COUNTY GOVERNMENT OF KITUI

THE COUNTY ASSEMBLY

SECOND ASSEMBLY- THIRD SESSION

COMMITTEE ON PUBLIC SERVICE MANAGEMENT AND ADMINISTRATION

REPORT

ON LEARNING AND EXCHANGE PROGRAM ON LEADERSHIP AND GOVERNANCE HELD FROM 9TH TO 16TH JUNE, 2019 IN DUBAI, UNITED ARAB EMIRATES (UAE).

CLERK'S CHAMBERS,   **NOVEMBER, 2019**
COUNTY ASSEMBLY BUILDINGS,
P.O BOX 694-90200
KITUI.

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ABREVIATIONS

UAE-   United Arab Emirates

ESAMI-   East Southern African Management Institute

UN -   United Nations

KIVEST-   Kitui Vision for Economic and Social Transformation

PESTEL -   Political, Economic, Social, Technological, Environmental and Legal.

UNDP -   United Nations Development Programme

ANNEXETURES
  i.   Signed Members List
  ii.   Programme from ESAMI
  iii.   Copies of Members Passports and boarding passes

CHAPTER ONE

1.0 PREFACE
Mr. Speaker Sir,

On behalf of the Members of the Committee on Public Service Management and Administration and pursuant to provision of Standing Order 179(6) and 190(5) (g), it's my privilege to present to the House, the committee report on Leadership and Governance Training conducted by ESAMI in Dubai, United Arab Emirates (UAE).

The workshop was undertaken from 9th to 16th June, 2019 focused on good leadership and governance and was spearheaded by The Eastern and Southern African Management Institute (ESAMI).

ESAMI is a Pan African Regional Management Development Centre owned by ten Member Governments from the Eastern and Southern African region. These are Kenya, Malawi, Mozambique, Namibia, Seychelles, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.

The centre is a service and market-oriented institution offering high level specialized management training, consultancy, education programmes and action- oriented management research services.

In May, 1997 the UN Economic Commission for Africa officially designated ESAMI as The African Centre of Excellence in Management Development. This recognition has necessitated ESAMI to extend its services to all countries in Africa. To meet Africa's management challenge in the new millennium ESAMI continues to provide high quality, client centered management development interventions throughout Africa which informed the committee's choice of the institute in facilitating the training.

The delegation was given a guided tour of key ventures within Dubai and Abu-dhabi as part of the study tour programme. They include;
- The Desert tour
- The Big Bus tour of Dubai

The desert tour enabled the delegation to learn how the UAE has been able to exploit her misfortunes of unproductive sandy hills for Economic gains through booming tourism. The Big Bus Tour of Dubai-this enabled the delegation to learn on proper planning of infrastructural development of the city, waste management, promotion of tourists attractions, and use of digital technology and innovation in delivering world class smart services and governance.

1.1 COMMITTEE MANDATE

The Committee on Public Service Management and Administration is established under standing Order 190(1) of the Kitui County Assembly Standing Orders. Pursuant to the Standing Order no 190(5), the Committee mandated to, inter alia to: -

i. Investigate, inquire into and report on all matters relating to the mandate, management, activities, administration, operation and estimates of the assigned departments;

ii. Study programmes and policy objectives of departments and the effectiveness of the Implementation; Study and review all County Legislation referred to it;

iii. Study, assess and analyse the relative success of departments as measured by the results obtained as compared with their stated objectives

iv. Make reports and recommendations to the County Assembly as often as possible, including recommendations of proposed legislation.

1.2 COMMITTEE MEMBERSHIP

The Committee on Public Service Management and Administration was constituted on 11th October, 2018, it comprises of eleven Members namely;

1) Hon. Jane Mutua   Chairperson
2) Hon. Grace Sammy   Vice Chairperson
3) Hon. Annastancia Mutunga   Member
4) Hon. Regina Ishmail   ''
5) Hon. Geoffrey Mwalimu   ''
6) Hon. Johnson Kanandu   ''
7) Hon. Frederick Nthuri   ''
8) Hon. James M. W. Kula   ''
9) Hon. David Munyau   ''
10) Hon. Stephen Katana   ''
11) Hon. Mary Ndumbu   ''

1.3 COMPOSITION OF THE DELEGATION
Mr Speaker Sir,
The delegation comprised of the following five Members nominated by the Committee who had a successful training session on how to execute their mandates effectively.

S/no.	Name	Designation
1	Hon. Jane Mutua	Chairperson of the Delegation
2	Hon. Mary Ndumbu	Member
3	Hon. Deiys Mukala	Member
4	Hon. Regina Ismael	Member
5	Hon. Elizabeth N. Peter	Member
6	Ms. Grace Musombo	Committee Clerk

1.4 JUSTIFICATION FOR THE TRAINING
Mr. Speaker Sir,

Legislators all over the world by virtue of their oversight mandate play a crucial role in promoting good leadership and governance both at the national and County levels. They are leaders by virtue of being elected, however all of them are not equally endowed in terms of education, experience and expertise due to the fact that they come from diverse backgrounds. This demands, by necessity, organizing training programmes for the new entrants to ensure a reasonable degree of sound parliamentary practice while exercising their legislative and monitoring role on executive.

It is in light of this that the Committee deemed it imperative to pursue this training to enhance the Members' leadership skills and contribution to good governance in Kitui County.

1.5 OBJECTIVES OF THE TRAINING

The objectives of the training were to:-

i. To strengthen Members understanding on the principles and practice of good governance and enable them to build in depth understanding of the relationship between good governance and development;

ii. To enhance the capacity of Members to analyse the role of leaders in developing and actualizing the vision, how to successfully implement and lead change initiatives in their Counties;

iii. To equip Members with relevant skills for identifying strategies to boost and sustain the performance of the Counties and its Sectors;

iv. To enable Members understand the principles of public sector financial management and Carry out performance outcome based budgeting for their departments, programs and projects.

v. To expose Members to the Budget making process. That is Planning/Formulation, enactment, Implementation, Monitoring and Audit.

1.6 THE PROFILE OF THE UNITED ARAB EMIRATES
Mr. Speaker Sir,

Capital city: Abu Dhabi

Population: 9.2 million

Government: Federal presidential elected monarchy

Currency: United Arab Emirates Dirham (AED)

Main languages: Arabic, English

Main religions: Islam

Bordering Saudi Arabia to the south and Oman to the east, the United Arab Emirates is a relatively small country on the Persian Gulf. Following independence from Britain in 1971, the successful exploitation of oil and gas reserves has completely transformed the entire region, and the UAE is amongst the richest countries in the world. The UAE is a federal state, with the emirates: Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah and Umm al-Quwain, each ruled by a hereditary monarchy. The seven emirs form the UAE's supreme council, and one is elected President of the UAE.

Governance and politics

The UAE is a loose federal system consisting of seven emirates, dominated by Abu Dhabi. Within each emirate, local governments are based on traditional patriarchal monarchies and ruled by sheikhs from royal families who long held the leadership position of tribal confederations. Each emirate has its own local government, the complexity of which varies according to the size and population of the emirates.

The federal system of the UAE combines traditional and modern elements of leadership and government and has been responsible for giving the country a distinct national identity and political stability. Every emirate has a voice in the civil administration of the country, in both the supreme council and the cabinet, though the status and power of the powerful emirates of Abu Dhabi and Dubai are apparent. Critical decisions, such as approving the federal budget and choosing the President and Prime Minister, are usually reached by consensus.

Individual emirates reserve considerable power and autonomy in running their own economies and social systems. The governments are largely in the hands of royal dynasties and their local allies from other rich and powerful merchants and business families. In both the federation and the individual

emirates' governments, there are no genuinely representative political institutions. Ordinary people are able to communicate their problems to local leaders by talking to them directly in the traditional consultative forum the leaders hold regularly, known as the *majlis* (council).

Factors attributed to Dubai's unmatched growth over the last three decades;

(i) **Strategic Location**- Dubai is a time Zone bridge between the Far East and Europe on the East-West and Africa on the North- South axis.

(ii) **Political and Economic Stability**- Dubai is part of the UAE which is a low crime and politically stable country. Also, the UAE enjoys financial and monetary stability. It's well developed, sophisticated banking system features extensive credit facilities and ample liquidity.

(iii) **Open and Free Economic System**- Dubai's economy has been kept open and free to attract investors and business. Government control and regulation of private sector activities has been kept to a minimum.

(iv) **World Class Infrastructure and service sector**- Dubai's deliberate policy of investing heavily in transport, telecommunications, energy and industrial infrastructure has enables it to have one of the best infrastructure facilities in the world; it also contributed significantly both to its ongoing prosperity and attractiveness to international business. The Emirate features a network of seven industrial areas, one business park and three highly successful, specialized free of international distinction, two world class seaports, a major international airport and cargo village, a modern highway network, state-of-the-art telecommunications and reliable power and utilities all of which deliver efficiency, flexibility, reliability, reasonable cost and size. Complementing its world class infrastructure is a sophisticated service sector that features leading regional and international hotels, banks and financial service firms, lawyers, accounting firms, consultants, advertising agencies, top, international exhibition and conference facilities, high quality office and residential accommodation, first class hospitals, schools, shopping centres and recreational facilities.

(v) **Competitive Cost Structure**- International companies setting up in Dubai can obtain significant cost advantages not generally available internationally. The major factors are:

   i.   No foreign exchange controls,
  ii.   No trade barriers or quotas,
 iii.   Competitive import duties (4% with many exemptions)
 iv.   Competitive labour costs- labour force is multi- lingual and skilled,
  v.   Competitive energy costs,

vi.   Competitive real estate Costs,

vii.   Competitive financing costs and high levels of liquidity,

viii.   No corporation profit or personal

(vi) **High Quality of Life, Excellent Living Conditions**- Dubai's private sector has invested heavily in real estate such as hotels, residential and commercial properties and leisure facilities. In addition, a number of factors have contributed to the Emirate's high quality of life and superior living conditions making it a model location for many to emulate. Those factors include excellent infrastructural facilities, low income, clean environment, tolerance and cultural diversity, cosmopolitan life style, modern public administration, availability of a wide range of consumer goods and services, mild winters and clean and palm fringed beaches.

(vii) **Extensive Foreign Trade Network and Major Achievements in Export and Re-Export Performance**- Dubai boasts an extensive foreign trade network extending to 179 states thus offering the investor an extensive choice of potential global marketing outlets for a diverse portfolio of goods and services.

(viii) **Rapidly Developing Manufacturing Sector Producing a Wide range of high Quality, Competitive Export Products**- Major gains have already been made in the profitable manufacture and export of fabricated metal products, textiles and readymade garments, gold and jewellery, prepared foodstuffs, consumer electronics, refined petroleum, chemical and non-metallic mineral products. Supportive commercial, industrial, political and economic factors are currently in place that makes possible the extension of these gains to other manufacturing sub-sectors.

1.7ACKNOWLEDGEMENT.

Mr Speaker,

The committee is obliged to various institutions and individuals for the support and cooperation they provided which made the training workshop successful. They include the Ministries of devolution and Immigration for approving the training workshop and timely processing of travel documents respectively.

The Committee is grateful to the Offices of the Speaker and Clerk to the County Assembly for facilitating the training.

Gratefully acknowledged is ESAMI for organizing the visit and dispatching Professor Banda to facilitate the study sessions and also representatives of the various places visited by the delegation for the warm reception accorded.

It is now my pleasant duty and privilege, on behalf of the delegation to table this report and recommend it to the house for adoption.

SIGNED BY: _____

HON. JANE MUTUA (M.C.A)

CHAIRPERSON, COMMITTEE ON PUBLIC SERVICE MANAGEMNET AND ADMINISTRATION.

DATE: _____

Report Compiled by Grace Musombo- First Clerk Assistant.

CHAPTER TWO

2.0 HIGHLIGHTS OF THE PRESENTATIONS DURING THE TRAINING WORKSHOP.

Mr. Speaker,

The facilitator of the workshop Professor Banda welcomed the Members to the workshop and offered a brief overview on the role of the County Assembly, objectives of the workshop and what the members should expect to gain from the training.

The topics that dealt in addition to the visits to some of the sites to enable comparison of notes with our County were;

i. Leadership
   - An overview of leadership
   - Leadership and Emotional Intelligence
   - Strategic thinking for leaders
   - Leadership lessons from Icons
ii. Governance
   - An overview of Governance
   - Corporate Governance
   - Governance
   - Syndicates and reports

Mr. Speaker,

Having spelt out the above topics that were covered during the training workshop, the following is a highlight of the major issues that were learnt from each of the topics covered;

2.1 LEADERSHIP

Mr. Speaker sir,

This session focused on what entails to become a good leader. The Facilitator defined Leadership as the art of getting other people to act or say as you want because you have influence over them. Influence is earned through demonstrating knowledge and experience, wisdom, trust and respect for followers and good character.

2.1.1 ESSENTIAL CHARACTERISTICS OF LEADERS

This session focused on understanding the virtue of a good leader. A good leader should have the following feature;

i. Guiding Vision- a clear idea of what you want to do professionally and personally- and the strength to persist in the face of setbacks and failures.

ii. Passion- the love of what you do and have a strong passion for a vocation, profession and action.

iii. Curiosity- you wonder about everything and want to learn as much as you can.

iv. Daring- you are willing to take risks, experiment and try new things.

v. Farsightedness- you keep your eyes firmly fixed on the far horizon, even as you take steps towards it.

vi. Mastery of Change-you regulate the speed, direction and rhythm of change in the organisation so that its growth and evolution matches the external pace of events.

vii. Organisational Design-you are an institutional builder whose legacy is an organisation capable of success in realising the desired vision even when you are gone.

viii. Anticipatory Learning- you are a lifelong learner who is committed to promoting organisational learning.

ix. Initiative- you demonstrate an ability to make things happen.

x. Mastery of Interdependence- Leader inspires others to share ideas and trust each other, to communicate well and frequently and to seek collaborative solutions to problems.

xi. High Standards of integrity- you are fair, honest, tolerant, caring, open, and loyal and committed to the best traditions of the past.

2.1.2 LEADERSHIP EMOTIONAL INTELLIGENCE
Mr. Speaker,

Under this session According to **Daniel Goleman**, Emotional Intelligence is the ability to manage ourselves and our relationships effectively. It is composed of the following four elements;

i. Self-Awareness

It is the ability of the leaders to read and understand emotions of the people they represent and recognize how they can impact their performance at work and at personal relationships.

Leader with emotional self-awareness understands their strengths and their limitations and are self-confident.

ii. Self-Management

A leader with self-management qualities as the ability to control disruptive emotions and impulses, honesty and integrity, ability to manage yourself and

your responsibilities, adapting and adjusting to changing situations, overcoming barriers, setting and working to achieve standards of excellence and seizing the initiative.

iii. Social Awareness

A leader is able to apply empathy when analyzing and understanding challenges facing their electorates for better representation, being aware of all community networking at the grassroots level and eagerness to serve the electorates.

iv. Social Skill

A leader will use social skills in developing and sharing his or her vision with the electorates, gaining influence by earning trust and, respect of their followers, building others to enhance their capabilities, effective listening and communicating orally and in writing, being a change insurgent, applying the skills in conflict management and the ability to build and sustain teams.

2.1.3 LEADERSHIP STYLES

Mr. Speaker,

Goleman's research identifies 6 Leadership styles, each with some element of the above mentioned Emotional Intelligence. The Members were exposed to the following six types of Leadership styles;

i. Coercive Leadership Style

This Leadership Style demands and expects followers to comply with leader's instructions and to do so immediately. This Style works best when an organization is in a crisis, the leader has mandate to turnaround an organization which is collapsing or is dealing with employees who are problematic. This Style is the least used by leaders as it damages organizational climate

ii. Authoritative Leadership Style

This Style enables the Leader to define a vision and shares this with his or her followers. Leaders are expected to mould and motivate their followers to help him/ her achieve the organization's vision. This Style works best when organization needs a clear direction or requires a new vision and is the most effective style in most situations.

iii. Affiliative Leadership Style

This Leadership style requires the leader to work hard to create harmony and emotional ties among followers. Leader is people- centric and gives followers leeway in performing their jobs.

This Style works best when there is disharmony among followers or you need to motivate followers during times when the organization is going through tough times or mend broken trust between leader and followers.

iv.   Democratic Leadership Style

This Leadership style requires the leader to concentrate on building consensus through making followers participate in running the organization. Leader solicits for ideas from followers, sells the benefits of plans to get buy-in, and earns their trust and respect by his/her words and actions.

This Style works best when you want followers to buy into your plans, get consensus on an issue or get valuable suggestions.

v.   Pace setting Leadership Style

This style, requires a Leader to set high standards for performance for him/her self and followers. Leader is obsessed with achieving a lot within a short time and expects all followers to do the same. It should be used sparingly as it creates a lot of anxiety among followers.

This leadership style works best when you want to get quick results from staff that are competent and highly motivated.

vi.   Coaching Leadership style

This style, enables the Leader to teach and help followers to grow and improve their performance. Leader encourages staff to refine long term development plans and helps them to implement them.

This is the least used style yet very effective and it works best when you want to develop employees so they can improve their performance.

It is worth noting that Leaders cannot pick one leadership style instead they need to use a combination of styles to suit different circumstances, Leadership styles are situational and Leaders cannot be identified with only one Leadership style all the time.

2.1.4 <u>STRATEGIC THINKING FOR LEADERS</u>

Mr. Speaker Sir,

Under this session the facilitator defined Strategic Thinking as a synthesizing process utilizing intuition and creativity and the outcome of strategic thinking is an integrated perspective of the organization.

2.1.5 <u>ELEMENTS OF STRATEGIC THINKING</u>
Mr. Speaker,

The delegation was taken through the following elements of Strategic thinking:-

i. **System Perspective**

A strategic thinker has a mental model of the complete system and has an understanding of the interdependence within the system.

ii. **Intent – Focused and Driven**

Strategic intent implies a particular point of view about long-term position that the organization wants to build over coming decades. Strategy id is not solely driven by the future but by the gap between current reality and the intent for the future. A Leader who is intent driven Conveys a sense of direction, discovery and destiny.

Strategic Thinking is fundamentally concerned with and driven by the continuous shaping and reshaping of intent.

iii. **Intelligent Opportunism**

Openness to new experiences which allow one to take advantage of alternative strategies that may emerge as more relevant to rapidly changing environment.

It allows for flexibility in strategic development that can act on experiences and environmental changes. The success of and value of an evolving type of strategic thinking is dependent on factors such as the type of organisation,, an organisation's understanding of strategic development and the state of the relationship between an organisation's leaders and employees.

It encourages and embraces innovation throughout the organization.

iv. **Thinking In Time**

Strategic Thinking connects the past, present and future and in this way uses both an institution's memory and its broad historical context as critical inputs into the creation of its future. This oscillation between the past, present and future is essential for both strategy formulation and execution.

The real question is not: "**what does the future we are trying to create look like, rather is "having seen the future that we want to create, what we must keep from the past, lose from the past and create in our present to get there**." (Handy 1994)

Thus by connecting the past, with present and linking this to the future, strategic thinking is always thinking in time.

v. **Hypothesis Driven**

Strategic Thinking embraces hypothesis generation and testing as the core activities by posing the question, "**What if**" and the critical question is "**If" so then what will happen**". Strategic thinking is both creative and critical,

although accomplishing both types of thinking simultaneously is difficult, because of the requirement to suspend critical judgement in order to think more effectively.

Being Hypothesis driven enables the leader to evaluate data relevant to the analysis and you can use PESTEL analysis to analyse.

2.2 GOVERNANCE: AN OVERVIEW
Mr. Speaker,

UNDP defines Governance as the exercise of economic, political and administrative authority to manage a country's affairs at all level. Good governance is a subjective term that describes how public institutions conduct public affairs and manage public resources in the preferred way.

2.2.1 Attributes of Good Governance

The attributes of Good Governance are outlined below:

i. **Participatory Governance**

All men and women have a voice in decision making either directly or through legitimate intermediate individuals and institutions and this is built on freedom of association and speech and the citizen's capacities to participate effectively. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

ii. **Transparent Governance**

It is built on free flow of information, processes and institutions. Information is directly accessible to those concerned in decision making concerning the allocation of resources for development. In transparent Governance decisions taken and their enforcements are done in a manner that follows rules and regulations.

iii. **Accountable Governance**

The persons entrusted with power through democratic electoral processes, report back to their employers who are the citizens on how they have used that power to benefit them.

iv. **Equitable Governance**

In the exercise of economic, social and political power, all citizens get a fair share of the benefits accruing there from. A society's wellbeing depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of the society.

v. **Promotes rule of Law**

The various agencies of Government are bound by laws and norms of fairness and efficiency in dealing with citizens. The police are professional, the judiciary is impartial and the penal system is humane.

vi. **Effective Governance**
The Executive arm of Government, Ministries, Executive Agencies, and Parastatals are supposed to deliver public services to citizens that meet the needs and expectations of citizens while making the best use of resources at their disposal.

vii. **Responsive Governance**
All institutions and processes serve all stakeholders within a reasonable timeframe and hence importance of Client Service charters.

viii. **Consensus Based**
Given the myriad of actors that is both state and non-state and also views and opinions, it is important to have a mechanism to mediate these different interests so as to reach broad consensus on what is the best interest of the whole community- and how this can be achieved. It also requires a broad and long term perspective on what is needed for sustainable human development and how to achieve the goals of such development.

Mr. Speaker Sir,

Good Governance involves establishing an honest and just Government based on public morality and citizen empowerment.

2.3 **PUBLIC POLICY FORMULATION ANALYSIS AND MANAGEMENT**

Mr. Speaker,

Policy Analysis is a multidisciplinary technique which involves critically examining what courses of action Governments take, why they take them and what are the consequences of these courses of action on the welfare of citizens. The policy analysis process include the following:

i. **POLICY SYSTEM**

The overall institutional pattern within which policies are made and it involves inter relationships among three elements which are public policies, policy stakeholders and policy environments.

ii. **PUBLIC POLICIES**

A long series of related choices, to act or not to act, made by governmental institutions and public officials. Public policies arise due to the need to solve public policy problems. Such problems cause dis - satisfaction among citizens who then seek redress through Government action. For examples of such problems include: unemployment, hunger, housing, land reforms, inflation, and education.

iii.   POLICY STAKEHOLDERS

These are individuals, groups who affect and or are affected by decisions taken by governments. For examples of Policy Stakeholders include, Trade Unions, Civic Groups, elected leaders, political parties, policy analysts themselves.

iv.   POLICY ENVIRONMENT

The specific context within which events surrounding a policy issue occur, influences and is in turn influenced by policy stakeholders.

v.   POLICY MAKING CYCLE

Policy making cycle includes the following stages;

i.   Problem definition- this stage involves determining the nature, scope, effects and causes of a particular social, political or economic problem.

ii.   Agenda setting- this stage involves determining the likely future consequences, their probability of occurrence, and any policy intervention that is being considered for adoption and at this stage no action is taken.

iii.   Policy Formulation- it involves suggesting what appears to be the most preferred course of action to solve a particular problem based on some agreed criteria.

iv.   Policy implementation- it involves to put formulated policies into effect in an effort to attain policy goals or outcomes.

v.   Policy Monitoring and Evaluation- it involves collecting and reporting information about the outcomes of policy actions that were implemented, using appropriate indicators assessing policy outcomes.

2.4   POLICY MONITORING

Monitoring Process is used to produce information about causes and consequences of public policies. There are four major functions of Monitoring which are listed below:

i.   Compliance- with standards and procedures e.g. Air quality.

ii.   Auditing – whether resources and services have actually reached intended beneficiaries.
iii. Accounting – for social and economic changes after policy implementation.
iv.   Explanation- why policy outcomes differ.

2.5 **MONITORING PERSPECTIVES**

Monitoring Public Policies can be done from many perspectives including the following:

1. **Livelihood and equality perspective**
   ➢ Monitoring government policies on how they support or threaten livelihoods security and equality.
   ➢ This is the approach taken by the Social Enterprise Development (SEND) in West Africa

2. **Social Justice perspective**
   ➢ The Jesuit Centre for Theological Reflection (JCTR) in Zambia is guided by the vision of a society where faith promotes justice for all in every sphere of life, especially for the poor.
   ➢ So when they monitor Government /Public policies, they assess how the policies contribute to or undermine social justice.

3. **Gender perspective**
   The Tanzania Gender Networking Programme (TGNP) is and NGO working to advance the human rights and empowerment of women. As such, when they monitor Government/Public policies, their aim is to see how these policies affect women and gender equality in Tanzania.

4. **Child Rights perspective**
   The Children's Budget Unit (CBU) of South Africa is a CSO that would like to see all children enjoying the full spectrum of their rights.
   So when they monitor Government/Public policies their aim is to know how well these policies deliver and protect children's rights and advance children's wellbeing.

2.6 **EVALUATING POLICY PERFORMANCE**

Leaders can use the following criteria to evaluate policy performance in   government entities:

i.   Effectiveness- to determine valued outcome of the policy to the citizens.
ii.   Efficiency- to determine how many resources were used to achieve the performance of the policy.
iii. Adequacy- to what extent has the policy changed the livelihoods of the citizens.

iv. Equity- to ensure that all resources are distributed equitably among all different groups.

v. Responsive- to measure satisfaction of needs and preferences of particular groups in the society.

CHAPTER THREE

3.0 LESSONS LEARNT

There is a lot to learn from the training presentations and tour of Dubai which is applicable to our County. Dubai just like Kitui or even worse enjoys an arid subtropical climate, with blue skies and sunshine all year round. There is very little rainfall and when it is experienced, it does not exceed three days in a year. Dubai is an Emirate in the UAE just like Kitui is a County in Kenya. Dubai has been able to achieve high levels of development than other Emirates in the UAE and thus Kitui can also develop more than other Counties in Kenya if the available resources are properly utilized. The following are the lessons the delegation was able to learn;

i. **Community participation in decision making**
   The Members learnt that citizen participation, as enshrined in the constitution, is based on the principle of sovereignty of the people. Dubai citizens are always consulted and involved at all levels on matters affecting them.

ii. **Revenue Management**
   The Committee noted that Dubai has made deliberate efforts to invest heavily from the proceeds of oil exports in transport, telecommunications, energy and industrial infrastructure leading to unmatched prosperity and attractiveness to international business. Comparatively, Kitui can easily fast-track its development if the vast mineral deposits available in the County including coal and limestone are fully exploited and the proceeds put into prudent use.

iii. **Effective Leadership**
   The Committee learnt that Dubai has grown into an economic hub despite hostile climatic conditions and the immense success is attributed to effective leadership and governance. With visionary leadership, Kitui County which also grapples with hostile climatic conditions can turn around its fortunes.

iv. **Development of the Manufacturing Sector**
   The Committee learnt that, the manufacturing sector is a major catalyst for economic development in the United Arab Emirates. Major gains had been made in the profitable manufacture and export of fabricated metal products, textiles and readymade garments as well as consumer electronics products. Kitui County is endowed with raw materials that can support manufacturing of high quality furniture, textile, and pottery and porcelain products.

v.   **Infrastructural Development**

Dubai has developed a highly surface transport infrastructure which ensures optimum mobility and easy access to all economic centres, hospitality and social services. Kitui County and Kenya at large are still grappling with serious underdevelopment 55 years after the Country attained independence. Key roads in Kitui County which ought to be the catalyst for development are still in a state of neglect.

vi.   **Developing Local Tourism**

The Committee learnt that Dubai's major investments in the tourism sector had paid off handsomely. The city of Dubai boasts of unmatchable hotels, shopping malls, remarkable architecture and world class entertainment and sporting events. Kitui County has numerous tourist attraction sites which can be developed to boost earning and job opportunities for the local residents.

vii.   **Waste Management**

The Committee observed that Dubai has really invested in waste management. Assorted waste bins are installed around the city and they have policies guiding processing and disposal of hazardous and non-hazardous waste and recycling premises. Kitui County should develop clear policy on waste disposal and management and where possible recycling of waste products to make new products.

CHAPTER FOUR

4.0 <u>COMMITTEE RECOMMENDATIONS</u>

As highlighted earlier in this report, Kitui just like Dubai enjoys an arid sub-tropical climate and little amount of rainfall, but Dubai has been able to grow into an economic hub despite these familiar challenges. Therefore, based on the outcome of the training workshop, the committee makes the following recommendations;

i. The committee recommends that the County Government needs to ensure that all programs and project identification, implementation and evaluation are subjected to public Participation. This is because the Constitution of Kenya makes citizen participation a central part of Kenya's governance system. Article 10 of the Constitution identifies public participation as a National Value and principle of governance. Decision-making needs to recognize the rights of communities to representation and engagement in processes that affect them, the community on the values, goals, and aspirations of the community affected.

ii. The Committee recommends that the County Government should formulate policies and development plans for sustainable use of proceeds from the extractive sectors to spur development in the County. This should be done in accordance with Article 174 of the Constitution on the objects of devolution and provisions of the Fourth schedule of the Constitution which warrants active involvement of the County government in the aspect of extractive industry.

iii. The Legislative Authority of a County is vested in, and exercised by its County Assembly. This means that a County Assembly may make any laws that are necessary for, or incidental, the effective performance of the functions and exercise of the powers of the County Government under the Fourth Schedule. In view of this, the committee recommends that the County Assembly should strictly oversight the Executive arm of the County Government to ensure prudent use of public funds as advocated for in Article 201 of the Kenyan Constitution which emphasizes on accountability, equitable society, prudent use of public Funds and clear fiscal reporting.

iv. Kitui County is endowed with raw materials that can support manufacturing of high quality furniture, textile, pottery and porcelain products. The Committee recommends that the County Government should come up with actionable plans on how manufacturing industries

will be set up and their sustainability. The County Ministry of Agriculture, Water and Livestock Development should come up with policy frameworks on Cotton, Mango, Honey and Ndengu production which will catalyze setting up of various processing industries for these products in the county hence contributing to wealth creation and creation of jobs.

v. The Committee recommends that the County Ministry of Tourism, Sports and Culture should be allocated enough funds to facilitate development, management and marketing of sustainable tourism products through sound policy and programs formulation and implementation to make Kitui a County of choice for tourism destination. Doing so will make Kitui County an integral part of the National Tourism Circuit offering high quality products and services.

vi. The Committee recommends that the County Government should invest substantial funds in upgrading key roads to bitumen standards and rehabilitate dilapidated rural-access roads to open up the six special economic and investment zones identified in the County's development blueprint-the Kitui Vision for Economic and Social Transformation (KIVEST).

vii. Chapter 5 of Constitution mandates the Government to protect and conserve the environment and natural resources for sustainable development. Therefore the Committee recommends that assorted waste bins should be installed within Kitui Municipality, Mwingi Town and all urban centers within the County. The County Government should come up with waste management policy on sustainability and recycling of solid and liquid waste. This will create a enabling environment for businesses to thrive in clean and safe environment.

CONCLUSION

Mr. Speaker Sir,

The County Government has enormous responsibility of coming up with innovative ways of turning around the economic fortunes of the residents. Dubai has been able to turn around their misfortunes into economic gains and one of the factors that has attributed to her rapid growth is the political stability. If we want to develop Kitui County, we must minimize divisive politics as leaders, equitable distribution of resources across the forty wards and encourage public participation in all programs to be undertaken by the

County, fostering transparency, accountability, efficiency and responsiveness to the needs of the Kitui residents.

This Committee, being in the forefront of ensuring public participation, accountability, transparency and good governance in service delivery, will endeavor to oversight and ensure all projects are subjected to public participation.

All sectoral Committees need to be extra vigilant on the budgetary allocations to their sector departments so as to ensure funds allocated are utilized for intended projects in the most cost effective manner.

Topics covered

1	**Leadership**	2	Governance
	• An overview of leadership • Leadership and Emotional Intelligence • Strategic thinking for leaders • Leadership lessons from Icons		• An overview of Governance • Corporate Governance • Governance- POFAMA • Syndicates and reports
3	**Essential characteristics of leaders** . Guiding vision . Passion . Curiosity . Daring. . Farsightedness . Mastery of change . Organisational design . Anticipatory learning . Initiative . mastery of interdependence	4	**Leadership emotional intelligence** • Emotional Intelligence • self-awareness • self-management • Social awareness, and • Social skill **Leadership styles** • coercive leadership style • authoritative leadership style • affiliative leadership style • democratic leadership style • pace setting leadership style • coaching leadership style • strategic thinking for leaders • elements of strategic thinking • system perspective • intent – focused and driven • intelligent opportunism • thinking in time • hypothesis driven
5	**Governance: an overview** Attributes of Good Governance Participatory Governance Transparent Governance Accountable Governance Equitable Governance Promotes rule of Law Effective Governance Responsive Governance Consensus Based	7	**public policy formulation analysis and management** • policy system • public policies • policy stakeholders • policy environment • policy making cycle • policy monitoring • monitoring perspectives • gender perspective • child rights perspective

			• evaluating policy performance

Report on the training workshop in Dubai by the Committee on Public Service Management and Administration.

PHOTO GALLERY

Delegation being taken through leadership session by professor Banda.

Professor Banda taking members through a session on an overview of good Governance.

Member presenting findings of group discussions

Group photo after training session with the facilitator.