

THE COMMISSION ON
ADMINISTRATIVE JUSTICE
“Office of the Ombudsman”



Hata Mnyonge ana Haki

REWARDING EXCELLENCE

Report of the Inaugural Huduma Ombudsman Awards, 2014



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FOREWORD

The first of its kind in Kenya, the Huduma Ombudsman Awards Scheme honours public servants and institutions that have consistently stood out in their performance, demonstrated innovativeness, responsiveness, and accountability in public service. Initiated by the Commission on Administrative Justice (CAJ) also known as the office of the Ombudsman, the annual Awards scheme honours individuals and institutions that have infused good governance principles and administrative justice standards in public service.

The Awards Scheme is a key strategy that the Commission deploys to motivate and reward outstanding public servants to improve responsiveness and accountability in public service. The winners of the inaugural Huduma Ombudsman Awards 2014 were awarded with the most prestigious recognition of achievement in public service on 14th May 2014, during a high level ceremony officiated by His Excellency President Uhuru Kenyatta at the Kenyatta International Convention Centre (KICC). Over 1500 delegates representing all levels of Government attended the event.

A rigorous nomination process that involved members of the public and public institutions across the country was conducted to identify the Inaugural 2014 Huduma Ombudsman Awardees. The Commission received a total of 1,141 nominations, 400 of which were eliminated at the preliminary stage for late submission. A total of 741 nominations were assessed by the Awards Steering Committee, based on a scorecard that guided the grading to arrive at a final shortlist of 16 nominees. The nominees were subjected to due diligence before the list was submitted to the Commissioners of CAJ for further examination and final ratification. His Excellency, President Uhuru Kenyatta lauded the Awards process as a credible process that produced the most deserving public servants worthy of recognition and public acclaim.

The Huduma Ombudsman Awards is a significant milestone not only for the Commission and the successful public servants and institutions, but also for the

Public Service and the country as a whole. This is because the Huduma Ombudsman Awards was not only the first public service awards of this kind in the country, but also the first initiative ever by a public institution to recognize and reward outstanding public servants and institutions.

The Awards, as confirmed by his Excellency President Uhuru Kenyatta, demonstrated that the Office of the Ombudsman had established itself as a core part of the country's governance oversight framework. As a result, to support the Commission's work, the President made public commitments that would go a long way not only in promoting transformative leadership, responsiveness and accountability in public service, but also in routing impunity in public service. We thank the President for this.

The Awards provided a platform to remind all public servants of the role of the Ombudsman as an independent state institution with an oversight mandate over both national and county governments in matters of public administration; and the consequent constitutional requirement of all public servants and institutions to co-operate with the Office. It reaffirmed that all public servants, regardless of their rank must be subject to scrutiny by the Office of the Ombudsman.

Emphasizing this Constitutional requirement by all sectors of public service including the Cabinet, Principal Secretaries, the Senate, Office of the Auditor General and Parliament to open themselves up for scrutiny by the Ombudsman, the President appropriately directed all public institutions to respect the decisions, and recommendations of the Ombudsman. The implementation of the Commission's recommendations and decisions is not only a legal requirement, but also an important milestone towards efficient and accountable public service. In the words of the President, 'it is only by the Ombudsman's careful probing that all public servants and institutions hold ourselves to the standards Kenyans expect.'

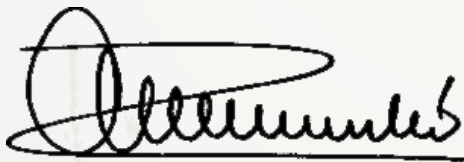
Additionally, it is in appreciation of the role, relevance and significance of the Commission's constitutional mandate that the President invited the Commission as a matter of priority to share its views at the launch of frameworks on decentralized

management of the human resource in the public service, an initiative that aims to strengthen the national government co-ordination function at the county level.

The President also acknowledged the immense trust that Kenyans have vested in the Office of the Ombudsman as demonstrated by the over 18,257 complaints lodged with the Commission in the year 2013, 11,253 of which were resolved within the same year. Reaffirming the mandate of the Office of the Ombudsman as a vital means by which Kenyans access the basic public services, the President directed that the Office be resourced and represented in each Huduma Centre countrywide, to address impunity in public service.

We congratulate our 2014 Inaugural Huduma Ombudsman awardees and look forward to engaging them as ambassadors of goodwill for good governance and public administration. We are also grateful for the support and feedback that we received from the awardees, public servants and institutions following the Awards' ceremony and pledge to maintain the highest standards of integrity, accountability and professionalism in conducting subsequent Awards. We are also grateful to the United Nations Development Programme (UNDP), and the Eastern and Southern African Management Institute (ESAMI) that supported this process as well as the 2014 Awards Steering Committee consisting of the Ministry of Devolution and Planning, the Kenya School of Government, Transparency International (Kenya), and Association of Professional Societies in East Africa (APSEA), for their invaluable contributions and support.

Finally, I would like to thank CAJ Commissioners and staff, particularly the Advocacy and Communications Team led by Ms. Linda Ochiel, for their initiative, resourcefulness, and untiring efforts to ensure a credible and successful inaugural Awards. I take pleasure in commending you all for a job well done.

A handwritten signature in black ink, appearing to read 'Otiende Amollo', with a large, stylized initial 'O'.

Cmmr. Otiende Amollo, EBS,
Chairperson, Commission on Administrative Justice

Part i

BACKGROUND

As an institution with an oversight mandate on public administration, the Commission on Administrative Justice (Office of the Ombudsman) initiated an annual public service awards scheme, the Huduma Ombudsman Awards, to recognise and reward outstanding public institutions and officers that have made significant contributions to public service in the country.

The Awards Scheme sought to:

- a) Promote accountability, responsiveness and servant-hood in public service
- b) Enhance professionalism and transform the image of public service
- c) Motivate public servants to promote efficient and effective service delivery
- d) Promote good governance principles
- e) Enhance trust in government and confidence in public service
- f) Collect and disseminate best practices for possible adoption

The first of its kind, the Awards honour public servants and institutions that have consistently stood out in their performance, demonstrated responsiveness, dedication, and sacrifice as well as exhibited high levels of integrity, respect for the rule of law, transparency and accountability. The Awards also honour individuals and institutions that have used innovative ways to ensure efficient and effective service delivery as well as infused good governance principles and administrative justice standards in public service.

A rigorous nomination process that involved members of the public and public institutions across the country was conducted to identify the inaugural Huduma Ombudsman Awardees. A total of 1141 nominations were received. 400 were eliminated at the preliminary stage for not meeting the deadline. A total of 741 nominations were assessed by the Awards Steering Committee, based on a scorecard that guided the grading to arrive at the final shortlist of 16 nominees.

The nomination process culminated into a colourful and inclusive public service awards ceremony presided over by His Excellency, the President of the Republic of Kenya, Hon. Uhuru Kenyatta on 14th May 2014. Mrs. Helen Nechesa Machuka, the Principal of Kombeni Girls' Secondary School in Kilifi, emerged the winner in the individual category, and was feted for her distinction in efficiency, innovation and servant-hood in public service within the education sector.

Othaya Boys' High School emerged the winner in the Institution Category. The School was recognized for consistent improvement in academics, complemented by a collective approach to discipline, innovation, accountability and mentorship. Other Awardees in the individual category included Mr. Peter Kamande Mbugua, Assistant County Commissioner (Marsabit County), as first runner-up. Andrew Kipkurgat Rumanya, Chief of Kimalel Location in Baringo, emerged second runner-up, while Josphat Murungi Ithali, Chief of Kindani Location in Maua, and Daniel Omondi Obure, Chief of Lambwe West Location took the fourth and fifth positions respectively. The Kenya School of Government, Baringo, emerged the first runner-up in the Institutional category while Shimo Borstal Institution took the position of the second runner-up. The Kenya School of Government, Nairobi and Kaptechi Dispensary took the fourth and fifth positions respectively.

The Ombudsman Valour Award was given posthumously to the late Constable Martin Munene Kithinji, a police officer who died during the rescue operations at the West Gate Shopping Mall.

The Awards Steering Committee members were drawn from the Kenya School of Government, Ministry of Devolution and Planning, Transparency International (Kenya), UNDP and the APSEA. The Awards process was supported by UNDP, ESAMI and the Kenya School of Government.

Below is the list of the Steering Committee Members

1. Dr. Florence Muinde, Ministry of Devolution and Planning
2. Dr. Nura Mohammed, Kenya School of Government
3. Ms. Jane Likimani, UNDP
4. Mr. Richard Maina, Transparency International (Kenya)
5. Mr. Duncan Mwangi, Association of Professional Societies in East Africa
6. Ms Rosemary Njugu, Association of Professional Societies in East Africa
7. Mr. Edward Okello, Commission on Administrative Justice
8. Ms. Linda Ochiel, Commission on Administrative Justice

SCOPE

The Huduma Ombudsman Awards is a non-monetary award of exemplary service. All persons working in the Public Service in Kenya are eligible for the Award. There are two categories of the Awards: one to a public institution, and the second one to a public servant.

In addition, the Commission introduced a third category known as the Ombudsman Valour Award which goes to a member of the disciplined force for heroic acts in service to the public.

CRITERIA FOR THE AWARDS

The Awards honours public servants and institutions that have consistently stood out in their performance, demonstrated responsiveness, dedication, and sacrifice; exhibited high levels of integrity, respect for the rule of law, transparency and accountability, used innovative ways to ensure efficient and effective service delivery as well as infused good governance principles and administrative justice standards in public service. The nomination criteria of the Award is found in Annex VI of this Report.

RATIONALE FOR THE AWARDS

The Ombudsman's idea of an awards scheme for public servants was informed by the fact that, while the Commission receives complaints on maladministration against public officers and institutions, the Commission also receives commendation from the public about public servants who exhibited exemplary performance and acted appropriately. For instance, in the course of its outreach visits to at least 25 counties, the Commission received acknowledgements of officers that deserve commendation.

In addition, the Commission also receives at least 200 performance-contracting reports on complaints handling from public institutions on a quarterly basis. From these reports, the Commission has obtained information about public officers and institutions that have efficiently resolved complaints and hence require commendation. Furthermore, while the Ombudsman addresses complaints from the public, it is also important that it motivates outstanding public servants through an Awards Scheme such as the Huduma Ombudsman Award. Lastly, an awards scheme provide an opportunity for the public who are the clients or direct consumers of public service to assess the performance of the public servants and institutions.

Whereas the Huduma Ombudsman Awards seek to reward outstanding performance, it takes into consideration work ethics and national values which apply to all state organs, state officers and public officers as enshrined in Article 10 of the Constitution.

Part ii

AWARDS PROCESS

A Steering Committee consisting of the Commission, Ministry of Devolution and Planning, Kenya School of Government, UNDP, APSEA and Transparency International Kenya chapter was constituted to shortlist, verify and submit the list of nominees to the Commission for ratification and adoption.

A rigorous nomination process that involved members of the public and public institutions across the country was conducted to identify the would be awardees. A total of, 1,141 nominations were received but 400 were eliminated at the preliminary stage for not meeting the deadline. A total of 741 nominations were assessed by the Committee based on a scorecard that guided the grading to arrive at the final shortlist of 16 nominees.

The nomination process was conducted in four stages. The first stage involved the general public nominating public servants and public institutions Award for exemplary service. The nomination forms were circulated widely to all the 47 counties and advertised in the print media on the 16th of January 2014.

In the second stage, the Commission and its partners who included representatives from the Ministry of Devolution and Planning, Association of Professional Societies of Eastern Africa, Transparency International and Kenya School of Government, conducted a review exercise in which they sifted through the nominations submitted and came up with a shortlist of both the institutional and individual categories.

The third stage involved rating the nominees and creating a further shortlist of eight nominees in each category. A score was entered for the nominees and an average taken for each individual and institution. In so doing, members considered various factors including the justification of why the nominees should be considered as well as the supporting documentation.

The fourth and final stage involved the physical assessment of the nominees in their duty stations as well as an assessment of the shortlisted institutions to validate the information provided in the nomination forms. A justification of why the nominees were outstanding was developed and subjected to due diligence before the list was submitted to the CAJ Commissioners for a further scrutiny and final ratification. Further, the list of awardees was subjected to vetting by the relevant government agencies. Three institutions and individuals were finally identified as deserving of the 2014 Inaugural Huduma Ombudsman Awards. Two entities in each of the two categories were identified as deserving of letters of commendation. To represent gallant officers who lose their lives in the line of duty, a deceased member of the disciplined forces/services was identified for a posthumus award, the Ombudsman Valor Award.

BENEFITS TO THE AWARDEES

- Public acknowledgement of the winners and finalists during the Awards ceremony.
- Sponsorship for training on governance for the winner in the individual category.
- A training on performance contracting for the winning institution.
- Plaques with citations for the winners, first and second runners-up in the individual and institution categories, as well as the winner of the Ombudsman Valour Award.
- Certificates for the winners, first and second runners-up in the individual and institution categories, and Ombudsman Valour Award.
- Letters of commendation for nominees on the final shortlist (fourth and fifth positions) in each category.
- The Commission will recommend the winner and other finalists in the individual category for consideration for the Head of State Commendation by the National Honours and Awards Committee.

AWARDEES

a) Institution Category

1. Othaya Boys' High School, Nyeri County
2. Kenya School of Government, Baringo County
3. Shimo Borstal Institution, Kilifi County
4. Kenya School of Government, Nairobi County
5. Kaptech Dispensary, Kakamega County

b) Individual Category

1. Hellen Nechesa Machuka, Principal, Kombeni Girls' Secondary School, Kilifi County
2. Peter Kamande Mbugua, Assistant County Commissioner, Marsabit County
3. Andrew Kipkurgat Rumenya, Chief, Kimalel Location, Baringo County
4. Josephat Murungi Ithali , Chief, Kendani, Maua, Meru County
5. Daniel Omondi Obure, Chief, Lambwe West Location, Homa Bay County

Part iii

CITATIONS

a. Winners

Winner, Individual Category



His Excellency President Uhuru Kenyatta with Mrs. Hellen Machuka, the winner, individual category.

Huduma Ombudsman Award Citation to Mrs Hellen Nechesa Machuka, the Principal of Kombeni Girls' Secondary School, Kilifi District

For distinction in efficiency, innovation and servant-hood in public service within the education sector. Mrs. Hellen Machuka exemplifies consistency, tenacity and innovation that has helped improve performance, quality and access to education for disadvantaged girls in a small community in Rabai District, Kilifi County.

Her unparalleled dedication to public service is reflected not only in her students' academic success, but also in her effective and personal empathetic guidance, and

creativity in mobilizing resources to assist students from poor communities in Rabai, and other disadvantaged sub-groups, to access education, participate and achieve success in their studies.

This awardee has gained recognition from colleagues, the education sector and the wider community for her professionalism, impeccable management and leadership skills as well as innovation in mobilizing resources to develop the overall academic, social and cultural moulding of her students.

By awarding this outstanding public servant in the inaugural Huduma Ombudsman Awards 2014, the Office of the Ombudsman seeks to inculcate in teachers the spirit of servant hood and utmost dedication to public service, in any sphere of influence, however small, or little it may be, because it actually goes such a long way.

Winner, Institution Category



His Excellency President Uhuru Kenyatta issues a certificate to Othaya Boys' High School Principal, Mr. Dedan Muriithi. The school topped the institution category.

Huduma Ombudsman Award Citation to Othaya Boys' High School (Institution Category)

For consistent improvement in academics, complemented by a collective approach to discipline, innovation, accountability and mentorship.

Othaya Boys' High School has a demonstrable record in accountability, responsiveness and efficiency in service delivery. The Leadership has shown a high level of servant-hood and integrity, as well as sound judgment and management.

The various letters of commendation and support received are testament to the School's commitment not only to excellence in education and mentorship, but also to prudent management of resources as well as innovation in harnessing technology to enhance information sharing and School management.

Through the concept dubbed "Smart School", a web-based information system pioneered by the institution, information on academic performance and progress, as well as on matters of discipline can be accessed at the click of a button. The School also uses the system to communicate to parents.

The institution has been singled out as a best practice case scenario with regard to fiscal accountability and exceptional corporate governance practices, including effective feedback channels to government through the County Education Office. It has a strong and functional old boys association that has contributed to its development as well as cordial school and community relationship evidenced by community support and involvement including on discipline matters.

By Awarding Othaya Boys' High School the inaugural Huduma Ombudsman Award in the institutional category, the Ombudsman seeks to reiterate that excellence in public service does not just happen, it is achieved through hard work and commitment to continuous improvement, responsiveness and accountability in service delivery.

Ombudsman Valour Award



Mr. Samuel Arachi, Deputy Inspector General of Police receives the Ombudsman Valour Award on behalf of the Late Constable Martin Kithinji.

Ombudsman Valour Award to the Late Police Constable Martin Munene Kithinji

For conspicuous sacrifice and great courage in circumstances of great peril, putting himself selflessly in jeopardy to protect the lives and property of others in the 21st September 2013 terrorist attack at the Westgate Shopping Mall in Nairobi.

Many public servants in the disciplined forces lose their lives on a daily basis with little commendation or acknowledgement of their role. Stories have been told of courageous acts of heroism of people of all walks of life, who battled to save lives of victims of the Westgate Shopping Mall attack in Nairobi. Anecdotes of heart rending courage and sacrifice; of selflessness and patriotism worthy of commendation. We honour all who perished at Westgate and condole with their families.

30 year old Police Constable, Martin Munene Githinji, was a member of the Recce Squad, who together with Constables:

1. Peter Muli Kileveti
2. Moses Logiron Ewosit
3. Godfrey Moses Emojong

They were the first to fight their way into the Westgate Shopping Mall, the first few minutes after notification. They bravely confronted the terrorists against great odds thereby enabling many civilians to escape.

Born on 27th August 1983 at Kaarene Village, Katheri in Meru County, Constable Githinji was a disciplined, focused, and dedicated Officer. He trained at the Kenya School of Monetary Studies as a banker, before joining the Kenya Police - General Service Unit (GSU) on 13th August 2008 and served devotedly and diligently for six years in various stations.

By honouring this young gallant patriot posthumously, we draw attention to the many Disciplined Officers who have made the ultimate sacrifice in protection of our liberties, through their own life!

b. Runners-up

First runner-up, individual category



His Excellency President Uhuru Kenyatta issues a certificate to Mr. Peter Kamande Mbugua, Assistant County Commissioner, Marsabit, first runner-up, individual category.

Huduma Ombudsman Award Citation to Mr Peter Kamande Mbugua, Assistant County Commissioner, Marsabit.

For courteous yet efficient reduction of insecurity and criminality in adverse conditions.

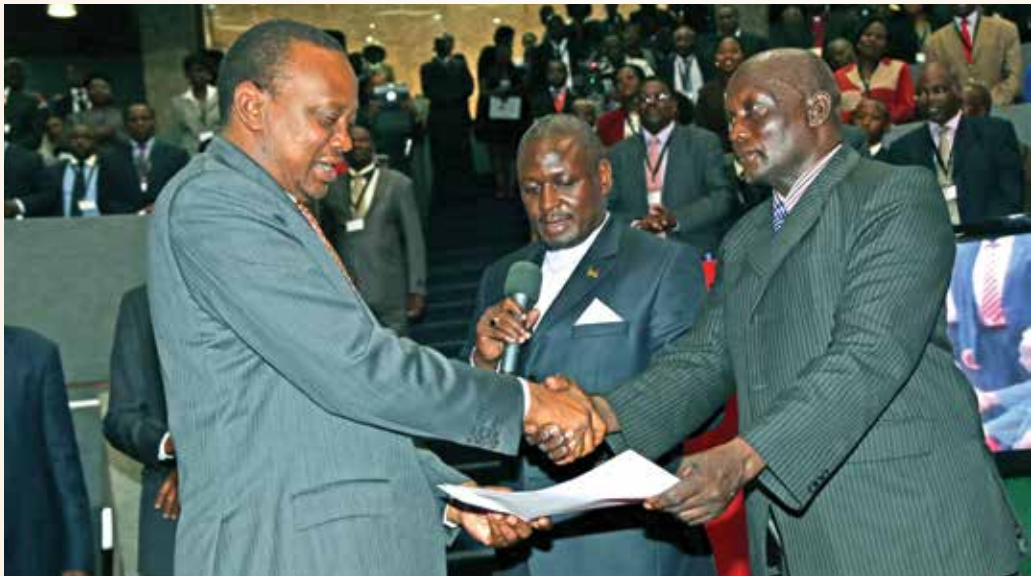
Mr. Mbugua's dedication to public service is reflected in his commitment, sacrifice and outstanding relations with the public and colleagues in ensuring timely and efficient service delivery. He has shown outstanding, exemplary and result oriented leadership in addressing insecurity in the County. Working beyond normal working hours, he

is always at the centre of operations and never shies away from difficult situations regardless of the time of call.

This awardee has gained recognition from members of the public, colleagues and the civil society for his professionalism, dedication, integrity, efficiency as well as innovation in resource mobilization, and excellent working relationships with both his junior and senior colleagues. He has successfully built viable working partnerships with the local NGOs and other government institutions to support the security operations within the County.

By recognising this outstanding public servant in the inaugural Huduma Ombudsman Awards 2014, the Office of the Ombudsman seeks to inculcate in public servants, the spirit of servanthood and utmost dedication to public service, integrity and timely service delivery to the people.

Second runner-up, individual category



His Excellency President Uhuru Kenyatta issues a certificate to the second runner-up, Mr. Andrew Rumenya, Chief Kimalel Location in Baringo County.

Huduma Ombudsman Award Citation to Mr Andrew Kipkurgat Rumenya, Chief, Kimalel Location, Baringo County

For exceeding the call of duty and transforming a community towards prosperity in agriculture and education.

Mr. Rumenya's efforts have been credited for transforming the Kimalel Community through *Kilimo Jangwani* (agriculture in the desert), an initiative which has been embraced by many families. He has mobilized the community towards alternative livelihoods to replace illegal activities such as charcoal burning and consumption of illicit brews.

He has also facilitated self-help groups to harness water for irrigation and ensure improved access to social amenities such as healthcare and education. He introduced the concept of value addition on honey trade to enable women groups and other local entrepreneurs who engaged in similar economic activities to help achieve maximum output. He mobilizes resources on behalf of the community for development projects and supports needy students and the community at large to embrace education.

This awardee has gained recognition from the wider community and development partners such as the European Union for his dedication, innovation, sacrifice and support to improve the living standards of the people in his location through agri-business initiatives.

By awarding this outstanding public servant in the inaugural Huduma Ombudsman Awards 2014, the Office of the Ombudsman seeks to inculcate in chiefs and other public servants, the spirit of servanthood and utmost dedication to public service, as Mr. Rumenya has shown by going beyond what a chief is expected to do; for through sacrifice and effective leadership, the lives of many can be transformed for the better.

First runner-up, institution category



His Excellency the President issues a certificate to Mr. Isaac Chebon, Principal, Kenya School of Government Baringo.

Huduma Ombudsman Award Citation to Kenya School of Government, Baringo

For leading in service delivery training, and living the part.

Kenya School of Government, Baringo is a unique and exemplary model of a public institution that has gone beyond the call of duty to transform public service through training to impact the community around it.

The Institution has a demonstrable record of servant-hood, integrity, and accountability in performance of duties and delivery of services, manifest in fiscal accountability, innovation, and impeccable complaints handling and feedback mechanisms including an excellent service delivery record. It has demonstrable record in promoting prudent utilization of public resources to ensure value for money and has not only gone out of its way to involve the local community in its endeavours, but also introduced special facilities for persons with disabilities, and mothers to enable them attend trainings with their babies.

The School is part and parcel of the community and vice versa. Because of this relationship and having realised that space determines services, the institution, unlike many public institutions, acquired a title deed for its land with the support of the community. In response, it has initiated a robust corporate social responsibility programme to give back to the community.

By recognising the Kenya School of Government, Baringo in the inaugural Huduma Ombudsman Award 2014, the Office of Ombudsman seeks to emphasize that the institution that adheres to administrative justice standards and good governance should serve as an inspiration to other agencies. As one of their clients notes, “they are the real thing.”

Second runner-up institution category



His Excellency President Uhuru Kenyatta poses for a picture with students from Shimo Borstal Institution, the second runner-up, Institution Category.

Huduma Ombudsman Award Citation to Shimo Borstal Institution

For bringing hope in despair, and involving the community in rehabilitation, for the betterment of humanity.

Under the dedicated leadership of Aggrey Adage Akoyo, Shimo Borstal Institution has helped transform the lives of young offenders, empowered them to realise their own potential, experience success and become actively involved in their own development and rehabilitation processes. The institution initiated innovative and sustainable skills building projects as well as counseling and recreational activities that have greatly helped in effectively integrating young offenders back into the society.

While detention facilities are normally regarded as a menace in communities where they exist, Shimo Borstal Institution has earned the trust of the wider community that

actively participates in rehabilitating and integrating young offenders back into their communities.

Efficient use of local resources and creativity has helped bring about positive change not only in the institution, but also to the community at large. For example, the institution modernized makuti-thatched houses for prison officers, constructed a social hall with 90 per cent of the work being done by the students at the institution, mechanizing agriculture by introducing drip irrigation to ensure continuous supply of food throughout the year, and planting trees for environmental sustainability.

By recognizing Shimo Borstal Institution in the inaugural Huduma Ombudsman Awards 2014, the Office of the Ombudsman is proud to reward and motivate a public institution that has refused to let resource limitation be their scapegoat, and to affirm that the greatest changes – like values and philosophy – cost nothing.

Part iv

LETTERS OF COMMENDATION

i. Individual Category: Position Four

Our Ref: CAJ/LJM/3/29/1

14th May 2014

Mr. Josphat Murungi Ithali
Chief of Kendani
P. O. Box 149
MAUA

Dear Mr. Ithali

RE: LETTER OF COMMENDATION TO CHIEF JOSPHAT MURUNGI ITHALI, CHIEF KINDANI LOCATION

Kindly receive warmest compliments from the Commission on Administrative Justice (Office of the Ombudsman). I am delighted to inform you of your selection to the shortlist of the first Huduma Ombudsman Awards.

The Huduma Ombudsman Awards is an annual public service awards scheme initiated by the Office of the Ombudsman to recognise and reward outstanding public institutions and officers for efficient, effective, responsive and accountable service delivery. The awards scheme also seeks to enhance professionalism, build public confidence and trust in the public service and identify and share best practice in service delivery in the public service. The Award has two categories - the individual and institution.

We received 1,141 nominations for both the individual and institutions categories of the Award; and after careful and considered deliberation, The Office of the Ombudsman and the inaugural Huduma Ombudsman Awards Steering Committee are honored to inform you that you made it to the shortlist. You emerged fourth in ranking. Congratulations!

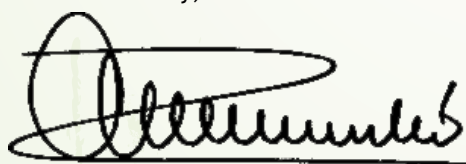
For your consistency in demonstrating exceptional performance in service delivery while serving as a Chief of Kindani Location, the Commission highly commends you. You have performed your demanding duties in an exemplary and highly professional manner, displaying exceptional responsiveness, customer service and administrative skills.

You have diligently used local resources including the Meru Council of Elders, Njuri Ncheke, to fight against retrogressive cultural practices such as Female Genital Mutilation (FGM), thereby reducing the practice to minimal levels in the Location.

You have fought against deviant behaviour and social ills such as drug and substance abuse, thereby significantly reducing consumption levels; conversely increasing schools retention and completion rates as well as responsible behaviour in Kindani Community. You have initiated and mobilized the youth and the community to protect the environment by planting trees as well as participate in development projects. Additionally, you facilitated the youth in your location to access identification documents and engage in income generating activities. You stood against illegal and irregular acquisition of community and public land by powerful private developers; and encouraged community policing spreading the 'Nyumba Kumi' initiative.

For your initiative, resourcefulness, and untiring efforts to achieve perfection and in keeping with the Commission on Administrative Justice's values of fairness, accountability and diversity, I take pleasure in commending you for a job well done.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Otiende Amollo', written over a horizontal line.

Cmmr. Otiende Amollo, EBS,
Chairperson, Commission on Administrative Justice



Chief Josephat Ithali, listens attentively to his citation.

ii. Individual Category: Position Five

Our Ref: CAJ/LJM/3/29/1

14th May 2014

Daniel Omondi Obure
Chief, Lambwe West Location
P O BOX 3 - 40305 MBITA

Dear Mr. Obure

RE: LETTER OF COMMENDATION TO DANIEL OMONDI OBURE, CHIEF, LAMBWE WEST LOCATION

Kindly receive warmest compliments from the Commission on Administrative Justice (Office of the Ombudsman). I am delighted to inform you of your selection to the shortlist of the first Huduma Ombudsman Awards.

The Huduma Ombudsman Awards is an annual public service awards scheme initiated by the Office of the Ombudsman to recognise and reward outstanding public institutions and officers for efficient, effective, responsive and accountable service delivery. The awards scheme also seeks to enhance professionalism, build public confidence and trust in the public service and identify and share best practice in service delivery in the public service. The Award has two categories - the individual and institution.

We received a total of 1,141 nominations from members of the public and institutions for both the individual and institutions categories of the Award. After a careful and considered deliberation, The Office of the Ombudsman and the Inaugural Huduma Ombudsman Awards Steering Committee are honored to inform you that you made it to the shortlist. You emerged fifth in ranking in the individual category. Congratulations!

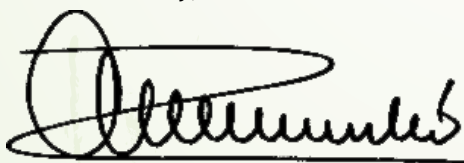
You have performed your duties with rare professionalism, expertise and motivation. Because of your tireless commitment to development and protection of the environment, you have gone above and beyond your required duties to sensitise and mobilise your community against poaching at Ruma National Park, and participating in development projects.

Consequently, you have significantly contributed to reduction of human-wildlife conflict and mobilised resources for expansion of learning facilities and provision of health services. Additionally, you have initiated and helped mobilize youth to meaningfully participate in development initiatives as well as strengthened the Government's collaboration with the civil society for the good of the community.

You have complied with administrative justice standards, putting in place complaints handling and feedback mechanisms as well as a service charter accessible in the local language. You are highly commended by members of the public for your courtesy, integrity, steadfastness and responsiveness.

For the superior performance of your duties while serving as the Chief of Lambwe West Location, for your initiative, resourcefulness, and untiring efforts to achieve perfection and in keeping with the Commission on Administrative Justice's values of fairness, accountability and diversity, I take pleasure in commending you for a job well done.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Otiende Amollo', with a large, stylized initial 'O'.

Cmmr. Otiende Amollo, EBS,
Chairperson, Commission on Administrative Justice



Chief Daniel Obure, listens attentively to his citation.

iii. Institution Category: Position Four

Our Ref: CAJ/LJM/3/29/1

14th May 2014

Dr. Nura Mohamed

Ag. Director General

The Kenya School of Government Nairobi

P O BOX 23030 – 00604 NAIROBI

Dear Dr. Muhamed

RE: LETTER OF COMMENDATION TO THE KENYA SCHOOL OF GOVERNMENT, NAIROBI

Kindly receive warmest compliments from the Commission on Administrative Justice (Office of the Ombudsman). I am delighted to inform you of your selection to the shortlist of the First Huduma Ombudsman Awards, 2013.

The Huduma Ombudsman awards is an annual public service awards scheme initiated by the Office of the Ombudsman to recognise and reward outstanding public institutions and officers for efficient, effective, responsive and accountable service delivery. The awards scheme also seeks to enhance professionalism, build public confidence and trust in the public service; and identify and share best practice in service delivery in the public service. The Award has two categories - the individual and institution categories.

We received a total of 1,141 nominations from members of the public and institutions for both the individual and institution categories of the Award. After a careful and considered deliberation, the Office of the Ombudsman and the inaugural Huduma Ombudsman Awards Steering Committee are honored to inform you that you made it to the shortlist. You emerged fourth in ranking. Congratulations!

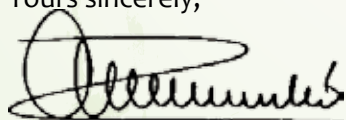
For your demonstrated and sustained contribution to setting standards in management and improving service delivery through research and training of public servants; in harnessing new technology for feedback, enhancing customer satisfaction and service delivery; and for an exemplary, inclusive and accountable governance and exceptional leadership programmes aimed at improving ethics and integrity as well as citizens focused service delivery, the Office of the Ombudsman highly commends you and wishes to acknowledge you as outstanding public institution worth public commendation.

Kenya School of Government Nairobi is a hallmark of excellence. The institution has made significant strides in strengthening the capacity of the county and national governments for equitable, efficient and quality service delivery through a rights based framework. The institution has pioneered excellent courses in transformative leadership, ethics and integrity as well as citizen focused service delivery thereby making useful contributions in enhancing compliance not only with administrative justice principles and standards, but also with public service best practices.

With an ultra-modern conferencing facility and a competent, well-motivated and dedicated staff, the institution is one among the few government institutions competing neck to neck with the private sector in provision of conferencing facilities. The institution is also reputed to have embraced international financial and fiscal management practices.

For your, excellence, innovation, responsiveness, accountability in service delivery and in keeping with the Commission on Administrative Justice's values of fairness, accountability and diversity, I take pleasure in commending you for a job well done.

Yours sincerely,



Cmmr. Otiende Amollo, EBS,
Chairperson, Commission on Administrative Justice



The Cabinet Secretary, Ministry of Devolution and Planning Hon. Anne Waiguru issues a letter of commendation to the Director, Kenya School of Government Nairobi, Dr. Nura Muhamed, and Mrs. Leah Munyao, Director, Academic Affairs at the Institution.

iv. Institution Category: Position Five

Our Ref: CAJ/LJM/3/29/1

14th May 2014

Ms. Rose Inziani
Chief Nurse,
Kaptechi Dispensary
P.O Box 281-50309, Kaimosi

Dear Ms. Inziani

RE: LETTER OF COMMENDATION TO KAPTECHI DISPENSARY

Kindly receive warmest compliments from the Commission on Administrative Justice (Office of the Ombudsman). I am delighted to inform you of your selection to the shortlist of the first Huduma Ombudsman Awards, 2013.

The Huduma Ombudsman awards is an annual public service awards scheme initiated by the Office of the Ombudsman to recognise and reward outstanding public institutions and officers for efficient, effective, responsive and accountable service delivery. The awards scheme also seeks to enhance professionalism, build

public confidence and trust in the public service and identify and share best practices in service delivery. The Award has two categories - the individual and institution categories.

We received a total of 1,141 nominations from members of the public and institutions for both the individual and institutions categories of the Award. After a careful and considered deliberation, The Office of the Ombudsman and the inaugural Huduma Ombudsman Awards Steering Committee are honored to inform you that you made it to the shortlist. You emerged fifth in ranking. Congratulations!

For your demonstrable record of innovativeness in providing health services in an expeditious, efficient, and professional manner, the Office of the Ombudsman highly commends you and wish to acknowledge you as an outstanding public institution.

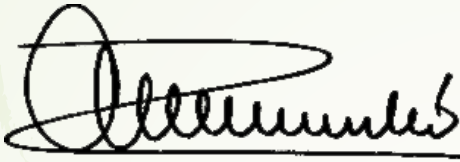
In spite of extreme challenges and limited resources, Kaptech Dispensary is a health facility of choice not only for the people of Muhudu Location, but also its neighbours. The Dispensary is the only Government facility within the Location, and charges minimal fee for services. We commend you for your efforts to establish patient-centred care. We also applaud your creativity and determination in providing maternal health care as well as your efforts to improve health outcomes in general in the Kaimosi Community.

Unbowed by challenges, you creatively converted a tiny room into a maternity ward; and you have gone out of your way even to hire a microscope from a private individual whenever needed to ensure your patients access the much needed services.

Your outreach efforts to popularize services at the Health Centre demands approbation. Your efforts to establish complaints redress mechanism externally integrated with the local administration units is not only creative, but extremely commendable. We also applaud you for adhering to your service charter; ensuring patients have the shortest turn-around time for services and treating your patients with courtesy and respect. Your determination in ensuring the local community including schools and the local administration are involved in health care provision is also remarkable.

For your innovation and leadership in healthcare, responsiveness, impeccable service delivery, and in keeping with the Commission on Administrative Justice's values of fairness, accountability and diversity, I take pleasure in commending you for a job well done.

Yours sincerely,



Cmmr. Otiende Amollo, EBS,
Chairperson, Commission on Administrative Justice



The Cabinet Secretary, Ministry of Devolution and Planning Hon. Anne Waiguru issues a letter of commendation to the Chief Nurse of Kaptechi Dispensary Ms Rose Inziani and Chief of Muhudu Location Mr. Robert Inyanje.

Part v

VERIFICATION REPORTS

a. Individual Category

1. Mrs. Hellen Nechesa Machuka – Principal, Kombeni Girls' Secondary School, Kilifi

Mrs. Hellen Nechesa Machuka was nominated for her outstanding performance as principal of Kombeni Girls' Secondary School in Kilifi County and for her commitment in the performance of her duties. She was particularly commended for initiating a bursary kitty to assist needy students, and for innovatively initiating income generating projects and mobilizing resources to offset a Sh 5,720,000 debt owed by the school.

A teacher since 1994, Mrs. Machuka has worked in four institutions including a teachers training college, but her impact as an educationist was perhaps most felt from 2002 when she served as a Deputy Head Teacher for Msumarini Secondary School in Kilifi. While at Msumarini, she battled drug abuse and poor performance to impressive levels. In 2004, she posted the best results for Agriculture in Kilifi District and was ranked position 11 nationally. It was no wonder, therefore, that she was later promoted to head Kombeni Girls' Secondary School whose performance she has turned around.

Mrs. Machuka joined Kombeni Girls' Secondary School in 2008, a move she says was not easy, since the school was performing poorly (average of 2.9-3.1 points), had discipline challenges, and a debt of sh. 5.72 million that she inherited from the previous management.

The most immediate challenge was how to manage a school in debt. Together with the School's Board, she initiated income generating projects such as a dairy project inspired by one that she successfully ran at home. The project started with two dairy cows but the school now boasts of more than 10 dairy cows with each producing an average of 12 litres a day enabling the institution to save Kshs. 55,000 would have spent on powdered milk on a monthly basis. The school has embarked on horticulture farming hence has ceased to incur expenses on milk and vegetables.

To increase access to education for girls from poor families in Kilifi County, (the County is among those with the highest poverty rates), Mrs Machuka initiated a bursary kitty. She started by donating a one month basic salary (Sh 20,000) in 2009 to set up the kitty. Motivated by her sacrifice, the School Board of Management too decided to forgo their sitting allowances to strengthen the kitty.

Additionally, Mrs. Machuka mobilised resources to start a bakery business with the support of the Millenium Development Goals (MDGs) Department following the approval by the School Board of Management. By November 2013, five months after the commencement of the project, the school had made a profit of Sh 486,000 out of which Sh 300,000 was directed to the bursary kitty. Representatives of the MDG Department sit in the Bursary Committee. The School now admits and provides scholarships for students from Kilifi County who are admitted to national schools but fail to join due to lack of fees. The School has since taken one such student.

Mrs. Machuka has expanded the School's network base and got support in the form of sponsorships for students as well as resources to improve the school's facilities. For example, the school enjoys a very good relationship with Rabai Power Company. Consequently, the company has built an ICT Centre for the School that is also used by the youth in the area during school holidays.

Mrs. Machuka devised various programmes to improve discipline and performance. She also introduced counseling and spiritual nurturing programmes for students. The school has a resident chaplain, and the teachers participate in the Sunday services, particularly, the teacher on duty, the Principal and/or the Deputy Principal.

Both the teaching and support staff in her school have acknowledged her outstanding leadership skills and attribute the growth of the School to her. Teachers and students of Kombeni Girls' have excelled. The school for instance, produced the best teacher of English countrywide in 2013.

The School is very clean and its modest buildings well maintained. The students' level of discipline is also high. Additionally, teaching and non-teaching staff are receptive and courteous. The team also established that the Principal enjoys a very good relationship with the community.

2. Peter Kamande Mbugua, Assistant County Commissioner, Marsabit County

Peter Kamande Mbugua was nominated for his exemplary servant leadership. He is a hands-on person who leads by example and puts public interest first. The officer has gone a long way in fighting cattle rusting in Central Marsabit. He responds promptly and with urgency to calls for security operations and is always physically present during security operations. This gives morale to his officers and strengthens their resolve to curb insecurity. Unlike many of his ilk, Mr. Mbugua adheres to the rule of law in his operations and constantly refers various pieces of legislation including the Constitution to inform his decisions.

Mr. Mbugua has surmounted communications and accessibility challenges characteristic of arid and semi-arid areas through strong partnerships and close collaboration with other government agencies. For example, he uses their advanced communication equipment to reach out to chiefs in areas where communication and reach is a challenge.

The Assistant Country Commissioner is known for proper management of time. He is very punctual not just in reporting for his duties and meetings, but urgently responds in emergency situations regardless of the time of call. He has excellent working relationships with his colleagues whether below or above him in rank.

He has demonstrated good leadership skills by leading from the front. This is demonstrated through operations against cattle rustlers where he leads the security team. He has also initiated dialogue among warring communities

in his district thereby greatly enhancing peaceful coexistence among local communities in Marsabit County as well as initiated efforts that have since reduced cattle rustling in the area.

3. Mr. Andrew Kipkurgat Rumenya, Chief, Kimalel Location in Baringo County

Mr. Andrew Kipkurgat, the Chief of Kimalel Location in Baringo County, was nominated for his efforts to improve the livelihoods and the living standards of his community through creative income generating programmes, development projects, elimination of harmful cultural practices and improving security.

The chief has turned his location into a very enterprising community through goat rearing, bee keeping, pawpaw and mango farming. He has also contributed significantly to advancement in education in the area. Mr. Rumenya who has served in the Provincial Administration for 26 years, 16 years as a Sub-Chief, is credited for transforming Kimalel Community through a project dubbed Kilimo Jangwani (agriculture in the desert), an initiative he introduced in the arid location about five years ago. Through the initiative, more families are now embracing agro-pastoralism. The most common crops are papaws and mangoes.

Bench-marking with other counties such as Kitui, Bungoma (Kamulati), Meru, Keiyo and Marakwet counties on best practices that have since yielded fruits, Mr. Rumenya initiated alternative sources of livelihood to help replace illegal activities such as charcoal burning and illicit brews in Kimalel Location. “You see, if you don’t give people alternatives, they will find it difficult to stop illegal activities that bring money,” he said. He has consistently and devotedly followed through his plans to achieve his objectives. Among the projects he initiated include three water projects that have improved accessibility to water in the Location. As a result, most homes and social amenities now have access to water.

Mr. Rumenya is also credited for facilitating formation of self-help groups to harness water for irrigation, and for helping increase access to social amenities including ten primary and four secondary schools as well as three health centres in Koriema, Sabor and Kimalel sub-locations. The County Government

has since expressed desire to support the initiative. He also mobilized close to sh 10.4 million from the European Union towards the construction of the Baringo Aloe Factory as well as assisted the local community to market and sell their honey product at reasonable costs.

To address the lighting challenges in the community and improve educational performance, Mr. Rumenya piloted an initiative that supplied kerosene lamps to underperforming primary and secondary schools in the location. He is known to have promoted initiatives that inspire schools and parents to devote efforts towards improvement in education performance and standards. He is described as a man who leads from the front and who walks the talk. It was evident from the verification experience that Mr. Rumenya has gone beyond the public expectation of what a chief is expected to do. His leadership is exemplary.

In his words, the word ‘chief’ stands for confidence, honesty, innovativeness, effectiveness and focus.

4. Josphat Murungi Ithali, Senior Chief, Kindani Location, Maua

Mr. Josphat Ithali, the Chief of Kindani Location in Maua, Meru County, was nominated for outstanding performance in fighting societal ills such as drug and substance abuse, illicit brews and retrogressive practices such as female genital mutilation. He was also credited for his unique management style, creativity and utmost commitment to service delivery. For instance, he has succeeded in involving Njuri Ncheke – the powerful Ameru Community Council of Elders – to popularise his policies to the local community, as well as initiate development projects and campaign against Female Genital Mutilation (FGM). In his effort to eliminate FGM, Mr. Ithali conducts civic education in the area and often invites religious leaders to speak to the people on negative impacts of FGM. His supervisor, the Deputy County Commissioner confirmed that he has not received complaints against the Chief: only compliments. He said the Chief does a lot of work and provided evidence for what he has done.

He is known to be a hardworking chief who submits reports in time. His devotion and dedication to public service is outstanding and he is credited to have made significant efforts in addressing insecurity in his location. The

local community and fellow administrators commend him for his outstanding leadership skills and adeptness in bringing people together. Although he has no budgetary allocation for stationery, the Chief uses his own resources to obtain his tools of trade to ensure services to *Wananchi* are not affected.

Among the initiatives conducted by the Chief include his efforts to mobilise the youth over 18 to access national identity cards. Other initiatives include mobilising *Wananchi* to build two classes at Kindani Day Secondary School to supplement efforts made by the Constituency Development Fund, (CDF). He has mobilized the youth in his area to engage in income-generating projects such as pig rearing, growing sunflower, and building rental houses. Mr. Ithali has made contributions to conservation of natural resources. He has undertaken tree-planting exercises in his area in close collaboration with the Kenya Wildlife Service to conserve public parks and has contributed to efforts to curb poaching. He also mobilised the local community to plant trees in watersheds. Further Mr. Ithali has been in the forefront advocating against irregular and illegal allocation of water catchment areas to powerful individuals.

Chief Ithali has significantly improved security in his location. He initiated and mobilised the local community towards community policing as well as popularized the *Nyumba Kumi* initiative. He has all the names and particulars of all the *Nyumba Kumi* clusters in his location and receives regular updates from the chairpersons.

Residents know him as a person who upholds high standards of integrity. “When a public servant is compromised, the government is compromised,” he advises.

5. Daniel Omondi Obure, Chief Lambwe West Location, Homa Bay County

Mr. Daniel Obure was nominated for his outstanding leadership, innovation and commitment to development and public service.

Chief Obure was appointed Assistant Chief, Ogongo sub-location in July 1999. Three years later after the demise of the Assistant of Chief Joje sub-location,

he became the Assistant Chief for the two sub-locations. He carried out his responsibilities well prompting the provincial administration to confirm him as chief of the Lambwe West Location—a promotion that area residents felt was well deserved.

When the office of the Divisional Officer (DO) fell vacant, Chief Obure stepped in to assume the responsibilities of the office though in an acting capacity. At the time of conducting the verification exercise, Obure was still doubling up as the Chief of Lambwe West Location and Divisional Officer of Mbita Sub County at an acting capacity.

The chief has contributed significantly to promoting development, improving livelihoods, promoting rights of persons with disability, improving access to education by needy students, improving educational standards in general, and mobilizing the local community towards wildlife conservation.

He was instrumental in the acquisition of sh 74 million grants from the European Union utilised in supporting a school for the visually impaired, promoting children's rights and water projects. He is credited for the drilling of 11 boreholes in Lambwe East location. He also plays a vital role in identifying the beneficiaries of World Vision programmes and sits on various developmental committees. He has also been of great assistance in establishing community based networks. He also assists in identifying key development partners that collaborate with the local community in development projects.

In collaboration with the Kenya Wildlife Service, the Chief mobilized and sensitized the local community against poaching at the Ruma National Park thereby significantly reducing poaching, destruction of forests as well as human wildlife conflicts.

The Chief has also played a central role in enhancing education in his area. He has time and again mobilized for funds from different partners to support schools in the area. He has addressed the thorny issue of early marriages and high school dropout rates by sensitizing the society on the importance of education. Further the chief has fought a good fight against the consumption of illicit brews and promptly submits weekly reports on the same.

He has displayed Service delivery charters at the entry point of his Office. More interesting he has also developed a service charter in the local language (Dholuo) for ease of understanding. Members of public confirm that they are treated, with courtesy and served within acceptable time frames. The area residents describe him as warm, receptive, friendly and understanding. He has strategically located complaints/suggestion boxes for members of the public to lodge complaints.

b. Institution Category

1. Othaya Boys' High School

Othaya Boys' High School is an extra-county school, formerly a district school situated in Nyeri County. The school has had a steady improvement in academic performance, has a high level of discipline and has an all-inclusive system of management. The following are some of the key milestones that informed the nomination of the school.

i. Teacher lesson attendance daily record

The school has a teacher attendance daily record which is keyed in by the class secretary to demonstrate the specific times each teacher attended class and the duration the lesson took. It also shows the number of students who attended the lesson. In the event of remedial classes, the same are also recorded in the register. This helps in accountability of the teachers not just to management, but to the students as well. This is an effective method of checking on service delivery, monitored by the students and the management. The system also checks on the attendance of the students, and this limits absenteeism.

ii. Smart School

The school has developed an Information Management System (the Smart School) which contains information on each and every student from the time of admission to completion. The system has discipline records of all the students their performance history and other relevant information such as parents/guardians contacts. The system is also used to communicate to parents on their phones. The school has therefore, leveraged on technology to effectively manage its affairs.

iii. Effective management of resources

Unlike many schools where each department or unit at the school is responsible for the flow of goods in their unit (e.g. laboratory, catering etc), in Othaya Boys High School, this is the sole responsibility of the storekeeper. This helps in tracking the flow of goods and prevents wastage or misappropriation as the school keeps proper records that demonstrate how resources are delivered and consumed. The school, thus, has an effective system of checks and balances.

iv. Audit of school accounts

The school is up to date with its audited reports up to 2012 by the Ministry of Education. The Board of management had also discussed the audited accounts of the school. A copy of a letter from the Ministry of Education dated 22nd October, 2013 forwarding approved accounts for 2004-2012 was supplied to the Commission.

v. Petty cash

The School does not encourage the keeping of petty cash. The user department usually makes a requisition a week in advance so that there is proper planning. The Principal however admitted that some petty cash is kept for emergency cases. The Bursar - the custodian of petty cash - reports on the use of the petty cash on a weekly basis. Use of petty cash is however authorized by the Principal.

vi. Discipline

The school has high levels of discipline. Discipline is a corporate responsibility involving not only teachers but also the supporting staff, students and the community at large. A student who sneaks out from school, for example, will be returned by a member of the local community. This was affirmed by members of public interviewed, and the County Education Office. The School has a discipline committee which is all-inclusive.

vii. Guiding & Counselling

The school has an effective peer counselling club comprising of students who have been trained in counselling. The school regularly invites partners who come to speak to the students, guide and counsel.

viii. Extra-curricular activities

The school excels in extra-curricular activities. For instance Othaya Boys' High School performs well in music competitions and has completed up to the nationals final level, during the National Music and Drama festivals.

ix. Submission of board minutes to the Ministry of Education

Othaya Boys' High School was also credited for the timely submission of the Board of Management minutes.

2. The Kenya School of Government, Baringo

The Kenya School of Government (KSG), Baringo was nominated for, among other things, having excelled in capacity building for public service through training, and for its corporate social responsibility projects. KSG Baringo is one of the satellite campuses of the Kenya School of Government. Below are some of the reasons that made the institution stand out.

i. Efficient Utilisation of Resources

The institution has promoted prudent utilisation of public resources. The Institution is currently installing a plant to process and bottle its own water to save on costs incurred in purchasing bottled water. Resources are generally utilised and managed well and accounted for ensuring value for money.

ii. Information Technology

The institution has promoted prudent financial management through technology. It has state of art quality facilities that have reduced costs for hiring or outsourcing venues and services. To keep abreast with the changing times, the institution has phased out photocopying of learning materials and instead supplies its customers with soft copies of all relevant learning material, a practice that is not common in many public institutions.

iii. Elaborate Complaint Handling Mechanisms

Complaint handling mechanisms are well established. The Institution has an excellent service delivery record and it is highly spoken of by those who have enjoyed its services. The Institution has clear structures and mechanisms for resolution of public complaints. It has strategically

placed complaint and suggestion boxes - opened weekly - in its premises so that users of its facilities and members of staff can communicate to the management. The school also has a well manned customer care desk. It has a clearly displayed service charter which is demonstrably well understood by staff and is adhered to. The school operates an open door policy so that members of the public can easily seek redress for any grievances they may have. Additionally, KSG, Baringo scored highly (88%) in the annual rating done by the Commission in the performance contracting cycle on the indicator 'resolution of public complaints'.

iv. Efficient Delivery of Public Services

The institution has elaborate training programmes that are efficiently implemented. The institution has introduced facilities for persons with disabilities and for lactating mothers to enable them attend courses and nurture young ones. The staff members are highly motivated and dedicated to their work and exhibit excellent public relations skills. Resultantly, the School has excellent relations with members of the public, the county government and other public institutions in the area.

3. Shimo Borstal Institution

This Institution has over the years transformed into an excellent institution that is at the forefront of reforming the young delinquents and giving them a much needed second chance in the society. The institution has since September 2009 to February 2014 been headed by Mr. Aggrey Akoyo, Senior Superintendent of Prisons who has been credited for the transformation. The institution is very clean with well-kept lawns and trees, and well-managed structures. The Officers at the institution are very professional as demonstrated by the way they conduct their business and handle visitors. Some of the key aspects that make the Institution stand out are captured below.

i. Transformation of Delinquents

One of the major achievements is the manner in which the boys are integrated back into the society. Previously they would encounter a lot of difficulties being accepted by the community due to their past records. The institution uses four ways to realise this:

- a. Adoption of a rigorous counseling process,
- b. Involving the boys' parents through the rehabilitation process to ensure the boys are accepted at home when their term at the institution ends,
- c. Recreation activities involving the boys and the neighbouring community, and
- d. Involving the boys in charity work to enable them appreciate different aspects of society.

ii. Proper Utilisation of Resources and Creativity

The institution has achieved a lot with minimal resources. for instance, the Institution used available manpower and skills (Borstal boys) to construct a social hall - the boys did 90 per cent of the work. The Institution also transformed staff housing from makuti - thatched to permanent.

iii. Recreational Facilities

Inspite of limited resources, the Institution set up recreational facilities that are used by the boys and the community. This was said to be particularly helpful to the youth in the area as it prevents them from engaging in illegal activities, and socialises the boys at the Borstal Institution.

iv. Transformation of the Community

The Institution has not just transformed the boys but the community as well since it has greatly contributed to transformation of the community around the institution through sharing amenities such as the health centre, recreational facilities, boardroom and the institution farm in which residents of the area are allowed to grow crops for home use. The community around the Institution was allowed to grow crops in the Institution's land to enable the institution get rid of a bush that was providing a hide-out for criminals impacting positively on security.

v. Partnerships and Collaborations

Shimo Borstal Institution is said to have opened its doors to partners thereby attracting support. The Institution, for instance, now has volunteer counselors who complement the work of the resident counselor hence hastening the rehabilitation process. Some of the institutions involved include Kenya Institute of Professional Counseling, Amani Counseling Centre, Kenyatta University and Moi University.

vi. Self-sustenance

The institution introduced the use of drip irrigation to ensure continuous supply of food throughout the year, mainly vegetables and fruits. Besides food-crops, the Institution has planted many trees on its land and other public places. For this reason, the institution has won several awards (such as Boresha Mazingira). The Institutions tree nursery has about 7,000 seedlings.

4. Kenya School of Government, Nairobi

The Kenya School of Government (KSG) Nairobi was nominated for its efforts in promoting national development standards through continuous training/capacity building. The nomination was also on the basis of the quality of services provided as well as appropriate feedback mechanisms the institution has initiated, including new technology platforms that have enhanced customer satisfaction and service delivery.

The main purpose of the Institute is to build human resource capacity and enhance management skills thus improving service delivery in the public sector. The Institute has an elaborate governance structure with a council consisting 13 members from key sectors, and a management team of 15.

Courses offered at the School are targeted at a wide range of public servants, from low to senior management. The courses address key concerns such as integrity, governance, and leadership. KSG has gained a reputation as a centre of excellence in the manner in which trainings are conducted. Most clients interviewed during the verification exercise expressed their satisfaction with the quality of services rendered by the institution. Additionally, KSG, Nairobi has managed to integrate a well-developed IT system to make the administration of services to clients more effective and expeditious.

The Institution boasts of modern infrastructure including ultramodern conference centre equipped with an amphitheatre with capacity of 400 persons in one sitting, and a VIP lounge. The institute also has 300 residential rooms and offers a combination of African and continental cuisines. The institution is well managed, and high standards of cleanliness are maintained.

KSG, Nairobi has managed to attract not only government officials coming for capacity building, but has created a niche as a conference facility for the private sector as well. The service charter and quality policy are well displayed and members of staff are familiar with it and strive to ensure that its provisions are met. The institution has financial reports, strategic plans and curricula readily available on site as well as on the internet.

The verification exercise also revealed the staff team is friendly, dedicated to their work and are very professional when dealing with clients. By training staff on how to treat clients, the Institution has managed to break away from the mould of being a 'typical' government organisation that is lax and unconcerned in the provision of services.

5. Kaptechi Dispensary

Kaptechi dispensary was nominated on basis of their continued effort to improve service delivery to *wananchi* despite being the only health facility in a rather large and remote area in Muhudu location, Vihiga County. The dispensary was established on 21st May 2010 as a community health facility serving a population of over 10,000 people.

Kaptechi dispensary serves people as far as Hamisi, Sabatia, Kakamega South, and Kakamega East Districts. On average, the dispensary serves about 50 to 60 patients per day, with only 5 members of staff.

The institution has satisfactorily served the area residents and other people from the neighborhood despite inadequate equipment and human capacity. Some of the innovative ways the Dispensary has employed to meet the needs of their clients include:

- Modifying a small room and turning it to a maternity room, thus enhancing maternal care,
- Establishment of monthly forums /*Barazas* where health matters are discussed,
- Conducting outreach programs every Thursday to create awareness to the residents on health issue services provided, and
- Hiring a microscope to meet the needs of the clients

Despite its minimal resources, the Dispensary charges minimal fees for its services. The facility has a complaints redress mechanism that is externally integrated with the office of the local chief so as to enhance accountability. For further accountability, the Dispensary submits its monthly reports to the Medical Officer of Health.

c. Ombudsman Valour Award

Considering the security situation in the country and in recognition of the efforts and sacrifices made by public servants in the disciplined services, the Commission introduced a special Award category known as the Ombudsman Valour Award. The Award recognises individuals who have made outstanding sacrifices in the county but have not been recognised. It was decided that the Commission posthumously recognise the fallen hero of West Gate attack, the late Constable Martin Munene Kithinji, a Police Officer attached to the Recce Company who was gunned down as he saved lives of Kenyans held hostage by terrorists at the West Gate Shopping Mall in Nairobi on 21st September 2013. Constable Kithinji was recognised for conspicuous sacrifice and great courage in circumstances of great peril, putting himself selflessly in jeopardy to protect the lives and property of others.

The Awards was informed by the fact that many public servants in the disciplined forces lose their lives often with little commendation or acknowledgement of their role. This specific Award is also designed to allow attention to the need to reward and recognise those who serve in the disciplined Forces who often made the ultimate sacrifice to protect our liberties.

30 year old Police Constable, Martin Munene Kithinji, was a member of the Recce Squad, who together with Constables Peter Muli Kileveti, Moses Logiron Ewosit, and Godfrey Moses Emojong who were the first to fight their way into the Westgate Shopping Mall, in the first few minutes after notification. They bravely confronted the terrorists against great odds thereby enabling many civilians to escape.

Born on 27th August 1983 at Kaarene Village, Katheri in Meru County, Constable Kithinji was a disciplined, focused, and dedicated Officer. He trained at the Kenya School of Monetary Studies as a banker before joining the Kenya Police- General Service Unit (GSU) on 13th August 2008 and served devotedly and diligently for six years in various stations.

Part vi

SPEECHES

REMARKS BY MS. NARDOS BEKELE-THOMAS - UN RESIDENT COORDINATOR, CO-CHAIR, DEVOLUTION PARTNERS' GROUP

Your Excellency, the President of the Republic of Kenya, Hon. Uhuru Kenyatta
Commissioner Amollo, Chair, Commission on Administrative Justice
Honourable Cabinet Secretary for Devolution and Planning, Ms. Anne Waiguru,
The Honourable Attorney General,
Chairs and Members of Constitutional Commissions
Government Officials and Development Partners
All Protocols Observed

Your Excellency,

I am extremely pleased to be able to speak, on behalf of the development partners who have supported the drive towards excellence in public service delivery, at this important event, the first annual Huduma Ombudsman Awards ceremony hosted by the Commission on Administrative Justice, commonly referred to as the Ombudsman's Office.

UNDP has an ongoing relationship with the Ombudsman's Office in that we have been supporting an integrated programme with the three Article 59 Commissions which include the Kenya National Commission on Human Rights, the National Gender and Equality Commission and the Commission on Administrative Justice.

Efficient and effective service delivery by public servants is a right of citizens, and the work of the Ombudsman's Office is to ensure that these services are delivered for the welfare and wellbeing of society at large. The Ombudsman's office provides a safe space for the public to bring their complaints on maladministration by public

servants and public institutions. I also am greatly encouraged to know that they also receive commendations when the public feel that they have been served well. This is the basic spirit of performance management.

At this juncture, I would like to encourage members of the public to take more advantage of this Commission. It has been building a reputation for conclusively resolving issues that are brought before it, and as evidenced by today's event, it also takes the commendations very seriously.

Your Excellency,

In 2005, the Government launched the 'Results for Kenyans Programme' whose main objective was to improve service delivery and entrench Public Service values and ethics within the public service. UNDP's support to the improvement of service delivery in Kenya witnessed the propelling of the Country to the global stage as a Government committed to public service delivery. The Government of Kenya then received the coveted UN award on Public Administration in 2007, for the introduction of performance contracting in the public service.

The Huduma Ombudsman Awards introduced by the Ombudsman's Office, have now domesticated the international recognition that Kenya received in 2007. It is symbolic that Kenya has taken the initiative to recognise public servants and institutions, who work very hard to deliver services to citizens. These awards will serve to encourage public servants who diligently perform their duties, assuring them that their commitment to service does indeed matter. The awards will also serve to encourage those who might not yet be giving their very best, to begin to do so.

As public servants, you are all called upon to live by the national values and principles, espoused in Articles 10 and 232 of the Constitution. UNDP's support to public service reforms included the inculcation of these same values in public service delivery. We supported the inclusion of these values in the Government's Performance Appraisal System in 2006. We are therefore pleased that these values are now part of the Kenyan Constitution and this Awards ceremony makes it very clear that the Constitution is indeed working for Kenyans with respect to service delivery.

Your Excellency,

The role of the media in shaping the mind-set of the people cannot be over emphasised. I would like to encourage the media to support the Government's efforts in communicating the story of positive transformation in the public service, and engaging in a discourse informed by values and principles of governance.

Your Excellency,

A steering committee constituted by the CAJ went through a very thorough process of verifying the nominations and the results produced are indeed credible.

To those who were nominated and shortlisted but not on the final list of the Awardees, let me say this: 'You are all winners'. In life, only one person can take the prize home. Being nominated and being shortlisted is a true testament of your commitment to delivering excellent service to Kenyans, and more importantly, to doing the right thing. Be encouraged, and keep up the good work that you have been doing.

To those taking home the prize, I say 'HONGERA!'

In conclusion,

Congratulations to the Government of Kenya and to the Commission on Administrative Justice on the Inaugural Huduma Ombudsman Awards. The UN is proud to partner with you.

Asanteni sana, and God bless Kenya.

REMARKS BY COMMISSIONER, OTIENDE AMOLLO, EBS, CHAIR, COMMISSION ON ADMINISTRATIVE JUSTICE

Your Excellency the President

Cabinet Secretaries Present

Principal Secretaries Present

Hon. Governors and Members of Parliament Present

Chairpersons of Constitutional Commissions & Holders of Independent Offices,
Ambassadors & High Commissioners

Heads of Institutions

Distinguished Guests

All Protocol observed

Ladies and Gentlemen:

On behalf of the Commission on Administrative Justice, I am pleased to welcome you to the inaugural Huduma Ombudsman Awards Ceremony. This is an auspicious occasion and a celebration of the contributions of outstanding public institutions and public officers. I wish to take this opportunity to thank Your Excellency for accepting our invitation to preside over this ceremony, which demonstrates the premium placed on service delivery by your Government. Allow me to also thank the other distinguished guests present, and the collaborating institutions that supported us in the whole process. Specifically, let me thank the Ministry of Devolution and Planning, the Kenya School of Government -Nairobi, Transparency International (Kenya), Association of Professional Societies in East Africa (APSEA), the United Nations Development Programme (UNDP) and the Eastern and Southern African Management Institute (ESAMI), for their invaluable contributions and support.

Mandate of The Commission

Your Excellency, Ladies & Gentlemen,

The Ombudsman institution has been acknowledged world-over in the last two hundred years as a key independent institution supporting accountable governance. Since 1971, it took us forty years after the Ndegwa Commission to establish a fully functional Ombudsman office in 2011. Article 59 of the Constitution as read with the Commission on Administrative Justice Act empowers the Commission to investigate any conduct in state affairs, or any act or omission in public administration in any

sphere of government, as would be prejudicial, constitute improper conduct, or amount to abuse of power.

In order to address maladministration, administrative injustice and wrongful conduct, we have developed effective tools on complaints handling, performance contracting, issuance of advisory opinions, court appearances as *Amicus*, and on alternative dispute resolutions involving public institutions through mediation and conciliation.

We have endeavoured to sensitize Kenyans, and it bears repetition that issues of delay, inaction, inefficiency, discourtesy, ineptitude, unresponsiveness, oppressive conduct or service failure, whether within national or county governments, can now be reported to us for investigation and redress. Thus, we serve as the citizen's watchman to reduce impunity in public offices, and promote accountability and responsiveness in government.

Progress made By the Commission

Since its inception in November 2011, the Commission has endeavoured to perfect its complaints handling both in numbers and rate of resolution. In its first year of operation, the Commission received 4,062 complaints and resolved 1,398, representing a resolution rate of 34 per cent. By 2013, the complaints had grown by 449 per cent to 18,257, of which we resolved 11,253, representing a resolution rate of 62 per cent.

Besides direct complaints, the Commission has trained 4,867 Public Officers on responsiveness and complaints handling within their Institutions, and reviewed its performance contracting guidelines. To date, the Commission has undertaken twenty-eight systemic investigations; issued twenty five advisory opinions; undertaken thirty litigation matters as *Amicus* or Interested Party, and visited twenty five counties to sensitize citizens and receive their complaints.

In the course of these undertakings, the Commission has captured various systemic weaknesses, and identified mechanisms for redress including review of the procurement regime to focus on value-for-money and not mere processes; the responsibility of parastatal boards and the consequential administrative responsibility for decisions; and the need to invoke individual responsibility for financial losses caused by imprudent use of public resources as per Article 226 of the Constitution, among other measures.

Your Excellency, Ladies & Gentlemen,

Despite the milestones so far realized by the Commission, we have faced some challenges in enabling a fully accountable public service. First is impunity, evidenced by the failure of some institutions and public officers in responding promptly to inquiries by the Commission, and to speedily implement the findings and recommended redress mechanisms. These officers have failed to appreciate that by pointing out instances of inefficiencies and malfeasance, the Ombudsman is not criticizing, but merely complimenting government efforts in improving service delivery and accountability. The second challenge is resourcing. The exponential growth in complaints expected to hit 22,000 this year against an official staff compliment of fifty seven, is overwhelming. This, coupled with our central participation in the commendable Huduma Centres, and the concurrent need to decentralize our services to the Counties to control the spiraling acts of improper conduct, has challenged our ability to provide effective oversight.

Your Excellency,

We request you to impress upon the Cabinet Secretaries and Principal Secretaries, together with Heads of Institutions and other senior ranking Public Officers, that implementation of the Commission's findings is not only a legal requirement, but also an important milestone towards efficient and accountable public service delivery. Similarly, an enhancement in human capacity and budgetary allocation would greatly enhance our effectiveness as the people's watchman.

HUDUMA OMBUDSMAN AWARDS SCHEME

Your Excellency, Ladies and Gentlemen:

The Huduma Ombudsman Awards is an initiative by the Commission to recognise and reward outstanding public institutions and public officers in service delivery. Specifically, it targets public servants and seeks to:

- i) Promote accountability, responsiveness and servanthood,
- ii) Enhance professionalism,
- iii) Build public confidence and trust in the public service,
- iv) Motivate public institutions and officers to enhance efficiency and effectiveness in the service to the public, and
- v) Identify and share best practices in service delivery.

Through this initiative which will be an annual event, the public will be enabled to assess the performance of public institutions and public officers. It will also provide an invaluable and objective assessment of public institutions for improvement. The Commission believes that this initiative will ultimately support the Government's efforts towards transformation of public service for better service delivery and accountability.

In this process, the Commission ensured broad participation in the exercise by inviting nominations from the public countrywide through the media, county governments, independent oversight institutions and the national government offices at all levels. In addition, the Commission constituted an Awards Advisory Panel comprising seven collaborating institutions to analyse the nominations, shortlist the nominees, verify information on the nominees and select the deserving awardees. Through this exercise, the Commission received a total of 1,141 nominations which were reviewed, shortlisted and the final nominees ranked after thorough verification.

I wish to congratulate all the awardees of the inaugural Huduma Ombudsman Awards on their remarkable achievement. I urge you to remain steadfast and faithful to the very values and principles that have seen you win the awards. I also urge you to mentor and share the best practices with your colleagues in your respective places of work.

As we celebrate this occasion, I wish to remind all Public Officers of the values and principles of public service espoused in the Constitution. We are called upon to be selfless servants, and to be efficient, accountable and responsive. We collectively have a historic opportunity to transform service delivery in Kenya. Let us capture this moment and work for the betterment of this country. Let us remember that the realization of the aspirations in Vision 2030 is ultimately pegged on how we render services to the public. May this Award inspire all public institutions and public officers to deliver, responsive and accountable services to the public.

As the Office of the Ombudsman, we will continue to execute our mandate independently but accountably in line with the Constitution. In this regard, I call upon all citizens, public institutions and public officers to partner with us in this journey.

With these remarks, it is now my pleasure to invite the Hon. the Attorney General, Prof. Githu Muigai, to make his remarks.

I thank you all.

REMARKS BY ATTORNEY GENERAL, HON. GITHU MUIGAI, EGH, SC

Your Excellency the president of the republic of Kenya,
My Cabinet colleagues,
Distinguished guests,
Ladies and Gentlemen.

It gives me great pleasure to be party to this inaugural Ombudsman Huduma Awards. The Significance of this event is not just the worthy recognition of the recipients of the Award, but more importantly, is the fact that it is not lost upon all of us how essential, effective, expeditious and efficient disposal of public services is crucial.

I take this early opportunity therefore, to join in applauding the recipients of this Award. There are several things that demonstrate the timeliness of this award which I would wish to point out.

First, is the actuality that efficient administrative action is now a right enshrined in our constitution. As most of us may recall at some point in the history of this nation receiving a public service had turned into a favour rather than a right. The era when public services were delivered at the whim of those charged with the responsibility to deliver them now lies in the past. This event therefore, not only underscores this reality by recognizing those who have made the extra effort to have this right implemented.

Secondly, it is also telling that the organizers of this award is the body charged with the responsibility of checking maladministration in the public sector. This is significant as it lends credence to the remarkable achievements of the awardees but more importantly, it sends a message to the entire public service that the action of public servants are under watch. This would go a long way in putting on guard public servants who may have slackened in the delivery of their services.

The realization of Kenyans' Vision 2030 is to some extent dependent on how efficient we deliver our services and how successfully we rout out impunity from the public service.

As the Attorney General, I want to make a commitment that my Office would do everything possible to strengthen the regulatory framework of those pieces of

legislation that enhance speedy delivery of public services. We at the Office of the Attorney General and the Department of Justice have put in place mechanisms for improving our services offered by the Registrar General's Department through our registry modernisation project that is currently being undertaken. We have expedited the time required for company and business name registration. We have also introduced payment by M-pesa and are undertaking digitalization of the registry and all of this is aimed at improving service delivery to the public.

I want to remind all public servants that it is incumbent upon them to set a right example to others on how services should be offered. The winners of this Award today will have put us on the right track and set the right pace. Every public servant will from time to time face the temptation of sleeping in his/her duties. He/She must however, strive to always make a genuine and sincere effort towards being efficient.

I want to urge the Ombudsman to hold this event annually. As I resume my seat, I am particularly glad and once again commend the winners for the sacrifice that they've made in public service more so without knowing or expecting any recognition. This is true patriotism which ideally is supposed to be inherent in each and every person discharging a public duty.

REMARKS BY HON. ANNE WAIGURU, OGW, CABINET SECRETARY, DEVOLUTION AND PLANNING

Your Excellency the President and Commander in Chief of the Defence forces of Kenya, Hon. Uhuru Kenyatta, the Attorney General, my cabinet colleagues present, Principal Secretaries, other State Officers, Chairperson, Commission on Administrative Justice, UN Resident Coordinator, Distinguished Guests, Ladies and Gentlemen.

Your Excellency,

May I take this opportunity to thank you most sincerely for finding time to grace this important occasion where we celebrate Huduma Ombudsman public service awards. It is a time when we recognize and reward outstanding public servants and institutions who have contributed in excellent service to the citizens and the country. Your presence during this celebration is an affirmation of the contribution that you expect from public servants and institutions while serving Kenyans.

Your Excellency,

Aware of your commitment to transform public service delivery and following your directive, the Ministry of Devolution and Planning is rolling out the one stop shop service delivery centres which we call Huduma Centres. Through Huduma Centres we seek to ensure that Kenyans will have an exemplary service delivery experience that is in line with the vision of the Jubilee Government.

So far, we have opened four Huduma Centres. Three in Nairobi and one in Machakos. We are in the process of setting up additional 10 centres in various other counties before the end of this financial year in June, and we will have another 47 Huduma Centres opened across the 47 counties hopefully before December.

In the four Huduma Centres, we are currently serving an average of 2,500 people per day and since opening the Huduma Centre in November last year, we have served a total of over one hundred thousand clients. The customer satisfaction at the Teleposta Centre has been a consistent 90 per cent. Further, at the end of April 2014, revenue collected from the four Huduma Centres stood at sh 172 million. With the opening of the additional 10 centre, this amount is expected to go up to sh 500 million.

Your Excellency,

Further, my Ministry has collaborated with the Commission on Administrative Justice to work to improve service delivery by establishing a mechanism for handling complaints touching on service delivery. As we address complaints, we also strive to recognise those Kenyans who have made the public service proud through their dedication and commitment to serve the citizens.

The collaboration between the Ministry and the Commission on Administrative Justice serves to demonstrate that Kenyans will be served better when public agencies pull their resources together, create synergies and establish supportive mechanisms to achieve the common good.

My Ministry is committed to continuing partnering and engaging with other public agencies to achieve the dream of transforming the public service and making it globally competitive.

I would like now to take the opportunity and congratulate all the awardees.

KEY NOTE ADDRESS BY HIS EXCELLENCY HON. UHURU KENYATTA, C.G.H., PRESIDENT AND COMMANDER IN CHIEF OF THE DEFENCE FORCES OF THE REPUBLIC OF KENYA

Ladies and Gentlemen, My Fellow Kenyans, Today we celebrate those who serve their fellow Kenyans with commitment and dedication.

Today all those who have been nominated represent to my belief the large section of our public service that are committed to delivering prompt and good service to the people that they serve.

For far too long we have focused ourselves on a few elements who give public service delivering in Kenya a bad name. But those I guarantee you that we shall weed out as we continue to reward and promote those who have chosen to serve their nation with dedication.

So I congratulate each and every one of you here today for it does not escape my attention that what you do is what makes our country. Excellence deserves and inspires emulation.

Ladies and Gentlemen, Kenya's success depends not just on those who have their pictures taken by the media, but also on those public servants who work diligently and quietly outside the limelight, whether protecting the nation, advancing education, or helping the weakest in our society.

It depends on teachers in schools; nurses in hospitals; the uniformed officers who risk their lives every day to keep our streets and borders safe; the chiefs in remote parts of our country; the traffic policeman who stands in the heat at noon, directing yet another angry driver. I am very pleased that the Ombudsman's office has chosen to honour these unsung heroes of our public service.

Ladies and Gentlemen,

The Commission on Administrative Justice has established itself as a core part of our constitutional order. Kenyans have shown their trust in its work by referring thousands of complaints to it – in 2013 alone, the Commission received over 18,000; of these, more than 11,000 were resolved.

In light of its constitutional importance, and its practical success with Kenyans, I trust that the Commission will be allowed to establish offices inside our Huduma centres.

These are now a vital means by which Kenyans access the basic public services, so it would be sensible to allow the Commission slots in them.

Equally, government at large – all our hundreds of public institutions – should cooperate closely with the Ombudsman's office, as well as with the other oversight offices set up by the constitution.

The reasons for these are clear. Over time, delay, discourtesy, corruption and inefficiency have crept into some of our public services. Many of those who voted for the new constitution were motivated by their experience of public service that fell below acceptable standards. We, as a country, chose to end the blight – to renew our nation and our public service – by voting a new supreme law for ourselves.

We chose to establish and entrench oversight for the public service. Whether it be the Senate, or the office of the Auditor General, or Parliament, we must accept the institutions of scrutiny we chose for ourselves – painful as that acceptance will sometimes be. It is by their careful probing that we hold ourselves to the standards Kenyans expect of us. But let me also remind these institutions of oversight to correct and oversee other arms of government in a spirit of fraternity, always.

I look around today, at the outstanding public servants and the institutions we celebrate today, and I am reminded that there is special nobility in public service. It is not easy to train for years, and then dedicate your life and skills to the service of your countrymen – who are not always grateful for the service. To dedicate your working life to the good of the country requires an especially deep patriotism.

You are models of that love of country. The recent, and very unfortunate, threats to our security remind us of our vulnerability to extreme evil and agents who serve an evil cause. But they also reminded us of the value of community, and they remind those who were cynical about Kenya and our nationhood that there is a country here, which is precious to its people, and which they will defend with their all.

Let me close by applauding you for your achievement and your example, and by charging you to maintain these high standards.

God bless you all.

Mungu awalinde na awabariki nyote.

Part vii

EXCERPTS BY THE AWARDEES

i. Individual category

1. Mrs Hellen Machuka - winner individual category

As the winner in the individual category, I am indeed inspired and motivated to note that the ‘little things’ that I have committed myself to diligently and skillfully driven by my passion and calling as a teacher and leader have earned me recognition in the entire country. I am indeed rejuvenated to go an extra mile in serving my beloved country. I have received many awards, but I never imagined shaking the hands of the President of the Republic of Kenya, His Excellency Hon. Uhuru Kenyatta. I was inspired by his acknowledgement and commendation of my contribution to the country’s development. I will forever keep the plate awarded to me as a memorial of this great occasion.

2. Mr. Peter K. Mbugua - first runner-up, individual category

I wish to thank the Commission on Administrative Justice (CAJ) for coming up with the Huduma Ombudsman Awards scheme. This is a noble initiative that aims to promote efficient and effective service delivery through recognising and rewarding public servants who serve Wananchi diligently, upholding the dignity and sovereignty of the clients/ citizens, through professionalism and servant leadership.

By recognizing and rewarding exemplarily public officers, Commission on Administrative Justice appreciates the desirable values in public service. I am sure that if all public officers and all Kenyans adhered to our national values and principles of governance as enshrined in Article 10 of our Constitution and

executed their duties as it is stipulated in Article 73 of our Constitution, then Kenya would develop even faster.

3. Mr. Josphat Murungi Ithali - fourth position, individual category

First and foremost I thank the whole panel of commissioners for the work they are doing of identifying the Civil Servants, who commit and devote time and effort to efficiently deliver services to the people of Kenya. I was most delighted to have been ranked number four nationally in the individual category. I am indeed motivated and inspired and I promise to work even harder to ensure my location makes social economic advancements.

4. Mr. Daniel Omondi Obure - fifth position, individual category

Never in my life did I imagine that I would shake the hands of the President of the Republic of Kenya. This Awards has enabled me to do so.

ii Institution Category

1. Kenya School of Government, Baringo - first runner up, institution category

We thank the Commission on Administrative Justice for recognising what others have seen and found in us. This shall not only serve as a motivation but also a wake up call on staff to recommit themselves to goals and strategic objectives of the school, policy procedures and processes governing the management of the school, and performance & service delivery innovations.

Our staff have now realised that nation building is not about a one huge step forward but rather those little and progressive steps they make every day, month and year. We thank all our staff, clients and local community in Baringo whose positive feedback on service delivery made this recognition possible. We shall strive to always deliver services better than yesterday. That is our promise.

2. Shimo Borstal Institution - second runner-up, institution category

We shall forever live to cherish this rare gesture of unsurpassed love, time, sacrifice and goodwill demonstrated to our institution before, during and after the Awards ceremony. This Award will go along way in encouraging us and others to give service and support with the minimum resource we have.

Indeed, the award greatly helped us know that the path we are taking is right. We were touched by the achievements of other awardees especially the winner in the individual category. We hope to do more so that our efforts can give the boys we serve a second chance as well as touch the local community that has accepted to help us.

Part viii

NOMINATION

i. Nomination Criteria

Huduma Ombudsman Awards Nomination Form

1. Background

The Commission on Administrative Justice (Office of the Ombudsman) is a Constitutional Commission established under Article 59(4) of the Constitution and the Commission on Administrative Justice Act, 2011. The mandate of the Commission is to enforce administrative justice in the public sector in Kenya by addressing maladministration through effective complaints handling and alternative dispute resolution. In addition, the Commission has a constitutional mandate to safeguard public interest by promoting constitutionalism, securing the observance of democratic values and principles, and protecting the sovereignty of the people of Kenya.

One approach the Commission has adopted to enhance accountability and responsiveness in public service as well as promote compliance with administrative justice is through an awards scheme - Huduma Ombudsman Awards. The scheme is an annual award aimed at recognizing and rewarding responsive and compliant public officers and public institutions in the country. The broad objective of the Award is to reward contributions of a public officer or a public institution that lead to a more effective, accountable and responsive public service. The specific objectives of the scheme are to:

- Promote accountability, responsiveness and servant-hood in public service,
- Motivate public officers and public institutions to further promote service delivery and good governance,
- Enhance professionalism to transform the image of the public service,
- Enhance trust in government and confidence in public service, and
- Identify and share best practices in service delivery for the benefit of the Kenyans.

The Award provides an opportunity for the public who are the clients or direct consumers of public service, to rate performance of public officers and institutions. This is a non-monetary award of exemplary service, embodied in a symbolic award memento, and a certificate. Each recipient officer or institution will be entered in the Commission's Register of Responsive Officers/Institutions for the relevant year.

2. Scope

There will be two categories of the Award: one to a public institution, and the second to a public officer.

3. Eligibility

The Award is for public officers and public institutions in Kenya. In addition, Kenyans who are public officers assigned outside Kenya such as Embassies or Defence Forces are also eligible.

4. Entry Rules

The nominating individual or institution is required to fill in the official application form, submit it via mail or the addresses provided in this form. There is no entry fee.

4.1 The nominating individual/ institution should:

- a. Give a brief description of the individual or institution they are nominating
- b. State clearly the category to which nomination relates (individual or institutional category)
- c. Briefly describe why the nominee qualifies for the award, clearly demonstrating how the nominee has promoted good governance, responsiveness and/or servant hood

- d. Explain how the individual or institution has contributed to positive change in the public sector, and/or enhanced the image of public service
- e. Explain briefly what sets the nominee apart from other public officers or public institutions
- f. Explain briefly the challenges, if any, experienced in providing services and how the nominee overcame them.

The steering committee will verify information received on the nominations.

- One cannot enter a self-nomination, or nominate a member of one's family.
- CAJ's decision is final; and no correspondence will be entered into.
- CAJ may take a decision to award no prize in any category.

An award shall only be revoked if the information received regarding the nominee is later found to have been fraudulent, incorrect or misleading.

A nominee may be requested to verify the information provided and may also be requested to provide additional information.

The Awards Advisory Panel

The Awards Committee comprises CAJ and the following institutions.

- i. The Kenya School of Government
- ii. Transparency International (Kenya)
- iii. Ministry of Devolution and Planning
- iv. UNDP Kenya
- v. Association of Professional Societies in East Africa (APSEA)

ii. Nomination Form

Category of the nomination (Individual or Institution).....

Name of the individual/institution being nominated.....

Why does the nominee qualify for this award?

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What distinguishes the nominee from other public servants/institutions?

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Explain briefly the challenges, if any, experienced in providing services and how the nominee overcame them.

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Nominated by:

Address of the nominating individual/ organization

P. O. Box:.....Code:..... Town:.....

Physical Address:

.....

Tel:.....Fax:.....

Mobile:..... E-mail:

Postal/Physical address of the individual or institution being nominated (if available)

P. O. Box:.....Code:..... Town:.....

Physical Address:

Tel:.....Fax:.....

Mobile:..... E-mail:

Pick up and drop off points

Nomination forms can be picked and dropped off at the following offices:

Commission on Administrative Justice Offices

West End Towers – 2nd Floor

Waiyaki Way, Westlands

CAJ Kisumu Branch Office

Central Square Building - 2nd Floor

Oginga Odinga Street, Kisumu

CAJ Mombasa Branch Office

Panel Freighters Lane, off Haile Selassie Road, Mombasa

The County Commissioners' offices in every county

The Governors' offices in every county

The nomination form can also be downloaded from the CAJ website. For more information, visit www.ombudsman.go.ke.

Post or email the entry form to: The Commission Secretary, Commission on Administrative Justice P.O Box 20414 – 00200, Nairobi; Email: info@ombudsman.go.ke



Cmmr. Otiende Amollo, EBS,
Chairperson, Commission on Administrative Justice

iii. Score Card

1. INDIVIDUAL CATEGORY	
Criteria	Score
Has a demonstrable record of administering administrative 'action in an expeditious, efficient, lawful, reasonable and procedurally fair manner	20
Has a demonstrable record of standing firm against abuse of power, misuse of state resources, unfair treatment; or unlawful, oppressive, unfair or unresponsive official conduct	15
Has a demonstrable record of high levels of servant-hood, integrity ² , and accountability in performance of duties	15
Is dynamic, and has used innovative ways to ensure efficient and effective service delivery and customer satisfaction	10
Infused good governance principles and standards into the institution's policies	10
Has proper infrastructure ³ for handling complaints including feedback mechanisms and handles complaints from the public promptly; and submits quality reports to the CAJ on time	10
Has developed, displayed prominently and can demonstrate compliance and adherence to the service charter.	10
Has a demonstrable record of prudent financial practices and stewardship	10
Total	100

1. INSTITUTION CATEGORY	
Criteria	Score
Has a demonstrable record of courtesy, efficiency, effectiveness, dedication, sacrifice and outstanding relations with the public.	30
Has exhibited high levels of integrity ⁴ , and accountability in performance of duties	30
Is dynamic, and has used innovative ways to ensure efficient and effective service delivery and customer satisfaction	20
Has used innovative ways to ensure efficient and effective service delivery and customer satisfaction	10
Has made contributions that lead to a more effective and responsive public administration	10
Total	100

¹ See Chapter 47 of the Constitution: Every person has a right to administrative action that is expeditious, efficient, lawful, reasonable and procedurally fair manner.

² To the CAJ integrity here refers to the concept of integrity as defined in Chapter Six of the Constitution. The guiding principles of leadership and integrity include:

- Respect for people
- Bringing honor to the nation and dignity to the office
- Promoting public confidence in the integrity of the office
- Objectivity and impartiality in decision making and in ensuring that decisions are not influenced by nepotism, favoritism, other improper motives or corrupt practices
- Honesty in execution of public duties
- Declaration of any personal interest that may conflict with public duties
- Accountability to the public for decisions and actions and discipline and commitment to the service of the people

³ Complaints criteria

- Establishment of complaints handling and management infrastructure (complaints desk, trained complaints officer, suggestions box)
- Development of complaints-handling procedures
- Development and implementation of service delivery charters
- Evidence of capacity building for complaints-handling officers
- Actual resolution of complaints received and submitting quarterly report on the nature and number of and action taken in the prescribed format
- Evidence of awareness efforts on the existence of complaints handling system by using all the possible communication channels while at the same time ensuring that service delivery charter has provisions for redress mechanism at internal and external levels.

iv. Role of the Steering Committee and the Role of CAJ

i. Role of the Huduma Ombudsman Awards Steering Committee

- On an annual basis, the CAJ shall constitute or review membership to the Huduma Ombudsman Awards Steering Committee.
- The Awards Committee shall consist of not more than seven institutions, and a representation of two from the Commission. The Committee

represents public service, civil societies, development partners, and the corporate sectors to ensure fair representation of Kenyan society.

- c) The mandate of the Steering Committee is broadly to assist in the coordination of the Awards process. The specific mandate of the Committee is to shortlist and verify the information on the nominees for the two categories which are to be submitted to the Commission for ratification.
- d) The Committee shall not shortlist any nominee outside the list of individuals and institutions nominated by the public.
- e) Members of the Committee must embody the core values embraced by the CAJ, that is, fairness, accountability and diversity.
- f) All members must ensure a fair and equal process, and exhibit integrity at all stages of the process.
- g) Members shall exercise due diligence, objectivity, neutrality, fairness and sound judgment in making any decision.
- h) Having made a commitment to become a member of the Awards Committee, Committee members shall attend at least three Committee meetings and other events (publicity engagements and among others), including the final Awards Ceremony. If a situation arises whereby a Committee member cannot discharge his/her commitment to the Committee, he/she shall resign. The Committee may in any case remove a member who is not active.
- i) In the event of conflict of interest whether real or perceived, a member shall declare the interest and disqualify himself in writing from the specific proceedings in question.
- j) Committee members will publicise the Awards Ceremony and highlight their presence on the Awards Committee when necessary and wherever possible.
- k) Members must agree to all the stipulations laid out in Huduma Ombudsman Awards Integrity Pact, which they are required to sign upon accepting to join the Committee.
- l) The decision of the Committee shall preferably be through consensus or majority of the members present during the consideration of an issue.
- m) The quorum of the Steering Committee shall be 5.
- n) CAJ representation on the Committee shall not include a Commissioner.

ii. The Role of CAJ

- a) CAJ shall support and work with the Committee to ensure concurrence and guarantee the credibility of the Awards Process.
- b) CAJ shall organise the ceremony

v. Integrity Pact for steering committee of the Huduma Ombudsman Awards

Steering committee members of the Huduma Ombudsman Awards represent institutions drawn from different sectors to ensure fair representation of the Kenyan society. Represented in the committee are; government, civil society, and the corporate sectors. Members of the Huduma Ombudsman Awards Committee, must embody the core values of the Commission on Administrative Justice (CAJ). These are fairness, accountability and diversity.

All members must exhibit integrity at all stages to give credibility to the Awards process.

All decisions will be made by the Committee with maximum input and participation of all Committee members. The Committee will be led by the Commission which will provide advice and resolve any disputes which may arise during the process. The Commission will also have the final say on the Awards process as the ratification of nominations forwarded by the Awards Committee is solely its responsibility.

Having made a commitment to become a member of the Awards Committee, Committee members must ensure their attendance at Committee meetings and other events such as (publicity engagements and the Award ceremony). If a situation arises whereby a member cannot discharge his/her commitment to the Committee, the institution will recommend another person to take his/her place.

In the event that any Committee member feels that his/her impartiality is jeopardized, he/she should immediately make their feelings known to the Committee and absent him/herself from the specific proceedings.

I, the undersigned, agree to all the stipulations laid out in this Integrity Pact.



President Uhuru Kenyatta shares a light moment with students from Kombeni Girls' High School after the Awards Ceremony where their Principal emerged winner in the individual category.



CAJ Commissioners present various investigation reports to the President during the Huduma Ombudsman Awards Ceremony.

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