

**INFLUENCE OF GEMBA KAIZEN'S PRINCIPLES ON THE PERFORMANCE OF
MATERNAL CHILD HEALTHCARE PROJECTS; A CASE OF THE BEYOND ZERO
CAMPAIGN PROJECT IN TANA RIVER COUNTY, KENYA**

BY

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award of the Degree of Master of Arts in Project Planning and Management of the
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DECLARATION

This research project report is my original work and has not been presented for any degree in any other university.

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This research project report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This report was dedicated to my wife Saafo Zahara Molu, my children Ibrahim, Hafsah and Amina and my family members for their endless love, undying support and encouragement.

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ACRONYMS AND ABBREVIATIONS

AfDB:	Africa Development Bank
ARVS:	Anti-Retrovirals
ASALS:	Arid and Semi-Arid Lands
BZC:	Beyond Zero Campaign
CBOs:	Community Based Organizations
FBOs:	Faith Based Organizations
GoK:	Government of Kenya
KDHS:	Kenya Demographic Health Survey
MCH:	Maternal Child Healthcare
MOH:	Ministry Of Health
NGOs:	Non Governmental Organizations
SA:	South Africa
SPSS:	Scientific Package for Social Sciences
TQM:	Total Quality Management
WB:	World Bank
WHO:	World Health Organization

ABSTRACT

The influence of Gemba Kaizen's principles on the performance of organisations in both the developing and the less developed countries is a matter that has gained popularity significantly in the 21st century. In fact, the concept of continuous improvement is influencing the performance of organisations greater than the technology spread concept does. The application of the Kaizen strategy and its principles has gained importance in the medical field too. This has been extended to the MCH programmes run by various hospitals across the globe. The purpose of the study was to examine the influence of Gemba Kaizen's principles on the performance of maternal child healthcare projects in Tana River County, Kenya. The objectives of the study were four, to assess the influence of team work on the performance of maternal child healthcare projects in Tana River County, Kenya; to examine the influence of upper management commitment on the performance of maternal child healthcare projects in Tana River County, Kenya; to establish the influence of total quality management on the performance of maternal child healthcare projects in Tana River County, Kenya; to examine the influence of rewards and recognitions on the performance of maternal child healthcare projects in Tana River County, Kenya. This study was guided by the theory of lean management and the theory of constraints. This study adopted a descriptive research design. The total target population was 407 respondents. The study applied simple random sampling to get a sample population of the study from the volunteers as determined by the Krejcie and Morgan table of 1970. Then a population census was done to all the county and BZC permanent employees. From the table, the population size was 370 which was equivalent to 380, meaning that sample (s) =181. Therefore the total sample was 218. The questionnaire was the main instrument of data collection that was used. Questionnaires were sorted and counterchecked for any mistakes or noncompliance. The best fit questionnaires for the study were then coded and entries made into the SPSS software for analysis. Descriptive statistics including frequency distributions and means were then computed and interpretations made. The chi square test was done to test the relationship between the dependent variable and the independent variables (hypothesis). Out of the 407 targeted respondents 214 of them responded representing 52.58% response rate considered adequate to constitute a basis for valid conclusion. From the study's findings, it was concluded that team work concept, upper management commitment, rewards and recognition and TQM concept have significant influence on the performance of maternal child healthcare projects in the county. According to the findings, teamwork brings both the employees and other project implementers together in order to share ideas and knowledge that finally influences the performance of MCH projects. Upper management if it is committed it is able to get resources on time, give direction on activities to be performed, give the priorities in resources allocation and many more that finally influences the performance of projects. Rewards and recognitions perform a great duty of ensuring that every stakeholder of the projects is made to feel part of the projects and thus motivated to participate in each and every activity of implementation. The continuous improvement of the activities and deliverables of the projects can be said to be the core measure of projects implementation and final performance.

Key words: *Gemba Kaizen strategy, team work, upper management, rewards and recognition, total quality management*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The influence of Gemba Kaizen's principles on the performance of organizations in both the developing and the less developed countries is a matter that has gained popularity significantly in the 21st century. In fact, the concept of continuous improvement is influencing the performance of organizations greater than the technology spread concept does. According to Ang, Mohd and Nik (2015), Kaizen is relevant in organizational performance in the recent days because it looks at an organization as one entity and recommends for bit by bit improvements that are constant and continuous. They show that, in most cases these are not ideas for major changes in an organization, but Kaizen is based on making little changes on a regular basis: always improving productivity, safety and effectiveness while reducing waste. Suggestions are not limited to a specific area such as production or marketing. Kaizen is based on making changes anywhere where improvements can be made (Rezaeian, 2014).

The application of the Kaizen strategy and its principles has gained importance in the medical field too. This has been extended to the maternal child healthcare programmes run by various hospitals across the globe. The concept of use of mobile device/phone in gathering information, linking employees and the clients, giving the feedback that is used to better the services delivered in the next step is highly borrowed from Gemba Kaizen.

UNICEF (2017) adds that there has been an improvement of the performance of the maternal child healthcare projects in the country due to the adoption of the continuous improvement strategy as proposed by Gemba Kaizen. This report by UNICEF has indicated that, India's maternal mortality rate reduced from 212 deaths per 100,000 live births in 2007 to 178 deaths in

2012 for example due to the application of simple principles line teamwork, TQM, key government interventions, and improvements in the governance and management of health services at all levels.

According to UNICEF (2016) various countries like Nigeria, Cameroun, Gabon, Sierra-Leon and many more have been performing poorly in implementing their maternal child healthcare programmes due to poor strategic planning and implementation despite the fact that their governments, donors and other humanitarian bodies pouring numerous resources. Studies have also indicated that maternal child healthcare projects implementation have been performing better in Ghana, South Africa and partly Libya though it has been recently affected by the civil wars that erupted after ousting Hon. Gadhafi. In South Africa for example, a number of studies have shown that the maternal child healthcare is slowly gaining momentum since 1994 with much performance being credited between 2012 and 2016 due to the adoption of Gemba Kaizen strategic principles in the implementation of various maternal child healthcare projects. Performance in this case is measured by focusing on the number of infant mortality rates, the number of expectant mothers accessing medication, the patterns of post natal care, the trends of women seeking nutrition advice and the manner in which MCH programme are perceived by the society (WHO, 2017a).

Zoe, Sonja and Eliana (2013) found a very strong relationship between the application of Gemba Kaizen strategy and the performance of MCH programmes. The Kaizen strategy is said to have improved the performance of MCH projects in South Africa for example by 26.7% between 2010 and 2012. The Partnership for Maternal Newborn & Child Health (2015) report adds that strategies adopted by the South African government during Thabo Mbeki's times were better and insisted on continuous improvement (Gemba Kaizen's strategy) in services delivered from better to good quality.

In his study Imai (2013) argues, if the principals of Kaizen are adopted by organisations, the organisations can benefit by operating at low costs; leading to increased outputs. According to him, some of the principals for example that have informed organisations when adopting Kaizen's views include: the team work principle, upper management commitment principle, total

quality management (TQM) principle, and Kaizen's rewards and recognitions principle. According to him, teamwork brings understanding in organizations whereby all the employees look at a problem as a group and come up with innovative ways of addressing the challenge collectively, top management involvement enables the juniors and other employees get the support they need for the job, TQM enables quality delivery through set standards while recognition and reward make employees feel valued and increase their morale. All these combined lead to better performance in organizations. Similarly, a report by the WHO, UNICEF, World Bank (2015) that focused on the state of the world's vaccines and immunization has shown that the MCH programme being implemented in Rwanda is getting better with time since 2009 due to a number of reasons that include management involvement, better community participation, teamwork, the concept of continuous improvement and many more.

There is very enormous evidence on the application of Kaizen strategies in a number of private organizations and government parastatals in Kenya, and there has been documented evidence on the influence of these principles application on the performance of organizations (GoK, 2016). The KWS has for example adopted this strategy in its two strategic plans that have now run for over 8 years and there is an evidence of improved performance (KWS, 2014). A detailed report in its website for example has shown that, KWS since 2001 has been on a continuous move to improving internal processes; leading to increased performance. KWS report of 2007 shows that, as part of implementing the Gemba Kaizen principles, several activities were undertaken. They included the enhancing of the Five-K Initiative and forming local Gemba teams in each region to spearhead the performance exercise (GoK, 2016).

Kisalu (2014) did a study and found out that the strategy has a significant influence on the performance of the public sector. Omondi (2014) also did a study in Bidco Oil Refineries and found out that there is a well-structured implementation of the Gemba Kaizen and this influences the performance of Bidco Company. According to him, data analysis established that the company was a large firm with experienced workforce, having well-articulated goal, mission & policies which have been effectively cascaded to employees (what is known as employee participation). From the construct, it was further established that company profile and structural configuration, leadership, unique organizational competencies, culture, contemporary

management systems such as Gemba Kaizen as well as appropriate resource allocation enabled the company to implement its strategies to become market leader. It can therefore be argued that Gemba Kaizen principles are well articulated by the company; influencing positive performance.

Goin (2015) indicated that among the counties that have benefited from the Beyond Zero campaign includes the Tana River County. However, studies indicate that the campaign is being run across the 47 counties in the country (MOH, 2017a). Despite the fact that the Beyond Zero Campaign programme having attracted a great number of funds (over 355 million Kenyan shillings during its inception) and has been showing constant improvement, there seems to be little research focusing on this programme.

1.2 Statement of the Problem

UNICEF (2016) has carried out a study in a number of countries like Nigeria, Cameroon, Gabon, Sierra-Leon and many more and has shown that MCH projects are performing poorly despite the fact that governments are pouring a lot of resources (human and financial resources). This therefore means that there is a need for a study to examine why these projects fail despite the fact that there exist heavy investments. Scholars have advocated and done research on a number of strategies that have been adopted to monitor and enhance the performance of MCH projects but the Gemba Kaizen is for a long time ignored; creating room for such a study.

A study by the MOH (2016) has shown a positive move of maternal child healthcare project run in many more counties due to the increased budgetary allocations towards the programme since 2005. However, there seems to be little study that focuses on this continuous improvement and the future of this programme; forming fertile grounds for this study. The MOH (2017a) has shown that there has been a lot of teamwork, community participation, open communication, management and government commitment, rewards and recognition to both the employees and communities who are doing better in what is always seen as strategic principles of Gemba Kaizen. However, there seems to be no evidence of a study that has been documented to examine the influence of these principles as proposed by Gemba Kaizen on the performance of the MCH programmes in Tana Delta; leaving a gap for this research.

Also, since Tana River is one of the counties in the country that have poor coverage of both public and private hospitals offering quality MCH to the marginalized population, such a study is necessary to give better information on why such initiatives like the BZC (Beyond Zero Campaign) project should adopt strategies that can see their sustainable operations. Also, due to the high number of infant mortality rates in the County, there needs to be a study to focus on strategies that can be adopted by the project for its survival. In this realization, this study was carried out with the aim of examining the influence of Gemba Kaizen's strategic principles on the performance of maternal child healthcare projects; a case of the beyond zero campaign project in Tana river county, Kenya.

1.3 Purpose of the study

The purpose of the study was to examine the influence of Gemba Kaizen's principles on the performance of maternal child healthcare projects in Tana River County.

1.4 Objectives of the study

The study was guided by the following objectives that included:

- i. To assess the influence of team work on the performance of maternal child healthcare projects in Tana River County.
- ii. To examine the influence of upper management commitment on the performance of maternal child healthcare projects in Tana River County.
- iii. To establish the influence of total quality management on the performance of maternal child healthcare projects in Tana River County.
- iv. To examine the influence of rewards and recognitions on the performance of maternal child healthcare projects in Tana River County.

1.5 Research Questions

The study was guided by the following questions:

- i. What are the influences of team work on the performance of maternal child healthcare projects in Tana River County?
- ii. What are the influences of upper management commitment on the performance of maternal child healthcare projects in Tana River County?
- iii. What are the influences of total quality management on the performance of maternal child healthcare projects in Tana River County?

- iv. What are the influences of rewards and recognitions on the performance of prmaternal child healthcare projects in Tana River County?

1.6 Research Hypothesis

The study tested the following hypothesis at the 95% level of significance:

i. H₁ Kaizen's team work has an influence on the performance of maternal child healthcare projects in Tana Rive County.

H₀ Kaizen's team work has no influence on the performance of maternal child healthcare projects in Tana Rive County.

ii. H₁ Kaizen's upper management commitment has an influence on the performance of projects in maternal child healthcare in Tana River County.

H₀ Kaizen's upper management commitment has no influence on the performance of projects in maternal child healthcare in Tana River County.

iii. H₁ Kaizen's total quality management has an influence on the performance of projectmaternal child healthcare in Tana River County.

H₀ Kaizen's total quality management has no influence on the performance of projectmaternal child healthcare in Tana River County.

iv. H₁ Kaizen's rewards and recognitions have an influence on the performance of projectmaternal child healthcare in Tana River County.

H₀ Kaizen's rewards and recognitions have no influence on the performance of projectmaternal child healthcare in Tana River County.

1.7 Significance of the Study

The international bodies like WHO and National Government of Kenya shall get very vital information concerning the importance of integrating the Gemba Kaizen principles in achieving the proposed sustainable development goal two that aims at reducing the global maternal mortality ratio to less than 70 per 100,000 live births by 2030, and ending preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality and under 5 mortality by 2030. The international bodies and the National Government shall therefore be able to get relevant information on how continuous improvement can be adopted through basic acts like open communication and other employees' involvement in the performance of the MCH projects across the country and beyond.

The county government through the Ministry of Health can also benefit by getting the knowledge on the importance of such strategy integration and how it can move the ministry towards achieving Vision 2030 and the sustainable development goals two by the year 2030 that is aimed at reducing infant mortality rates and others access to medication. Also, the study shall benefit bodies like the CBOs, FBOs and the NGOs that are concerned with human health and population studies by providing relevant principals that if adopted can steer their activities to better implementation of various projects aimed at checking on human health in the county and beyond. Besides, the study shall help the future researchers and academicians get relevant information on the importance and relevance of Gemba Kaizen strategy on MCH projects implementations in the marginalized areas and performance.

1.8 Assumptions of the Study

The study was conducted under the following assumptions;

- i. That the four objectives outlined were able to hold in the study and have an influence on the performance of maternal child healthcare.
- ii. That all respondents give the required information without any bias and subjectivity for quality results. This assumption came true during the data collection period.

1.9 Delimitation of the Study

The study was conducted spatially on the influence of Gemba Kaizen's principles on the performance of maternal child healthcare project in Tana River County.

The study was constrained to examine influence of Gemba Kaizen's principles on the performance of maternal child healthcare project but this was only considered in terms of team work, upper management commitment, Total quality management, rewards and recognition.

The study also focused on the four objectives only and used a questionnaire as the only tool for data collection.

1.10 Limitation of the Study

The study was limited by the security and harsh non accessible environment. The security situation in the Tana Delta has never been very good owing to the fact that there are frequent Al-Shabaab attacks in the neighbouring Lamu County and attacks from community bandits more specifically to new unknown people in the area. However, the researcher solved this by getting

some security from the nearest police stations and using locals who easily identified themselves with the local people. The research also was faced with impassable road more specifically when driving. However, this was solved by having the respondent use the motorbikes and sometimes walking where the cars or motor bikes couldn't be passable.

1.11 Definitions of Significant Terms

Gemba Kaizen Is a management strategy that has been advocating on continuous improvements of a system for better results.

Team Work Teamwork can be defined as a situation where workers in the workplace combine their individual skills in pursuit of a goal that is generally a product of the company's mission. Teamwork is often a crucial part of a business/organizations' performance, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals (George, 2016).

Top Management -This refers to the people who are charged with the managerial activities of projects or business. These are the people who hold the top positions in the organisations and mostly charged with strategic management.

Total Quality Management (TQM)-This basically means total quality management. This is a concept meant that in any situation, there should be the best outcome as much as there is room for improvement.

Rewards and Recognitions: According to Hrebiniak (2015), employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. To be really effective in the job, one needs to understand the psychology of praising others for their good work, to apply the principles of employee recognition themselves and to encourage others to initiate it in their working relationships.

1.12 Organization of the Study

This research project is organized in five chapters. Chapter one presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions, hypothesis of the study, significance of the study, assumptions of the study, delimitation of the study, , limitations of the study, definition of significant terms used in the study and finally the organization of the study. Chapter two presents the literature review, the theories of the study, conceptual framework, the research gap and the summary of reviewed literature. Chapter three presents the study methodology and includes: the research design, target population, sampling size and sampling procedure, data collection instrument, piloting of the research instrument, validity of the research instrument, reliability of the research instrument, data collection procedure, data analysis technique. ethical consideration and operationalization of the variables. Chapter four is made of data analysis and interpretation. Chapter five comprises of summary of the findings, discussions, conclusions, recommendations and suggestions for future study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the literature review in relation to Gemba Kaizen principles on the performance of MCH projects in Tana River County, Kenya. It also contains the theoretical framework that guides the study and a conceptual framework that gives the relationship between the dependent variable and independent variables.

2.2 The Concept of Gemba Kaizen Strategic Principles

Gemba Kaizen is a strategic management approach that emphasizes on continuous improvement of the process (Thessaloniki, 2012). It is a strategy that has heavily invested in the ideas of gradually improving the performance of a process over time but there must be improvements. The concept was developed by Japanese strategists who argued that for a process or a project to achieve its objectives, there should be continuous improvement over time no matter how small this may look (World Bank, 2016).

Actually, according to Womack (2011), Gemba Kaizen promotes discipline and standardization, and believes the continuous processes in place for solving problems are more valuable than the solutions themselves. Although many lean practitioners have Kaizen in their toolbox, those who strive to live it each day are the people who are making a difference in people's lives

2.2.1 Kaizen's Team Work Principle on the performance of MCH projects

According to Thessaloniki (2012), Kaizen teamwork activities have a great influence on the implementation of various projects and performance of organisations include: the availability of well structure contact work groups, the availability of problem solving groups and the presence of cross functional groups in an organisation that carry out numerous activities. The importance of teamwork as spelt by Kaizen is bringing together energies, skills, creativity and resources, leading to improved results in an organisation. This can be measured by the policies in an organisation that allocate budgets for the various teams, train and create specialized sub-group with departments of an organisation (Fujioka, Masachika and Andre, 2015).

For MCH projects to be successful, they must borrow the team work principle within their environments and outside the internal environments (USAID, 2014 indicated that, there are a number of team structures and characteristics that when adopted positively influence the implementation of RMNCH projects in Geneva. These interventions include: intact work groups, problem-solving, cross-functional, proactive or implementation teams have adopted the Gemba Kaizen strategy of management.

IDRC (2016) in its initiative in Africa has emphasized on influence of teamwork on the implementation of MCH projects. CRDI (2016) noted that teamwork is one of the best ideas of handling MCH projects. In this study, it was found out that partnerships between various MCH projects advocacy groups and workers led to much increased services delivery and improved reach to the disadvantaged pregnant mothers and infants in the country. The report indicates that in its quest to implement the initiative better, the program is expected to strengthen collaborations between Canadian and African researchers, working in partnership with African decision-makers, to implement and scale up high-quality and effective medicines, services, and technologies that improve maternal and child health outcomes.

Birungi and Obare (2014) noted that team work is a key determinant of RH and Maternal Health programmes implementation. Their study that focused on improving access to ARVs and Maternal Healthcare Services for Adolescents Girls Living with HIV in Kisumu and Homabay they note that, cross-functional teams are very vital component in the success of the maternal health programmes in the region. In this study, they also argue that, intact work groups, problem-solving teams, Cross-functional groups, and Proactive or implementation teams are very vital in an organization's performance and the implementation of the MCH projects. According to Mwangi (2017) in his study that focused on, home-based post natal care, including family planning through community midwifery in Kenya, team work is very crucial in implementing community based projects. Mentioning the beyond zero campaign and its MCH projects in various hospitals in Kiambu, Nairobi and Laikipia counties, Mwangi (2017) argues that the success of the programme has been due to management team's ability to align to development

partner strategies, continued improvement of better services and increasing stakeholder involvement and coordination.

2.2.2 Upper Management Commitment and the Implementation of MCH projects

A report by IDRC (2016) shows that the aim of Maternal, Newborn, and Child Health projects in Africa is improving services for pregnant women, adolescent mothers, newborns, and children under five years of age. This report has shown that for this to be achieved there must be better commitment of the people who spear head and lead these projects. A study report on the impact of Kaizen implementation on performance of manufacturing companies' staff and revealed that the role of upper management commitment is very important in allocating resources, giving direction of leadership, sourcing for resources and mobilize resources that can help an organisation perform better. If management makes positive use of the process-oriented way of thinking to support innovation and further reinforces it with a Kaizen approach, it will find that the company's overall competitiveness will be improved in the long run (Rezaeian, 2014).

According to AMREF (2016), leadership in implementing child healthcare projects in Busia and Seme in Migori play an important role. It is leadership that makes decisions on which projects to be implemented first, the goal to be achieved, the objectives to be met first, the resources to be allocated, the source of resources, the places of projects implementation and the community members to benefit from such projects. It is reported that the project has been praised to be completed in time due to the commitment of the various leaders from the implementing body and other partners like the donors and employees. Some of the roles played by these leaders included the sourcing of sufficient resources, negotiating with the Kenyan government, involving the target groups and allocating resources effectively.

Hosono (2012) argues that organisational increase their outputs in the top management is committed by: communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements; establishing the quality policy ;ensuring that quality objectives are established; conducting management reviews; and ensuring the availability of resources. Supporting this is Ouma (2016) who did a study on factors determining project implementation of health projects in Gedo Region, Somalia. This research adopted descriptive research design and its target population was 55 employees of World Vision working under

health projects in Gedo region of Somalia. It found out that the upper management is crucial in project implementation since the management sources and allocates resources that range from financial to human resources.

According to Kirimania (2014) there needs to be good relationship between the various parties implementing projects for general success. For better understanding in among the project implementers, there must be good leadership that has the perfect sense of communication. In this study that focused on project performance in Kenya, he has also indicated that success of any activity relies on the teamwork or leadership of the group. This is because in a team, individuals share knowledge and skills and members complement each other as need arose. At the end of it all, high quality work is produced through combined effort. The team leaders should be exemplary to the team members which will eventually result in success of the project.

Arindam (2015) did a study on the importance of management and performance of organisations and notes that the top management is very vital in the performance of manufacturing firms in developing countries. According to him, the top management is charged with the responsibilities of establishing the quality policy, communicating in the organization, establishing quality objectives, conducting management reviews, providing resources and many more. UNICEF (2014) postulates that top management is very vital in setting out policies, mobilizing resources, allocating resources and giving general direction on the expected performance of the organisation. Zoe, Sonja and Eliana (2013) conclude that, senior managers play a crucial role in the success of continual improvement programmes. Without the leadership, commitment and involvement of senior management, a continual improvement programme is unlikely to be successful.

2.2.3 Kaizen's Total Quality Management (TQM) Principle on the Implementation of MCH Projects

Total quality management (TQM) is a firm-wide management philosophy of continuously improving the quality of the products/services/processes by focusing on the customers' needs and expectations to enhance customer satisfaction and firm performance (Esin and Hilal, 2014). There are mixed results about the relationship between total quality management practices and performance of various projects or firms. However, most of the previous studies report that

overall TQM practices have positively been related to productivity and manufacturing performance, quality performance (Chenhall, 2016), employee satisfaction/performance (Mann and Kehoe, 2014), innovation performance (Curkovic, Vickery and Dröge, 2013), customer satisfaction/results (Chenhall, 2016), competitive advantage (Curkovic, Vickery and Dröge, 2013), market share (Chenhall, 2016), financial performance (Esin and Hilal, 2014), and aggregate firm performance (Curkovic, Vickery and Dröge, 2013).

Akaligaung (2015) in his study that touched on improving the quality of maternal and child health service delivery in resource-poor settings confirmed that Total Quality Management (TQM) as a management tool has a significant influence in improving the implementation of MCH projects and their total performance in the country. Similarly, CRDI (2016)'s study that focused on innovative solutions to tackle difficult challenges in MCH Projects implementation in Ethiopia has shown that TQM influences the implementation of MCH projects and its general performance. The study adds that, TQM achieves organisational performance by organizing activities involving everyone in a company – managers and workers – in a totally systemic and integrated effort at every level.

According to Brandrud et al (2014) touched on the three success factors for continual improvement in healthcare, application of TQM principle is very vital in the performance of healthcare projects since it looks at the organisation as a single unit that needs to be improved by ensuring quality is given at the output level and this should be improved from time to time by avoiding wastes. They further postulates that TQM uses strategy, data, and effective communication to integrate the quality principles into the culture and activities of the organization; leading to improved performance. UNICEF (2015) adds that maternal child health projects in Kenya; particularly in the informal settlements of Nairobi has gained some credit of late due to collaborations, partnerships and perceived strategies like the Gemba Kaizen that emphasized on waste elimination through continuous improvement. The World Bank (2017) reports that through the adoption of the TQM principle as proposed by Gemba Kaizen, and adoption of a client-centered model to the delivery of services has helped teams to identify the felt needs of clients, resulting in perceived increased uptake of MCH services. The report also indicates that key contributory factors to successes of MCH projects in other parts of the country

include: availability and accessibility of midwives, training of QI teams, incentive packages for providers and clients, community support groups, and PFA partners.

Karani (2011) in his study found out that, total quality management is a concept meant that in any situation, there should be the best outcome as much as there is room for improvement which is centered on quality, based on the participation of all its members and aiming at long term success. This is achieved through customer satisfaction and benefits to all members of the organization and the stakeholders. Dale, Zairi, Van der Wiele, & Williams (2000) cited in Karani (2011) argue that, according to a survey of manufacturing firms in Georgia, the benefits of TQM are improved quality, employee participation, teamwork, working relationship, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share.

2.2.4 Kaizen's Rewards and Recognitions and the Performance of MCH Projects

Knight (2012) found out that Kaizen's rewards and recognitions principle affects the performance of manufacturing firms in developing countries. Reward and recognition if well-structured in a company's philosophy, it reinforces employee commitment to corporate values and to the corporate culture; leading to better performance. Garbers&Konradt (2013) note that, the employees of an organisation will strive and put more efforts in their daily chores to achieve a particular stipulated reward in organisations where R&R is well outlined. This will go further to cultivate the culture of motivation among the employees leading to improved performance of an organisation.

Imran (2011) did a study and found out that reward and recognition (R&R) have various functions and can be valuable tools to organizations on their road to quality improvement and performance. He adds that all rewards should: motivate and reward a high performance culture; promote a close link between performance, reward and recognition; reward significant and outstanding performance that advances management's goals and values; provide timely recognition for individual and team achievement; provide rewards that are valued and meaningful to staff; be fair, applied consistently and transparent; be simple to understand and apply; and be clearly communicated to staff.

Hogan et al (2014) postulates R&R can increase the rates at which MCH projects in Asia and Africa achieve the goals and objectives. Through R&R, projects stakeholders like the donors, employees and community players/community leaders will feel part and parcel of the projects being implemented. This way, the projects gain by getting timely financial resources, well trained labour force that is motivated, community supporting resources like land for the erection of MCH hospitals among other benefits. Brandrud et al (2014) observed that R&R in implementing MCH programmes in Asia for example has been able to motivate employees/ individuals and groups to continue their active participation in their undertakings so as to achieve the objectives that are aimed at achieving the sustainable development goal 6. Rewards and recognition has also been credited for having created a positive environment for various teams to compete against each other leading to a 'win-win' situation between the organization and employees; leading to improved MCH projects implementation and performance in Asian countries like China.

Similarly, Zoe, Sonja and Eliana (2013) did a study that sought to answer the question, 'Do Gemba Kaizen principles influence the performance and implementation of Maternal and Child Health Care in Lower and Middle Income Countries Lead to Improved Outcomes?' This study focused on some countries in Africa where Kenya's MCH initiatives in the informal settlements were looked at. The study indicated that the adoption of Gemba Kaizen strategy influenced positively the implementation of MCH projects; although this was a bit slow and needed much commitment. Some of the commitments here included the role of the management and other stakeholders in appreciating everything in the process. They have shown that the best way of appreciating individuals is through coming up with well outlined policies for rewards and recognition.

Mwangi (2017) noted that community based prenatal and post natal care projects like that run by the 1st lady Margaret Kenyatta are gaining much success recently due to the fact that much recognition, rewarding and some form of positive stimuli is attached to them. For example, donors to these programmes are appreciated, they are recognized and various campaigns are carried out targeting local communities and those who respond positively are recognized through gifts or sharing moments with various leaders or the first lady herself. This makes a number of stakeholders feel part and lot of the programme leading to improved performance.

Kisalu (2014) did a study on the Utility of Gemba Kaizen strategic principle on Public Sector Service Delivery in Nakuru County, Kenya. He found out that Kaizen strategic principles like rewards and recognition have an influence on the performance of the public health sector in Nakuru. He add that, the R&R system will increase the awareness among 'workers that management is prepared to reward them if they are serious in applying critical values, such as quality, customer satisfaction, and continuous improvement in an organisation. Such standards lead to increase organisational performance. Jadhav, Jamadar, and Gajghate (2014) note that employees normally tend to have higher motivation if they work in organizations that are consistent in their R&R process and the workers always perceive management initiative as a fair effort by management. This normally extends the feeling of trust, creates a strong sense of belonging in the organization; leading to improved performance. Bwemelo (2014) did a study and found out that, recognition highlights employees and teams who make a definite contribution to the performance of an organisation. Such recognition stimulates additional effort in employees and leads to better performance in an organisation.

2.3 Theoretical Framework

This study shall be guided by the following theories that are relevant to Gemba Kaizen strategic principles application in organisations.

The theory of lean management developed by John Krafcik in (1988) focuses on improving processes. Therefore, although the theory has been applied in the manufacturing industry for a longtime now, other organisations have adopted since it purely emphasize/rides on Kaizens' principles of top management/leadership, TQM (waste minimization, organisational culture that touches on principles like R&R). According to Krafcik (1988), in lean management model, every step a project takes from initial stages to final stage is reviewed in what is called continuous improvement or TQM be Gemba Kaizen. Waste or duplication of effort is identified and eliminated to the maximum extent possible. As mentioned above, the focus is on creating benefit (lower costs, quicker turn times, etc.) for the customer. A system of "continuous improvement" is established to monitor the results on an ongoing basis. The goal is to create the perfect process.

This theory is relevant in this study since one major aim of the BZC programme was to implement MCH projects that give better services to the unfortunate Kenyans across the country. The beyond zero campaign has implemented continuously its MCH projects across the county with continuous improvement from time to time and from county to county.

The Theory of Constraints developed is a methodology for identifying the most important limiting factor (i.e. constraint) that stands in the way of achieving a goal and then systematically improving that constraint until it is no longer the limiting factor. The theory of constraints takes a scientific approach to continuous improvement of the system as advanced by Gemba Kaizen strategy principles. It hypothesizes that every complex system, including strategy implementation processes, consists of multiple linked activities, one of which acts as a constraint upon the entire system (i.e. the constraint activity is the weakest link in the chain). So, the ultimate goal of most Kaizen principles implementation in the BZC programme is to enable the programme to make maximum services delivery and maximum outputs to the less fortunate women who cannot afford basic maternal care levies. The Theory of Constraints provides a powerful set of tools for helping to achieve that goal. It entails the five focusing steps which involves a methodology for identifying and eliminating constraints, the thinking processes which are tools for analyzing and resolving problems and lastly throughput accounting which is a method for measuring performance and guiding management decisions (Imai, 2014).

One of the appealing characteristics of the theory of constraints is that it inherently prioritizes improvement activities; as proposed by the Kaizen strategy that emphasizes on continuous improvement. The top priority is always the current constraint. In environments where there is an urgent need to improve, Theory of Constraints (TOC) offers a highly focused methodology for creating rapid improvement. A successful Theory of Constraints implementation benefits include Increased returns which is the primary goal of TOC for most companies, fast improvements as a result of focusing all attention on one critical area – the system constraint, Improved capacity, reduced lead times and reduced inventory (Mabin, and Balderstone, 2000 cited by Imai, 2013).

2.4 Conceptual Framework

The conceptual framework has outlined relationship between the dependent variables and the independent variable of the study together with their indicators. The study has also outlined the moderating variables that have an influence on the implementation of MCH projects but their literature has not been made due to time and length of the study.

Independent Variables

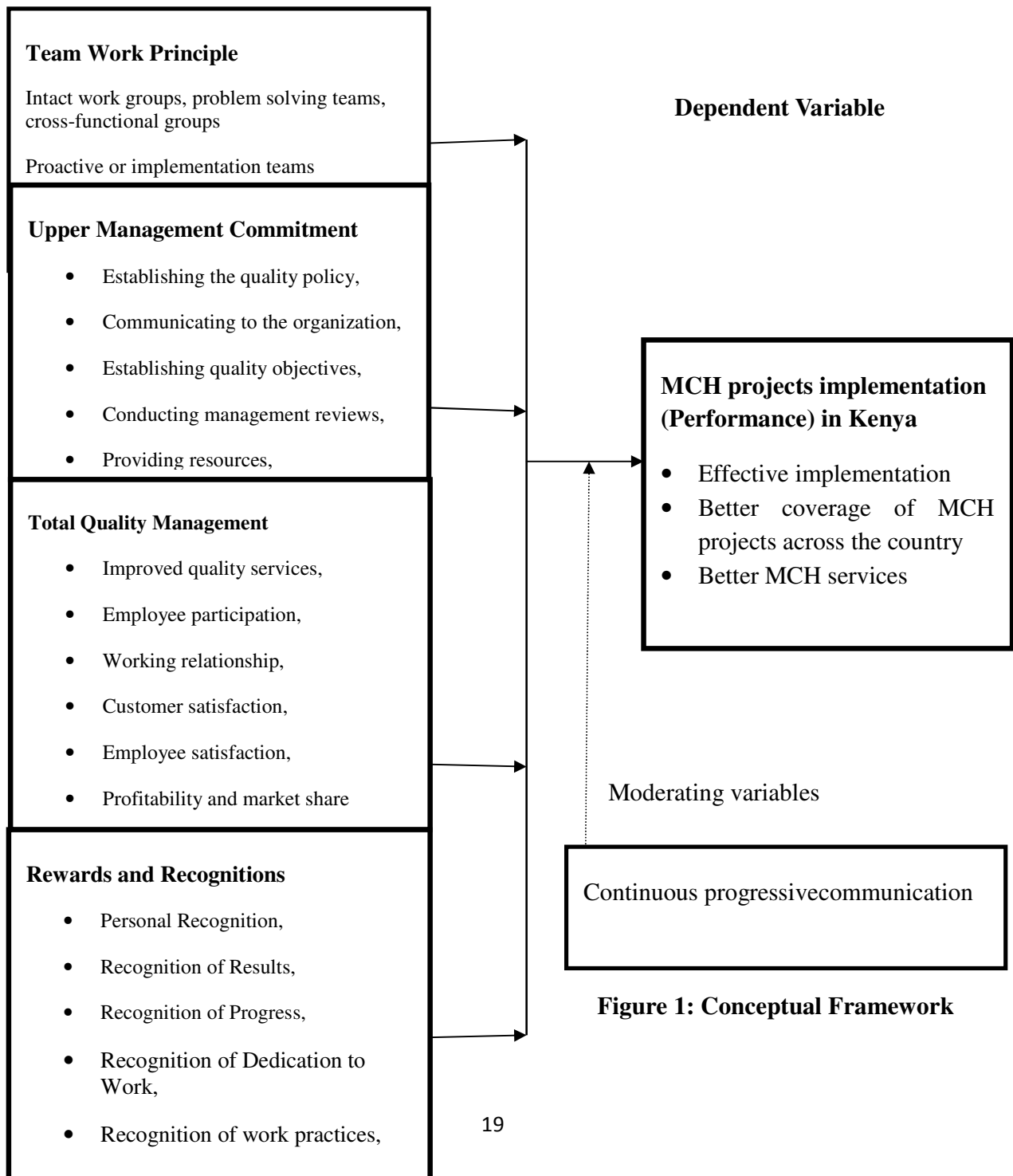


Figure 1: Conceptual Framework

2.5 Summary of Chapter

The chapter has outlined the concepts of Gemba Kaizen's principles on the performance of maternal child healthcare projects implementation and has reviewed the literature as per the objectives. The study has also outlined the theories that have been adopted for the study, the conceptual framework and it has shown the literature gap.

2.6 Research Gap

Table 2.1 Research Gap

	Researcher	Focus	Finding	Research gap
1	IDRC (2016)	Innovating for Maternal and Child Healthcare in Africa.	Teamwork activities have a great influence on the performance and implementation of MCH projects in Africa	The study focused on various African countries; more specifically those in northern Nigeria. This particular study shall be carried out in Kenya's Tana Delta. Secondly, this study just mentioned of the role of teamwork and did not address it as a principle in Gemba Kaizen strategy.
2	Ouma (2016)	Factors determining project implementation of health projects in Gedo Region, Somalia.	Top management is crucial in the implementation of projects since the management sources and allocates resources that range from financial to human resources.	The study was carried out in Somalia community setting that is slightly having a different sociocultural setting from that in the Tana Delta. Also, the study was carried out in

				targeting health projects in general while this one shall focus on the MCH projects implemented by the BZC spearheaded by the 1 st lady.
3	Akaligaung (2015)	Improving the quality of maternal and child health service delivery in resource-poor settings: case study of project five alive in Ghana.	Total Quality Management (TQM) as a management tool has a significant influence in improving the implementation of MCH projects and their total performance in the country	The study was carried out in Ghana that has different economic and socio-cultural characteristics from Kenya where this study will be carried. Also, Ghana's informal settlements have relatively better organized systems of healthcare provision as opposed to Kenya; leaving us with the gap that shall be addressed by this study.
4	Mwangi (2017).	Taking Critical Services to the Home: Scaling up Home-Based Post Natal Care, including Family Planning through Community Midwifery in Kenya.	Reward and recognition (R&R) have various functions and can be valuable tools to organizations and MCH projects implementers on their road to quality improvement and performance.	The study was carried out in Nairobi informal settlements that have different socioeconomic characteristics as those in the Arid and semi-arid parts of the country where Tana River falls.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents a methodology that will be employed for the current study in relation to Gamber Kaizen Strategic principles implementation and the performance/implementation of MCH projects run under the beyond zero campaign programme in Tana River county.

3.2 Research Design

This study adopted a descriptive research design. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection (Glass & Hopkins, 1984). This design was preferred for this study and seen as the most suitable as it brought out information on attitudes that could be difficult to measure using observational techniques. Additionally, from the various literature documented, this design has the advantages that includes: effective to analyse quantified topics and issues; the possibility to observe the phenomenon in a completely natural and unchanged natural environment; the opportunity to integrate the qualitative and quantitative methods of data collection.

3.3 Target Population

According to Mugenda & Mugenda (2008), target population is a set of people or objects the researcher wants to generalize the results of the research. The study was carried out in Tana River County. According to the report posted in the Tana River County, there were 6 new MCH facilities and mobile clinic that had improved access and coverage of maternal child care services in the county. The target population was the employees of the MCH department at Hola and the 370 volunteers championing the beyond zero campaign. The study also focused on the 13 county staff that has been coordinating the MCH programme in collaboration with the BZC across the county as proposed by the county government department of health. There are 24 permanent employees spearheading the MCH program in the county. Therefore the total target population shall be 407 respondents shown in table 3.1.

Table 3.1: Target population

Section	Population	Percentage
Volunteer community nurses	370	90.9%
Clinical officers	13	3.2%
Mid wives and nurses	24	5.9%
Total	407	100%

Source County Strategic Report of 2017

3.4 Sample Size and Sampling Procedure

The study applied simple random sampling to get a sample population of the study from the volunteers as determined by the Krejcie and Morgan table of 1970. Then a population census was done to all the county and beyond zero campaign permanent employees. From the table, N=370 which is equivalent to 380, meaning that sample (s) =181. Therefore the totals sample was 218.

3.5 Data Collection Instruments

The questionnaire was the main instrument of data collection that was used. The questionnaire helped the researcher to collect data on knowledge, opinions as well as attitudes of respondents towards Gemba Kaizen's principles and their implementation of the MCH projects run by the BZC programme. The questionnaire was suited for this study because it was practical and was used to collect data from a large number of people within a short time and in a relatively cost effective manner. The interview package included a cover letter and questionnaire with both closed and open ended questions covering the themes in line with research objectives. A high questionnaire response rate, about 80% was expected from the field.

3.6 Pilot Testing of the Research Instrument

The research instrument was pilot tested in the neighbouring Kilifi County and specifically focused on the MCH projects run under the beyond zero campaign. The information from the

pilot testing helped in modifying the final questionnaires before the field study was taken. The piloting was done on 20 employees running the mobile MCH clinics under the BYZ campaign.

3.6.1 Validity of the Research Instruments

Content validity was used in this study. This content validity was achieved by having experts exposed to the questionnaire and they assessed the relevance of the contents in the questionnaires and gave their opinions and suggestions that were incorporated to improve validity of the data collection instrument. These experts included the university supervisors and research NGOs operating in Tana River.

3.6.2 Reliability of the Research Instruments

To ensure a reasonable degree of construct reliability of the indices constructed, the research examined the internal consistency of data. As suggested by Mugenda & Mugenda (2003), scores obtained from one item in the survey instrument measuring a given dimension were correlated with scores from other items or questions measuring the same dimension. A test retest procedure was done whereby twenty questionnaires were allocated to 20 employees during the piloting testing. After that, Cronbach's coefficient alpha was then computed to determine how these items correlated among themselves. In each treatment, high coefficient of between 0.70 was obtained indicating that items correlated highly among themselves implying high consistency among items measuring the same dimension.

3.6 Data Collection Procedure

The researcher sought permission from the University of Nairobi introducing him to the respondents and the intention of the study. The researcher then trained six research assistants that were used to distribute the questionnaires to various respondents whereby four targeted the community volunteers while the remaining two served the county and BZC projects employees. The researcher got permission from the county department in charge of health and the various heads in charge of the MCH projects implemented in the county. The researcher personally administered the questionnaires or used the assistant researchers, although he emailed some to those respondents who couldn't be reached immediately and were computer literate. This was done in three weeks so that maximum response was achieved.

3.7 Ethical Considerations

The research was conducted as part of the requirement for award of a Master’s of Arts Degree in Project Planning and Management of Nairobi University. As required, upon approval of the current research proposal, the study was registered by both the graduate studies coordinator as well as the ministry of Education. Data and information collected from informants and respondents was solely used for academic purposes and respondents’ confidentiality was strictly observed. The research acknowledged all sources of information and materials adopted, used or that influenced the study in any way.

3.8 Data Analysis Techniques

Questionnaires were sorted and counterchecked for any mistakes or noncompliance. The best fit questionnaires for the study were then coded and entries made into the SPSS software for analysis. Descriptive statistics including frequency distributions and means was then computed and interpretations made. The chi square test was done to test the relationship between the dependent variable and the independent variables (hypothesis).

3.9 Operational Definitions of Variables

Table 3.2: Operationalization of the variables

The table shows the operational definition of variables of the study, the type of variables, their indicators, their level of measurements and the data collection methods that will be used. As seen below the variables have multiple indicators that can prove their existence.

Variable	Types of Variable	Indicators	Measurement Scale	Types of analysis
performance of MCH projects	Dependent	<ul style="list-style-type: none"> • Effective performance • Better coverage of MCH projects 	Ordinal Scale	Descriptive

		<p>across the country</p> <ul style="list-style-type: none"> • Better MCH services 		
Team Work	Independent	<ul style="list-style-type: none"> • Intact work groups, • Problem-solving teams, • Cross-functional groups, • Proactive or implementation teams. 	Ordinal Scale	Descriptive
Upper Management Commitment	Independent	<ul style="list-style-type: none"> • Establishing the quality policy, • Communicating to the organization, • Establishing quality objectives, • Conducting management reviews, • Providing resources, 	Ordinal Scale	Descriptive
Total Quality Management	Independent	<ul style="list-style-type: none"> • Improved quality, • Employee participation, • Working relationship, • Customer satisfaction, • Employee satisfaction, • Profitability and market share 		

Rewards and Recognitions	Independent	<ul style="list-style-type: none"> • Personal Recognition, • Recognition of Results, • Recognition of Progress, • Recognition of Dedication to Work, • Recognition of Work Practices, 	Ordinal Scale	Descriptive
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CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter is a presentation of the research findings obtained from field responses and data. The chapter has basically focused on the background information of the respondents, data analysis and interpretation.

4.2 Questionnaire Return Rate

In the study, 407 questionnaires were allocated to respondents in various strata. Out of the issued 407 questionnaires, only 214 responded representing 52.58% of the total questionnaire. Majority of the people are not literate and the time for data collection was a bit limited, making response rate low. However, Kothari (2004) argues that in a social sciences and descriptive studies, when the target population is less than 10,000 a response rate of 30% can give a trend of facts that are under investigation.

Table 4.1: Response rate

Questionnaires	Frequency	Percent (%)
Returned	214	52.58
Unreturned	193	47.42
Distributed	407	100.0

4.3 Demographic Characteristics of the Respondents

This section captures the responses by gender, highest education level, age of the respondents and working experience.

Table 4.2: Respondents' information

Variable	Frequency	Percent (%)
Gender		
Male	130	60.74
Female	84	39.26
Ages		
18-30years	98	45.8
31 - 40 years	35	16.4
41 - 50 years	43	20.1
51- 60 years	38	17.8
Education Levels		
Diploma/ Certificate	99	46.3
Bachelors' degree	65	30.4
Master degree	9	4.1
Others	41	19.2
Working Experience		
Less than1 year.74	34.6	
1-2 yrs. 84	39.3	
2-4 yrs. 43	20.1	
5 yrs and above 13	6.1	

As presented in table 4.2, male respondents, 130 (60.74%), registered the most as compared to their female counterparts, 84 (39.26%). This picture is indeed the true indication in the Tana River County where men are more empowered than the women.

Majority for the respondents in this study 45.8% had ages ranging between 18-30years, followed by 20.1% who had 41 - 50 years. Those who had ages between 31 - 40 years and 51- 60 years made 16.4% and 17.8% respectively.

As illustrated in table 4.2, majority of the respondents indicated having attained diploma education

(46.3%) and Bachelors' degree education level (30.4%). This was followed by those employees with other levels of education (19.2%) while the remaining had master degree education qualification (4.1%). This is a clear observation that was made during the field study since most of the employees seemed not to have very high education qualification since the literacy rates are very low in this county.

In relation to the period the respondents have come across maternal child healthcare projects, it was established that majority of the respondents (39.3%) who participated in the study had worked in the projects for 1-2 years, followed by those who have interacted with the projects for less than 1 year at (34.6%). Those who had the knowledge of maternal child healthcare for 2-4 years made 20.1% while those who had worked for over 5 years made 6.1%.

4.4 The Influence of Team Work on the performance of maternal child healthcare Projects

Respondents were asked to show the extent to which they agreed or disagreed with the idea that the Gemba Kaizen strategic principle of team work had been adopted by the BZC projects implementers and the following results shown in the table below arrived at.

Table 4.3: Team Work and Implementation of maternal child healthcare Projects

	Response	Frequency	Percent (%)
Valid	Yes	150	70.1
	No	64	29.9
Total		214	100.0

Majority of the respondents (70.1%) agreed with the idea that the Gemba Kaizen strategic principle of team work had been adopted by the BZC projects implementers while the remaining 29.9% did not agree with this statement.

Table 4.4: Team Work and Its Influence on the performance of the maternal child healthcareProjects

Respondents were asked to show the extent to which they agreed or disagreed with the idea that the Gemba Kaizen strategic principle of team work influenced the implementation of MCH projects at the county and the following results shown in the table below arrived at.

Response		Frequency	Percent (%)
Valid	Yes	154	72.0
	No	60	28.0
Total		214	100.0

Majority of the respondents (72%) supported the idea that Gemba Kaizen strategic principle of team work influenced the implementation of MCH projects at the county. However, 28% of the respondents had a different opinion that Gemba Kaizen strategic principle of team work doesn't influence the implementation of MCH projects at the county.

Table 4.5: Rating of Teamwork Principle and the performance ofmaternal child healthcare Projects

Respondents were asked to indicate the extent to which they agreed or disagreed with teamwork principle's influence onthe implementation of MCH projects in the county. The scale of rating was 1-5: where 1= strongly disagree, 2= disagree, 3= fairly agree, 4= agree and 5= strongly agree. The results in table 4.7 below arrived at.

Information sought	Level of Agreement				
	S.Disagree	Disagree	Neutral	Agree	Strongly Agree
Intact work groups influence the	7	37	42	99	29

implementation of MCH projects in the county.	3.3%	17.3%	19.6%	46.3%	13.6%
Problem-solving teams have helped boost performance and implementation of MCH projects in this county run under the beyond zero campaign.	15 7.0%	29 13.6%	77 36.0%	60 28.0%	33 15.4%
Cross-functional groups have helped in boosting the performance and implementation of MCH projects in this county run under the beyond zero campaign.	6 2.8%	9 4.2%	41 19.2%	132 61.7%	26 12.1%
Proactive or implementation teams have been effective in influencing performance and implementation of MCH projects in this county run under the beyond zero campaign.	0 0	0 0	28 13.1%	114 53.3%	72 33.6%

A greater percentage of the respondents (46.3%) supported the idea that, intact work groups influence the implementation of MCH projects in the county. This was followed by the idea that, problem-solving teams have helped boost performance and implementation of MCH projects in the county run under the beyond zero campaign that attracted over 43% who supported the idea. Majority (over 61%) of the respondents also supported the idea that cross-functional groups have helped in boosting the performance and implementation of MCH projects while the idea that proactive or implementation teams have been effective in influencing performance and implementation of MCH projects attracted over 53.3% of the respondents who supported it.

4.5 Upper Management Commitment on the Performance of maternal child healthcare projects

Respondents were asked a number of questions in relation to upper management commitment and the implementation of MCH projects and the results were arrived at as shown in table 4.8 and 4.9 below:

Table 4.6: Upper Management Commitment and Its Influence on the performance of the maternal child healthcare Projects

Respondents were asked to indicate whether they thought that top management has an influence in the implementation and performance of MCH projects run by the BZC programme in Tana River County and the following results were arrived at:

Response		Frequency	Percent (%)
Valid	Yes	174	81.3
	No	40	18.7
Total		214	100.0

Majority of the respondents (81.3%) supported the idea that top management has an influence in the implementation and performance of MCH projects run by the BZC programme in Tana River County.

Table 47: Rating of the Influence of Upper Management Commitment on the performance of maternal child healthcare projects

Respondents were asked to indicate the extent to which they agreed or disagreed with upper management commitment's influence on the implementation of MCH projects in the county. The scale of rating was 1-5: where 1= strongly disagree, 2= disagree, 3= fairly agree, 4= agree and 5= strongly agree. The results in table 4.7 below arrived at.

Information sought	Level of Agreement				
	S.disagree	Disagree	Neutral	Agree	Strongly Agree
Top management of the MCH centres across the county has been involved in establishing the quality policy, influencing MCH projects positively.	24 11.2%	46 21.5%	114 53.3%	30 14.0%	24 11.2%

Top management has been involved in effective communication of the organization's goals and plans, influencing the implementation of MCH projects.	15	18	63	86	32
	7.0%	8.4%	29.4%	40.2%	15.0%
Top management has been involved in establishing quality objectives, affecting performance of MCH projects positively.	19	48	61	64	22
	8.9%	22.4%	28.5%	29.9%	10.3%
Top management has been involved in conducting management reviews, affecting projects performance positively.	7	9	42	108	48
	3.3%	4.2%	19.6%	50.5%	22.4%
Cross-functional groups have helped in boosting the performance and implementation of MCH projects in this county run under the beyond zero campaign.	6	9	41	6	132
	2.8%	4.2%	19.2%	12.1%	61.7%

Majority of the respondents (over 53%) fairly supported the idea that top management of the MCH centres across the county has been involved in establishing the quality policy thus influencing MCH projects positively. This was followed by the idea that top management has been involved in effective communication of the organization's goals and plans which attracted over 40.2% of the respondents who supported it. Also, majority of the respondents supported idea that: Top management has been involved in establishing quality objectives (over 40.2%); Top management has been involved in conducting management reviews (over 50.5%); and Cross-functional groups have helped in boosting the performance and implementation of MCH projects (over 61.7%).

4.6 Total Quality Management on the Performance of maternal child healthcare Projects

Respondents were asked a number of questions in relation to total quality management and its role in the implementation of MCH projects in Tana River County while focusing on the Beyond Zero campaign and the results as shown in table 4.10, 4.11 and 4.12 below were arrived at.

Table 4.8: Total quality management on performance of maternal child healthcare

Respondents were asked to indicate whether the TQM Principle has been effectively adopted at the county in relation to MCH projects implementation and results shown as below:

Response		Frequency	Percent (%)
Valid	Yes	150	70.1
	No	64	29.9
Total		214	100.0

Majority of the respondents (70.1%) strongly supported the idea that TQM Principle has been effectively adopted at the county in relation to MCH projects implementation that is run under the Beyond Zero Campaign headed by Mama Margaret Kenyatta. However, 29.9% of the respondents did not support the idea.

Table 4.9: Rating of the Influence of TQM on the performance of MCH projects

Respondents were asked to indicate the extent to which they agreed or disagreed with TQM’s influence on the implementation of MCH projects in the county. The scale of rating was 1-5: where 1= strongly disagree, 2= disagree, 3= fairly agree, 4= agree and 5= strongly agree. The results in table 4.7 below arrived at.

Information sought	Level of Agreement				
	S.Disagree	Disagree	Neutral	Agree	Strongly Agree
TQM has led to improved quality MCH projects implementation.	11 5.1%	18 8.4%	46 21.5%	82 38.3%	57 26.6%
TQM has led to better employee participation in projects implementation.	5 2.3%	17 7.9%	63 29.4%	104 48.6%	25 11.7%
TQM has led to working relationship improvement between projects implementers in these projects thus improving its performance.	10 4.7%	26 12.1%	63 29.4%	94 43.9%	21 9.8%
TQM has led to customer satisfaction seeking	14	39	61	77	23

MCH services at the county leading to improved implementation of MCH projects in this county.	6.5%	18.2%	28.5%	36.0%	10.7%
TQM has led to employee satisfaction attached to the MCH projects in this county thus improved rates of implementation.	5	17	25	63	104
	2.3%	7.9%	11.7%	29.4%	48.6%
TQM has led to increased number of MCH clinics implemented through the beyond zero campaign in the county	18	11	46	57	82
	8.4%	5.1%	21.5%	26.6%	38.3%

On a rating scale, majority of the respondents (over 38.3%) supported the idea that TQM has led to improved quality MCH projects implementation followed by the idea that TQM has led to better employee participation in projects implementation that attracted over 48.6% of the respondents. The idea that TQM has led to working relationship improvement between projects implementers attracted over 43.9% who supported it. Also, majority of the respondents supported idea like: TQM has led to customer satisfaction seeking MCH services at the county (46.7%); TQM has led to employee satisfaction attached to the MCH projects (78%); and TQM has led to increased number of MCH clinics implemented (64.9%).

4.7 Rewards and Recognitions on the Performance of maternal child healthcare Projects

The respondents were asked a number of questions in relation to rewards and recognitions and how this principle influences the implementation of the MCH projects under the BZC programme in the county and the following results in table 4.13, 4.14 and 4.15 arrived at.

Table 4.10: Policy on Rewards and Recognition

Respondents were asked whether they supported the idea that there is a clear policy that recommends rewards and recognitions to be availed at various levels at the various MCH centres and the responses below arrived at:

	Response	Frequency	Percent (%)
Valid	Yes	157	73.3
	No	57	26.7
Total		214	100.0

Majority of the respondents (73.3%) supported the idea that there is a clear policy that recommends rewards and recognitions to be availed at various levels at the various MCH centres while the rest 26.7% did not. This was evident in some situations where some targets were indicated on the board and some rewards attached to them.

Table 4.11: Rewards and Recognitions on the performance of maternal child healthcare Projects

Respondents were asked whether they supported the idea that rewards and recognitions have an influence on the implementation of MCH projects run under the beyond zero campaign and the responses below arrived at:

	Response	Frequency	Percent (%)
Valid	Yes	154	72
	No	60	28.0
Total		214	100.0

Majority of the respondents (72%) supported the idea that rewards and recognitions have an influence on the implementation of MCH projects run under the beyond zero campaign.

Table 4.12: Rating of Rewards and Recognitions and the performance of MCH Projects

Respondents were asked to indicate the extent to which they agreed or disagreed with Rewards and Recognitions' influence on the implementation of MCH projects in the county. The scale of rating was 1-5: where 1= strongly disagree, 2= disagree, 3= fairly agree, 4= agree and 5= strongly agree. The results in table 4.15 below arrived at.

Information sought	Level of Agreement				
	S.Disagree	Disagree	Neutral	Agree	Strongly Agree
Personal recognition of MCH projects stakeholders has an influence on the implementation and performance of MCH projects in this county.	7 3.3%	17 7.9%	48 22.4%	109 50.9%	33 15.4%
Recognition of results has been used effectively to boost the performance and implementation of MCH projects in this county.	20 9.3%	26 12.1%	31 14.5%	77 36.0%	60 28.0%
Recognition of employees result by management has influences the implementation of MCH projects.	12 5.6%	26 12.1%	62 29.0%	87 40.7%	27 12.6%
Recognition of employee dedication to work by management has influences on the implementation of MCH projects.	5 2.3%	10 4.7%	55 25.7%	99 46.3%	45 21.0%
Recognition of employees' work practice by management has influences on the implementation of MCH projects	2.3%	7.9%	11.7%	48.6%	29.4%
	10	26	21	94	63

50.9% who made the majority respondents agreed with the idea that personal recognition of MCH projects stakeholders has an influence on the implementation and performance of MCH

projects in the Tana River County. Also, majority of the respondents (36% and 28%) agreed and strongly agreed with the idea that recognition of results has been used effectively to boost the performance and implementation of MCH projects respectively. Recognition of employees result by management has influences the implementation of MCH projects idea had a majority of the respondents (over 40.7%) supporting it. It was also found out that most of the respondents (over 46.3%) supported the idea that Recognition of employee dedication to work by management has influences on the implementation of MCH projects. Finally most of the respondents supported the idea that recognition of employees' work practice by management has influences on the implementation of MCH projects with 48.6% of the respondents agreeing and 29.4% strongly agreeing.

4.8 Testing of the Hypothesis as Outlined in the Study

From the values obtained from the likert scale rating of the variables, the relationship between the various variables was tested. The testing of the relationship is what is known as the hypothesis and was done by Chi-Square.

Table 4.13: Team Work on the Performance of Maternal Child Healthcare Projects

This table tests the hypotheses that were:

H₁ Kaizen’s team work has an influence on the performance of maternal child healthcare projects in Tana Rive County, Kenya.

H₀ Kaizen’s team work has no influence on the performance of maternal child healthcare projects in Tana Rive County, Kenya.

<i>o</i>	<i>e</i>	<i>d</i>	<i>d</i> ²	<i>X</i> ²
7	42.8	-35.8	1281.64	29.9
37	42.8	-5.8	33.64	0.78
42	42.8	-0.8	0.64	0.01
99	42.8	56.2	3158.44	73.79
29	42.8	-13.8	190.44	4.45
				$\sum X^2 = 108.93$

$\chi^2_c = 108.93 > \chi^2_{\alpha, 0.05} = 9.488$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 108.93 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Consequently, Kaizen’s team work has an influence on the performance of maternal child healthcare projects in Tana Rive County, Kenya.

Table 4.14: Kaizen’s upper management commitment on the Performance of Maternal Child Healthcare Projects

This table tests the hypotheses that were:

H₁ Kaizen’s upper management commitment has an influence on the performance of projects in maternal child healthcare in Tana River County, Kenya.

H₀ Kaizen’s upper management commitment has no influence on the performance of projects in maternal child healthcare in Tana River County, Kenya.

<i>o</i>	<i>e</i>	<i>d</i>	<i>d</i> ²	<i>X</i> ²
24	42.8	-18.8	353.44	8.25
46	42.8	3.2	10.24	0.24
114	42.8	71.2	5069.44	118.44
30	42.8	-12.8	163.84	3.83
24	42.8	-18.8	353.44	8.26
				$\sum X^2 = 139.02$

$$\chi^2_c = 139.02 > \chi^2_{\alpha, 0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 139.02 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Consequently, Kaizen’s upper management commitment has an influence on the performance of projects in maternal child healthcare in Tana River County, Kenya.

Table 4.15: Kaizen’s Total Quality Management on the Performance of Maternal Child Healthcare Projects

This table tests the hypotheses that were:

H₁ Kaizen’s total quality management has an influence on the performance of project maternal child healthcare in Tana River County, Kenya.

H₀ Kaizen’s total quality management has no influence on the performance of project maternal child healthcare in Tana River County, Kenya.

<i>o</i>	<i>e</i>	<i>d</i>	<i>d</i> ²	<i>X</i> ²
11	42.8	-31.8	1011.24	23.62
18	42.8	-24.8	615.04	14.37
46	42.8	3.2	10.24	0.24
82	42.8	39.2	1536.64	35.90
57	42.8	14.2	201.64	4.71
				$\sum X^2 = 78.84$

$$\chi^2_c = 78.84 > \chi^2_{\alpha, 0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 78.84 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Consequently, Kaizen’s total quality management has an influence on the performance of project maternal child healthcare in Tana River County, Kenya.

Table 4.16: Kaizen’s Rewards and Recognitions on the Performance of Maternal Child Healthcare Projects

This table tests the hypotheses that were:

H₁ Kaizen’s rewards and recognitions have an influence on the performance of project maternal child healthcare in Tana River County, Kenya.

H₀ Kaizen’s rewards and recognitions have no influence on the performance of project maternal child healthcare in Tana River County, Kenya.

<i>o</i>	<i>e</i>	<i>d</i>	<i>d</i> ²	<i>X</i> ²
7	42.8	-35.8	1281.64	29.94
17	42.8	-25.8	665.64	15.55
48	42.8	5.2	27.04	0.63
109	42.8	66.2	4382.44	102.39
33	42.8	-9.8	96.04	2.24
				$\sum X^2 = 150.75$

$$\chi^2_c = 150.75 > \chi^2_{\alpha, 0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 150.75 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Consequently, Kaizen’s rewards and recognitions have an influence on the performance of project maternal child healthcare in Tana River County, Kenya.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, the discussions as per the objectives, conclusions and recommendations. Also included are suggestions for future studies.

5.2 Summary of the Findings

From the field data obtained, data analyzed and presented, a number of issues were as follows:

In relation to objective one that sought to assess the effects of Kaizen's team work principle on the performance of MCH projects in Tana River County, majority of the respondents (100 who equated to 70.1%) agreed with the idea that the Gemba Kaizen principle of team work influenced the implementation of MCH projects at the county. On a rating scale, a greater percentage of the respondents (46.3%) supported the idea that, intact work groups influence the implementation of MCH projects in the county followed by the idea that problem-solving teams have helped boost performance and implementation of MCH projects in the county run under the beyond zero campaign. When the hypothesis was tested, the alternative hypothesis was favored due to the fact that the calculated chi-square value (108.93) was greater than the critical chi-square value at value at 5% level of confidence.

In relation to the second objective that sought to examine the effects of Kaizen's upper management commitment principle on the performance of MCH projects in Tana River County, majority of the respondents (81.3%) supported the idea that top management has an influence in the implementation and performance of MCH projects run by the BZC programme in Tana River County. On a rating scale, majority of the respondents supported idea that: Top management has been involved in establishing quality objectives (over 40.2%); Top management has been involved in conducting management reviews (over 50.5%); and Cross-functional groups have helped in boosting the performance and implementation of MCH projects (over 61.7%). When the hypothesis was tested, the calculated chi-square value of 139.02 was greater than the value at

the critical chi-square 5% level of confidence, hence the researcher accept the alternative hypothesis.

In relation to the third objective that sought to establish the effects of Kaizen's total quality management (TQM) principle on the performance of MCH projects in Tana River County, majority of the respondents (70.1%) strongly supported the idea that TQM Principle has been effectively adopted at the county in relation to MCH projects implementation that is run under the Beyond Zero Campaign. Also, when the respondents were asked whether they thought that TQM principle adopted by the BZC at Tana River County has an influence on various MCH projects implementation, majority of them (70.1%) supported the idea. On the same issue, , majority of the respondents supported idea like: TQM has led to customer satisfaction seeking MCH services at the county (46.7%); TQM has led to employee satisfaction attached to the MCH projects (78%); and TQM has led to increased number of MCH clinics implemented (64.9%). Since the calculated chi-square value of 78.84 was found to be greater than the critical chi-square value at 5% level of confidence during the hypothesis calculation, the alternative hypothesis was accepted.

In relation to the fourth objective that sought to examine the effects of Kaizen's rewards and recognitions principle on the performance of MCH projects in Tana River County and the results indicated that, majority of the respondents (73.3%) supported the idea that there is a clear policy that recommends rewards and recognitions to be availed at various levels at the various MCH centres. Also, majority of the respondents (72%) supported the idea that rewards and recognitions have an influence on the implementation of MCH projects run under the beyond zero campaign. On a rating scale 50.9% who made the majority respondents agreed with the idea that personal recognition of MCH projects stakeholders has an influence on the implementation and performance of MCH projects. Since the calculated chi-square value of 150.75 was greater than the critical chi-square value at 5% level of confidence, we accepted the alternative hypothesis.

5.3 Discussion of the Findings

In relation to the first objective that sought to assess the effects of Kaizen's team work principle on the performance of MCH projects in Kenya, majority of the respondents (70.1%) agreed with the idea that the Gemba Kaizen principle of team work had been adopted by the BZC projects implementers and it influenced the implementation of MCH projects at the county. According to Thessaloniki (2012), Kaizen concept and strategy and its embraced tools emphasize and revolve around teamwork activities. Teamwork activities according to him that have a great influence on the implementation of various projects and performance of organisations include: the availability of well structure contact work groups, the availability of problem solving groups and the presence of cross functional groups in an organisation that carry out numerous activities. The importance of teamwork as spelt by Kaizen is bringing together energies, skills, creativity and resources, leading to improved results in an organisation. Conclusively, Thessaloniki (2012) has shown that teamwork principle when applied in projects planning, management and implementation influences their performance significantly.

In relation to the second objective that sought to examine the effects of Kaizen's upper management commitment principle on the performance of MCH projects in Kenya, majority of the respondents (81.3%) supported the idea that top management has an influence on the implementation and performance of MCH projects run by the BZC programme in Tana River County. This is supported by Fariba&Ziba (2013) who revealed that the role of upper management commitment is very important in allocating resources, giving direction of leadership, sourcing for resources and mobilize resources that can help an organisation perform better. They continue to show that if management makes positive use of the process-oriented way of thinking to support innovation and further reinforces it with a Kaizen approach, it will find that the company's overall competitiveness will be improved in the long run.

In relation to the third objective that sought to establish the effects of Kaizen's total quality management (TQM) principle on the performance of MCH projects in Kenya, majority of the respondents (70.1%) strongly supported the idea that TQM Principle has been effectively adopted at the county in relation to MCH projects implementation it has an influence on various MCH projects implementation. On the same issue, , majority of the respondents supported idea

like: TQM has led to customer satisfaction seeking MCH services at the county (46.7%); TQM has led to employee satisfaction attached to the MCH projects (78%); and TQM has led to increased number of MCH clinics implemented (64.9%). Agreeing with these findings is Akaligaung (2015) who confirmed that Total Quality Management (TQM) as a management tool has a significant influence in improving the implementation of MCH projects and their total performance in Ghana. Similarly, CRDI (2016)'s study has shown that TQM influences the implementation of MCH projects and its general performance. The study adds that, TQM achieves organisational performance by organizing activities involving everyone in a company – managers and workers – in a totally systemic and integrated effort at every level.

Finally, in relation to the fourth objective that sought to examine the effects of Kaizen's rewards and recognitions principle on the performance of MCH projects in Kenya and the results indicated that, majority of the respondents (73.3%) supported the idea that there is a clear policy that recommends rewards and recognitions to be availed at various levels at the various MCH centres. Also, majority of the respondents (72%) supported the idea that rewards and recognitions have an influence on the implementation of MCH projects run under the beyond zero campaign. Hogan et al (2014) postulates R&R can increase the rates at which MCH projects in Asia and Africa achieve the goals and objectives. Through R&R, projects stakeholders like the donors, employees and community players/community leaders will feel part and parcel of the projects being implemented. This way, the projects gain by getting timely financial resources, well trained labour force that is motivated, community supporting resources like land for the erection of MCH hospitals among other benefits. Brandrud et al (2014) observed that R&R in implementing MCH programmes in Asia for example has been able to motivate employees/ individuals and groups to continue their active participation in their undertakings so as to achieve the objectives that are aimed at achieving the sustainable development goal 6.

5.4 Conclusions

Based on the results obtained from the field and the literature reviewed, the researcher concludes that:

Team work concepts that include intact work groups and problem solving teams have an influence on the implementation of MCH projects in the county. According to the findings, teamwork brings both the employees and other project implementers together in order to share ideas and knowledge that finally influences the performance of MCH projects.

Upper management commitment has an influence on the implementation of MCH projects in the county. Upper management if it is committed it is able to get resources on time, give direction on activities to be performed, give the priorities in resources allocation and many more that finally influences the performance of projects.

Total quality management concept has significant influence on the implementation of MCH projects in the county. The continuous improvement of the activities and deliverables of the projects can be said to be the core measure of projects implementation and final performance.

Rewards and recognition have an influence on the implementation of MCH projects in the county. Rewards and recognitions perform a great duty of ensuring that every stakeholder of the projects is made to feel part of the projects and thus motivated to participate in each and every activity of implementation.

5.5 Recommendations

Based on the findings, the researcher recommends the MCH projects to adopt and integrate all the Gemba Kaizen principles since they are very crucial in the implementation of these projects in all the departments.

The researcher recommends that for team work concept should be embraced along and across the departments and this should be extended to include other stakeholders like the community that consumes the services of MCH projects to ensure their success.

The researcher also recommends that upper management should be committed towards ensuring that the internal business process (policies and resources) is strengthened. Also policies and straight forward rules for rewards and recognition must be laid down.

The researcher recommends that for better learning and growth among the employees at handling the MCH projects, better and constant implementation of the projects by the County government calls for them to understand the concept of continuous and gradual development to be made public to all the stakeholders.

5.6 Suggestions for Further Research

If any, very few studies have focused on the sustainability strategies on the performance of maternal child healthcare projects implemented under the Beyond zero campaign programme in Tana River County. In fact there is a research gap on the performance of MCH project implementation by the county governments. Therefore a similar study should be undertaken in other ASALs and marginalized counties that have similar characteristics like Tana River.

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APPENDICES

APPENDIX I:

Letter of Introduction

MOHAMED GODANA
P.O Box 134-80201
GARSEN, TANA DELTA

Tel:0720267484

Dear Participant,

You are kindly requested to participate in research by answering the questions in the questionnaire below. You have been picked by the researcher since he feels that you have relevant information in relation to Gemba Kaizen principles and their effects on the implementation and performance of MCH projects implemented under the beyond zero campaign in this county.

If you choose to participate in this research, please answer all questions as honestly as possible. Participation is strictly voluntary and you may decline to participate at any time. In order to ensure that all the information will remain confidential, you do not have to include your name. The data collected will be for academic purposes only.

Thank you.

Yours faithfully,

MohamedGodanaShambaro
(Masters Student at University of Nairobi)

APPENDIX II:
Research Questionnaire

Section A: Basic Information

Background Information (tick/mark where necessary)

1. Your gender:

Male

Female

2. Your age bracket

18-30yrs

31 - 40 Years

41 - 50 years

51- 60 years

3. What is your highest education level?

Secondary certificate

Diploma/certificate

Bachelors' degree

Master degree

PhD

4. Working Experience

a) Less than 1 year ()

.b) 1-2 years ()

.c) 2-4 years ()

.d) 5 years and above ()

.e) others ()

Section B: Questions as per the Literature Reviewed.

I Influence of Team Work on the performance of MCH Projects

1. a). Do you think that the concept of teamwork among the employees and other stakeholders has been promoted in this organisation? Yes [] No [].

b). Do you think that team work has influenced the performance of the MCH projects that have been advocated by the beyond zero campaign in this county?

Yes () No ()

2. On a likert scale rating indicate the extent to which you agree or disagree with the following statements in relation to teamwork principle and the implementation of MCH projects run by the beyond zero campaign? Use a scale of 1-5 where: **1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.**

Statement	1	2	3	4	5
1. Intact work groups influence the performance of MCH projects in the county.					
2. Problem-solving teams have helped boost performance and implementation of MCH projects in this county run under the beyond zero campaign.					
3. Cross-functional groups have helped in boosting the performance and implementation of MCH projects in this county run under the beyond zero campaign.					
4. Proactive or implementation teams have been effective in influencing performance and implementation of MCH projects in this county run under the beyond zero campaign.					

II. Upper Management Commitment on the performance of MCH projects

3. Do you think that top management has an influence in the implementation and performance of MCH projects run by the BZC programme?

Yes { } No { }

4. To what extent do you agree or disagree with the following statements in relation to upper management commitment and the implementation of MCH projects in the county. Use a scale of 1-5 where **1= strongly disagree; 2 = disagree; 3 = weakly agree; 4 =Agree; 5 = strongly agree.**

Statement	1	2	3	4	5
1. Top management of the MCH centres across the county has been involved in establishing the quality policy, influencing MCH projects positively.					
2. Top management has been involved in effective communication of the organization's goals and plans, influencing the implementation of MCH projects.					
3. Top management has been involved in establishing quality objectives, affecting performance of MCH projects positively.					
4. Top management has been involved in conducting management reviews, affecting projects performance positively.					
5. Top management has been involved in providing resources, affecting MCH projects performance positively.					

IV. Influence of Rewards and Recognitions on the performance of MCH projects

8. Do you support the idea that there is a clear policy that recommends rewards and recognitions to be availed at various levels in this MCH centre?

Yes () No ().

9. Do you think that rewards and recognitions have an influence on the performance of MCH projects in this county?

Yes () No ()

10. Rate the extent to which you agree or disagree with the following statements. Use a scale of 1-5 where, 1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.

Statement	1	2	3	4	5
1. Personal recognition of MCH projects stakeholders has an influence on the implementation and performance of MCH projects in this county					
2. Recognition of results have been used effectively to boost the performance and implementation of MCH projects in this county					
3. Recognition of employees result by management has influences the implementation of MCH projects					
4. Recognition of employee dedication to work by management has influences on the implementation of MCH projects					
5. Recognition of employees' work practice by management has influences on the implementation of MCH projects					

Appendix V: Krejcie and Morgan table of 1970

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

