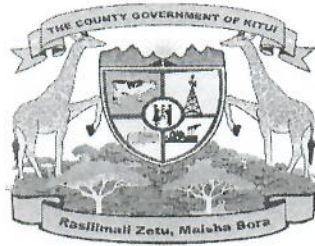


COUNTY GOVERNMENT OF KITUI



THE COUNTY ASSEMBLY

SECOND ASSEMBLY-THIRD SESSION

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COMMITTEE ON IMPLEMENTATION

REPORT ON LEADERSHIP WORKSHOP IN CANADA, FOCUSING ON  
ADMINISTRATORS AND POLITICIANS LEADERSHIP FUNDAMENTALS.

CLERK'S CHAMBERS  
P.O. BOX 694-90200  
KITUI, KENYA

JUNE, 2019



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## EXECUTIVE SUMMARY.

The implementation Committee was established to address the problem of the executive failing to implement recommendations from County Assembly Committees. But the implementation still does not have sufficient powers to enable it compel a reluctant executive to implement recommendations of the said Committees.

Further, the Committee was also established to monitor whether the County government entities are spending as per the approved budgets and where necessary establish reasons for underspending or overspending of the entities.

There has been Lack of transparency in the nature of reporting done by the executive arm of the County governments, especially in the management of public funds. For instance, the procurement often does not give the County Assembly enough information and adjustments that are in line with fiscal priorities.

Mechanism for public participation in the legislative oversight are inadequate or even in some cases do not happen yet its known that the public ought to be able to access Committees decision which rarely or completely does not happen.

For prudent use of public funds and sustainability of projects and plans, there is need for a framework to ensure continuous engagement with the government, the public and the Assembly Committees.

All these have been attributed to poor leadership that lacks proper manifestation of leadership skills and styles which would ensure delivery of the promises made to the electorates.

Therefore, this report entails some skills learned from the workshop to enable the Committee members and other legislators to borrow aspects that will enable them push for the implementation of the County Assembly resolutions.

## 1.0 PREFACE

Mr. Speaker,

On behalf of members of the delegation of the committee on Implementation that attended a workshop in Canada from 27<sup>th</sup> May to 2<sup>nd</sup> June, 2019 on Leadership, focusing on Administrators and Politicians division of roles, and pursuant to standing order no. 179, I beg to present before the House, the committee's report on study visit to Canada.

### 1.1. Committee Mandate.

Mr. Speaker,

The committee on implementation is a select committee established under Standing Order Nos. 188 as follows;

1. There shall be a select committee to be known as the Committee on Implementation.
2. The Committee shall scrutinize the resolutions of the County Assembly (including adopted committee reports), petitions and the undertakings given by the County Executive Committee and examine –
  - a) whether or not such decisions and undertakings have been implemented and where implemented, the extent to which they have been implemented; and whether such implementation has taken place within the minimum time necessary; and
  - b) Whether or not legislation passed by the County Assembly has been operationalized and where operationalized, the extent to which such operationalization has taken place within the minimum time necessary.
3. The Committee may propose to the County Assembly, sanctions against any member of the County Executive Committee who fails to report to the relevant select Committee on implementation status without justifiable reasons.

## 1.2. Committee Membership.

The Committee on Implementation is comprised of the following members;

- |                               |                    |
|-------------------------------|--------------------|
| 1. Hon. David Thuvi           | Chairperson        |
| 2. Hon. Janes Munuve          | Vice – Chairperson |
| 3. Hon. Ruth Kyene            | Member             |
| 4. Hon. Boniface Kasina       | ”                  |
| 5. Hon. Wazir Bakari          | ”                  |
| 6. Hon. Alex Ngau Musili      | ”                  |
| 7. Hon. Alex Wambua Mwangangi | ”                  |
| 8. Hon. Baridi Felix D. Mbevo | ”                  |
| 9. Hon. Kanini Philip         | ”                  |
| 10. Hon. Florence Singi       | ”                  |
| 11. Hon. Antony Ndoo Mwanzia  | ”                  |

**Mr. Speaker,**

It is in pursuit of the above mandate and the sustained efforts by the County Assembly to expose the Members of committees and staff to other jurisdiction that a delegation of the Committee on Implementation, visited Toronto, Canada, from 27<sup>th</sup> June, to 2<sup>st</sup> July, 2019.

## 1.3. Members of the Delegation

**Mr. Speaker,**

The delegation had a successful Leadership class Workshop which was conducted in Toronto, Canada from 27<sup>th</sup> May – 2nd June 2019.

Upon receipt of the invitation letter, the committee nominated the following Members to attend the workshop.

1.	Hon. James Mutunga Munuve	Chairperson of the delegation
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2.	Hon. Alex Ngau James Musili	Member
3.	Hon. Baridi Felix Daudi Mbevo	Member
4.	Hon. Jacob Mbaya Kavolonza Musyoka	Member
5.	Hon. Boniface Kilaa Kasina	Member
6.	Mr. Benjamin Muimi Muthami	Committee Clerk

#### 1.4. Acknowledgement

Mr. Speaker,

The Committee wishes to record its appreciation to the Office of the Speaker and that of the Clerk of the County Assembly for facilitating the Committee to attend this important workshop.

Hon. Speaker,

Members of the delegation also wish to extend their appreciation to Jan Kincaid, a certified career and Leadership coach, who took them through the whole Leadership class and for sharing her over 30 years' experience spanning several sectors from manufacturing to pharmaceutical to the not for profit sector.

Hon. Speaker,

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

Thank You

SIGNED.....

HON. JAMES M. MUNUVE (MCA)

CHAIRPERSON TO THE DELEGATION OF THE COMMITTEE ON IMPLEMENTATION.

DATE .....12.08.2020.....



## 2.0. BACKGROUND INFORMATION AND JUSTIFICATION OF THE WORKSHOP.

### 2.1. Canada's Government Structure.

Hon. Speaker,

Canada's government is both Constitutional monarch and parliamentary democracy.

In constitutional monarchy the Queen or the King is the head of the state who is bound by that states written constitution where heads of the state are not directly involved in governing of the country; they usually have ceremonial duties such as appointing governors to represent them.

In the parliamentary democracy, the citizens elect representatives to a parliament that is responsible for making all legislation and decisions for the nation.

Canada has three levels of governments in which each has different functions and responsibilities, that is the federal government, provincial and municipal (local) governments.

The federal government is also known as the parliament which oversees the policies and issues affecting the nation as a whole including immigration, defence, economy and trade with other nations.

This government is divided into three parts which include head of the state, the House of commons and the senate.

In the Provincial governments Canada has 10 provinces and each province has: -

A Lieutenant Governor who represents the Queen.

Legislative Assembly that makes the laws for the Province.

The municipal (Local) Governments are led by the mayors. The mayors run cities, towns or districts (Municipalities). They are in charge of the parks, parking, Libraries, road ways, local police, local land use, fire protection, public transportation and community water systems.

### 2.1. Justification of the Workshop.

Hon. Speaker,

One of the hallmarks of the 2010 Kenya Constitution is the introduction of the devolved systems that run parallel with the national government. Since

then, Kenyans have had a chance to elect representatives in the county government twice (2013 and 2017). The country has overcome several challenges and gone milestones in a bid to make the devolution dream a reality. The devolved systems in Kenya are designed and programmed specifically to address the key development factors for instance in education, Health care etc.

Over the last couple of years, Kenyans have been spectators in the pull-and-push between most County Executives and county Assemblies regarding the mandates of both and allocation of resources. As the two lock horns, service delivery at county level becomes affected. The committee believes that for maximum service delivery to the people/citizens, there is need to continuously engage, interact, exchange and co-opt best skills and practices between the two arms of the County Government.

It is on this understanding that the County Assembly of Kitui, Committee on Implementation attended and participated in this important workshop.

The Constitution vests the legislative authority of the county on the county assembly.

The performance involves the functions and exercise of the powers of the county government under the Fourth Schedule to the Constitution of Kenya. The county assembly in Kenya exercises oversight over the county executive Ministries and any other county executive organs.

The key objective of the workshop was to enable the Members of this Committee to learn among others;

- i. How the County Assembly will work closely with the executive arm of the county government in a bid to ensure quality service delivery to the people is achieved.
- ii. Coordinate and facilitate, in collaboration with other lead agencies and non-state actors, the implementation of County policies, laws and plans.
- iii. Successful selection criteria to ensure credible and competent staff.
- iv. How to monitor and evaluate implementation of policy resolutions.

### 3.0 TOPICS COVERED DURING THE WORKSHOP.

Hon. speaker,

During the Leadership Class Workshop the delegation was able to cover a number of topics concerning leadership as discussed here in: -

#### 3.1. Leadership Fundamentals.

Hon. Speaker,

Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among people and taking effective action to realize your own leadership potential.

Leadership starts with why, knowing your why gives the leader a filter to make choices at work and anywhere else that will make him or her find greater fulfilment in all that he/she does.

Good leaders involve the people around them (a team) and allows them to share their ideas and reason with them about the validity of these ideas.

Leadership development is paradox and unique. It must be practical and immediate. However, to be able to 'do' leaders must find quiet time to develop self-understanding because there is a strong tension between the need to act quickly and the need to stop and think since leadership requires both.

There are two types of leadership, that is strategic and results oriented leadership.

Strategic leadership	Results leadership
<ul style="list-style-type: none"><li>• Balances commercial thinking with innovation, structure with flexibility in that it applies customer insights to priorities, places the customer at the centre of everything.</li><li>• Thinks broadly about the business and thus it initiates the right action to respond to customer needs.</li><li>• Thinks long –term about the</li></ul>	<ul style="list-style-type: none"><li>• Demonstrates a sense of urgency where it anticipates what needs to be done and goes ahead to do it.</li><li>• Delegates and prioritizes work appropriately. It takes ownership to speak up with confidence when action needs to be done.</li><li>• Translates strategy to action where decisions made</li></ul>

<p>direction of the business where it focuses on applying consumer insights to plans and priorities.</p>	<p>positively affect the bottom line .it removes barriers to success as well as monitoring progress against goals.</p>
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Leadership is built on traits and skills which every good leader should possess. Some of the traits learned include: -

- i. Being adaptable to situations.
- ii. Alert to social environment.
- iii. Ambitious and achievement oriented.
- iv. Dominant, that is having desire to influence others.
- v. Being energetic, that is having high activity level.
- vi. Dependable.
- vii. Self-confident.
- viii. Being tolerant to stress.
- ix. Willing to assume responsibilities.

The delegation also learned that a good leader should possess skills that will enable him/her deliver on promises made to electorates.

These may involve: -

- i. Being clever (intelligent).
- ii. Possess conceptual skills.
- iii. Being creative.
- iv. Diplomatic and tactful.
- v. Being knowledgeable about group tasks.
- vi. Being organized and having administrative ability.
- vii. He/she should be persuasive. and
- viii. Being socially skilled.

**Hon. Speaker,**

It is important to note that leadership is all about inspiration, integrity and accountability. It is not a license to do less but a responsibility to do more to people who gave you the leadership.

Leaders are the ones who run head-first into unknown, where they put their own interests' aside to protect people or pull them into a brighter future.

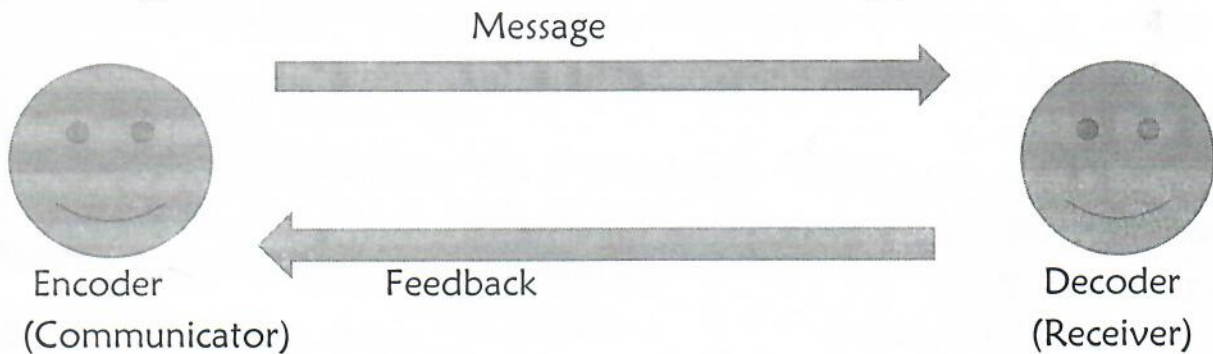
### 3.2. Communicating with Influence and Impact.

Hon. Speaker,

Communication is the lubricant which allows the various parts of an organizations machinery to work together efficiently and effectively.

George Bernard Shaw wrote that, "The single biggest problem in communication is the illusion that it has taken place."

Effective communication should always be two- way such that the communicator (encoder) and the receiver (decoder) do not have a barrier in the message and the feedback of the information being passed.



Leaders should always endeavor to use communication skills in order to realize positive influence and impacts. These communications skills may include: -

- i. Understanding and adopting to his/her audience in order to help them learn.
- ii. Expressing intentions clearly and concisely in written communication.
- iii. Building collaboration and clearly articulating intentions in verbal communication.
- iv. Listening to understand.
- v. Managing flow of communication/information.

Lack of communication or wrong communication brings about pre-mature breakdown or dis functioning of various parts of the organization which may result to: -

- i. Wrong actions.
- ii. Ineffectiveness.
- iii. Conflicts or strained relationships.
- iv. Duplication of efforts.
- v. Resistance or hardening to the message, and
- vi. Poor morale.

In communication, one should consider the context (why you are communicating this), the medium, that is including how (face to face, phone, letters, emails, texts among others) and the message should be clear.

It is important to note that in communication, before you assume, learn the facts, before you judge, understand why, before you hurt someone, feel, and before you speak, think.

Mr. Speaker,

Communication may be interfered with by a number of barriers which may originate from the communicator, message, feedback or the receiver.

Communicator.

- 1. Fear of communicating.
- 2. False assumptions.
- 3. Lack of preparation.
- 4. Poor tone.
- 5. Poor body Language.
- 6. Broken trust.

message

- 1. Unclear relevance.
- 2. Poor medium.
- 3. Use of jargon/above the audience
- 4. Too much information.
- 5. Inconsistent messaging.
- 6. Unorganized message.

Feedback.

- 1. Mechanism absent.
- 2. Not returned.
- 3. Communicator not recognized.

Receiver

- 1. Having other priorities.
- 2. Being too busy.
- 3. Lost respect for the communicator

**3.3. Being Part of an Effective Team.**

Hon. Speaker,

The delegation during the workshop was taken through the above topic where a number of aspects of leadership were discussed as captured below.

A real team is a group of people with complementary skills who are committed

to a common cause, have a defined strategic approach, with establishment of clear team goals, with a culture of execution and holding themselves mutually accountable.

It is important to note that every team is a group but not every group is a team. Therefore, a health high performing team should embrace the following attributes which involves being result centered, have common objectives, with effective communication, be able to get feedback and guidance, have an atmosphere of trust, be client focused, carry out productive meeting and be able to come up with resolutions to challenges.

Being a leader who is a team player in an effective team one should be able to understand others, adapt and connect and finally be able to take action.

In understanding yourself and others, a leader should be cautious about perception. There are three key principles about perception: -

- a) Two people looking at the same thing can perceive it very differently.
- b) The more you look at anything the more you see.
- c) people tend to see what they expect to see.

Therefore, as a leader you should understand these principles of perception so as to be able to work with different people who perceive things differently and expect differently.

### **3.4. Leadership and Implementation.**

Hon. Speaker,

Leadership is about more than leadership behavior and leadership style or telling people what to do.

Effective leadership involves a lot of management, that is managing the people processes in the organization so that the people can align themselves to the strategy. Many problems in organizations are caused by separating the leadership and management roles.

Leaders are responsible for formulating and communicating the strategy but, responsibility does not stop there. They must also manage the alignment of the people for the strategy implementation. They need to ensure that the people in the organization understand the strategy, buy into it and align their decisions and actions accordingly. This alignment needs to be measured and monitored.

Aligning your people for strategy implementation is the most basic terms, a strategy is nothing more than a definition of what you will sell, to whom you will sell, how you will sell it and where you will sell it. Taken together, these also define your customers value proposition.

Effective leadership means communicating the strategy in a language that the people in the organization understand. Effective leaders check to ensure people know what the strategy means for them and their job that they buy into the strategy, and then support it.

**Hon. Speaker,**

The attitudes and behaviors of the people in any organization are driven by six dimensions of people processes, customer propositions, strategy commitment, processes and structure, behavior of leaders, performance matrix and culture. Leaders lead and manage strategy implementation by aligning people using these levers.

Leaders check their assumptions by ensuring that people alignment is measured and monitored.

The way to achieve strategy implementation is not just by telling people what to do. It's by communicating the strategy in a way that everyone can understand and buy into it and see how they can contribute. Then you put the people processes in place to enable and encourage strategy implementation.



#### 4.0. COMMITTEES RECOMMENDATIONS.

Hon. Speaker,

Basing on the knowledge acquired during the Leadership class workshop in Canada, the Committee delegation make the following recommendations:

1. There is urgent need to put in place necessary infrastructure to boost the County Assembly's capacity to effectively execute its oversight mandate. Critical among which is a well- managed data base for the Assembly resolutions and questions and a well-resourced / monitoring unit and regular capacity building for the members.
2. That, all sectoral Committees should ensure they request for work plans and procurement plans for all the Ministries that they oversight so that they make their oversight role easy, effective and efficient so as to ensure prudence in the use of public funds and to ensure that there is no communication breakdown on what the government intends to do or procure.
3. That, all sectoral Committees should ensure that they request, from the executive reports on the implementation status of all the projects and programs as approved in the budget estimates of every financial year so as to make sure what has been implemented is in line with what was approved in the budget. This will ensure that the monies allocated to specific programs and projects are not diverted.
4. In order to ensure that strategies are implemented, the Executive Leaders should ensure that implementation is not just telling people what to do but communicating the strategy in a way that the implementers can understand and buy into it and see how they can contribute and involve the public or the beneficiaries to ensure ownership of the strategy/projects.
5. That the implementers should ensure involvement of the people, (through public participation) and allow them to share their ideas and reason with them about the validity of these ideas so as to ensure priorities of the people are taken in to consideration and people realize the value for their taxes.
6. That the executive should embrace both strategic and result oriented kind of leadership because when they are combined the effect will be realized and would benefit the citizens of Kitui.

**ADOPTION OF THE REPORT.**

We, honourable members of the delegation to Canada, do hereby affix our signatures to this report to affirm our approval and confirm its accuracy, validity and authenticity: -


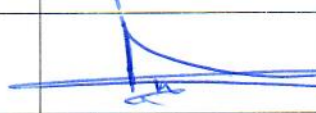


	NAME	DESIGNATION	SIGNATURE
1.	Hon. James Mutunga Munuve	Chairperson of the delegation	
2.	Hon. Alex Ngau James Musili	Member	
3.	Hon. Baridi Felix Daudi Mbevo	Member	
4.	Hon. Jacob Mbaya Kavolonza Musyoka	Member	
5.	Hon. Boniface Kilaa Kasina	Member	

PHOTO GALLERY

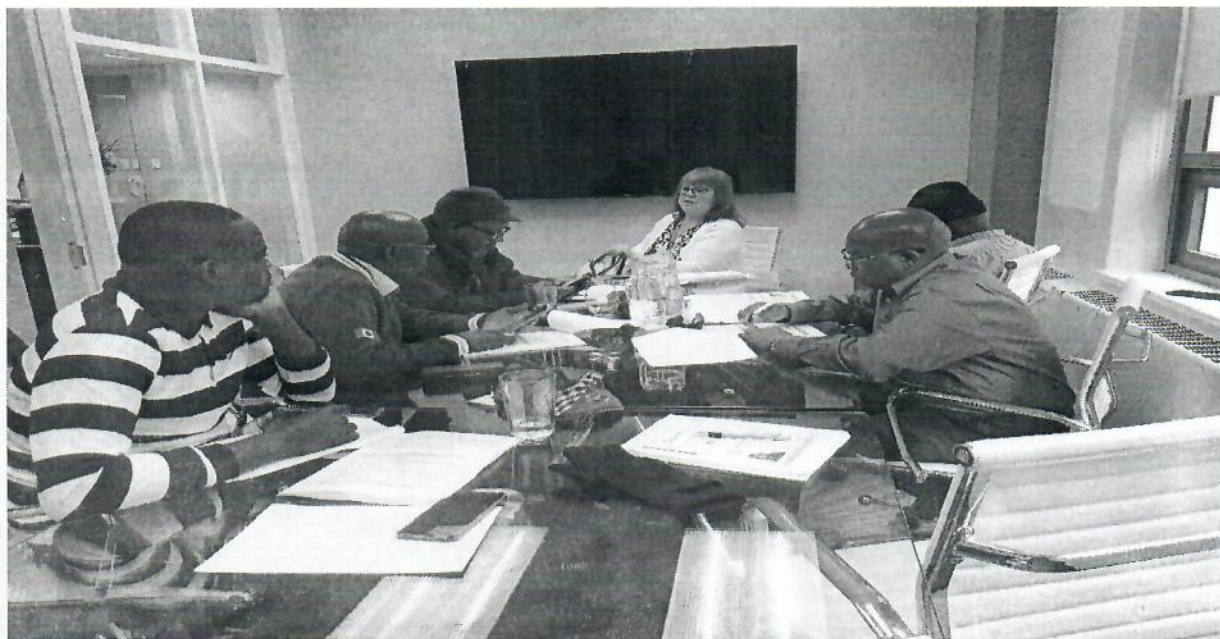


Fig 1.0 Members of the delegation in the leadership class.



Fig 2.0 Members of the delegation taking notes during the leadership class.



Fig 3.0 Members of the delegation posing for a photo after completing the leadership workshop.