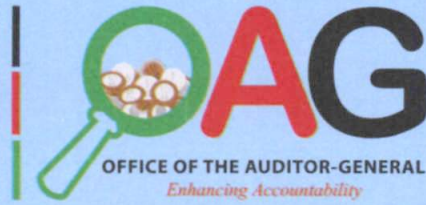


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ON

NDINDIKA LEVEL FOUR HOSPITAL

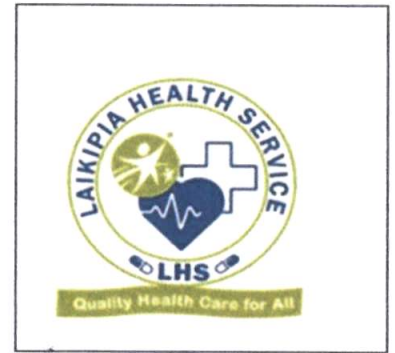
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FOR THE YEAR ENDED 30 JUNE, 2025

COUNTY GOVERNMENT OF LAIKIPIA



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# **NDINDIKA LEVEL FOUR HOSPITAL** **(COUNTY GOVERNMENT OF LAIKIPIA)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2025**

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**Prepared in accordance with the Accrual Basis of Accounting Method under the International Public Sector Accounting Standards (IPSAS)**

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## **1. Acronyms & Glossary of Terms**

CSR	Corporate Social Responsibility
OSHA	Occupational Health & Safety Act
PFMA	Public Financial Management Act
MED SUP	Medical Superintendent
WASH	Water And Sanitation Hygiene
CECM	County Executive Committee Member
HMT	Hospital Management Team
LHS	Laikipia Health Services
SRC	Salary & Remuneration Commission
CHP	Community Health Promoters
FIF	Facility Improvement Fund
J.G	Job Group
PHC	Primary Health Care
KRA	Key Result Areas

## 2. Key Entity Information and Management

### (a) Background information

Ndindika Sub-County Hospital is a level 4 facility under Laikipia County's Health Department, Laikipia Health Services (LHS). It was initially established in 1960 as an outreach service site. Later that same year, it was upgraded to a dispensary. In 1982, the facility was further upgraded to a health centre. It attained sub-county hospital status through Gazette (Supplement No. 6) Legal Notice No. 3 in 2017. The hospital is governed by a Board of Management appointed under Gazette Notice No. 15266 in 2024.

### (b) Principal Activities

The principal mandate of the hospital is to:

- To provide quality, accessible and affordable health care services
- To Facilitate preventive, promotive and rehabilitative services to the community
- To provide training to different health professionals
- To conduct research in diverse public health fields

### (c) Key Management

The hospital's management is under the following key organs:

- County department of health
- Board of Management
- Accounting Officer/ Medical Superintendent
- Hospital Management Team (HMT)

### (d) Fiduciary Management

The key management personnel who held office during the financial year ended 30<sup>th</sup> June 2025 and who had direct fiduciary responsibility were:

No.	Designation	Name
1.	Medical Superintendent	<b>DR. DAVID MURAGE KARIUKI</b>
2.	Accountant	<b>DANSON KARUGU MARIO</b>
3.	Procurement officer	<b>ZABLON MWANIKI NJOROGE</b>
4.	Nursing officer	<b>MARY WACEKE KARIUKI</b>
5.	Accounts controller	<b>CHARLES M NTONJIRA</b>
6.	Laboratory Officer in charge	<b>DAVID WANJUKI GITERU</b>
7.	Pharmacy Officer in charge	<b>MOSES MBUTHI</b>
8.	Clinical Officer in charge	<b>RONALD MUTAI KIBET</b>
9.	Public health officer in charge	<b>DUNCAN KANYI GACHARA</b>
10.	Nursing officer in charge	<b>TABITHA WAMUYU MWANGI</b>
11.	CCC in charge	<b>AMOS NJOROGE KAMANDE</b>

**(e) Fiduciary Oversight Arrangements**

- Senate Parliamentary committee
- Office of the Auditor General
- County Assembly
- County Treasury
- Laikipia Revenue Board
- County Internal Audit
- Department of Health/Laikipia Health Services
- Digital Health Authority
- Other oversight committees

**Key Entity Information and Management (continued)**

**(f) Entity Headquarters**

P.O. Box 60-20320  
Nyahururu-Ndindika Road  
KINAMBA, KENYA

**(g) Entity Contacts**

Telephone: (+254) 717 774 421  
E-mail: [ndindikahospital@gmail.com](mailto:ndindikahospital@gmail.com)

**(h) Entity Bankers**

Kenya Commercial Banks (KCB) – Rumuruti  
Kenya Commercial Banks (KCB) – Nyahururu

**(i) Independent Auditors**

Auditor General  
Office of Auditor General  
Anniversary Towers, Institute Way  
P.O. Box 30084  
GPO 00100  
Nairobi, Kenya




**(j) Principal Legal Adviser**




The Attorney General  
State Law Office  
Harambee Avenue  
P.O. Box 40112  
City Square 00200  
Nairobi, Kenya


**(k) County Attorney**

P.O. Box. 1271-10400  
Nanyuki, Kenya




### 3. The Board of Management






Ref	Directors	Details
1.	 <p><b>Dr. EPHANTUS MURAGE WACHIRA</b> Chief Medical Specialist Board Chairman</p>	<p>61 years. Holds MBChB and MMed in Obstetrics &amp; Gynaecology from the University of Nairobi, with advanced training in sexual and reproductive health (Lund University, Sweden) and reproductive endocrinology and minimal invasive surgery (Kiel University, Germany). Served 32 years at Kenyatta National Hospital, retiring as Chief Medical Specialist. Currently Director at Savannah Hospital. Led several large health projects including a Ksh. 23M maternity ward renovation with M-Pesa Foundation and is spearheading a Ksh. 50M maternity wing at Ndindika Sub-County Hospital. Alumni of Strathmore Business School.</p>
2.	 <p><b>LUCY WANGARI MUTORU</b> Religious Group Representative</p>	<p>61 years. Alumna of Alliance Girls and Nyandarua High. Holds a degree from Kampala International University. Worked as a teacher from 1990 to 2024, serving as Deputy Headteacher and later Headteacher. Currently a farm manager at Richmod Farm. Also active as a motivational speaker, counselor, preacher, and church leader at PCEA Marmanet.</p>
3.	 <p><b>PETERSON NDEGWA MUTHUA</b> Financial Matters Representative</p>	<p>41 years. Accountant with a background in social work and education. Early career at St. Martin Catholic Social Apostolate and St. Mark Catholic Parish Ol Moran. Later worked as School Administrator at Tumaini Academy. Experience in the private sector as Sales Representative for Devian Food Industries and currently Dabur International in</p>


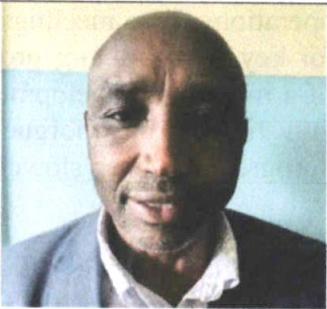
		the Mt. Kenya Region. Brings strong financial oversight and community engagement experience.
4.	 <b>PAULINE WANJIKU MUNGAI</b> <b>NGOs Representative</b>	Born 1957. Studied housekeeping, catering, child care, and later earned a Diploma in Institutional Management at Kenya Polytechnic. Worked as a Home Science Instructor at Karuru Polytechnic and as a cateress in several secondary schools including Kyeni Girls, Uthiru Girls, Nyahururu Boys, and Leshau Boys. Over 30 years' experience in education, catering, and NGO-linked community service.
5.	 <b>IRENE WANGARI WAMBUGU</b> <b>PWDs Representative</b>	52 years. Trained in Hotel Management and Consultancy. Active member of the National Council for Persons with Disabilities (Member No. NCPWD/P/608933). Advocates for inclusion of persons with disabilities and contributes lived experience to the board's decisions.
6.	 <b>ESTHER WACHERA KIRUGI</b> <b>Women Organization in Health Representative</b>	Educator and community leader with over 30 years' experience. Trained at Shanzu Teachers College, KISE, and KEMI. Served as teacher and later Headteacher, founding OI Ngarua Special School for the Mentally Handicapped, which she led until retirement in 2023. Currently engaged in gender and community development projects with Hivos and Seed Savers Network. Also chairs Laikipia Avocado Growers Cooperative.

7.	 <b>Dr DAVID MURAGE KARIUKI</b> <b>Board Secretary</b>	<p>He holds an MBChB and an MSc in Field Epidemiology from Moi University. He was the inaugural Medical Superintendent of Ndindika Sub-County Hospital, where he oversaw its transition from a health centre to a Level 4 hospital and established the core administrative and clinical systems that continue to guide its operations.</p>
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**4. Key Management Team**

Ref	Management	Details
1.	 <b>Dr DAVID MURAGE KARIUKI</b>	<p>Medical Superintendent  <b>Msc. Field Epidemiology</b></p>
2.	 <b>DANSON MARIO KARUGU</b>	<p>Hospital Accountant  <b>Bachelor in commerce-Finance/CPA</b>  <b>intermediate level</b></p>
3.	 <b>ZABLON MWANIKI NJOROGE</b>	<p>Procurement Officer  <b>Bachelor in Procurement and Supply</b>  <b>Chain Management</b>  <b>Diploma in Management option purchasing</b>  <b>and supplies management</b></p>

<p>4.</p>	 <p><b>MARY WACEKE KARIUKI</b></p>	<p>Chief Nursing Officer <b>Diploma in Nursing</b></p>
<p>5.</p>	 <p><b>MOSES MBUTHI KURIA</b></p>	<p>Pharmaceutical Technologist- <b>Pharmacy In-charge</b> <b>Diploma in Pharmacy</b></p>
<p>6.</p>	 <p><b>TABITHA WAMUYU MWANGI</b></p>	<p>Nursing officer - Nurse In-Charge <b>Diploma in Community Health Nursing</b></p>
<p>7.</p>	 <p><b>RONALD KIBET MUTAI</b></p>	<p>Senior Clinical Officer - Clinician In-charge <b>Diploma in Clinical Medicine &amp; Surgery</b></p>
<p>8.</p>	 	<p>Senior Clinical Officer - CCC In-charge <b>Diploma in Clinical Medicine &amp; Surgery</b></p>

	<b>AMOS KAMANDE NJOROGI</b>	
9.	 <b>DUNCAN KANYI GACHARA</b>	Chief Assistant Public Health Officer
10.	 <b>DAVID WANJUKI GITERU</b>	Principal Medical Laboratory Technologist- Laboratory in charge <b>Diploma in Medical Laboratory                      Technology</b>

Ephant  
Chairman

## 5. Chairman's Statement



On behalf of the Board of Management, I present the annual statement for Ndindika Sub-County Hospital.

The hospital continues to serve the communities of Ngarua, Sipili, Mwenje, and Kamwenje, with a catchment population of approximately 20,000 people. As a Level IV facility with a 29-bed capacity, it remains the primary referral point in the region.

This year, the hospital made significant progress. A very successful medical camp attended by over 1,200 residents highlighted our commitment to expanding access to care. Fortnightly virtual meetings with the senior management team ensured timely updates on hospital operations. Two meetings with the Governor and his team led to an allocation of Ksh. 20 million for key infrastructure projects, including a dialysis centre, expansion of the laboratory, construction of a mortuary, development of physiotherapy and renal units, establishment of an X-ray room, renovation of the morgue, and improvement of the drainage system. While these projects are ongoing, progress has been slower than anticipated.

The hospital secured substantial partner support. Safaricom Mpesa Foundation approved a grant of Ksh. 50 million for construction and equipping of a new Mother-Child Unit. The Kenya Tourism Fund contributed Ksh. 1.7 million for essential medical equipment, including monitors and a nebulizer. Additional proposals have been submitted to various partners, with several showing promising prospects.

Despite these achievements, challenges remain. Communication with county officials is often limited, slowing the progress of projects. The hospital continues to face staffing shortages, especially in clinical and specialized positions, which constrains service delivery.

Looking forward, the Board remains determined to position Ndindika Sub-County Hospital as a fully functional Level IV facility by the end of next year. Achieving financial sustainability and strengthening human resource capacity are top priorities. Once Level IV status is attained, we propose full access to the hospital's internally generated funds and the authority to hire and remunerate staff directly, ensuring that resources are fully aligned with service needs.

With continued partner support, County Government investment, and focused leadership, Ndindika Sub-County Hospital is poised to expand services, enhance quality of care, and become a reliable centre of excellence in the region.

A handwritten signature in blue ink, appearing to be 'Wachira Murage'.

**Wachira Murage**

**Chairman to the Board**

## **6. Report of The Medical Superintendent**

Ndindika Sub County Hospital is a Level IV facility with a capacity of 29 beds. It serves as the main referral centre for the communities of Ngarua, Sipili, Mwenje, and Kamwenje, with a catchment population of about 20,000 people. The hospital is guided by the Strategic Plan (2024–2028), anchored on five Key Result Areas (KRAs):

1. Quality Healthcare Services
2. Governance and Leadership
3. Human Resources for Health
4. Healthcare Financing
5. Health Infrastructure



Our vision is to be the leading provider of accessible, affordable, and high-quality healthcare in the region. Our mission is to deliver preventive, promotive, and curative services while fostering sustainability and exceeding patient expectations.

Partnerships remained central in expanding services and strengthening capacity. Safaricom Foundation awarded a grant of Ksh. 50 million for the construction of a Mother-Child Unit, a milestone project that will improve maternal and child health outcomes. The hospital also partnered with Beth Mugo Foundation, Savannah Hospital, Aga Khan Hospital, Pearl Hospital, and Caritas Nyahururu in conducting medical camps and community outreach programs. These initiatives extended specialized services to hundreds of residents who would otherwise have had limited access.

In the financial year, outpatient attendance was 28,703. Inpatient admissions increased from 967 in the previous year to 1,381, representing a 43% rise. This reflects improved community trust and growing service capacity.

Several reforms were introduced to strengthen efficiency:

- Implementation of a paperless outpatient system
- Transition to cashless payment methods, reducing leakages and improving accountability
- Centralized commodity storage for better stock management
- Improved stock availability and prescription fill rates, minimizing treatment delays

The hospital has 52 staff members. No additional staff were recruited during the year. Staffing remains the hospital's greatest challenge. The current structure includes four clinical officers, one medical officer, eight nurses, two pharmaceutical technologists, and no specialized clinical officers or consultants. The shortage has resulted in frequent referrals to higher-level facilities, which not only affects patient satisfaction but also leads to loss of potential revenue.

The hospital initiated several important projects:

- Construction of a mortuary
- Establishment of an X-ray room and leasing of an X-ray machine
- Development of physiotherapy and renal unit

These projects are expected to reduce referrals, expand diagnostic capacity, and diversify hospital services. The County Government also supported theatre expansion and renovation of service areas.

The hospital generated approximately Ksh. 18 million in revenue during the year, compared to Ksh. 6,306,245 the previous year. This represents a 185% increase in revenue, demonstrating significant growth in financial performance.

Revenue was derived mainly from:

- Fee-for-service payments processed through the cashless system
- Insurance reimbursements from SHIF and MINET
- PHC capitation

While financial performance improved, PHC disbursements remain unpredictable in both timing and value, limiting planning. All locally generated revenue was retained and fully reinvested in hospital operations. The County Government continued to supplement with staff remuneration and capital projects, including theatres, X-ray and renal units, and equipment leasing.

Key challenges faced during the year include

- Severe shortage of skilled staff, particularly clinical officers, nurses, and specialists
- High referral rates, leading to revenue loss and patient inconvenience
- Unpredictable PHC funding disbursements that complicate planning
- Limited specialist services compared to community health needs

Ndindika Sub County Hospital is on a growth path. Outpatient and inpatient numbers continue to rise, revenue nearly tripled during the year, and major infrastructure projects are underway. With the upcoming launch of the 2024–2028 Strategic Plan, strengthened partnerships, and County Government support, the hospital is well-positioned to expand services, improve financial sustainability, and deliver quality care to the community.



**Dr David Murage Kariuki**

**Secretary to the Board**

**7. Statement of Performance Against Predetermined Objectives**

Section 164 Subsection 2 (f) of the Public Finance Management Act, 2012 requires that, at the end of each financial year, the accounting officer when preparing financial statements of each County Government entity, to include in the financial statement, a statement of the entity’s performance against predetermined objectives.

Ndindika Sub County Hospital anchors its operations on five strategic pillars outlined in the 2024–2028 Strategic Plan: These strategic pillars are as follows;

1. Quality Healthcare Services
2. Governance and Leadership
3. Human Resources for Health
4. Healthcare Financing
5. Health Infrastructure

Ndindika Sub County Hospital develops its annual development plans based on the above 5 pillars. Assessment of the hospital management’s/ Board’s performance against its annual development plan is done on a quarterly basis. The hospital achieved its performance targets set for the FY 2024/2025 period for its 5 strategic pillars, as indicated in the table below:

<b>Strategic Pillar</b>	<b>Objective</b>	<b>Key Performance Indicators</b>	<b>Activities</b>	<b>Achievements</b>
<b>Quality Healthcare Services</b>	Enhance Comprehensive Health Care Services	Enhanced operationalization of the facility departments	Establishment and full functionality of a dedicated theatre within the healthcare facility to facilitate surgical procedures	<ul style="list-style-type: none"> <li>✓ Part of theatre equipment procured and installed</li> <li>✓ X-ray and open chemistry machine purchased</li> </ul>
			Installation of necessary equipment such as oxygen systems	<ul style="list-style-type: none"> <li>✓ Ongoing project on construction oxygen manifold and piping underway</li> </ul>
		Improve Service Delivery	Ensuring the availability of essential pharmaceuticals and laboratory supplies	<ul style="list-style-type: none"> <li>✓ Larger share of FIF fund goes to procurement of medical drugs, laboratory material and ambulance services</li> </ul>
			Hiring additional personnel to meet operational demands	<ul style="list-style-type: none"> <li>✓ Clinician, lab tech, revenue, accountant and procurement officers have been employed as additional staff</li> </ul>

				<ul style="list-style-type: none"> <li>✓ Recruitment of medical staff ongoing through CPSB</li> </ul>
	Enhance accessibility	procure modern equipment and technology	Focuses on offering comprehensive level four service	<ul style="list-style-type: none"> <li>✓ Purchase of open chemistry laboratory machine</li> <li>✓ Acquiring Xray machine through county government</li> </ul>
<b>Good Governance and Leadership</b>	Promote Good Facility Governance and Stakeholder Engagement	Improve Accountability, Transparency, and Feedback Mechanism	Conducting regular quality audits, ensuring data security and privacy, and promoting continuous training on new technologies and systems	<ul style="list-style-type: none"> <li>✓ Health Audit Committee has been formed</li> <li>✓ Other committees like waiver committee formed</li> <li>✓ 2 weekly management meeting</li> </ul>
		Promote Stakeholder Collaboration and Partnership	Focuses on building strong relationships with stakeholders, including the board, community members, and NGOs	<ul style="list-style-type: none"> <li>✓ Working with CHPs through Public health officer to reach medical care to the community</li> <li>✓ engagement with Safaricom Foundation, KWS, Kenya tourism fund, AMREF and Mukhtan conservancy has been done with some agreement reached</li> </ul>
				<ul style="list-style-type: none"> <li>✓ Ongoing WASH program in collaboration with Nyahururu diocese WASH program</li> <li>✓ Support of outreaches by Caritas URAIA</li> </ul>