual organization half-marathon, grants from international organizations and governments, and various other sources. However, it remained uncertain whether employees were required to provide volunteer support to the community, if employees' social attributes were considered during their recruitment, if employees received effective training for their tasks, and whether employees' personal attributes were taken into account during the hiring process. Additionally, it was unclear whether the Beyond Zero initiative acquired the materials needed for its operations, had appropriate buildings and offices for its activities, and ensured the proper allocation of materials to ensure efficient functioning. Furthermore, the study showed that community leaders were consulted during project planning. In terms of the factors influencing the sustainability of maternal health programs in Kenya, the research concluded that the acquisition of physical resources had the most significant impact (0.737), followed by community participation (0.733), while the acquisition of financial resources (0.650) had a slightly lower influence. Mapping human resources (0.383) had the least impact on the sustainability of maternal health programs in Kenya. Based on these findings, the study recommends that maternal health programs should collaborate with all stakeholders to mobilize resources for implementing their strategies effectively. Additionally, the study suggests conducting capacity-building sessions for program members and committee members to equip them with the necessary knowledge for designing and sustaining maternal health programs.

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ABBREVIATIONS/ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
APHRC	Africa Population Health Research Centre
AWDF	African Women's Development Fund
EU	European Union
HIV	Human Immunodeficiency Virus
HR:	Human Resource
MDG	Millennium Development Goal
SMOs	Social Movement Organizations
UNFPA	United Nations Population Fund
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The sustainability of a program is a crucial aspect frequently discussed by economists and international development organizations. It refers to a program's ability to continue delivering its intended benefits over an extended period (Armenia, Dangelico, Nonino & Pompei, 2019). Sustainability is achieved when a program can uphold its intended benefits even after receiving significant financial, technical, managerial, and external donor support (US Agency for International Development, 2018). The act of maintaining the institutions and benefits derived from the program to ensure they thrive beyond the project's conclusion is commonly known as "program sustainability" (UNFPA, 2018). Assessing whether the program's results can endure in the medium to long term without requiring additional external aid is a fundamental aspect of evaluating sustainability (UNFPA, 2018).

A program represents an effort where human, material, and financial resources are organized innovatively to achieve a specific set of objectives within defined time and cost constraints, aiming for positive quantitative and qualitative changes (Barasa & Jelagat, 2018). It can also be seen as the attainment of specific goals, requiring various resource-intensive activities and tasks. A program must adhere to predetermined guidelines and include specified start and end dates.

Oppong et al. (2019) have pointed out that numerous studies conducted worldwide have identified several factors contributing to maternal mortality, including inadequate referral treatment, limited access to emergency obstetric care, issues like haemorrhage, hypertension, anaemia, and prevalent diseases such as malaria during pregnancy. According to McFadden et al. (2020), the most commonly cited obstacles to skilled birth attendance include insufficient transportation (29%) and insufficient time to reach the delivery site (75%). Other potential barriers encompass a lack of trust in public institutions, higher healthcare costs, and cultural traditions, including home deliveries with traditional birth attendants. Factors influencing the use of maternity care include advanced maternal age, household wealth, education, low parity, and urban residence.

Additionally, Makuei, Abdollahian, and Marion (2020) have highlighted that the likelihood of maternal mortality among adolescent women is 1 in 3800 in industrialized nations compared to 1 in 150 in non-industrialized nations. Critical challenges contributing to maternal deaths include severe postpartum hemorrhage, sepsis or infections, hypertension, and unsafe abortions, accounting for 80% of all maternal fatalities. Despite the government's significant commitment to addressing this issue, Kenya still experiences a high maternal mortality rate (MMR).

Kenya's involvement in the WHO's Health21 initiative in 2012, despite poor service delivery, is noteworthy. To combat high rates of infant and maternal mortality, the first lady launched the Beyond Zero Campaign with mobile clinics in 2014. However, many counties still lack the necessary staff and operational equipment to run these clinics. Kenya announced a strategic framework for the First Lady's involvement in HIV reduction and the improvement of maternal, newborn, and child health as part of the "Beyond Zero campaign" on World AIDS Day in 2013 (Wako, Epiu & Otor, 2021). The framework focuses on five major areas: expanding HIV programs, securing funding for high-impact initiatives to improve maternal and child health and prevent HIV, engaging men as partners and catalysts for change, establishing community connections to address challenges in accessing HIV, maternity, and child health services, and providing guidance, recognition, and accountability to accelerate progress towards HIV, child health, and maternal goals (Mbuthia, 2020).

In Kenya, many women give birth at home and face various challenges. According to a study by the Africa Population Health Research Centre (APHRC) (2020), 68% of surveyed women believed there was no need to visit a medical facility for childbirth. Poor road conditions and security issues often hindered women from accessing medical facilities for childbirth. Women in labor at night faced significant risks when leaving their homes for a facility, leading them to give birth at home without the assistance of trained medical professionals and medical facilities.

As per the Kenya Demographic and Health Survey, 56% of women undergo home births, particularly in remote regions, and 44% of these deliveries lack medical assistance. In 2010, 92% of women who gave birth had received prenatal care, but only 47% had

received more than four visits (Masibo, Humwa & Macharia, 2020). The inaugural lady of Kenya, Margaret Kenyatta, introduced the Beyond Zero Campaign in January 2014 with the objective of enhancing maternal and child health within the nation. In alignment with the sustainable development goals established in September 2015, this initiative seeks to expedite progress toward MDGs, specifically numbers four (Child Mortality Reduction), five (Enhancing Maternal Health), and six (Combating Malaria and HIV/AIDS) (Supra, 2020). The Beyond Zero Campaign's mobile clinics provide vital medical services and also bolster pre-existing hospitals, referral networks, emergency services, and the distribution of crucial medical provisions like mosquito nets to underserved Kenyan communities that lack access to stationary health facilities.

As research from various countries in this context highlights, addressing the mortality rate remains a resource mobilization challenge. Mbuthia (2020) argues that collaboration among nations, communities, and supporters is essential to ensure program effectiveness and alignment with major national priorities. Thus, this study investigates the relationship between resource mobilization strategies and the sustainability of maternal health programs, using the Beyond Zero Campaign in Kenya as a case study.

1.2 Problem Statement

In Sub-Saharan Africa, a significant number of women give birth in rural homes, and according to a WHO (2019) study, six out of every ten newborns face the risk of dying due to delivery complications or maternal mortality associated with childbirth. Most surviving infants often grapple with additional health challenges that are challenging to address. The absence of essential maternal healthcare services, typically provided by healthcare institutions in many regions, contributes to maternal and child mortality. Kenya's national maternal health initiatives encompass vital components like family planning, prenatal care, HIV testing and counselling, skilled delivery, emergency obstetric care, postpartum support, and compliance with national healthcare policies (Mbuthia, 2020).

In Kenya, the government offers free healthcare, including maternal health services, for all children under the age of five in public hospitals. Despite this provision, child mortality and related deaths remain prevalent in numerous counties. To combat high rates

of infant and maternal mortality, the First Lady launched the Beyond Zero Campaign's Tolerance mobile clinics in 2014. However, the sustainability of the Beyond Zero Mobile Clinic project, which provides essential services to thousands of Kenyans, is now under scrutiny (Vurigwa, 2020).

Many of the Beyond Zero clinics in Kibera are failing to fulfil their intended purposes. An assessment conducted by the Metropolitan of the 11 Beyond Zero facilities established in the area revealed that only four are fully operational and providing services (Akwala, 2020). Three clinics are non-operational, and services are sporadically available at three others. Even though the operational clinics are equipped to handle most services, they still struggle to efficiently serve residents. Inadequate healthcare personnel and a lack of basic necessities such as laboratory supplies, water, and detergents pose significant challenges. The clinics require additional staff, including drivers, nurses, clinical officers, clerks, and lab technicians who work in shifts. Furthermore, there are substantial disparities in funding allocated by counties to these clinics, ranging from Sh2 million to Sh10 million annually (Mohamed, 2020). County coordinators of the program deem these funds insufficient and have called upon the national government for assistance in sustaining clinic operations.

Previous research (Riziki, Atera & Juma, 2019; Ndetaulwa, 2019; Lojock, 2021; Odenyo & James, 2018) has identified factors influencing project sustainability, such as inadequate financial reporting, collaboration challenges, and environmental impacts. However, no prior study has examined how resource mobilization strategies might impact the sustainability of maternal health programs. Therefore, this study aims to investigate the correlation between resource mobilization strategies and the sustainability of maternal health programs, using the Beyond Zero Campaign in Kenya as a case study.

1.3 Research Objectives

The study's purpose was to establish the influence of resource mobilization strategies on sustainability of maternal health programmes, the case of beyond zero campaign, Kenya. The study used the below specific objectives

i. To establish the influence of acquisition of financial resources on sustainability of maternal health programmes in Kenya

ii. To examine the influence of mapping human resources on sustainability of maternal health programmes in Kenya
iii. To establish the influence of acquisition of physical resource on sustainability of maternal health programmes in Kenya
iv. To determine the influence of community participation on sustainability of maternal health programmes in Kenya

1.4 Value of the Study

The research holds significant importance for the management of the Beyond Zero Campaign and the Ministry of Health, as it will provide insights into how resource mobilization strategies impact the sustainability of maternal health programs, including the Beyond Zero Campaign itself. This knowledge will enable them to develop effective resource mobilization strategies to improve the sustainability of these maternal health programs.

Furthermore, the findings will be valuable for policymakers within the Ministry of Health, offering them valuable insights into crafting policies that can enhance program sustainability through resource mobilization efforts. Additionally, the study's discoveries will hold considerable significance for future scholars and academics, serving as a foundational basis for further research in this field. These findings will contribute to the existing body of knowledge concerning the influence of resource mobilization strategies on the sustainability of maternal health programs.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines the existing body of literature concerning resource mobilization strategies and the long-term viability of maternal health programs. Additionally, it encompasses a theoretical framework and provides a concise overview of the literature that has been reviewed.

2.2 Theoretical Perspective

In most cases, theories are developed in order to explain, comprehend, and forecast a situation. They are also developed in order to challenge and even expand upon previously known knowledge while adhering to the strict possible bounding assumptions. According to Agarwal, Chakrabarti, Prabhu and Brem (2020), a theoretical framework is a set of supports or anchors for a research study's theory. He continues by saying that theoretical framework explains and introduces the theory that makes an effort to justify the research problem. This research was anchored on resource mobilization theory as well as theory of sustainability.

2.2.1 Resource Mobilization Theory

According to the Resource Mobilization Theory, which Buechler first proposed in 1995, a central professional faction within a social movement organization focuses on obtaining financial resources, winning support, grabbing media attention, asking for donations, forming partnerships with influential people, and enhancing the organization's structure. This focus on resource mobilization stems from the realization that social movements need resources to achieve their goals since dissent and complaints alone cannot result in significant societal change. The idea emphasizes how crucial it is for movement participants to be able to both gather resources and mobilize people in support of the movement's objectives.

According to McCarthy and Zald (2017), this theory, which depicts social movements as logical beings engaged in strategic behaviours and dependent on organizations for resource acquisition and mobilization augmentation, provides an important framework for comprehending social movements. This idea holds that social movement groups have a

specialized faction in charge of bringing in funding, media coverage, supporters, building connections with key individuals, and improving the organization's structure. Furthermore, this theory emphasizes that in order for social movements to be successful, the aforementioned resources are necessary, as complaints and unhappiness alone are insufficient to bring about the necessary societal reform. It operates under the assumption that people are logical decision-makers who analyze the benefits and drawbacks of joining a movement before acting. This theory also considers the problem of free-riders when movement goals take on the shape of public goods.

Although social movements work hard to accomplish their goals, this theory contends that their organizational structure is more important than the tools at their disposal. The partnerships and connections social movement organizations (SMOs) form with other organizations, including other SMOs, corporations, and governments, are seen as important resources in and of themselves since they increase efficacy.

It becomes crucial for project managers to quickly deploy the required resources in the world of project management. According to this idea, project committee members get advantages by taking part in the management of group projects, with an emphasis on the objectives of women's organizations. Exploring the relationship between resource mobilization and the longevity of initiatives started by women's groups is the main goal of this topic. It emphasizes how important it is to gather resources, both financial and non-financial, and to come up with creative ways to reduce financial resource expenditures, including defining an organization's human resource capabilities.

According to this view, people make logical decisions by weighing the advantages and disadvantages of joining a movement, joining only when the advantages outweigh the disadvantages. It sees social organizations as being driven by goals, giving the organization itself greater importance than the resources, which are seen as only a means to an end. This theory bears direct relevance to the present study, as it underscores the importance of interactions and relationships between community-based organizations and diverse stakeholders, encompassing other organizations, corporations, governmental bodies, the private sector, local communities, and well-wishers. In the effective execution of a community-based water project, various resource types are indispensable, and

efficient resource mobilization strategies, coupled with community contributions, emerge as pivotal factors that can influence the sustainability of maternal health programs, with a specific focus on the Beyond Zero Campaign in Kenya.

2.2.2 Theory of Sustainability

According to Felix Ekardt's 2009 introduction of the term "sustainability," the term refers to a worldwide economic and social system that may last for a considerable amount of time. As a result, it appears that the grandiose goal of "achieving justice across generations on a global scale—simultaneously" may become less important. The traditional idea that social, economic, and environmental policies should be taken seriously and coordinated across all temporal and geographical dimensions is not sufficient to describe sustainability (Ekardt, 2009). The social sciences-based approach on sustainable development offered by Ekardt includes societal transformation, equity, and governance. Here, the humanistic perspective is emphasized more than the natural sciences. Ekardt views sustainable development as a multifaceted set of challenges involving a variety of social-scientific and humanistic disciplines, including law, political science, sociology, economics, theology, psychology, and philosophy. He also sees it as the establishment of a long-lasting, universally applicable, and forward-looking way of life and economy.

Investments in poor areas might occasionally be seen as investments in the future, from a different angle on how opportunity and capital interact. According to economist Amartya Sen, generating possibilities now might result in future prospects, which in turn can boost economic growth. This theory supports in evaluating the viability of maternal health initiatives like the Beyond Zero Campaign by taking into consideration elements like project growth that has been quantified, financial stability, higher standards, and quantifiable increase in the program's beneficiary base.

Sustainability refers to a particular sort of economy and civilization that is long-lasting and capable of supporting itself on a global scale. The aim for "greater intergenerational and global justice simultaneously" runs the risk of losing sight of its revolutionary potential. Sustainability is a genuine attempt to achieve a harmonic balance between these

aspects rather than just making a superficial appeal to prioritize social, economic, and environmental policies irrespective of their temporal and geographical linkages.

2.3 Empirical Review

The following section presents literature on resource mobilization strategies and sustainability of programmes. Several research both globally and locally have been looked into as in the subsections below.

2.3.1 Sustainability of Maternal Health Programs

According to Armenia et al. (2019), sustainability refers to the possibility for a project's advantages to endure even after external funding has ended. Project sustainability, according to Mbuthia (2020), entails continuing to make progress up until preset goals are met. The capacity of a program to satisfy present requirements without jeopardizing its potential to fulfil future demands serves as a measure of its sustainability. Both authoritative leaders and the general public have an impact on the basis of sustainable initiatives, which may cause changes in attitudes and behaviours. According to Njuguna (2019), it would be erroneous to frame sustainability as being exact or simply defined because it already has some degree of ambiguity. The goal of sustainable development is to meet the needs and aspirations of the present without endangering those of the future (UN, 2018). It entails a transformational process where resource allocation, technical emphasis, investment choices, and institutional adjustments are in line with both present and future expectations.

The crucial part that community engagement plays in project execution and sustainability is emphasized by Jalan and Ravallion (2018). They contend that guaranteeing fair stakeholder engagement without prejudice based on power or position can lead to effectiveness. In order to maintain program sustainability, well-wishers and contributors must support project lifecycles with resources that have been gathered or made accessible. The advantages of development should be distributed in a more equitable and open manner, according to donors and program administrators (Fathalizadeh et al., 2022). In the same perspective, Schiuma, Schettini, Santarsiero, and Carlucci (2022) have stressed the need to move away from only raising living standards and toward raising general quality of life. This change would take place once growth really involves

everyone, is focused on the needs of others, and is governed by spiritual standards that place a high value on nurturing and caring. One of the numerous duties of competent project managers is effective management.

According to Leal Filho et al. (2021), the many changes in program execution make a knowledgeable administrative team necessary for the sustainability of programs. The lack of professionalism and managerial abilities among project implementers, together with their limited educational backgrounds and insufficient program management competence, are frequently blamed for project failure. To develop strong partnerships, leaders must commit their time, power, and resources in the initiative. Flexibility is essential in the activities and projects that leaders take on, as well as in how they view their own responsibilities and those of others (Guruge, Arhelger & Abhayasinghe, 2022). Effective leadership may play a variety of roles in community-based initiatives, but each one necessitates mutual respect and good working relationships between community members and professionals. Program management and sustainability are guaranteed by leadership.

The primary causes of project failure, according to Oppong et al. (2019), are improper institutional backing, unsustainable funding mechanisms, poor management systems, and a lack of expert help. They said that people involved in community-based projects frequently have strong cultural links and are unlikely to prevent their neighbors from taking use of the project's advantages. The sustainability of the project is influenced by this hope for project benefits. As emphasized by Makuei, Abdollahian, and Marion (2020), the influence of this inclusive culture on the efficacy of the services offered should be taken into account as it may also help nearby communities.

The lack of stakeholders and the community to take ownership of projects has put them in financial trouble, putting their sustainability and, as a result, their capacity to continue operations, according to McFadden et al. (2020). By integrating stakeholders whose interests and knowledge are essential to the project's success, maternal health initiatives can be sustained (Admassu, 2018). The amount of community support is a key factor in a program's development, execution, consolidation rates, and flexibility (UN, 2018). To ensure project sustainability, it is imperative that local communities are engaged from the very outset whendecisions arebeing maderegarding thetypeof project required.

2.3.2 Acquisition of Financial Resources and Sustainability of Maternal Health Programs

The availability of financial resources is essential to a project's long-term viability. According to Al Breiki and Nobanee (2019), it is crucial to entrust community members with money management in order for community initiatives to run well and be sustained. Participating the community in resource mobilization develops relationships with regional stakeholders and offers chances for mutual learning. By adopting a pro-poor strategy, improving project efficiency, and lowering the chance of failure, Kuchia and Mburugu (2019) demonstrate how participatory resource mobilization procedures provide real advantages. Building confidence and sustaining the commitment of individual community project participants depend heavily on transparency (Habiyaremye, Kruss, & Booyens, 2020).

Beneficiaries tend to exhibit higher responsibility and openness in their operations when they actively engage in the financial administration of community projects, according to management committees. Resources including employees, equipment, and financing are crucial for the successful project implementation process. These resources may be obtained both internally and externally, frequently with the help of stakeholders or community contributions. The successful administration of community-based projects through open communication is a key component of resource mobilization as a strategic process (Tantoh, Simatele, Ebhuoma, Donkor & McKay, 2021). Lack maintenance is typically regarded as the major reason projects fail since it is frequently caused by lack money. Benefits from a project cannot be sustained without enough resources, including financial, human, natural, and technological ones. Benefits cannot last beyond the project's lifespan unless these resources are transferred to or made available by the relevant host nation organizations (Karami, Kasim, & Ojala, 2022). Development initiatives frequently contribute financial resources as well as frequently people and technical resources (Karami, Kasim & Ojala, 2022).

According to Lutempo (2022), sustainability may be attained over time by keeping adequate financial resources in stable circumstances. This implies that investments in other resource categories, such as natural resources, can make up for a decline in financial resources. Solow's theory states that by continuing to provide a steady stream of financial

resources, it is possible to achieve sustainability over time in terms of continuous use per person. The assumption made by this theory is that different types of other resources may be perfectly substituted.

By increasing an organization's flexibility and independence in the execution, direction, and management of its projects, Barasa and Jelagat (2018) contend that diversifying project financing choices can lessen its dependency on foreign money. A company's project management may be facilitated and its long-term sustainability improved by finding and developing new financing sources in light of the intense competition for few resources.

Revenue from an organization's commercial activity can be used to increase its financial resources. The viability of a project may be in jeopardy if money is not provided for its execution (Armenia, Dangelico, Nonino, & Pompei, 2019). However, the ability of a project to persist might be impacted by different financing sources. The creation of local resources is essential for boosting sustainability, as claimed by Wako et al. (2012), especially when external funding from donors declines, is delayed, or turns out to be insufficient.

2.3.3 Mapping Human Resources and Sustainability of Maternal Health Programs

In order to achieve significant improvements in performance measures, such as return on investment, cost reduction, time efficiency gains, and service quality, human resource mapping includes a comprehensive revamp of key HR procedures (Etukudo, 2019). This procedure helps to improve role clarity, speed handoffs, cut down on redundancy, and enable overall HR transformation. It also helps to clarify HR organizational design and size. It includes a range of assets, including capabilities, talents, and skills. Organizations can find alternate and more effective resources for their planned initiatives by using a human resource map. By mapping out outmoded processes and technology, it can also result in the development of novel ways (Submitter et al., 2021).

Santoso, Sitorus, Batunanggar, Krisanti, Anggadwita, and Alamsyah (2021) assert that organizations may save money by using member-provided services, such training, rather than employing outside specialists, by acknowledging the capabilities of community members. Localizing fundraising initiatives and fostering community participation may

give the neighbourhood a sense of optimism and power. The sustainability of these initiatives may be improved by identifying each member's strengths within groups, institutions, and the society at large.

Effective financial management within an organization is made simpler when staff members have the essential skills, talents, attitudes, and assistance, as stated in the UN (2018) article. It emphasizes that everyone in the company contributes to making sure that initiatives are sustained. Utilizing human resources more broadly to mobilize an organization's required resources decreases the dependency on external resources and increases internal resources. Huang et al. (2022) claim that mapping human resources reveals the best practices for guaranteeing the sustainability of initiatives. It is crucial to include these procedures into resource mobilization to make sure that crucial duties are carried out efficiently and cohesively.

Organizations' most complex processes are managed by human resource teams, who frequently need the cooperation or participation of several teams or departments. These procedures are essential to the organization's overall business strategy because they affect candidate and employee experiences and guarantee that it has the talent necessary to achieve its objectives (Cooke, Cooper, Bartram, Wang & Mei, 2019).

Using a variety of cultural, structural, and people strategies, human resource management is a unique approach to employment management that aims to obtain a competitive edge by the strategic deployment of a highly devoted and talented staff (Gerhart & Feng, 2021). It is clear that effective management of human resources is essential to running modern businesses. Practices in human resource management are essential for success at institutions of higher learning. These practices cover, among other things, employee relations, recruiting and placement, training and development, performance evaluation, remuneration and benefits, and so on. Although operationalized through factors including labor turnover, employee work satisfaction, employee empowerment, and employee job commitment, this study primarily focuses on resourcing techniques, reward management, and training and development to boost performance. According to academics, hiring high-potential workers does not always ensure that they will perform well (Macke & Genari, 2019).

Organizations need confidence that their investment in training will pay off in the form of increased productivity because it is an expensive activity. In order to provide a whole package, the idea of total rewards stresses blending inner and extrinsic motivators. Employees that achieve their performance goals are recognized and rewarded through the use of performance-related remuneration (Amrutha & Geetha, 2020). When people perceive their job to be intrinsically fascinating, difficult, and significant, chances for responsibility, autonomy, development, and growth are created that generate intrinsic motivation.

Sedyastuti, Suwarni, Rahadi, and Handayani (2021) create measuring scales for each specified HR practice to address the difficulty of grouping varied HR activities and provide a more specialized approach. In order to address this issue, Margherita (2022) organizes 27 HR activities into six major categories. These categories include hiring and selection, manpower planning, job design, training and development, quality circles, and compensation schemes. Professionals frequently have conflicting feelings about performance reviews, ratings, and evaluations. While some people find the process satisfying, others believe it to be less noteworthy.

Performance management basically entails examining an employee's performance over a certain time period and determining how they stack up against their peers in the same category. Because they have the potential to turn other resources (such cash, equipment, processes, and materials) into output (products or services), human resources are a source of competitive advantage. While rivals may copy resources like cash and technology, human resources are distinctive. Werdhiastutie, Suhariadi, and Partiwi (2020) assert that people are a crucial component of an organization's flexibility and adaptability.

2.3.4 Acquisition of Physical Resources and Sustainability of Maternal Health Programs

According to Ying, Hassan, and Ahmad (2019), having the proper physical assets is crucial for every business to fulfil its long-term goals. These resources include a range of things, such as effective communication routes, a good working atmosphere, and reliable information systems. The purchase of physical resources is sometimes seen as the most expensive part of resource mobilization among these variables. Therefore, before

beginning any activities, project managers should perform a thorough examination of their needs.

A corporation must combine a number of elements, like as labour, capital, energy, materials, and information, in the process of producing goods or services. The sustainability of a company's operations is strongly impacted by this integration (Walz, Cooper, Reid, Baechle, Akelian & Alfano, 2022). Since it is necessary to provide the required goods and services, labour—which includes the efforts of both volunteers and employees—is a crucial component (Schaufeld & Schaufeld, 2021). Their study suggests that the most important ingredient in generating these commodities or services is capital, which might take the form of tools and machinery. The organization's sustainability and operational range may be increased by ensuring that it has access to all of these essential resources.

The effective use of these resources is the basis of physical resource management in the building industry. Construction supplies, machinery, and inventories are tangible resources that are essential. For a project to be successful, it is crucial to have a sufficient supply of physical resources (Masibo, Humwa, & Macharia, 2020). Physical resources are long-term assets that account for a sizeable amount of a company's overall assets, hence the effectiveness of the physical resource management system has a direct impact on effective control. This system needs specific data on usage, location, status, and user performance. Keeping a minimal stock on hand is also essential for lowering both surplus inventories and shortages (Supra, 2020).

The main takeaway is that physical resource management is a process that integrates the coordination, supervision, and execution of activities connected to the flow of machinery, equipment, and building materials. Benefits can be increased by putting in place a reliable and open physical resource management system. The procedures needed to manage physical resources must be well-understood by every member of organizations, agencies, enterprises, and businesses. As part of their duties at work, they should constantly improve their understanding of these techniques. This will guarantee that businesses run efficiently (Vurigwa, 2020).

To accomplish their goals, projects must properly use their physical resources (Mbuthia, 2020). These physical assets need to be well-maintained and kept in tidy, secure areas within businesses. Even when people launch their own companies, they still need to rely on physical resources such the structures, furnishings, fittings, infrastructure, tools, gadgets, equipment, technology, vehicles, and other supplies needed to properly carry out organizational responsibilities.

For projects to obtain physical resources, competent financial management is also necessary. When making purchases, implementing modifications, or performing repairs or services by hiring repair personnel or service providers, financial resources are crucial (Mohamed, 2020). Physical resources are essential for carrying out different activities, boosting productivity, and raising profitability. For instance, when it comes to article writing, those entrusted with conducting research and creating articles require technological tools like computers, as well as physical resources like paper, pencils, books, articles, and different reading materials. It is obvious that physical resources make it easier to carry out job obligations in a systematic manner. These resources have a vital role in helping people overcome obstacles (Akwala, 2020). Utilizing machinery, tools, gadgets, and technology speeds up work completion, causing people to feel satisfied and fulfilled.

2.3.5 Community Participation and Sustainability of Maternal Health Programs

Participating in the community is a dynamic process that gives communities the ability to take charge of their decision-making. Actively involving communities in their own development has various benefits. It first makes sure that any proposed development closely reflects the demands of the community and takes into account local knowledge. Additionally, it promotes the development of local capacity for carrying out other projects and maintaining facilities. Additionally, it supports fair benefit distribution and lowers costs (UN, 2018).

According to Jalan and Ravallion (2018), the importance of community involvement in resource mobilization is closely related to the ideas of project ownership and sustainability. Resources are needed for community initiatives to meet ongoing expenses for system upkeep and operation. Depending on the particular conditions and abilities of

project stakeholders, the type of resource mobilization may change. This is consistent with the claims made by Armenia et al. (2019), who contend that resource mobilization is not limited to money donations and may also include in-kind gifts, labour, and locally produced materials. Community members may provide financial, labour, material, or equipment contributions or take part in project-related meetings and decision-making in the context of water delivery (Fathalizadeh et al., 2022). Schiuma, Schettini, Santarsiero, and Carlucci (2022) stress the need of project beneficiaries contributing work, time, money, and materials in order to break the cycle of passivity and reliance.

According to Harvey and Reed (2017), community participation is a process that gives communities the power to decide for themselves. Participation is defined by Leal Filho et al. (2021) as a strategy for learning and strengthening civic abilities. Community engagement, according to Oppong et al. (2019), include neighbours responding to issues, sharing their opinions on matters that impact them, and taking charge of making improvements in their area. An initiative's level of support from the community has a big impact on how quickly it takes off, how successful it is, how easily it may change with the times, and how it responds to new developments.

As a result, it is critical to include the local community in decision-making throughout the course of a project. Sustainability may be greatly improved by carefully evaluating their participation and selecting the required people at each project stage. According to McFadden et al. (2020), community support improves project effectiveness. They stress the significance of contacting the community during project conception, including project beneficiaries in project execution management, or working together to improve sustainability.

According to Makuei, Abdollahian, and Marion (2020), community engagement in development ensures that planned projects are in line with local requirements, include local knowledge, stimulate grassroots capacity-building, distribute benefits fairly, and help save costs. However, it is crucial to recognize that both process facilitators and participants must make significant time and resource expenditures in order to engage in meaningful involvement. The community engagement process may be compromised by pressure to achieve concrete outcomes, which is frequently gauged by time and cost

savings. Unfortunately, leaders in the public opinion as well as developers gauge development success by how quickly concrete outcomes may be obtained (Admassu, 2018).

Al Breiki and Nobanee (2019) propose that household engagement in resource mobilization may be used as a measure of water demand. A project that mobilizes community resources is one that responds to the needs of the community, as opposed to programs where community engagement is minimal. Community contributions include monetary gifts, gifts in kind, and labor provided in return for services, and they ought to be correlated with the expenses of delivering various service levels (Tantoh et al., 2021). The amount of community support given to a project's resources directly impacts how well it performs.

Effective outcomes via participation require significant time and resource expenditures from all parties engaged. The community engagement process may be jeopardized by the pressure to provide results quickly, which is frequently motivated by shortened schedules and expenses. Unfortunately, the pace of concrete outcomes is frequently used by public opinion leaders as a measure of development success, in addition to developers (Habiyaremye, Kruss, & Booyens, 2020). Additionally, Kuchia and Mburugu (2019) discovered that in Sub-Saharan Africa, even if groups are initially successful in project development, they might not have the contacts or material means to continue their work. In-depth research on tank management in South India by Lutempo (2022) led to similar results, underscoring the enduring significance of an effective governmental apparatus in addition to engaged community engagement.

2.4 Conceptual Framework

Independent study variable was resource mobilization whose particular aspects comprised of community participation, mapping HR, acquisition of financial resources, and acquisition of physical resource. The dependent variable was sustainability of sustainability of maternal programmes.

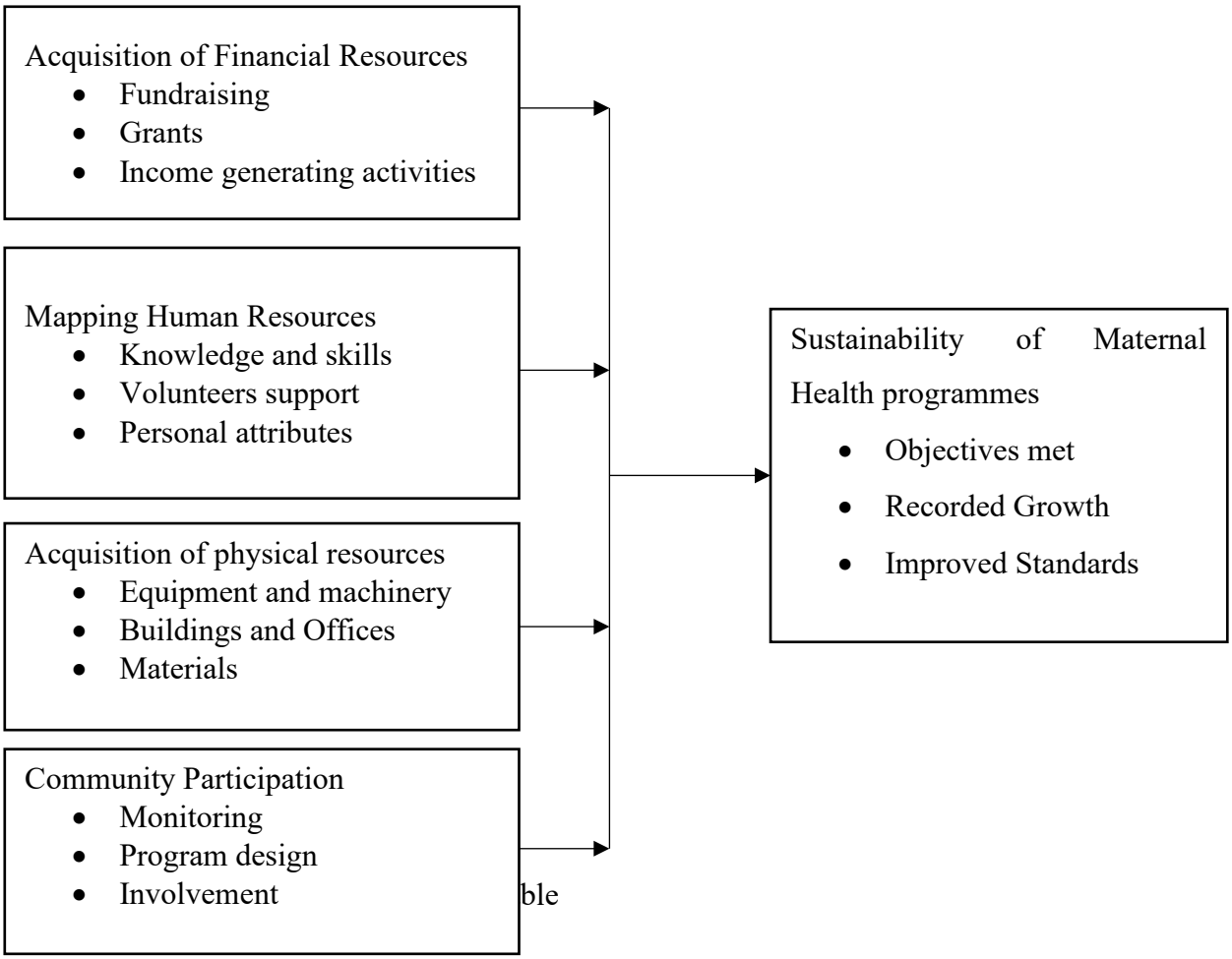

Figure 2.1: Conceptual Framework

2.5 Summary of Empirical Review

The main challenge of programme management is to accomplish all programme goals while honouring unforeseen events and preconceived constraints. Numerous elements, which can be broadly categorized as organizational, human, and environmental factors, affect the sustainability of programs. However, a comprehensive list of the variables influencing program sustainability is lacking. From the literature reviewed there is evidence that suggest that resource mobilization strategies have significant influence in the sustainability of programmes. This study therefore assessed the relationship between resource mobilization strategies and sustainability of maternal health programmes, the case of beyond zero campaign, Kenya.

Table 2. 1: Summary of Empirical Review

Author	Focus of the Study	Research Method	Findings	Knowledge Gap	Focus of the Current Study
Riziki, Atera and Juma (2019)	Influence of resource mobilization on sustainability of community water projects in Kakamega County	Explanatory survey design was used	The study concluded that resource mobilization significantly influences sustainability of community water projects in Kakamega County.	The study focused on community water projects	The study focused on maternal health programmes in Kenya, specifically beyond zero campaign
Ndetaulwa (2019)	The Influence of Resource Mobilization on the Sustainability of Community Water Projects: A Case Study of Makilenga	This study employed case study research design	The findings revealed that, adequate financial resources for sustainability of Makilenga water project can be achieved when there are adequate internal sources of revenues such as water charges and retained earnings.	The study used a different research design	The study utilized the descriptive survey research design
Lojock (2021)	Resource mobilization strategies and sustainable livelihoods among the pastoral	The study was anchored on pragmatic philosophical underpinning and	The study showed that the Turkana County government has developed resource	The study focused on a different aspect than the current	The study focused on the aspect of sustainability of maternal health

	communities in Turkana, Kenya	applied mixed methods research design	maps and protected resource sites.	study	programmes
Odenyo and James (2018)	Influence of Resource Mobilization on Sustainability of Women Group Projects in Vihiga County	Descriptive and explanatory research designs were used in this study.	The variables namely acquisition of financial resources, mapping human resources, acquisition of physical resources and community participation were regressed and the study findings showed that all independent variable significantly and positively influenced the sustainability of women group projects in Vihiga County, Kenya.	The study focused on Women Group Projects	The study focused on maternal health programmes in Kenya, specifically beyond zero campaign

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology to be utilized in the study. It also delineates the research design, the target population, the approach to sampling, the determined sample size, the data collection procedure, the assessment of research tools for validity and reliability, and ultimately, the approach to data analysis.

3.2 Research Design

In this research, the descriptive survey research method was employed. According to Kumar (2018), this study method is suitable for gathering, condensing, presenting, and interpreting data in order to provide explanation. According to Snyder (2019), the descriptive survey research approach can produce credible results from a small sample size that can be extrapolated to a wider population. Moreover, it is an appropriate choice as it facilitates population-level generalizations and enables the investigation of correlations between variables. This research design was instrumental in gathering self-reported and descriptive information concerning resource mobilization strategies and the sustainability of maternal health programs, specifically focusing on the case of the Beyond Zero Campaign in Kenya.

3.3 Target Population

As per Kumar (2018), the target population refers to a well-defined or specified group of individuals, objects, households, organizations, services, elements, or occurrences that are the subject of investigation. This target population should align with the research criteria and exhibit homogeneity. According to Hair, Page, and Brunsveld (2019), the target population should possess distinctive characteristics that allow for the generalization of the study's conclusions.

The study focused on employees based at the beyond zero campaign headquarters in Nairobi as the target population. This target population was categorized into different managerial levels, including low-level management, middle-level managers, and top-level management. The study population comprised a total of 142 staff members across various managerial tiers employed at the beyond zero campaign headquarters.

Table 3.1: Population

Level	Frequency	Percentage
Low Level Management	70	49
Middle Level Management	59	42
Top Management	13	9
Total	**142**	**100**

Source: HR Records (2021)

3.4 Sample Size and Sampling Procedure

3.4.1 Sampling Procedure

To gain insights into the entire population, researchers select a limited number of individuals or items for examination, as explained by Pandey and Pandey (2021). In this study, a sample of 107 respondents was chosen using stratified random sampling. The sample size was calculated using the Krejcie and Morgan formula. Random sampling is commonly employed to minimize sampling errors within the population, thus enhancing the precision of all estimation methods employed, as emphasized by Haraldsen (2023).

3.4.2 Sample Size

This is the portion of target population chosen for the research (Mohajan, 2018). Krejcie and Morgan (1970) table was deployed in this study to establish sample size from study population. The selection formula is as follows:

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

Where: S = Sample size required

X = Z value (e.g. 1.96 for 95 percent confidence level)

N = Size of the Population

P = Population proportion (0.5 (50 percent)

d = Degree of accuracy (5 percent), expressed as a ratio (.05);

X = 1.96; N = 142; P = 50 percent and d = 5%

Sample size (S) is as follows:

$$S = \frac{1.96^2 * 142 * 0.5 * 0.5}{(0.05^2 * 141) + (1.96^2 * 0.5 * 0.5)}$$

S=107

The sample size was 107 out of 142 employees, which represented 75.4% of target respondents.

Table 3.2: Sample Size

Level	Frequency	Proportion	Sample Size
Low Level Management	70	75.4%	53
Middle Level Management	59	75.4%	45
Top Management	13	75.4%	10
Total	**142**	**75.4%**	**107**

Source: Researcher (2023)

3.5 Data Collection Instruments

The major data gathering method used for this study was questionnaires, which were also used as the primary data collection instrument. The purpose of the questionnaire was to elicit particular information from the respondents as well as background data. The researcher's decision to employ a questionnaire was appropriate for this study since it allowed for comfortable meeting times and distribution to respondents while taking into account their work schedules. A semi-structured questionnaire was employed in the research. Additionally, secondary sources, including published materials, data from other sources, and annual reports, were used to supplement the information gathered.

3.5.1 Pilot Testing

Pilot study was conducted as part of the research to pre-test and validate the questionnaire. Prior to doing the research "pilot test" is performed to evaluate the design, methods, and/or instrument. To find and eliminate errors, it entails running a preliminary test on the tools and procedures used for data collecting. Pilot testing is done to determine whether the research design and tools are accurate and appropriate (Ørngreen & Levinsen, 2017).

The goal of pilot testing was to ascertain implementation and design errors as well as serve as a stand-in for the collection of data from a probability sample. A pilot study was done among 11 respondents selected randomly from target population to evaluate the questionnaires' validity as well as reliability in gathering the necessary data. Respondents used in pilot study was excluded from final study.

3.6 Validity and Reliability

3.6.1 Validity of Research Instrument

The extent to which the instrument assesses under study constructs is indicated by the instrument's validity (Flick, 2020). Content validity was used since it gauges how accurately the sample of test's items reflects what it is intended to measure. Based on research questions, the researcher created a questionnaire. By discussing the research tools with a subject-matter expert together with my supervisor, validity was confirmed. The researcher was capable of identifying questions that require editing as well as those with ambiguities from the discussion. After that, the completed survey was printed as well as distributed to the respondents so that data may be gathered.

3.6.2 Reliability of Research Instrument

The question of the reliability of questionnaires concerns the accuracy and consistency of a study's findings. This term is often used to evaluate whether the measures employed in business principles remain consistent. Various factors, such as the respondents' level of knowledge, can impact the study's reliability. Additionally, factors like a respondent's current state of fatigue, stress, or attitudes toward the questionnaire or interview can significantly influence the study's reliability (Bresler & Stake, 2017).

Reliability is particularly crucial in quantitative research. In quantitative research, the focus is often on the stability of a measurement. To assess the reliability of the findings, this study will utilize Cronbach's alpha methodology based on internal consistency. Cronbach's alpha measures the correlation between measurable items and their average, resulting in a reliability coefficient that ranges from 0 to 1. Test scores falling between 0.8 and 0.9 are considered suitable for clinical decision-making, while tests with a reliability score of 0.7 or higher are considered reliable for research purposes (Fletcher, 2017).

3.7 Data Collection Procedures

Data collection is the process of recruiting participants and obtaining the necessary data for a study, and the methods employed for data acquisition can vary based on the study's design (Nayak & Singh, 2021). To introduce the research to the participants, the researcher obtained an introductory letter from Nairobi University, and a researcher's permit was secured from NACOSTI, granting permission to collect data. Additionally, the research objectives were communicated to the participants, and those willing to participate provided their consent by signing a consent form.

In this study, self-administered questionnaires were used for data collection. Research assistants were also employed to assist in data collection using a drop-and-pick-later technique. Respondents were given one week to complete the questionnaires to ensure they had sufficient time for their responses. To facilitate this process, the researcher maintained a register of distributed questionnaires for each research assistant. Strict control and oversight were maintained to ensure that the questionnaires distributed to the assistants were duly returned, thereby maximizing the return rate of the distributed questionnaires.

3.8 Data Analysis Techniques

Quantitative data analysis was conducted using descriptive statistics and SPSS (Version 25), and the results were presented in the form of percentages, standard deviations, frequencies, and means. The data was visually represented through tables and also described in narrative form. The utilization of SPSS (Version 25) for presenting research findings involved aggregating respondents' responses, calculating response variance percentages, and analysing and interpreting the data in line with the research objectives and assumptions. Content analysis was employed to analyse qualitative data.

To assess the degree of relationship between two variables, correlation analysis, as suggested by Snyder (2019), was employed. The researcher conducted correlation analysis to determine the strength of association among the study variables. Additionally, multiple regression analysis was performed to assess the relationships between these variables. The regression equation will be:

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

Where: Y = Sustainability of Maternal Health Programmes

X_1 = Acquisition of financial resources

X_2 = Mapping HR

X_3 = Acquisition of physical resources

X_4 = Community Participation

β_0 = Constant, β_1 to β_4, are coefficients of variables,

ε = estimated error of regression model

3.9 Operationalization of Variables

Operational variables describe how a particular variable is defined and measured.

Table 3.3: Operationalization of Variables

Variables	Nature of Variable	Indicators	Measurement Scale	Data Collection tool	Data analysis methods
Sustainability of Maternal Health programmes	Dependent Variable	• Objectives met • Recorded Growth • Improved Standards	Ordinal	Questionnaire	Correlation analysis Multiple regression analysis Content analysis
Acquisition of Financial Resources	Independent Variable	• Grants • Fundraising • Income generating activities	Ordinal	Questionnaire	Correlation analysis Multiple regression Analysis Content analysis
Mapping Human	Independent Variable	• Knowledge and skills	Ordinal	Questionnaire	Correlation analysis

Resources		• Personal attributes • Volunteers support			Multiple regression analysis Content analysis
Acquisition of physical resources	Independent Variable	• Offices and Buildings • Materials • Equipment and machinery	Ordinal	Questionnaire	Correlation analysis Multiple regression analysis Content analysis
Community Participation	Independent Variable	• Monitoring • Program design • Involvement	Ordinal	Questionnaire	Correlation analysis Multiple regression analysis Content analysis

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study gathered primary data by distributing questionnaires to the selected participants. This section of the report presents the research findings, conducts an analysis of these results, and offers an overview of the analysis outcomes. The primary objective of this investigation was to assess the impact of resource mobilization strategies on the sustainability of maternal health programs, with a focus on the Beyond Zero campaign in Kenya. The researcher has included tables that condense the aggregated responses provided by the participants.

4.2 Response Rate

Out of the 107 questionnaires distributed by the researcher, only 83 were completed and returned. This resulted in a response rate of 77.4%, which aligns with Creswell and Poth's (2016) recommendation of a substantial response rate for meaningful statistical analysis, as they suggest a minimum threshold of 50%.

Table 4. 1: Response Rate

Response	Frequency	Percentage
Response	83	77.4
No response	24	22.6
Total	**107**	**100.0**

4.3 Reliability Analysis

To assess the reliability of the questionnaires, a pilot study was conducted. Following that, a reliability analysis was performed using Cronbach's Alpha, a measure of internal consistency that determines whether specific items within a scale are measuring the same underlying construct. According to Bryman and Bell (2020), the accepted threshold for the Alpha value is 0.7.

Table 4. 2: Reliability Analysis

	Cronbach's Alpha	Decision
Acquisition of financial resources	0.858	Reliable
Mapping human resources	0.863	Reliable
Acquisition of physical resource	0.773	Reliable
Community participation	0.831	Reliable
Sustainability of maternal health programmes	0.822	Reliable

For each aim, which served as a scale, Cronbach's Alpha was determined. With an Alpha value of 0.863, "Mapping Human Resources" was found to be the most reliable scale, followed by "Acquisition of Financial Resources" (0.858), "Sustainability of Maternal Health Programs" (0.822), and "Community Participation" (0.831). With an Alpha rating of 0.773, "Acquisition of physical resources" was the least trustworthy. These findings suggest that all five variables were trustworthy because their Alpha values all above Saunders' (2011) suggested reliability threshold of 0.7. As a result, it can be said that the study instrument was trustworthy and did not need to be modified.

4.4 Background Information

In this research, information was gathered from various categories of participants, taking into consideration their gender, length of tenure within the organization, and their roles or positions within the organization. This data was essential for evaluating the respondents' suitability for addressing the questionnaire's inquiries and for gauging the reliability of the information they supplied.

4.4.1 Respondents' Gender

The respondents were requested to indicate their gender. Their responses were as shown in Table 4.3.

Table 4.3: Respondents' Gender

	Frequency	Percent
Male	49	59.6
Female	34	40.4
Total	**83**	**100.0**

According to the results, a majority of the participants, accounting for 59.6%, were male, while 40.4% were female. This suggests that the data collection process was not biased based on gender, as respondents from both genders were included in the study without discrimination.

4.4.2 Respondents' Position in the Organization

The respondents were asked to indicate the position that they occupy at the organization. Their responses were presented in Table 4.4.

Table 4. 4: Distribution of Respondent by Position in the Organization

	Frequency	Percent
Top level manager	14	16.3
Middle level manager	36	43.9
Low level manager	33	39.8
Total	**83**	**100.0**

Based on the results, 43.9% of the participants held middle-level management positions, 39.8% were in low-level management roles, and 16.3% were in top-level management positions. These findings indicate that all the respondents were employees of the beyond zero campaign and were well-equipped to understand and provide trustworthy information about the research topic.

4.4.3 Duration Working in the Organization

The respondents were requested to indicate the period they have been working with the beyond zero campaign. Their responses were as shown in Table 4.5.

Table 4. 5: Duration Working in the Organization

	Frequency	Percent
1-4 years	14	17.4
5-9 years	36	43.8

Above 10 years	32	38.8
Total	**83**	**100.0**

Based on the results, 43.8% of the participants reported that they had been employed by the beyond zero campaign for 5-9 years, 38.8% had a tenure of over 10 years, and 17.4% had worked there for 1-4 years. This suggests that a significant portion of the respondents had substantial experience working with the beyond zero campaign, enabling them to have a good grasp of the research topic and provide reliable information.

4.5 Acquisition of Financial Resources

The research sought to determine the impact of acquisition of financial resources on the sustainability of maternal health programs in Kenya. Respondents were requested to express their agreement level regarding statements concerning how acquisition of financial resources affects the sustainability of maternal health programs in Kenya. The participants' responses were documented in Table 4.6.

Table 4. 6: Influence of Acquisition of Financial Resources on Sustainability of Maternal Health Programmes In Kenya

Statements	**SD F (%)**	**D F (%)**	**N F (%)**	**A F (%)**	**SA F (%)**	**Mean**	**Std. Dev.**
The Beyond Zero initiative gets funding from different sources	9 (10.4)	1 (0.6)	0 (0.0)	35 (43.6)	38 (45.4)	4.129	0.687
The Beyond Zero initiative acquire funds through grants by international organizations and governments	0 (0.0)	0 (0.0)	0 (0.0)	36 (42.9)	47 (57.1)	4.571	0.997
The Beyond Zero initiative acquire funds from sponsors like Safaricom	11 (12.9)	14 (17.2)	15 (18.4)	40 (47.9)	3 (3.7)	3.123	0.643
The beyond Zero initiative	13	16	13	41	0	2.988	0.655

acquire funds from well-wishers	(16.0)	(19.0)	(15.3)	(49.7)	(0.0)		
The beyond zero initiative gets funding from the government	13 (16.0)	11 (12.9)	16 (19.0)	35 (41.7)	9 (10.4)	3.178	0.757
The Beyond Zero initiative acquires funds through organization half-marathon annually	0 (0.0)	0 (0.0)	0 (0.0)	32 (38.0)	51 (62.0)	4.620	0.987
The Beyond Zero initiative usually carry out fundraising to acquire funds	12 (14.1)	13 (16.0)	13 (16.0)	85 (52.1)	3 (1.8)	3.117	0.646
Combined mean and the standard deviation						**3.675**	**0.767**

Table 4.6 presents the combined mean and standard deviation for the acquisition of financial resources and its impact on the sustainability of maternal health programs in Kenya, which are 3.675 and 0.767, respectively. With a combined standard deviation of 0.767, it indicates that there was relatively low variation in the scores around the mean, resulting in more stable findings. Regarding the combined mean of 3.675, it implies that the majority of respondents agreed that the acquisition of financial resources contributes to the greater sustainability of maternal health programs in Kenya. Specifically, the items with mean scores exceeding the combined mean of 3.675 were as follows: The Beyond Zero initiative secures funds through an annual organization half-marathon (mean=4.620), The Beyond Zero initiative obtains funds through grants from international organizations and governments (mean=4.571), and The Beyond Zero initiative receives funding from various sources (mean=4.129). Conversely, the items with mean scores below the combined mean of 3.675 included: the beyond zero initiative gets funding from the government (mean=3.178), the Beyond Zero initiative acquire funds from sponsors like Safaricom (mean=3.123), the Beyond Zero initiative usually carry out fundraising to acquire funds (mean=3.117), and the Beyond Zero initiative acquire funds from well-wishers (mean=2.988).

Respondents were also asked about how the acquisition of financial resources influences the sustainability of maternal health programs in Kenya. They emphasized that every project should be meticulously planned in accordance with a budget, aligning project objectives with the allocated financial resources to achieve those objectives.

4.5.1 Regression Analysis of Acquisition of Financial Resources and Sustainability of maternal health programmes

The first hypothesis was tested to satisfy requirements of the first objective of the study.

H_{01}: There is no significant relationship between acquisition of financial resources and sustainability of maternal health programmes

$y= \alpha+\beta_1 X_1+e$

Where; Y= sustainability of maternal health programmes;

α= constant,

β_1= beta coefficient,

X_1= acquisition of financial resources;

e= error term

Table 4. 7: Model Summary for Acquisition of financial resources and Sustainability of maternal health programmes

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.541[a]	0.293	0.284	0.961

a. Predictors: (Constant), Acquisition of financial resources

Source: Researcher (2023)

Table 4.7 found that the R-Square value is 0.293, which indicates that acquisition of financial resources explains 29.3% of the variation in the dependent variable (sustainability of maternal health programmes in Kenya).

Table 4. 8: ANOVA for Acquisition of Financial Resources and Sustainability of maternal health programmes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.995	1	30.995	33.541	1.28E-07[b]
	Residual	74.851	81	0.924		
	Total	**105.846**	**82**			

a. Dependent Variable: sustainability of maternal health programmes
b. Predictors: (Constant), acquisition of financial resources
Source: Researcher (2023)

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.8 revealed that the model had predictive value and thus was significant. This was because its p-value <5%, p=1.28E-07 and F $(_{1,\ 81})$ = (33.541) >F value = (3.9589).

Table 4.9: Coefficients of Acquisition of Financial Resources and Sustainability of maternal health programmes

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.422	0.23		14.878	0.000
	Acquisition of financial resources	0.65	0.216	0.541	3.009	0.003

a. Dependent Variable: sustainability of maternal health programmes
Source: Researcher (2023)

The established model for the study was:

$$Y= 3.422+ 0.65X_1$$

Where: Y= sustainability of maternal health programmes in Kenya

X_1= acquisition of financial resources

The regression equation above has established that taking independent variables to be constant, sustainability of maternal health programmes in Kenya were 3.422. The findings presented also show that increase in the acquisition of financial resources leads to 0.65 increase in the score of sustainability of maternal health programmes in Kenya if all other variables are held constant. This variable was significant since the p-value 0.003<0.05, and therefore the hypothesis that there is no significant relationship between acquisition of financial resources and sustainability of maternal health programmes, was rejected.

4.6 Mapping Human Resources

The study aimed to investigate the impact of mapping human resources on the sustainability of maternal health programs in Kenya. Respondents were asked to express their level of agreement with statements concerning the influence of mapping human resources on the sustainability of maternal health programs in Kenya. The results are displayed in Table 4.10.

Table 4. 10: Influence of Mapping Human Resources on Sustainability of Maternal Health Programmes In Kenya

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev.
Employees in the Beyond Zero initiative are skilled	0 (0.0)	0 (0.0)	0 (0.0)	38 (45.4)	45 (54.6)	4.546	0.999
Employees in the Beyond Zero initiative are talented	1 (1.8)	1 (1.2)	1 (1.8)	1 (1.8)	78 (93.3)	4.834	0.687
Employees are involved in mobilizing resources	12 (14.7)	9 (11.1)	12 (14.7)	11 (13.5)	38 (46.0)	3.650	0.505
Employees are trained to perform their tasks in an effective manner	18 (22.1)	10 (12.3)	14 (16.6)	10 (12.3)	31 (36.8)	3.295	0.591
Employees social attributes are considered when hiring them	15 (18.4)	13 (16.0)	12 (14.7)	15 (17.8)	27 (33.1)	3.313	0.522
Employees personal attributes are considered when hiring	16 (19.6)	15 (18.4)	11 (13.5)	14 (17.2)	26 (31.3)	3.221	0.536
Employees are required to provide volunteers support to	14	12	13	11	33	3.436	0.536

the community	(17.2)	(14.1)	(16.0)	(13.5)	(39.3)	
Combined mean and the standard deviation						**3.756 0.625**

Table 4.10 displays that the combined mean and standard deviation for mapping human resources and the sustainability of maternal health programs in Kenya are 3.756 and 0.625, respectively. With a combined standard deviation of 0.625, this indicates that there was relatively low variation in scores around the mean, resulting in greater stability of the findings. The combined mean of 3.756 suggests that the majority of respondents agreed that mapping human resources contributed significantly to the sustainability of maternal health programs in Kenya. Items with mean scores higher than the combined mean of 3.756 included: employees in the Beyond Zero initiative are talented (mean=4.834), and employees in the Beyond Zero initiative are skilled (mean= 4.546). Items with mean scores below the combined mean of 3.756 were as follows: employees are involved in mobilizing resources (mean=3.650), employees are required to provide volunteers support to the community (mean=3.436), employees social attributes are considered when hiring them (mean=3.313), employees are trained to perform their tasks in an effective manner (mean=3.295), and employees personal attributes are considered when hiring (mean=3.221).

Furthermore, respondents were asked to indicate how else mapping human resources influences the sustainability of maternal health programs in Kenya. They mentioned that mapping human resources helps projects gain a better understanding of the specific roles needed for a particular project and aids in recruiting candidates who are the best fit for those roles. It also assists in identifying any necessary training and understanding relevant rules and regulations.

4.6.1 Regression Analysis of Mapping Human Resources and Sustainability of maternal health programmes

The second hypothesis was tested to satisfy requirements of the second objective of the study.

H_{02}: there is no significant relationship between mapping human resources and sustainability of maternal health programmes

$y= \alpha+\beta_2X_2+e$

Where; Y= sustainability of maternal health programmes;

α= constant,

β_2= beta coefficient,

X_2= mapping human resources and;

e= error term

Table 4.11: Model Summary for Mapping Human Resources on Sustainability of maternal health programmes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.262[a]	0.069	0.057	0.642

a. Predictors: (Constant), Mapping human resources

Source: Researcher (2023)

Table 4.11 found that the R-Square value is 0.069, which indicates that mapping human resources explain 6.9% of the variation in the dependent variable (sustainability of maternal health programmes in Kenya).

Table 4.12: ANOVA for Mapping human resources on Sustainability of maternal health programmes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.456	1	2.456	5.958	1.68E-02[b]
	Residual	33.39	81	0.412		
	Total	**35.846**	**82**			

a. Dependent Variable: sustainability of maternal health programmes

b. Predictors: (Constant), Mapping human resources

Source: Researcher (2023)

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.12 revealed that the model had predictive value and thus was significant. This was because its p-value <5%, p=1.68E-02 and $F_{(1, 81)}$ = (5.958) > F value (3.9589).

Table 4.13: Coefficient of Mapping human resources and Sustainability of maternal health programmes

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.281	0.254		12.917	0.000
	Mapping human resources	0.383	0.162	0.262	2.364	0.019

a. Dependent Variable: sustainability of maternal health programmes

Source: Researcher (2023)

The established model for the study was:

$$Y= 3.281+ 0.383X_2$$

Where: -Y= sustainability of maternal health programmes in Kenya

X_2= mapping human resources

The regression equation above has established that taking independent variables to be constant, sustainability of maternal health programmes in Kenya were 3.281. The findings presented also show that increase in the mapping human resources leads to 0.383 increase in the score of sustainability of maternal health programmes in Kenya if all other variables are held constant. This variable was significant since the p-value 0.019<0.05, and therefore the hypothesis that there is no significant relationship between mapping human resources and sustainability of maternal health programmes, was rejected.

4.7 Acquisition of Physical Resource

The research aimed to determine how the acquisition of physical resources impacts the sustainability of maternal health programs in Kenya. Respondents were requested to express their agreement levels regarding statements related to the influence of acquiring physical resources on the sustainability of maternal health programs in Kenya. The results have been documented in Table 4.14.

Table 4. 14: Influence of Acquisition of Physical Resource on Sustainability of Maternal Health Programmes In Kenya

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev.
The Beyond Zero initiative has buildings and offices where operations are carried out	12 (14.1)	16 (19.0)	15 (17.8)	9 (10.4)	32 (38.7)	3.405	0.502
The Beyond Zero initiative has acquired equipment needed to conduct its operations	10 (11.7)	10 (11.7)	12 (14.1)	12 (14.1)	40 (48.5)	3.761	0.948
The Beyond Zero initiative acquire materials needed to conduct its operations	11 (13.5)	15 (18.4)	10 (12.3)	15 (17.8)	32 (38.0)	3.485	0.984
The Beyond Zero initiative provides good workspace for its workers	5 (5.5)	6 (6.7)	6 (6.7)	8 (9.2)	60 (71.8)	4.350	0.699
The Beyond Zero initiative has established good communication systems to ensure efficient communication	0 (0.0)	0 (0.0)	0 (0.0)	35 (41.7)	48 (58.3)	4.583	0.525
Information systems are used to store important information in the initiative	0 (0.0)	0 (0.0)	1 (1.2)	41 (49.7)	41 (49.1)	4.479	0.283
Materials are properly allocated to ensure effective functioning of the initiative	13 (16.0)	10 (11.7)	14 (16.6)	36 (42.9)	11 (12.9)	3.252	0.495

Combined mean and the standard deviation	**3.902**	**0.634**

Table 4.14 displays the combined mean and standard deviation for mapping human resources and their impact on the sustainability of maternal health programs in Kenya, which are 3.902 and 0.634, respectively. A combined standard deviation of 0.634 suggests that there was minimal variation in scores around the mean, indicating greater stability in the findings. With a combined mean of 3.902, it can be inferred that a majority of respondents agreed that mapping human resources contributed to the greater sustainability of maternal health programs in Kenya.

Items with mean scores exceeding the combined mean of 3.902 included the Beyond Zero initiative's establishment of effective communication systems for efficient communication (mean=4.583), the utilization of information systems to store important data within the initiative (mean=4.479), and the provision of suitable workspace for initiative staff (mean=4.350). Conversely, items with mean scores below the combined mean of 3.902 encompassed the Beyond Zero initiative's acquisition of necessary operational equipment (mean=3.761), procurement of essential materials for operations (mean=3.485), availability of buildings and offices for operational purposes (mean=3.405), and the allocation of materials to ensure effective functioning of the initiative (mean=3.252).

Additionally, respondents were asked to describe further ways in which the acquisition of physical resources influences the sustainability of maternal health programs in Kenya. They emphasized that physical resources significantly contribute to creating a conducive work environment, which is essential for optimal job performance and overall improvement in the structure of organizations, agencies, companies, and businesses.

4.7.1 Regression Analysis of Acquisition of Physical Resource and Sustainability of maternal health programmes

The third hypothesis was tested to satisfy requirements of the third objective of the study.

H_{03}: there is no significant relationship between acquisition of physical resource and sustainability of maternal health programmes

$$y= \alpha+\beta_3 X_3+e$$

Where; Y= sustainability of maternal health programmes;

α= constant,

β_3= beta coefficient,

X_3= Acquisition of physical resource and;

e= error term

Table 4.15: Model Summary for Acquisition of physical resource and Sustainability of maternal health programmes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.649[a]	0.422	0.418	0.581

a. Predictors: (Constant), Acquisition of physical resource

Table 4.15 found that the R-Square value is 0.422, which indicates that acquisition of physical resource explain 42.2% of the variation in the dependent variable (sustainability of maternal health programmes in Kenya).

Table 4.16: ANOVA for Acquisition of physical resource on Sustainability of maternal health programmes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.404	1	40.404	59.029	3.15E-11[b]
	Residual	55.443	81	0.684		
	Total	**95.847**	**82**			

a. Dependent Variable: sustainability of maternal health programmes

b. Predictors: (Constant), Acquisition of physical resource

Source: Researcher (2023)

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.16 revealed that the model had predictive value and thus was significant. This was because its p-value p<0.05%, p=3.15E-11 and F $(_{1, 81})$ = (59.029) was significantly larger than the critical F value = 3.9589.

Table 4.17: Coefficients of Acquisition of Physical Resource and Sustainability of maternal health programmes

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.746	0.268		13.978	0.000
	Acquisition of physical resource	0.737	0.268	0.649	2.750	0.006

a. Dependent Variable: sustainability of maternal health programmes
Source: Researcher (2023)

The established model for the study was:

$Y= 3.746+ 0.737X_3$

Where: -Y= sustainability of maternal health programmes in Kenya

X_3= Acquisition of physical resource

The regression equation above has established that taking independent variables to be constant, sustainability of maternal health programmes in Kenya were 3.746. The findings presented also show that increase in the acquisition of physical resource leads to 0.737 increase in the score of sustainability of maternal health programmes in Kenya if all other variables are held constant. This variable was significant since the p-value 0.006<0.05, and therefore the hypothesis that there is no significant relationship between acquisition of physical resource and sustainability of maternal health programmes, was rejected.

4.8 Community Participation

The research sought to assess the impact of community participation on the sustainability of maternal health programs in Kenya. The respondents were requested to express their agreement levels regarding statements concerning the influence of community participation on the sustainability of maternal health programs in Kenya. The outcomes are presented in Table 4.18.

Table 4. 18: Influence of Community Participation on Sustainability of Maternal Health Programmes In Kenya

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev.
The community is involved in the design of the Beyond Zero initiative	0 (0.0)	0 (0.0)	0 (0.0)	35 (41.7)	48 (58.3)	4.583	0.495
The community is involved in the decision making in the Beyond Zero initiative	12 (14.7)	16 (19.0)	14 (17.2)	35 (42.3)	6 (6.7)	3.074	0.215
The community is involved in the monitoring of the Beyond Zero campaign	15 (17.8)	12 (14.1)	14 (16.6)	40 (47.9)	3 (3.7)	3.055	0.218
The community makes uses of the services provided by the Beyond Zero campaign	11 (12.9)	13 (16.0)	14 (16.6)	43 (51.5)	3 (3.1)	3.160	0.138
The community leaders are consulted during project planning	0 (0.0)	0 (0.0)	0 (0.0)	35 (42.3)	48 (57.7)	4.577	0.496
The community is involved in the half-marathon to support the Beyond Zero campaign	0 (0.0)	0 (0.0)	0 (0.0)	34 (41.1)	49 (58.9)	4.589	0.494
The community is involved in the management of the clinics initiated by the Beyond Zero campaign	12 (14.7)	16 (19.0)	17 (20.2)	38 (46.0)	0 (0.0)	2.976	0.116
Combined mean and the standard deviation						**3.716**	**0.310**

Table 4.18 displays the combined mean and standard deviation for community participation and the sustainability of maternal health programs in Kenya, which are 3.716 and 0.325, respectively. A low combined standard deviation of 0.325 suggests that there was minimal variation in scores around the mean, indicating greater stability in the findings. With a combined mean of 3.716, it signifies that the majority of respondents concurred that community participation contributed to the enhanced sustainability of maternal health programs in Kenya.

Items with mean scores surpassing the combined mean of 3.716 included: community involvement in the Beyond Zero campaign's half-marathon support (mean=4.589), community participation in the design of the Beyond Zero initiative (mean=4.583), and consultation with community leaders during project planning (mean=4.577). Conversely, items with mean scores below the combined mean of 3.716 were: the community's utilization of services provided by the Beyond Zero campaign (mean=3.160), community involvement in decision-making within the Beyond Zero initiative (mean=3.074), community participation in the monitoring of the Beyond Zero campaign (mean=3.055), and community involvement in the management of clinics initiated by the Beyond Zero campaign (mean=2.976).

Furthermore, respondents were asked to describe how community participation influences the sustainability of maternal health programs in Kenya, and they emphasized that community participation enhances visibility, understanding of issues, and empowers communities to have a say in decisions that impact their lives.

4.8.1 Regression Analysis for Community Participation and Sustainability of maternal health programmes

The fourth hypothesis was tested to satisfy requirements of the fourth objective of the study.

H_{04}: there is no significant relationship Community participation and sustainability of maternal health programmes

$y= \alpha+\beta_4X_4+e$

Where; Y= sustainability of maternal health programmes;

α= constant,

β_4= beta coefficient,

X_4= Community participation and;

e= error term

Table 4.19: Model Summary for Community participation and Sustainability of maternal health programmes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.695[a]	0.483	0.476	0.965

a. Predictors: (Constant), Community participation

Source: Researcher (2023)

Table 4.19 found that the R-Square value is 0.483, which indicates that community participation explain 48.3% of the variation in the dependent variable (sustainability of maternal health programmes in Kenya).

Table 4.20: ANOVA for Community participation and Sustainability of maternal health programmes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.404	1	70.404	75.590	3.20E-13[b]
	Residual	75.443	81	0.931		
	Total	**145.847**	**82**			

a. Dependent Variable: sustainability of maternal health programmes

b. Predictors: (Constant), Community participation

Source: Researcher (2023)

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.20 revealed that the model had predictive value and thus was significant. This was because its p-value <5%, p=3.20E-13 and F ($_{1, 81}$)=(75.590) >F value (3.9589).

Table 4. 21: Coefficients for Community participation and Sustainability of maternal health programmes

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.346	0.268		12.485	0.000

Community participation	0.733	0.168	0.695	4.363	0.000

The established model for the study was:

$Y= 3.346+ 0.733X_4$

Where: -Y= sustainability of maternal health programmes in Kenya

X_4= Community participation

The regression equation above has established that taking independent variables to be constant, sustainability of maternal health programmes in Kenya were 3.346. The findings presented also show that increase in the community participation leads to 0.733 increase in the score of sustainability of maternal health programmes in Kenya if all other variables are held constant. This variable was significant since the p-value 0.000<0.05, and therefore the hypothesis that there is no significant relationship between community participation and sustainability of maternal health programmes, was rejected.

4.9 Sustainability of Maternal Health Programmes in Kenya

The respondents were tasked with expressing their agreement levels regarding statements pertaining to the sustainability of maternal health programs in Kenya. The results were presented in Table 4.22.

Table 4. 22: Sustainability of Maternal Health Programmes in Kenya

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev.
The Beyond Zero initiative has been able to achieve financial strength	9 (11.0)	0 (0.0)	0 (0.0)	32 (38.7)	42 (50.3)	4.172	0.715
The Beyond Zero initiative has been recording growth	10 (12.3)	11 (13.5)	17 (20.2)	23 (28.2)	21 (25.8)	3.417	0.832
The objectives of our projects are always met	10 (12.3)	11 (12.9)	13 (16.0)	26 (31.9)	22 (27.0)	3.485	0.840

The Beyond Zero initiative has attained enhanced standards	7 (8.0)	3 (3.1)	0 (0.0)	34 (40.5)	40 (48.5)	4.184	0.640
Am satisfied with financial resources we have in running the organizations projects	9 (11.0)	0 (0.0)	5 (6.1)	27 (32.5)	42 (50.3)	4.110	0.747
Our projects have better social accessibility	0 (0.0)	0 (0.0)	0 (0.0)	31 (36.8)	52 (63.2)	4.632	0.984
We have increased profits from the projects we run	9 (10.4)	11 (13.5)	5 (6.1)	20 (24.5)	38 (45.4)	3.810	0.903
Combined mean and the standard deviation						**3.973**	**0.809**

Table 4.22 presents data indicating that the combined mean and standard deviation for the sustainability of maternal health programs in Kenya are 3.973 and 0.809, respectively. The combined standard deviation of 0.809 implies that there is a low variation of scores around the mean, indicating greater stability in the findings. With a combined mean of 3.973, it suggests that the majority of respondents are in agreement that there has been an improvement in the sustainability of maternal health programs in Kenya. Items that have means exceeding the combined mean of 3.973 include: the projects have better social accessibility (mean=4.632), the Beyond Zero initiative has attained enhanced standards (mean=4.184), the Beyond Zero initiative has been able to achieve financial strength (mean=4.172), and they were satisfied with financial resources they have in running the organizations projects (mean=4.110). On the other hand, items with mean scores lower than the combined mean of 3.973 include: they have increased profits from the projects we run (mean=3.810), the objectives of their projects are always met (mean=3.485), and the Beyond Zero initiative has been recording growth (mean=3.417).

CHAPTER FIVE: SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

The research aimed to assess the impact of financial resource acquisition on the sustainability of maternal health programs in Kenya. The findings revealed that the Beyond Zero initiative secures funds through its annual organization half-marathon, grants from international organizations and governments, and various other sources. However, it remained uncertain whether the initiative receives funding from the government, sponsors such as Safaricom, conducts fundraising activities, or receives support from well-wishers.

The study aimed to investigate the influence of mapping human resources on the sustainability of maternal health programs in Kenya. The results indicated that employees within the Beyond Zero initiative were identified as talented and skilled individuals who actively participate in resource mobilization efforts. Nevertheless, it was unclear whether employees were expected to provide volunteer support to the community, whether their social attributes were taken into consideration during the hiring process, whether they received effective training for their tasks, and whether their personal attributes played a role in the hiring decisions.

The research aimed to determine the impact of acquiring physical resources on the sustainability of maternal health programs in Kenya. The findings demonstrated that the Beyond Zero initiative had established effective communication systems, utilized information systems for data storage, provided suitable workspaces for its employees, and procured the necessary equipment for its operations. However, it remained uncertain whether the initiative acquired the materials needed for its operations, possessed dedicated

buildings and offices for its activities, and allocated materials effectively to ensure the initiative's efficient functioning.

The study sought to establish the influence of community participation on the sustainability of maternal health programs in Kenya. The results indicated that the community actively engaged in supporting the Beyond Zero campaign through participation in the half-marathon and contributing to the design of the Beyond Zero initiative. Additionally, community leaders were consulted during project planning. However, it remained uncertain whether the community utilized the services provided by the Beyond Zero campaign, participated in decision-making within the initiative, played a role in monitoring the Beyond Zero campaign, or engaged in managing the clinics initiated by the Beyond Zero campaign.

5.3 Discussion of the Findings

This section entails further literature discussions on the findings of each variable. The objectives discussed were community participation, mapping HR, acquisition of financial resources, and acquisition of physical resource and sustainability of maternal programmes.

5.3.1 Acquisition of Financial Resources and Sustainability of Maternal Health Programmes

The research uncovered that the Beyond Zero initiative secures funds through its annual organization half-marathon, as well as through grants provided by international organizations and governments, and from various other sources. Al Breiki and Nobanee (2019) stressed the need of giving community members financial management duties to guarantee the successful operation and maintenance of community projects. They pointed out that community involvement in the resource mobilization process enhances relationships with local stakeholders and communities while presenting chances for learning from one another. According to Kuchia and Mburugu (2019), participatory resource mobilization techniques increase project performance, place a focus on a pro-poor strategy, and lower the likelihood of failure.

The study also identified uncertainty regarding whether the Beyond Zero initiative receives funding from the government, sponsors such as Safaricom, engages in fundraising activities, or benefits from well-wishers. Resources encompass various

elements, including people, equipment, and funds. According to Tantoh, Simatele, Ebhuoma, Donkor, and McKay (2021) efficient management of community-based initiatives via open communication is the foundation of resource mobilization as a strategic process. According to Lutempo (2022), sustainability may be attained over time by keeping adequate financial resources under stable conditions. This implies that investments in other resource types, such as natural resources, can compensate for a decline in financial resources.

5.3.2 Mapping Human Resources and Sustainability of Maternal Health Programmes

The study confirmed that employees in the Beyond Zero initiative possess talent, skills, and actively engage in resource mobilization. According to Santoso, Sitorus, Batunanggar, Krisanti, Anggadwita, and Alamsyah (2021), utilizing community members' skills can help organizations conserve their current resources by lowering costs. For example, using a member to provide necessary services like training rather than hiring outside experts, can help organizations save money. Additionally, localizing fundraising initiatives and fostering community support may give the neighborhood a sense of optimism and empowerment.

However, the research also revealed uncertainty regarding whether employees are obligated to provide volunteer support to the community, if their social attributes are taken into account during the hiring process, whether they receive training to enhance their effectiveness, and if their personal attributes are considered during recruitment. Effective financial management inside an organization is facilitated1 when staff members have the required skills, abilities, attitudes, and assistance, according to a UN (2018) article. It highlights that everyone participating in the organization has a shared obligation to ensure the sustainability of the project. One way to decrease dependency on outside resources and increase internal resource availability is to use human resources more broadly to mobilize essential resources within an organization. These procedures frequently call for cooperation across a number of teams or departments, deal with delicate issues and information, and are essential to the overall corporate plan. HR procedures have a big influence on applicants' and workers' experiences, and they make

sure that the company has the necessary people to achieve its objectives (Cooke, Cooper, Bartram, Wang & Mei, 2019).

5.3.3 Acquisition of Physical Resource and Sustainability of Maternal Health Programmes

The research indicated that the Beyond Zero initiative has effectively established communication systems to facilitate efficient information exchange. Furthermore, the organization utilizes information systems to store crucial data, offers well-structured workspaces for its employees, and has acquired the necessary equipment for its operations. Any successful company, according to Ying, Hassan, and Ahmad (2019), must have the necessary physical resources to achieve its long-term goals. These resources should cover things like high-quality workspaces, effective information management, and efficient communication. The most expensive part of resource mobilization is frequently thought to be the acquisition of physical resources.

However, the study also revealed uncertainty regarding whether the Beyond Zero initiative procures the materials required for its operations, maintains suitable buildings and offices for conducting activities, and ensures the proper allocation of materials to enhance operational efficiency. Optimizing the use of material resources including building supplies, machinery, and inventories is a key component of effective physical resource management in the construction industry. To effectively finish projects, it is essential to provide a sufficient supply of physical resources (Masibo, Humwa, & Macharia, 2020). Physical resources make up a sizeable amount of a company's overall assets since they are fixed assets with a longer useful life. These long-term assets are retained for corporate needs and aren't anticipated to be turned into cash in the current or following fiscal year. As a result, the effectiveness of the physical resource management system is intimately related to the control of physical resources. It is critical to have comprehensive information about performance, user, location, and status. Additionally, keeping little to no stock on hand is essential to reduce both surplus inventory and shortages (Supra, 2020).

5.3.4 Community Participation and Sustainability of Maternal Health Programmes

The study revealed that the community actively engages in supporting the Beyond Zero campaign by participating in the half-marathon and contributing to the design of the Beyond Zero initiative. Furthermore, the study found that community leaders play a consultative role during project planning. Various strategies for resource mobilization may be used, based on the capabilities and preferences of various project stakeholders. This is consistent with the viewpoint advanced by Armenia et al. (2019), who contend that resource mobilization can include in-kind assistance, labor, and the provision of local goods and does not always need monetary contributions. According to published research, community people can contribute to water supply projects by providing labor, supplies, or equipment as well as by taking part in meetings and decision-making processes linked to the projects (Fathalizadeh et al., 2022).

However, the research also indicated uncertainty regarding whether the community utilizes the services provided by the Beyond Zero campaign, actively participates in decision-making within the Beyond Zero initiative, takes part in monitoring the Beyond Zero campaign, or plays a role in the management of clinics initiated by the Beyond Zero campaign. According to Harvey and Reed (2017), community participation is a process that gives communities the power to make knowledgeable decisions. Leal Filho et al. (2021) assert that participation can help citizens become more knowledgeable and competent. According to Oppong et al. (2019), community engagement is the process by which locals discuss issues that affect them, voice their opinions, and assume responsibility for making the necessary reforms in their neighborhood.

5.4 Conclusion

The study's findings indicate a clear and significant positive impact of financial resource acquisition on the sustainability of maternal health programs in Kenya. This underscores the importance of ensuring a consistent flow of funding for these projects, as well as maintaining transparency, accountability, and trustworthiness in the management of funds, which in turn facilitates the effective implementation of maternal health programs.

The study demonstrates a strong and 1 positive association between the impact of human resource mapping and the sustainability of maternal health initiatives in Kenya. It may be

concluded that employing good human resource management techniques, such as careful job analysis and the application of recruiting rules and procedures, is essential to secure a workforce with the bare minimum of education. Water projects can't last forever if their human resources aren't the correct ones, capable, and well-managed.

The study concludes that acquiring physical resources greatly aids in keeping maternal health programs in Kenya viable. It further concludes that adhering to established organizational policies and procedures ensures the acquisition of all necessary physical resources and services as outlined in the operational plan, promoting program sustainability.

The study also concludes that local community contributions, whether in the form of business sector assistance, government financing, individual donations, political contributions, or community engagement, are essential to the success of maternal health initiatives. The success of such programs depends largely on their contributions.

5.5 Recommendations

The study suggests that maternal health programs should actively engage all stakeholders to mobilize various types of resources needed for implementing their strategies. These resources should encompass financial support, labor, materials, skills, and time. To secure funding and support, it is recommended that proposals be prepared, exploring partnerships and collaboration with donors and industrial partners who have an interest in maternal health programs. Additionally, the government should allocate more resources to ensure the successful implementation of maternal health programs as outlined in the sub-catchment plans. The available resources can also be utilized for employee training initiatives.

Furthermore, the study recommends that project managers establish policies to effectively manage funds, recognizing the critical role financial management plays in the sustainability of maternal health programs. It is essential for project leaders and development partners to prioritize and undergo training in proper funds management.

Capacity-building sessions should be organized by maternal health programs to equip their members and committee members with the necessary knowledge and skills related to

program design and sustainability. This will empower members to make valuable contributions to project design and execution.

In collaboration with donors and the community, a framework should be established to identify the material requirements of maternal health programs, report any infrastructure issues, maintain transparent financial records, provide allowances to project teams, hold regular meetings for operations and maintenance (O&M) reporting, and engage technical experts as needed.

Lastly, the study recommends that all project stakeholders, guided by the maternal health programs' committee, conduct regular meetings to assess project progress, gather feedback from beneficiaries through customer satisfaction surveys, benchmark against successful community water projects in the region, and instill a sense of accountability among project leaders while emphasizing community ownership of the project.

5.6 Suggestions for Further Research

The study suggests that similar research should be conducted on the relationship between resource mobilization strategies and the sustainability of other organizations or sectors. This would encourage further exploration of different approaches utilized to establish resource mobilization within these entities. Additionally, it is recommended to consider other aspects such as firm performance or employee productivity in future studies. The researcher also advises that future research should delve into resource mobilization strategies that were not covered in this particular study.

For upcoming research, the study proposes the utilization of an exploratory research design. This choice is motivated by the fact that exploratory research is employed when there are limited or no previous studies available to provide references or predictions for outcomes. It primarily aims to gain insights and familiarity, making it suitable for preliminary investigations of research problems.

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APPENDICES

Appendix I: Questionnaire

Kindly tick appropriately

Section A: Demographic Information

1. Kindly indicate your gender Male ( ) Female ( )
2. How long have you been working in the organization?
   1-4 years ( ) 5-9 years ( ) Above 10 years ( )
3. What is your position in the organization?
   Top level manager ( ) Middle level manager ( ) Low level manager ( )

Section B: Acquisition of Financial Resources

4. Indicate the level to which you agree with the following statements about the influence of acquisition of financial resources on sustainability of maternal health programmes in Kenya. 1-strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree.

Statements	1	2	3	4	5
The Beyond Zero initiative gets funding from different sources					
The Beyond Zero initiative acquire funds through grants by international organizations and governments					
The Beyond Zero initiative acquire funds from sponsors like Safaricom					
The beyond Zero initiative acquire funds from well-wishers					
The beyond zero initiative gets funding from the government					
The Beyond Zero initiative acquires funds through organization half-marathon annually					
The Beyond Zero initiative usually carry out fundraising to acquire funds					

5. How else does acquisition influence financial resources on sustainability of maternal health programmes in Kenya

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Section C: Mapping Human Resources

6. Indicate the level to which you agree with the following statements about the influence of mapping human resources on sustainability of maternal health programmes in Kenya. 1-strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree.

Statements	1	2	3	4	5
Employees in the Beyond Zero initiative are skilled					
Employees in the Beyond Zero initiative are talented					
Employees are involved in mobilizing resources					
Employees are trained to perform their tasks in an effective manner					
Employees social attributes are considered when hiring them					
Employees personal attributes are considered when hiring					
Employees are required to provide volunteers support to the community					

7. How else does mapping human resources influence sustainability of maternal health programmes in Kenya?

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Section D: Acquisition of Physical Resource

8. Indicate the level to which you agree with the following statements about the influence of acquisition of physical resource on sustainability of maternal health programmes in Kenya. 1-strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree.

Statements	1	2	3	4	5
The Beyond Zero initiative has buildings and offices where operations are carried out					
The Beyond Zero initiative has acquired equipment needed to conduct its operations					
The Beyond Zero initiative acquire materials needed to conduct its operations					

The Beyond Zero initiative provides good workspace for its workers					
The Beyond Zero initiative has established good communication systems to ensure efficient communication					
Information systems are used to store important information in the initiative					
Materials are properly allocated to ensure effective functioning of the initiative					

9. How else does acquisition of physical resource influence sustainability of maternal health programmes in Kenya?

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Section E: Community Participation

10. Indicate the level to which you agree with the following statements about the influence of community participation on sustainability of maternal health programmes in Kenya. 1-strongly disagree, 2-disagree, 3-moderate, 4- agree, 5-strongly agree.

Statements	1	2	3	4	5
The community is involved in the design of the Beyond Zero initiative					
The community is involved in the decision making in the Beyond Zero initiative					
The community is involved in the monitoring of the Beyond Zero campaign					
The community makes uses of the services provided by the Beyond Zero campaign					
The community leaders are consulted during project planning					
The community is involved in the half-marathon to support the Beyond Zero campaign					
The community is involved in the management of the clinics initiated by the Beyond Zero campaign					

11. How else does community participation influence sustainability of maternal health programmes in Kenya?

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…….

Section F: Sustainability of Maternal Health Programmes in Kenya

Indicate the level to which you agree with the following statements about sustainability of maternal health programmes in Kenya. 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree.

Statements	1	2	3	4	5
The Beyond Zero initiative has been able to achieve financial strength					
The Beyond Zero initiative has been recording growth					
The objectives of our projects are always met					
The Beyond Zero initiative has attained enhanced standards					
Am satisfied with financial resources we have in running the organizations projects					
Our projects have better social accessibility					
We have increased profits from the projects we run					

THANK YOU

Appendix II: NACOSTI Permit

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