

Center for Transformational Leadership

# Kikopey Dispensary Community Scorecard

REPORT 2023

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# Acknowledgments

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We appreciate the Chief Officers in the Nakuru County Department of Health for supporting the Kikopey community scorecard process. Special thanks go to Madam Rita Ocholla Community health strategy County Focal Person for the valuable inputs she made to this report.

We appreciate the Sub County Team lead Madam Deborah Sirega and the Sub County Public Health Officer, Kikopey Dispensary, and Gilgil MCA Hon. Rose Gathoni Njoroge for supporting the community scorecard process and informing the joint action plan during the interface meeting. We are cognizant of the key role played by the facility in-charge in Kikopey Dispensary and the medical staff in participating in the development of the service provider scorecard.

We extend our sincere appreciation to the 40 Community Scorecard Committee members and members Health Facility Management Committee led by Mr. Wambugo and Mr. John Wainaina for volunteering their time to gather information from citizens and guide conversations during the scorecard development process.

We appreciate the CTL Team - Peter Rono, Nickson Mwarari, Paul Njuguna, John Kiruki, Margrate Gachanja, and Julia Kamau who worked tirelessly to support the community scorecard committees in undertaking the scorecard process and compiling this report.



# Abbreviations

ccc	Comprehensive Care Centre
CGA	County Government Act
CHVs	Community Health Volunteer
СоК	Constitution of Kenya
CTL	Center for Transformational Leadership
DANIDA	Danish International Development Agency
ENCASE	Encouraging Citizen-Driven Accountability through Sustained Engagement
EMR	Electronic Medical Records
FGDs	Focus Group Discussions
FP	Family Planning
GoK	Government of Kenya
HFMC	Health Facility Management Committee
HSSF	Health Sector Services Fund
HPV	Human papillomavirus
KEMSA	Kenya Medical Supplies Authority
КМ	Kilometers
MCA	Member of County Assembly
NGO	Non-Governmental Organization
NHIF	National Hospital Insurance Fund
РНО	Public Health Officer
PWDs	Persons with Disabilities
SPARKe	Strengthening Public Accountability and Responsiveness in Kenya
WC	Water Closet

### Forward

Dispensaries and health centers play a critical role in providing basic health services to citizens. Being the health facilities that are closest to citizens, they are the first service delivery points patients visit whenever they feel ill. Since health is a devolved function, service provision in level II and level III facilities is the responsibility of county governments.

Article 43 (1) (a) of the Constitution of Kenya guarantees citizens the right to quality healthcare. It states that 'every person has a right to the highest attainable standard of health, which includes the right to health care services, including reproductive health care.'

The realization of this right depends on the quality and quantity of inputs that county governments avail in public health facilities. These inputs include infrastructure, staff, equipment, and consumables required to facilitate service provision.

Since the onset of devolution in 2014, Nakuru County has made considerable progress in enhancing health service delivery inputs. Notable investments have been made in expanding health infrastructure across the 11 sub-counties in a bid to make health services more accessible to citizens. But, even with these investments, the county still struggles to provide quality health services to its residents. This report highlights feedback from service users of a rural level II facility in Gilgil sub-county. The service users monitored the delivery of health services in Kikopey Dispensary using a social accountability tool known as the Community Scorecard. Service users and providers rated the quality of immunization and family planning services in the facility as high. Some of the service delivery issues that need improvement in the facility include inadequate service rooms, which are also inaccessible to PWDs, and inadequate staff that make it challenging for the facility to meet the growing workload.

Although the facility receives essential drugs, both service users and providers agree that the quantities are rarely sufficient to meet demand. This results in frequent stockouts as drugs run out before a quarter ends. Accessibility to non-communicable drugs is also a challenge for facility users since these are only available in the Gilgil Sub-County Hospital.

Other issues that need to be addressed in the facility include the improvement of sanitation blocks, capacity building of the health management committee, and acquisition of additional land for future expansion. The facility currently sits on half an acre piece of land, which is smaller than the 1-acre legal requirement.

Bancy W. Kubutha

Executive Director - CTL

### Introduction

The Center for Transformational Leadership (CTL) conducts civic education to ensure citizens understand their constitutional rights and responsibilities. CTL also supports citizen formations to engage in public decision-making processes and monitor the delivery of essential services using participatory performance management tools like community scorecards, social audits, citizen report cards, and budget analysis.

This work enables citizens to provide duty bearers with constructive feedback for improved quality of services. In 2023, CTL used community scorecards to monitor health services in Kikopey Dispensary located in the Gilgil sub-county, Nakuru County. The Kikopey Dispensary Community Scorecard is part of the social accountability work undertaken by CTL through the 'Encouraging Citizen Driven Accountability through Sustained Engagement - ENCASE' project. The ENCASE project is supported by Uraia Trust and DANIDA under the 'Strengthening Public Accountability and Responsiveness in Kenya (SPARKe) Programme.

The scorecard was developed through a participatory process involving service users drawn from the facility's catchment area, frontline service providers, representatives of the Health Facility Management Committee (HFMC), representatives from Sub County Department of Health, and local leaders including the Ward Administrator and representatives from Office of Member Assembly and National Assembly.





# **Profile:** Kikopey Dispensary



#### Level

The facility is gazetted as level 2



#### Acreage

The Health facility sits on a half-acre piece of land



#### Location

The facility is strategically located in Gilgil Ward, along the busy Nakuru Nairobi Highway.



#### Catchment

The facility serves patients from the expansive Kikopey area. Catchment areas include Ravine A&B, Umoja, Molo, Ebenzer, Hedex, Maji Mazuri, and Elina.



#### Management

The facility has an active Health Facility Management Committee (HFMC). A facility in charge who manages its day-to-day running.



#### Workload

The health Facility serves estimated 2,000 patients on monthly basis.



#### Infrastructure

The health center has the following infrastructure:

- 4 Service Rooms
- 1 Waiting Bay
- 1 Pharmacy
- 3 Sanitation Blocks
- 2 Maternity Rooms
- (1 labour/delivery room, 1 ward)
- A semi-permanent live fence



#### Services

The Dispensary offers level-2 outpatient care and emergency maternity services.



#### Staffing

At the time of developing this scorecard, Kikopey Dispensary had

- 3 Registered Nurses
- 1 HIV Testing and Counselling Staff
- 2 Support staff



# A Case for Social Accountability

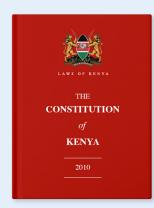
By acknowledging that Sovereign power belongs to the people and outlining the National Values and Principles of Good Governance, the Constitution of Kenya (CoK) allows citizens to engage in governance processes, including performance monitoring. Social accountability tools such as social audits, community scorecards, budget analysis, and citizen report cards allow citizens to interact with duty bearers and give them constructive feedback about their experiences with the services offered.

The social accountability approach allows ordinary citizens to exact accountability directly for purposes of

improving service delivery and enhancing transparency and accountability in public affairs. These interactions can increase cost-effectiveness in the utilization of public funds, enhance service delivery, improve public planning, and ensure prioritization of interventions that respond to citizen needs.

Kenya has a comprehensive legal framework that guides the management of public affairs and encourages civic engagement in governance processes. Below is a synopsis of legal provisions that support social accountability.

#### Legal Document

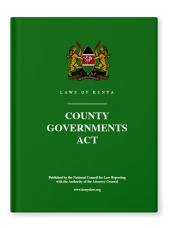


Constitution of Kenya

#### Provision

- Article 133 (1) requires public servants to uphold high professional ethics and observe high standards in efficiency and economic utilization of public resources.
- Chapter 6 requires public officers to make objective, impartial, decisions guided by honesty and integrity.
- Article 174(c) states one objective of devolution as 'to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them'.
- Article 201(a) includes openness and accountability including public participation in financial matters as one of the principles of public finance.

#### Legal Document



County Government Act

#### Provision

- Sections 30 and 92 require Governors to promote and facilitate citizen participation in the development of policies and plans, delivery of services and submit a report to the County Assembly annually on how citizens are participating in County Government affairs.
- Section 9 (1) requires Members of the County Assembly (MCA) to maintain close contact with electorates and consult with them on issues under discussion in the County Assemblies.
- Sections 94 and 95 require the County Government to establish mechanisms to facilitate public communications and access to information with the widest public outreach using media that may include television stations, information communication technology, and public meetings among others.
- Section 96 of the CGA that requires the County Government and its agencies to designate an office to ensure access to information and enact a legislation to ensure access to information for which reasonable fees may be imposed.
- Section 115 requires the County Assembly to develop laws and regulations that give effect to the requirement for effective citizen participation in development planning and performance management within the County.



GAZETTE

The Anti-Corruption and Economic Crimes Act (Cap. 65),2003

- ➤ The Public Officer Ethics Act, 2003
- The Leadership and Integrity Act, 2012
- The Public Procurement and Disposal Act, 2005
- ➤ The Civil Service Code of Regulations, 2006

Other legal legislations that support accountability in Kenya

# Methodology

The community scorecard for Kikopey Dispensary was implemented in a step-by-step format. The entire process was implemented over six months as follows:



#### Entry Meetings with the County Department of Health

- CTL staff met representatives from the County Department of Health and continued with the initiative to identify a health facility where services would be monitored.
- A facility entry meeting was held with the sub-county team lead and facility in-charge to share scorecard objectives and plan.



#### **Community Sensitization Meetings**

A community sensitization meeting with 100 participants drawn from the Karunga Health Center catchment was conducted at the facility's ground.

Community members were sensitized on the importance of social accountability and how service monitoring tools such as community scorecards improve the quality of health services.

Community members present identified representatives to form accountability cells in line with pre-designed criteria that took into account regional representation, gender, age, and disability.

✓ 2 accountability cells, each with 20 pax formed.





STEP

#### Service User Focus Group Discussions (FGDs)

- ✓ 4 FGDs were conducted with service users in the target facility over 4 months.
- Accountability cell members guided service users in prioritizing service delivery issues and scoring indicators based on their experiences.
- Each group (youth, women, men, and PWDs) prepared its scorecard.
- The scorecards were consolidated to form the community scorecard.

#### Service Provider Focus Group Discussions (FGDs)

- Frontline service providers identified and prioritized service delivery issues in the health center.
- CTL staff guided service providers in scoring service delivery indicators during FGDs and capturing remarks to develop the service provider scorecard.



#### **Interface Meeting**

- Interface meetings were held with service providers, facility users, and duty-bearers.
- Community members, Frontline service providers, department of health officials, and political leadership deliberated on issues raised from community and service provider scorecards.
- A joint action plan was developed based on recommendations and commitments made during interface meetings.



# **Scorecard Findings**



Very Poor Poor Fair Good Very Good



#### **CTL Summarized Scorecard**

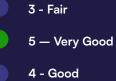
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#### **Availability of Essential Drugs**

> Availability of Drugs Services



> Availability of Special Care Drugs





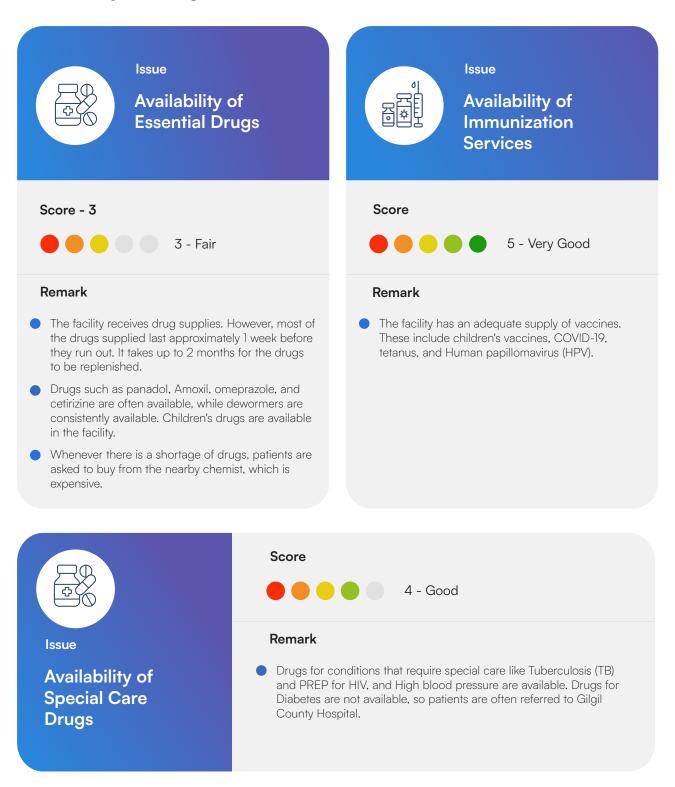






#### CTL Detailed Scorecard

#### **Availability of Drugs**

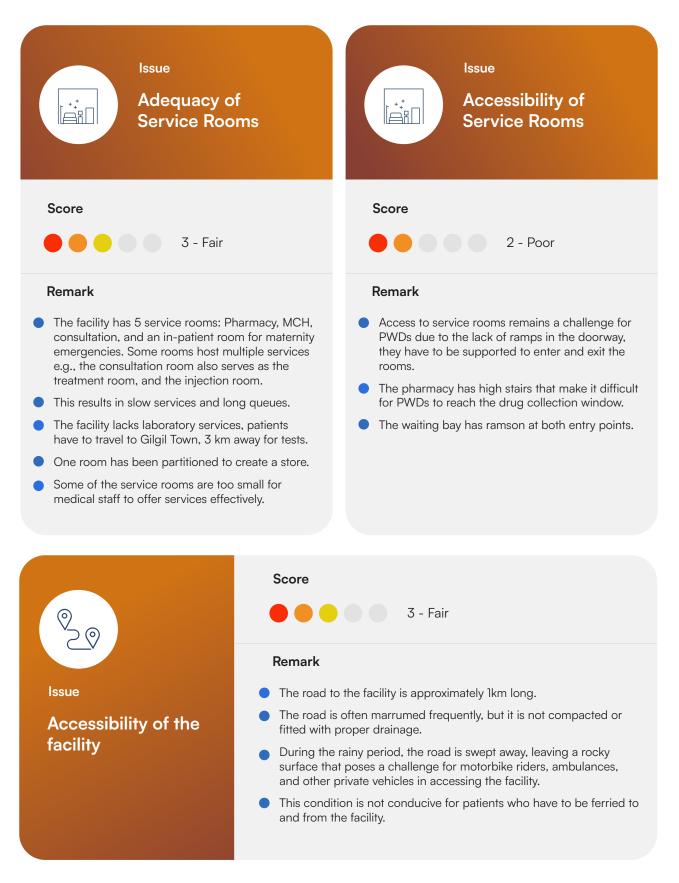


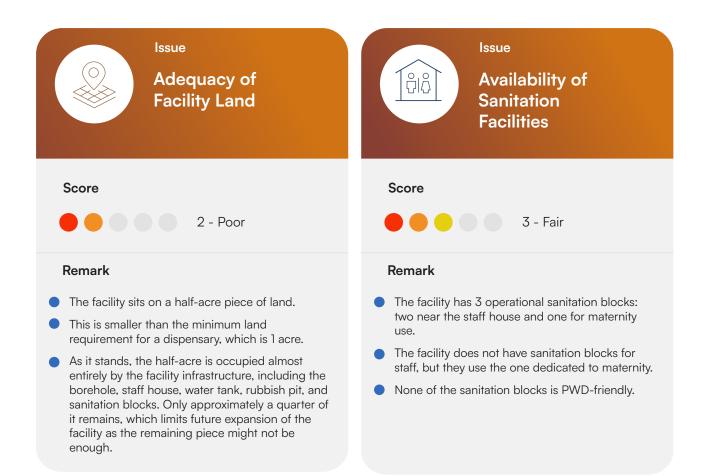
#### Staffing

	Score 4 - Good		
Issue Availability of Medical Staff	<ul> <li>Remark</li> <li>The facility serves a big catchment area that is densely populated and approximately 2,000 patients seek medical services from the facility each month. The facility is served by 3 nurses.</li> <li>On Monday and Wednesday, more patients visit the facility.</li> <li>It often takes between 30 minutes - 1 hour to access services in the facility.</li> <li>The high patient traffic makes it difficult to take health breaks and thus overworked in the process.</li> </ul>		
Issue Availabilit Support S		conduct of ledical Staff	
<b>Score</b> 4 - G	od Score	4 - Good	
<ul> <li>Remark</li> <li>The facility has one support stat charge of cleaning and does ot assigned by the facility in charg the facility being small with fewer</li> </ul>	er tasks as manner. This is a result of rooms. In some instances, patients.	d to patients in a professional they conduct follow-ups on	

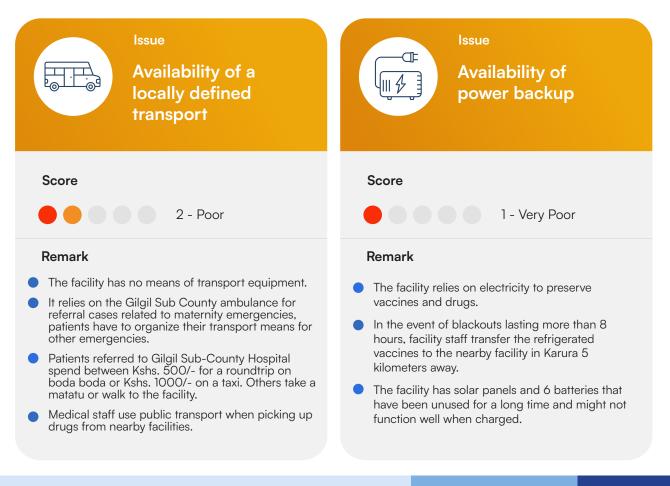
• They attend to patients with the utmost attention and don't waste time when providing services.

#### **Physical Infrastructure**



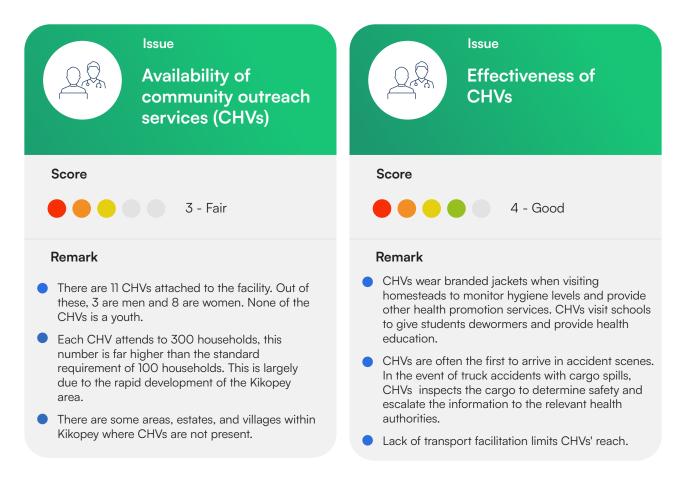


#### Equipment

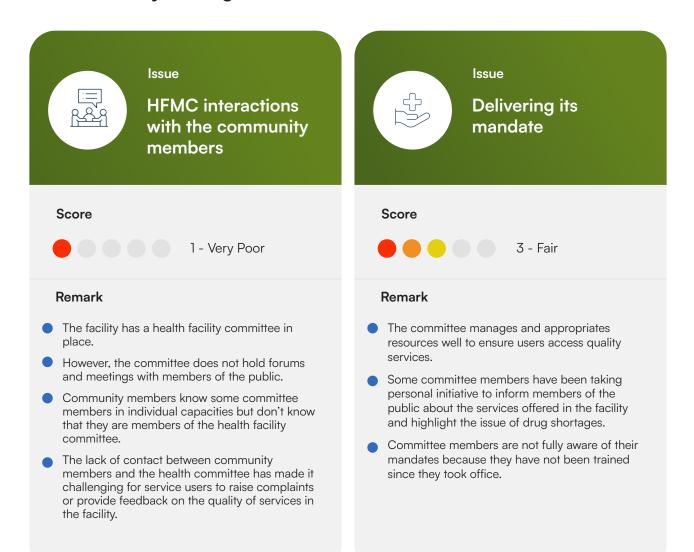


#### Water Supply Lab Services Issue Issue Availability of Availability of Lab **Adequate Water** Services Score Score 4 - Good 1 - Very Poor Remark Remark There is a piped water connection, but the water The facility does not have a lab. Patients have to supply is not consistent. access private testing services or travel to Gilgil The facility harvests rainwater stored in a Sub-County Hospital to run tests. 50,000-liter storage tank. Tests in private facilities are expensive. There is borehole water in the facility. However, the water has high fluoride levels and is unfit for consumption. The facility uses it for cleaning purposes only.

#### **Community Health Volunteers**



#### **Health Facility Management Committee**

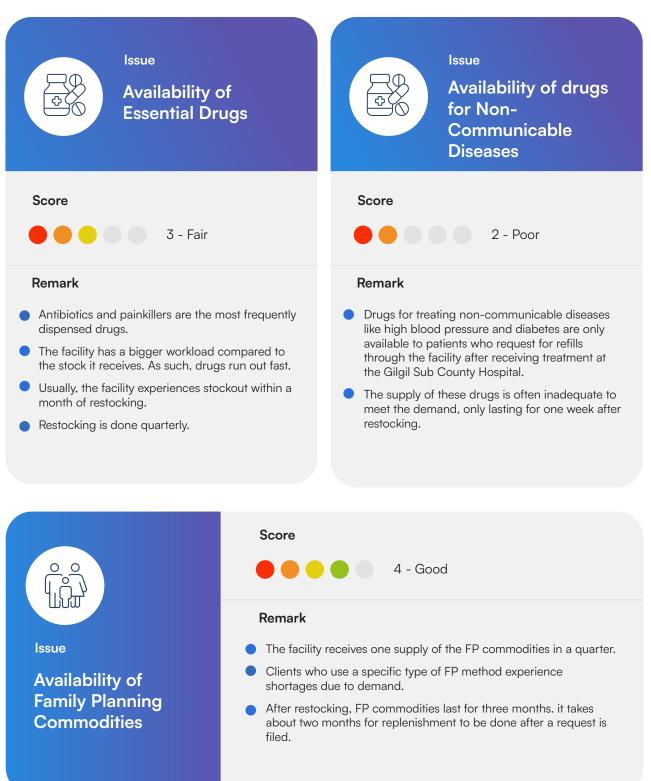




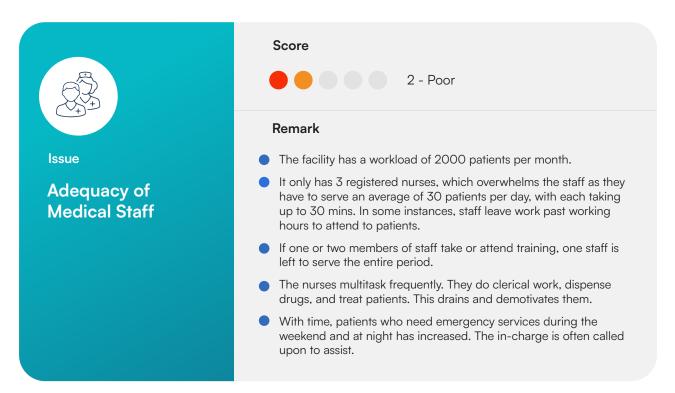


#### CTL Detailed Scorecard

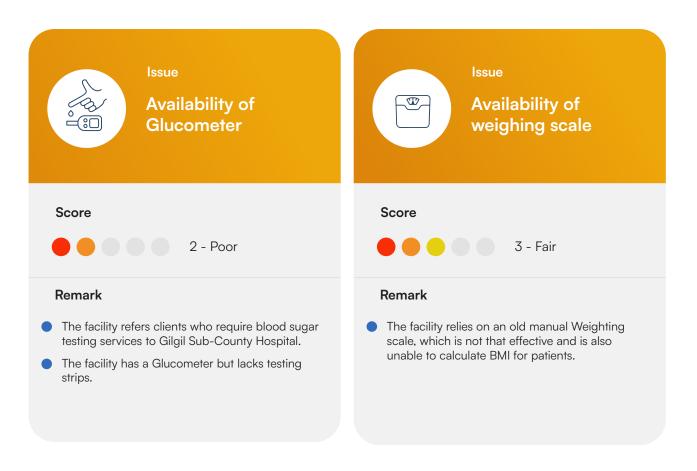
#### **Drugs Supply**

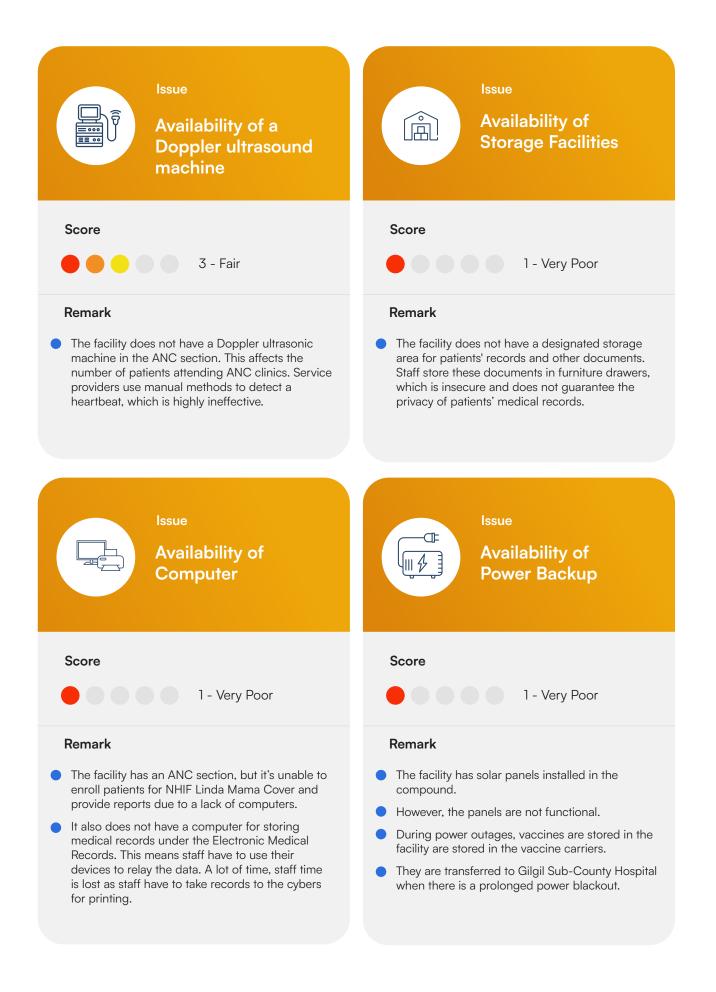


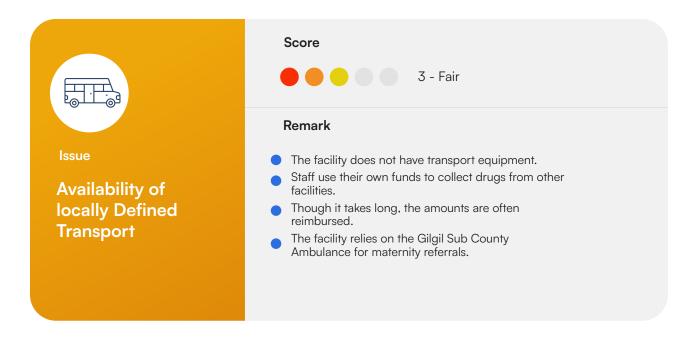
#### **Staffing Levels**



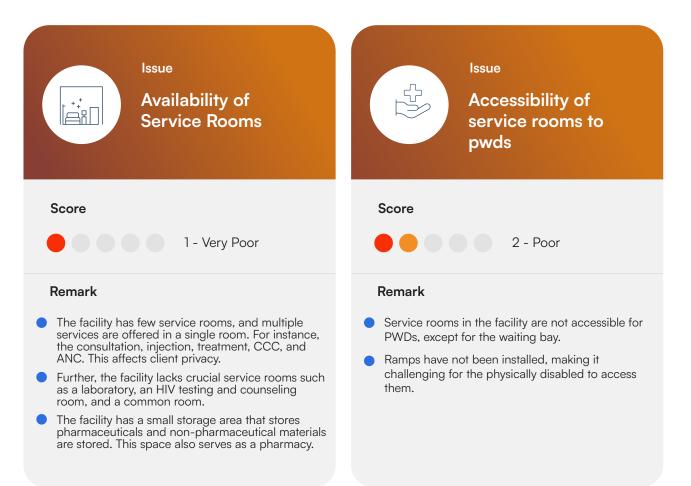
#### Equipment

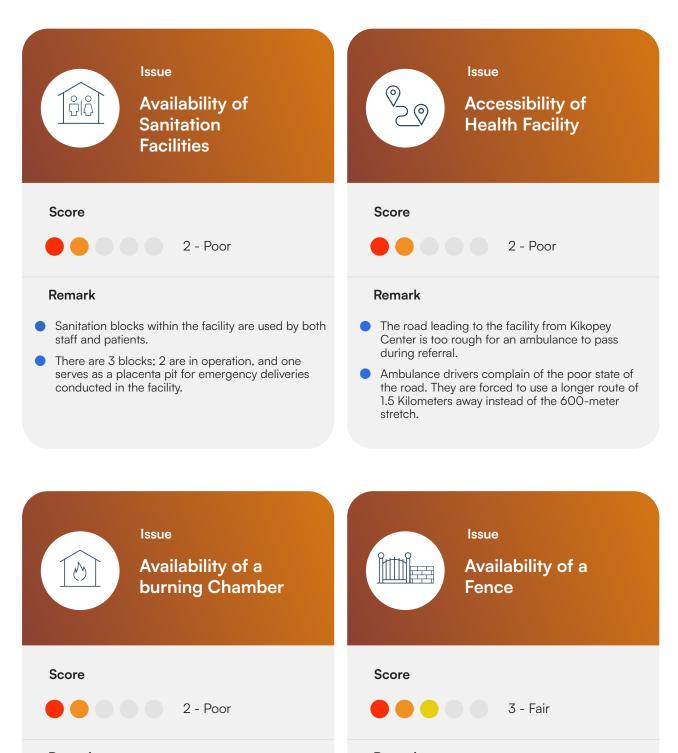






#### Infrastructure





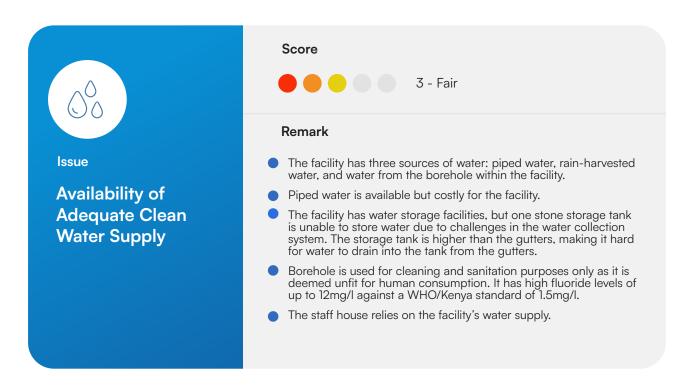
#### Remark

- Medical waste that can't be burned using the open pits is stored for a period of up to 3 months being being transported to Gilgil Sub County where the burning chamber is located.
- Due to the size of the facility, storage of the waste, which is hazardous, poses a danger to staff.
- The facility uses an open pit to burn non-pharmaceutical waste.
- During burning, the pit releases uncontrollable flames

#### Remark

- The facility has a fence, and a section of it is a live fence.
- However, live fence harbors snakes pose a danger to those seeking to access medical services and staff.
- Maintaining the live fence is costly for the facility considering the little funds it gets.
- Security-wise, the fence can allow people to pass through or jump over it.

#### Water Supply



#### Funding

	Score 2 - Poor
	Remark
Issue	<ul> <li>Allocation to the facility is pegged on workload. However, running costs remain the same despite the workload.</li> </ul>
Adequacy of HSSF funds and DANIDA	<ul> <li>HSSF funds are sent to facilities on a biannual basis. The facility's running costs include utilities - water and electricity bills -, support staff, maintenance, and sanitation.</li> </ul>
	<ul> <li>The fund that the facility receives is not sufficient to meet these running costs.</li> </ul>
	<ul> <li>At the time of developing the scorecard, electricity, and water bills were overdue.</li> </ul>

# Recommendation/ Way Forward

#### **Joint Action Plan**

Issue	Action	Who Will Lead It	Completion Date
1. Poor Drug supply to the facility	<ul> <li>Gilgil Sub County Pharmacist to allocate drugs to facilities as per the requisitions made.</li> <li>Drugs are to be delivered to the facility by the Department of Health vehicle.</li> </ul>	• Gilgil Team Lead	Continuous
2. Inadequate land for expansion	<ul> <li>A proposal for the expansion of the facility is to be prepared and submitted to the county through Gilgil Municipality, Ward Development Kitty.</li> <li>Transfer the title from the previous owner's name to the facility's name.</li> </ul>	• Health Facility Committee Members (HFMC)	December 2024
3. Poor accessibility to the facility from the main road	The road is to be improved by grading and murraming through the Imarish Barabara initiative.	<ul> <li>Area MCA and Ward Administrator</li> </ul>	June 2024
4. Unavailability of transportation services within the facility	<ul> <li>Public Health has issued the CHV unit with a Motobike to aid in movements.</li> <li>The Department of Health vehicle to distribute medical drugs to the facility.</li> </ul>	<ul> <li>Gilgil Sub County Public Health Officer</li> <li>Gilgil Sub County Team Lead</li> </ul>	September 2023

Issue	Action	Who Will Lead It	Completion Date
5. Lack of power backup	To consult the Department of Water on how the facility can use the water borehole solar power at the facility to reduce on cost of power utility.	<ul> <li>Gilgil Ward Administrator</li> <li>Gilgil MCA</li> </ul>	June 2024
6. Inadequate service rooms and their accessibility by service users	Mobilization of resources for infrastructure development through Public Participation and Community Social Responsibility.	Health Facility Committee Members (HFMC)	By April 2024
7. HFMC's effectiveness in conducting their mandates and poor community relations	<ul> <li>HFMC is to be trained on their mandates.</li> <li>Elections of the HFMC are to be made open and widely advertised.</li> </ul>	<ul> <li>CTL</li> <li>Health Facility Committee Members (HFMC)</li> </ul>	October 2023
8. Effectiveness of CHVs	<ul> <li>Public Health has issued the CHV unit with a Motobike to aid in movements.</li> <li>CHVs are to be kitted with tablets for data collection not unlike before when they used notebooks.</li> </ul>	<ul> <li>Sub County Public Health Officer</li> </ul>	September 2023



## **Kikopey Dispensary** Community Scorecard

REPORT 2023



CONTRACT, CONSULTATION, TREATMENT, LISMA, FREE SERVICES, CONTRACT, CONT



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