

# FACTORS INFLUENCING SUSTAINABILITY OF HEALTH DONOR FUNDED PROJECTS IMPLEMENTED BY FAITH BASED LEVEL 4 HOSPITALS IN KIAMBU COUNTY, KENYA

<sup>1</sup>GLADYS WANGECHI WAMBUGU, <sup>2</sup>DR.ASSUMPTAH .W.KAGIRI

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**Abstract:** Sustainability of donor funded projects in Kiambu County face challenges of meeting and sustaining the increasingly health care services provision in a low-income growth and constrained resources. There has been a reduction in donor-funded support especially in Health related projects. For all funded projects, the donors have collectively demanded high level of resources accountability and utilization. The assessment is predetermined by The World Health Organization (2010), which defines the key Health system Strengthening factors which include; governance, financial management, human resource management, information and technology and reporting. Accordingly to Kenya National Bureau of Statistics (2010) report, Kiambu County was listed among the counties with highest population. The main stakeholders in health provision projects and health provision facilities are the patients who are well enlightened as assessed in the same report. In order to attain stakeholders' satisfaction and sustain services, this calls for increased level of donor funding projects, reduce the level of staff retention and have high level of patients' retention especially in Kiambu level 4 hospitals. This requires and calls for an urgent need to strengthen the key health system strengthening factors. Three theories namely; the system theory, program Theory, agency theory and empirical review have been explored. The system theory has been selected as the most relevant theory in this study. A conceptual framework was examined to establish the relationship between the dependent and independent variables. The empirical review section looked at relevant studies done by other researchers. A critique of these studies was done and the exiting research gaps identifies. The study was grounded to 4 key factors governance, financial management, human resource management, information technology affecting sustainability health donor funded project in 3 faith based level four hospitals in Kiambu County. Descriptive research design was used to gather primary data by use of questionnaires. The study recommends that the institutional infrastructure that supports Donor funding should be improved. This involves restructuring the laws, offering advanced training to the respondents' who handle donor funding directly. Addition to this, the public institutions charged with dealing with donor funding should be reformed to enable them carry out their duties effectively. Proper governance on donor funding for hospitals in Kiambu County leads to improvement in information technology and proper financial management which in turn has a ripple effect on the service that is decimated to the patients which they can attest if it's positive or not positive.

**Keywords:** Factors, Sustainability, Donor Funded Projects.

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## 1. INTRODUCTION

### 1. Background of the Study

In the world, Health care constitutes a major budgetary expenditure in all countries, and proper management and the use of these funds and resources is a high priority. This puts health projects front and center on the stage of current health systems improvements this is according to (The World Health Organization, (2010). Weak health systems are widely

called for as a remedy of failure in health care financing and sustainability around the world. Brinkerhoff (2008) stated that, demand-driven reforms on health systems are more successful and sustainable.

The current concern with weak health systems reflects several factors. First is dissatisfaction with health system performance. In developing and transitioning countries, discontent has focused on these same issues, plus availability and equitable distribution of basic services, abuses of power, financial mismanagement and corruption, and lack of leadership responsiveness. This is according to Gomez, (2009), Health care sustainability in the developing counties.

Africa has the highest disease burden compared with other regions; it has the lowest per capita spending on health as per report, Health Financing in Kenya health sector in developing world. , 2007. It has shown that (51%) out the 53 countries spent less than US\$50 per person on health. Almost 30% of the total health expenditure came from governments, 50% from private sources (of which 71% was from out-of-pocket payments by households) and 20% from donors. Developing and strengthening health systems enhanced and supported health systems to develop evidence-based policies; including in the areas of policy analysis, policy dialogue and evidence-based planning and budgeting.

The World Bank Annual Strategic Report (2011) indicated that, health financing in Kenya come from various donors of which constitute 20%, where 60% passes various through Faith Based hospitals including the Level 4 Hospitals & NGOs. This demands such pass-through

Avenues to strengthen health systems to enhance and to develop evidence-based policies, responsive leadership, strong financial, accountability systems, competent workforce and use of reliable information systems to provide timely information for decision-making.

On the same Annual Strategic Report by world bank (2011), the donors commitment is reducing while demand of outcomes is increasing over time due to lack of adequate management and accountability of donor investment. This compromises the quality of care at both Faith Based Hospitals in the public sector, evident in the shortage of medical supplies, inadequate human resources, and poorly maintained infrastructure due to lack of strong Health systems.

### **Sustainability of Projects in Faith Based Hospital Level 4 in Kiambu County**

Any Organizational weaknesses are key bottlenecks for any program hoping to achieve sustainability. Leaders, managers, and staff recognize the need to strengthen their organizations in order to respond to the many external challenges facing them according to Basgall, (2010), The World Bank Health Annual Report (2010), Faith Based Level 4 Hospitals that provide more than 40 percent in health services in the County, where 80% is through internal income generating project and donor funded project. In the midst of financial and health-system challenges, governments and donors are looking for the most effective and efficient ways to provide quality, affordable and sustainable health services. FBOs are responding to these changing dynamics and assuming expanded leadership, financial management, competent workforce and reliable information systems factors that play very critical roles in building sustainable projects and programs for health service delivery.

## **2. STATEMENT OF THE PROBLEM**

The World Health Organization (2010), stated that the donor funded project in any other health sector with low income countries spend an average of only 4.2% on the sector. Faith based Hospitals' in Kiambu is faced with such challenges since it falls within low income country and considered to be high populated. Insufficient health budgets due to deteriorating economic conditions, combined with burgeoning health problems such as the global HIV/AIDS and other non-communicable pandemic, have led to an acute shortage of health services. Despite having a low generating economy, the study further recognized that the hospitals lack of leadership leads to key stakeholders' dissatisfaction. Unlike before, there has been an increase in public rights awareness where public demands quality and access to treatment and care services should be considered in every health provider charter.

According to Keith (2008), there is insufficient attention to health Information Technology. HMIS is important and should be applied during project preparation and design especially when working out plans for monitoring. If such are not applied, study indicated that there lack a clearly of laid out plan and project staff did not prioritize the key indicators. This has resulted donor dissatisfaction and hence reduced funding. The study indicated donor funding in Kenya in year 2006 to 2010 has reduced from 85% to 70%. There is underutilization of data for lobbying in resource mobilization and budget allocation leading to unstable and sustainable projects in Kenya. The other factors affecting donor funding and project sustainability is lack of Innovation climates in developing countries characterized by poor business governance

conditions, low educational levels and mediocre infrastructure. This raises particular challenges for promotion of technology.

### 3. LITERATURE REVIEW

Theories on this study were as follows;

#### **System Theory**

According to Pan American Health Organization (2004), Systems theory looks at the world as a system composed of smaller subsystems. Systems as a representation of life phenomena are used by humanity in everyday life to describe the functioning of these phenomena.

#### **Health Management Theory -3 Tier Analysis**

Health care management is a growing field. The U.S. Bureau of Labor Statistics (2009) predicts that the job market for health care managers will grow by 16 percent through 2018. Health care managers have the important task of administering entire health care systems, such as hospitals. Differing opinions exist as to how these health care systems should be run.

#### **Program Theory**

The Program Theory, also called a logic model or impact pathway consists of a set of statements that describe a particular program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects.

#### **Agency Theory for Financial Management**

The Agency Theory for Financial Management, in an agency relationship, one party, called the agent, makes decisions and acts on behalf of another, called the principal. The agency theory attempts to summarize and solve problems arising from the relationship between the donor who

### 4. RESEARCH METHODOLOGY

The study used descriptive research design. These organizations were Nazareth Hospital, PCEA Kikuyu Hospital and Kijabe Hospital. And the responded been Hospital departmental managers, Hospital project staff supervisors and patient project beneficiaries the target population was 483 translating to 148 donor supported through various projects from 4 Hospitals in Kiambu County in Kenya. The study used both primary and secondary data. The data was collected by use of research questionnaires. The data was processed by use of SPSS and analyzed both descriptively and by the use of inferential statistics for regression analysis. The output of the results was presented in the form of tables, graphs and pie charts.

### 5. FINDINGS

The study sought to establish factors influencing sustainability of health donor funded projects implemented by faith based level 4 hospitals in kiambu county, Kenya

**Table 1: Independent and Dependent with the mean, median, mode, standard deviation and skewedness**

Variable	No of Measures	Min	Max	Mean	Median	Mode	Std	Skewedness
<b>Independent Variables</b>								
Governance	18	2	5	3.92	4	4	0.7	-0.7
Financial Management	13	2	5	3.8	4	4	0.7	-0.21
Human Resource Management	6	2	5	3.97	4	4	0.7	-0.62
Health Information Technology & Reporting	4	2	5	3.02	4	4	0.7	-0.66
<b>Dependent variable</b>								
Sustainability of Donor Funded Health Projects	15	2	5	3.84	4	4	0.5	-0.3

### Regression Coefficients

The findings show significant relationship between most of the independent variables and factors influencing sustainability of health funded projects implemented by faith based level 4 hospitals in Kiambu County the researcher conducted a regression analysis (t-test value of 0.8315 (sig=0.00)).

From the coefficients obtained in this regression model, all the independent variables had significant coefficients that is Governance, Financial Management, Human Resource Management and Health Information Technology & Reporting on had significant coefficients (P=0.0045, P=0.004, P=0.00 and P=0.00 and ). Only coefficients with P< 0.05 values are significant. This means that, all the variables (P=0.00), could strongly predict on factors influencing sustainability of health funded projects implemented by faith based level 4 hospitals in Kiambu County in this case, the following equation was derived:

Factors influencing sustainability of health funded projects implemented by faith based level 4 hospitals in Kiambu County = 0.6095 + 0.068\* Governance+ 0.667\* Financial Management + 0.348\* Human Resource Management + 0.565\* Health Information Technology & Reporting

**Table 2: Regression Coefficients**

	<i>Coefficients</i>	<i>Std. Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	0.6095	0.07	2.175	0
X <sub>1</sub> (Governance)	0.068	0.11	4.021	0.0045
X <sub>2</sub> (Financial Management)	0.667	0.173	5.602	0.004
X <sub>3</sub> (Human Resource Management)	0.348	0.28075	1.624	0
X <sub>4</sub> (Health Information Technology & Reporting)	0.565	0.335	1.89	0.0001

## 6. CONCLUSION AND RECOMMENDATION

The objective of the study was to establish the Factors influencing sustainability of health funded projects implemented by faith based level 4 hospitals in Kiambu County.

### Summary of Major Findings

The study found out that respondents were aware and were directly involved in donor funding of the hospitals. Most of the respondents have worked for those institutions for long enough to understand the donor funding procedures. The study revealed that Governance, Financial Management, Human Resource Management and Health Information Technology & Reporting have significant effect on Factors influencing sustainability of health-funded projects implemented by faith based level 4 hospitals in Kiambu County.

### Governance

Good governance facilitates proper management of donor funded health projects; good governance has always been recognized to be a critical tool for advancing sustainable project development and implementation. Good governance promotes accountability, transparency, efficiency and rule of law at all levels and allows efficient management of human, natural, economic and financial resources for equitable and sustainable development, guaranteeing civil society participation in decision-making processes

### Financial management

Maintenance of sound internal controls for public organization is a fundamental aspect towards attainment of internal financial sustainability of the available funds. Failure to follow internal control procedures can have negative impact on any organization's strategic financial management.

### Human Resource Management

Human workforce management stated that the factors that linked to the high turnover are systematically linked to poor human resource management. The factors identified are, inequality in recruitment and promotions, compensations, high workload especially among the nurses, motivation, trainings, timely salaries, and wage payment.

### **Health Information and report**

It is essential for health system policy development and implementation governance and regulations, health research, human resources development, health education and training services delivery and financing. Health information system is sometimes equated with monitoring and evaluation.

### **Conclusion**

Governance, Financial Management, Human Resource Management and Health Information Technology & Reporting should be strengthened to encompass more areas, more involvement on donor funding projects on health care is good for capacity building in Kiambu county. Further, the study postulated that Governance, Financial Management, Human Resource Management and Health Information Technology & Reporting have significant effect on Factors influencing sustainability of health-funded projects implemented by faith based level 4 hospitals in Kiambu County.

## **7. RECOMMENDATIONS OF THE STUDY**

The study makes the following recommendations on Factors influencing sustainability of health-funded projects implemented by faith based level 4 hospitals in Kiambu County.

The recommendations are consistent with the literature review. The study recommends that the institutional infrastructure that supports Donor funding should be improved. This was involved restructuring the laws, offering advanced training to the respondents' who handle donor funding directly. In addition, the public institutions charged with dealing with donor funding should be reformed to enable them carry out their duties effectively.

Proper governance on donor funding for hospitals in Kiambu County leads to improvement in information technology and proper financial management which in turn has a ripple effect on the service that is decimated to the patients which they can attest if it's positive or not positive.

## **8. AREA FOR FURTHER RESEARCH**

The study did not consider the factors that affect the adoption of donor funding in the Kenyan health sector. Therefore, another study should focus on the factors influencing the adoption of donor funding in Kenyan health sector. The study has considered organizations in the health sector. Another study should focus on another sector such as SME donor funding.

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