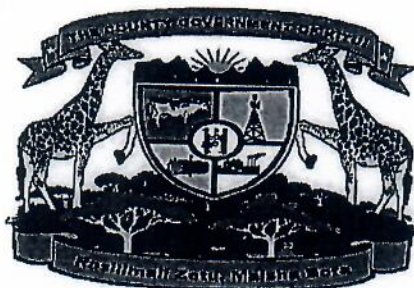
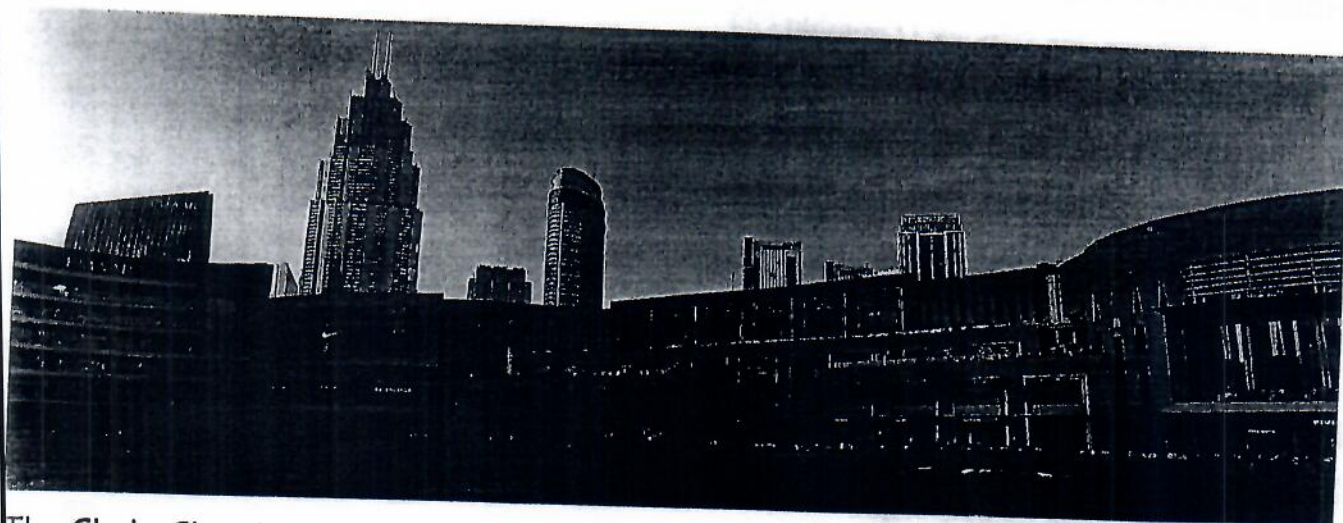


COUNTY GOVERNMENT OF KITUI



**COUNTY ASSEMBLY OF KITUI
THIRD ASSEMBLY – (THIRD SESSION)**

**A DELEGATION OF MEMBERS FROM THE COMMITTEE ON TRADE, ICT, INDUSTRY
& COOPERATIVE AND THE COMMITTEE ON BASIC EDUCATION, TRAINING &
SKILLS REPORT ON TRAINING ON STRATEGIC LEADERSHIP HELD FROM 2ND TO 9TH
JUNE, 2024 IN UNITED ARAB EMIRATES - DUBAI.**



The Clerks Chambers
P.O Box 694 -90200
Kitui.
County Assembly of Kitui.

JUNE, 2024

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LIST OF ACRONYMS/ABBREVIATIONS

- CAK** - County Assembly of Kitui.
- EI** - Emotional Intelligence
- GDP** - GROSS Domestic Product
- IT** - Information Technology.
- ICT** - Information & Communication Technology
- JKIA** - Jomo Kenyatta International Airport.
- KPLs** - Key Performance Indicators.
- MCA** - Member of County Assembly.
- NGOs** - Non-Governmental Organizations
- PPPs** - Public-Private Partnerships.
- SL** - Strategic Leadership.
- SWOT** - Strengths, Weaknesses, Opportunities & Threats.
- UAE** - United Arab Emirates
- UAED** - United Arab Emirate Dirham
- USD** - United States Dollar.

CHAPTER ONE

1.0 PREFACE

Mr. Speaker Sir,

On behalf of the delegation of members from the Committee on Trade, ICT, Industry & Cooperatives and the Committee on Basic Education, Training & Skills Development, it is my honour to present this report to the Honourable House. This report details the delegation's training on Strategic Leadership and how it has positively impacted the development of UAE, held from 2nd to 9th June, 2024, in Dubai, United Arab Emirates.

The workshop aimed at enhancing the capacity of the Joint Committee, focusing on deriving practical lessons to continuously improve their performance. The training provided valuable insights to effective strategic leadership and how this could be used in enhancing leadership in Kitui County.

The training was conducted by Soft Skills Limited. This International body provides cost-effective professional training and consultancy for tangible and quantifiable results, making it an ideal choice for the professional development of honourable members and members of the staff.

1.1. Establishment and mandate of the Committees

Mr. Speaker Sir,

The two Committees are among the 12 Sectoral Committees established under County Assembly of Kitui Standing Orders No. 190 (1) with a specific mandate. Under Standing Order 190 (5), the Sectoral Committees are charged with distinct responsibilities which include and are not limited to:

- i) Investigate, inquire into, and report on all matters relating to the mandate, management, activities, administration, operations and estimates of the assigned departments;
- ii) Study the program and policy objectives of departments and the effectiveness of the implementation;
- iii) Study and review all county legislations referred to it;
- iv) Study, access and analyze the relative success of the departments as measured by the results obtained as compared with their stated objectives;
- v) Investigate and inquire into all matters relating to the assigned departments as they may deem necessary, and as may be referred to them by the County Assembly;
- vi) To vet and report on all appointments where the Constitution or any law requires the County Assembly to approve, except those under Standing Order 185 (Committee on Appointments); and
- vii) Make reports and recommendations to the County Assembly as often as possible, including recommendations of proposed legislation.

1.2 Composition of the Delegation.

Mr. Speaker Sir,

The delegation, which had a successful visit to learn, explore, and benchmark on their respective sector responsibilities, comprised the following members:

1. Hon. Daniel Ngoima Kimanzi -Team Leader.
2. Hon. Munyoki Mwinzi - Member.
3. Hon. Mary Ndumbu. - Member.
4. Hon. Mark Nding'o - Member.
5. Hon. Mary Mutune - Member.

6. Hon. Priscillah Makumi - Member.

The team was also accompanied by Mr. Benjamin Muimi Muthami, a clerk assistant, who documented the Committee's findings and recommendations.

1.3 Justification for the Visit to Dubai.

Mr. Speaker Sir,

Benchmarking is an essential strategy that enables organizations to compete globally and helps the public service meet citizens' demands. Despite its versatility, there is a notable lack of effective capacity building, which is crucial for implementing benchmarked strategies and achieving desired outcomes.

Mr. Speaker Sir

Capacity building involves enhancing the skills, knowledge, tools, equipment, and resources that individuals and organizations need to perform their tasks efficiently. Therefore, the training needs for this joint Committee delegation include a capacity-building program and a benchmarking tour to observe best practices from leading industry players worldwide.

Mr. Speaker Sir,

The concept of devolution, which aims to bring services closer to the people, has gained traction since promulgating the Constitution of Kenya, 2010. This Constitution transformed the governance structure from a centralized system to devolved subunits known as County Governments. The expectation was that these devolved governments, established after the 2013 elections and subsequent legislation, would address the development challenges posed by centralized governance since Kenya's independence.

Mr. Speaker Sir,

Devolution in Kenya is rooted in the Constitution's supremacy, the sovereignty of

the people, and the principle of public participation. The characteristics of devolution in Kenya are reflected in the principles and objectives outlined in the Constitution, including the establishment of local units with autonomy and independence from the central government, with clearly defined geographical boundaries for exercising authority and performing public functions.

Mr. Speaker Sir,

Article 6(1) of the Constitution divides Kenya into forty-seven (47) counties. Article 6(2) emphasizes that National and County governments are distinct yet interdependent, requiring mutual consultation and cooperation in their relations.

Mr. Speaker Sir,

Twelve years ago, Kenyans voted to decentralize the government, leading to the creation of 47 counties, each governed by elected officials. County governments have since negotiated power and revenue-sharing arrangements with the national government and faced various political, fiscal, and administrative challenges in service delivery. As new entities, county governments initially lacked the capacity, knowledge, and resources to effectively deliver on the promise of devolution, including shared prosperity, enhanced service delivery, and improved public resource management.

Mr. Speaker Sir,

A World Bank (2012) survey highlighted that the management of state affairs through central and local authorities in Kenya faced numerous challenges over the past fifty years. Successive governments have underperformed due to weak governance, and County Governments continue to struggle with establishing effective governance systems for strategic and independent management.

Mr. Speaker Sir,

The Committee believes that to provide maximum service to citizens, it is

imperative to continuously build capacity, engage, interact, and exchange best practices at local, national, and international levels.

In this context, the joint delegation of the Committee on Trade, ICT, Industry & Cooperatives and Committee on Basic Education, Training & Skills Development attended a training workshop in Calton Creek Hotel, Dubai, guided by the "**seeing is believing**" concept. This initiative aimed at observing and learning from the best industry practices globally, thereby enhancing the capacity and effectiveness of our county government.

1.4. Objectives of the Study visit.

Mr. Speaker Sir,

The study visit was conducted in line with the Committees' mandate and their work plan. The visit aimed at achieving the following key objectives:

1. Gain a critical understanding of strategic leadership in the governance of County government operations.
2. Comprehend the core skills of a strategic leader in providing leadership in the utilization of public funds.
3. Gain an understanding of leadership mindset and how this mindset could be useful in governance.
4. Develop a general understanding of the use of effective communication in ensuring that members of the public get the intended information at the right time and in the right form.
5. Explore the impact of environmental sustainability and climate resilience on development within the County government.
6. Enhance understanding of emotional intelligence to enable members to manage their emotions and those of the people they lead.

7. Foster a general understanding of perceptual positions – for conflict resolution in the management of teams.

1.5. Acknowledgement.

Mr. Speaker Sir,

The delegation expresses her profound gratitude to the various institutions and individuals whose support and cooperation were instrumental in making the training workshop and benchmarking exercise a success.

First, we extend our thanks to the Ministries of Devolution and Immigration for approving the training workshop and ensuring the timely processing of travel documents, respectively. We are exclusively grateful to the offices of the Speaker and the Clerk of the County Assembly of Kitui for their invaluable support and facilitation of the training.


We deeply appreciate Soft Skill Limited for organizing the training and providing VP Menon, a Professional Certified Coach from ICF (International Coaching Federation), to facilitate the study sessions. Mr. VP Menon's expertise has equipped the honourable members with valuable ideologies and practical skills essential for our sessions.

We also acknowledge with gratitude the administration of Dubai, UAE, for allowing our members to visit and benchmark best practices.

Further, we extend our earnest thanks to all the members of the delegation for their enthusiasm and commitment to learning.

To conclude, we appreciate the organizations we visited and the staff of Calton Creek Hotel for their hospitality, which greatly contributed to the success of our

training. 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.

Sign:  Date: 1st July, 2024

**HON. DANIEL NGOIMA KIMANZI
CHAIRPERSON COMMITTEE ON TRADE, ICT, INDUSTRY AND COOPERATIVES
AND THE TEAM LEADER OF THE DELEGATION
COUNTY ASSEMBLY OF KITUI**

CHAPTER TWO

2.0. HISTORICAL BACKGROUND OF DUBAI

Mr. Speaker Sir,

The United Arab Emirates (UAE) is a sovereign constitutional monarchy comprising seven emirates: Abu Dhabi (the capital), Dubai, Ajman, Fujairah, Ras Al Khaimah, Sharjah, and Umm Al Quwain. Situated in Western Asia at the eastern end of the Arabian Peninsula, the UAE borders Oman and Saudi Arabia, with maritime boundaries in the Persian Gulf shared with Qatar and Iran.

Dubai, one of these emirates, has a population of 3.57 million people and uses the United Arab Emirates Dirham (AED) as its currency. As the capital city of the Dubai Emirate, it serves as the economic hub of the UAE and is recognized as a global city.

The UAE gained independence from Britain in 1971 and established itself as a sovereign constitutional monarchy. The exploitation of oil and gas reserves has since transformed the region, making the UAE one of the richest countries in the world. The federation includes 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, with one elected as President of the UAE.

2.1. Governance and Politics

The UAE's federal system comprises seven emirates, with Abu Dhabi as the dominant entity. Each emirate operates under a traditional patriarchal monarchy led by sheikhs from royal families, who historically held tribal leadership positions. Local governments vary in complexity based on the size and population of the emirates.

The UAE's federal system blends traditional and modern leadership elements, fostering a distinct national identity and political stability. All emirates participate in

the country's civil administration through the Supreme Council and the Cabinet, with significant influence from Abu Dhabi and Dubai. Critical decisions, including the federal budget and the selection of the President and Prime Minister, are typically reached by consensus.

Individual emirates maintain considerable autonomy in managing their economies and social systems. Governance is largely controlled by royal dynasties and their local allies among wealthy merchant and business families. Representative political institutions are absent, but citizens can communicate directly with leaders through traditional consultative forums known as majlis (councils).

2.2. Factors Contributing to Dubai's Growth

Mr. Speaker Sir,

Essentially, the following factors have greatly contributed the growth of Dubai into what it is today;

1. **Strategic Location:** Dubai serves as a time zone bridge between the Far East and Europe on the East-West axis and Africa on the North-South axis.
2. **Political and Economic Stability:** Dubai benefits from a low-crime environment and financial and monetary stability. The UAE's sophisticated banking system features extensive credit facilities and ample liquidity.
3. **Open and Free Economic System:** Dubai's economy remains open and free to attract investors, with minimal government regulation of private sector activities.
4. **World-Class Infrastructure and Service Sector:** Dubai has invested heavily in transport, telecommunications, energy, and industrial infrastructure. The

emirate boasts seven industrial areas, one business park, three specialized free zones, two world-class seaports, a major international airport and cargo village, a modern highway network, state-of-the-art telecommunications, and reliable utilities. Its sophisticated service sector includes top-tier hotels, financial service firms, consultants, and high-quality residential and commercial properties.

5. **Competitive Cost Structure:** International companies in Dubai benefit from:

- i. No foreign exchange controls
- ii. No trade barriers or quotas
- iii. Competitive import duties (4% with many exemptions)
- iv. Competitive labour costs
- v. Competitive energy and real estate costs
- vi. No corporate or personal income tax
- vii. High security

6. **High Quality of Life:** Dubai offers excellent living conditions with investments in real estate, hotels, residential and commercial properties, and leisure facilities. Factors contributing to its high quality of life include superb infrastructure, a clean environment, cultural diversity, a cosmopolitan lifestyle, modern public administration, a wide range of consumer goods and services, mild winters, and beautiful beaches.

7. **Extensive Foreign Trade Network:** Dubai's foreign trade network spans 179 states, providing investors with numerous global marketing outlets for diverse goods and services.
8. **Rapidly Developing Manufacturing Sector:** Dubai has made significant gains in manufacturing and exporting high-quality products, including fabricated metal products, textiles, ready-made garments, gold and jewellery, prepared foodstuffs, consumer electronics, refined petroleum, chemicals, and non-metallic mineral products.

CHAPTER THREE

3.0. HIGHLIGHTS OF THE PRESENTATIONS DURING THE TRAINING WORKSHOP.

Mr. Speaker,

The workshop facilitator, **Mr. Bob Otieno**, welcomed the members and provided a brief overview of the role of the County Assembly, the objectives of the workshop, and the members' expectations for the training.

The workshop covered the topic of '*Strategic Leadership.*' Additionally, site visits were conducted to enable comparisons with our County. The key topics included:

3.1. Understanding Strategic Leadership (SL)

Mr. Speaker Sir,

Strategic leadership (SL) is about thinking and acting for the long term. It's about guiding your team or organization towards a successful future, not just managing day-to-day tasks. Key issues that Strategic Leadership should focus on include the following;

- i. Focus on the Big Picture where strategic leaders see beyond immediate problems and focus on the organization's overall vision and goals.
- ii. They understand the environment is constantly changing and plan accordingly by anticipating change.
- iii. Make strategic decisions by analyzing situations, identifying opportunities and threats, and making choices that benefit the long-term vision.
- iv. Communicate Effectively by ensuring that they communicate the vision and goals to inspire and get everyone on board.

- v. They develop people by investing in their team's skills and creating a culture of learning and growth.
- vi. Strategic leaders are flexible and willing to adjust plans based on new information, this means that they adapt and learn through what is happening in their environment.

Mr. Speakers Sir,

Conclusively, strategic leadership is not about being a top-down dictator but it's about working collaboratively to achieve a shared vision for the future.

3.1.1. Benefits of Strategic Leadership.

Mr. Speaker Sir,

The delegation was taught several benefits of SL; some of these include:

1. **Long-term success:** Strategic leaders focus on the big picture and set a clear direction for the organization, which helps to ensure long-term success.
2. **Competitive advantage:** By thinking strategically, leaders can identify opportunities to gain a competitive advantage in the market places.
3. **Effective resource allocation:** Strategic leaders can make informed decisions about how to allocate resources to achieve the organization's goals.
4. **Innovation:** Strategic leadership creates a culture that encourages innovation and creativity.
5. **Enhanced decision-making:** Strategic leaders can make well-informed decisions because they consider all of the relevant factors.
6. **Employee engagement:** When employees understand the organization's goals and how their work contributes to those goals, they are more likely to be engaged and productive.

7. **Change management:** Strategic leaders are adept at managing change and helping employees to adapt to new situations.

3.2. Operational Leadership vs Strategic Leadership.

Mr. Speakers Sir,

Members of the delegation were taken through these two types of leadership to enable them to have an insight into the two models of leadership. The below comparisons were shared during the training session;

1. **Focus:** operational leadership focuses on day-to-day efficiency in achieving short-term goals while strategic leadership focuses on Long-term vision, future direction, and big-picture thinking.
2. **Key Activities:** operational leadership manages processes and resources, Ensures smooth operations, motivates and coaches employees, solves immediate problems and monitors performance metrics while strategic leadership develops vision & mission, conducts environmental analysis, formulates long-term plans, analyzes market trends and thereafter allocates resources.
3. **Skills:** operational leadership employs skills of problem-solving, decision-making under pressure, communication (clear and concise), project management and team leadership while strategic leadership skills such as visionary thinking, critical thinking and analysis, innovation and creativity, communication (persuasive and inspiring) and change management are employed.
4. **Relationship:** Operational leadership executes plans set by strategic leadership whereas strategic leadership Considers operational realities when forming plans.

3.3. Core Skills of a Strategic Leader

Mr. Speaker Sir,

Strategic leadership is a vital skill set for anyone who wants to guide an organization towards long-term goals and achieve sustained success. It's not about simply managing day-to-day operations; it's about thinking several steps ahead, anticipating challenges, and capitalizing on opportunities. Therefore, here are some essential core skills that a strategic leader should possess:

- 1. Strategic Thinking:** This is the cornerstone of strategic leadership. A strategic thinker can see the big picture, analyze internal and external factors, and develop a clear vision for the future. They can identify potential roadblocks and opportunities, and make informed decisions that align with the organization's long-term goals.
- 2. Anticipation and Adaptability:** The business landscape is constantly evolving. Strategic leaders need to be adept at anticipating future trends, potential disruptions, and changing market dynamics. This allows them to be proactive rather than reactive, and to adapt their strategies as needed to stay ahead of the curve.
- 3. Decision-Making:** Strategic leaders are not afraid to make tough decisions, even in the face of uncertainty. They gather and analyze information, weigh risks and rewards, and make choices that are in the best interests of the organization's long-term vision.
- 4. Communication and Alignment:** A strategic vision is only as good as its execution. Strategic leaders excel at communicating their vision clearly and concisely to all levels of the organization. They are also skilled at aligning individual goals with the overall strategy, fostering a sense of ownership and buy-in among team members.
- 5. Active Listening and Openness to Challenge:** Strategic leaders understand that valuable insights can come from anywhere within the organization. They actively

listen to diverse perspectives and are open to being challenged. This openness allows them to refine their strategies and make better-informed decisions.

6. Building Strong Teams: Strategic leaders recognize that they cannot achieve success alone. They are skilled at building strong, cohesive teams where individuals can leverage their strengths and collaborate effectively. They empower their teams, delegate tasks, and provide the support and resources needed to excel.

7. Learning Agility: Learning and adapting is crucial in today's dynamic business environment. Strategic leaders are lifelong learners constantly seeking new knowledge and information. They are open to new ideas and willing to adjust their strategies based on new learnings.

8. Ethical Leadership: Strategic leaders act with integrity and hold themselves and others to high ethical standards. They build trust with stakeholders and inspire confidence in their leadership.

By honing these core skills, leaders can develop a strategic mindset that will guide their organizations towards a successful and sustainable future. Remember, strategic leadership is a journey, not a destination. It's an ongoing process of learning, adapting, and making sound decisions that will propel the organization forward.

3.4. SWOT Analysis

Mr. Speaker Sir,

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It's a framework used to assess a business, project, or even yourself.

Strengths and Weaknesses are internal factors. In essence, these are things you have control over. On the other hand, strengths are what you do well, and weaknesses are areas that need improvement.

Mr. Speaker Sir,

Opportunities and Threats are external factors that influence you and you have no control over them directly while opportunities are favorable situations to capitalize on; threats are challenges to be aware of.

Therefore, as a strategic leader, one ought to identify these four aspects and by so doing he/she can create a better strategic plan and make informed decisions.

3.5. Effective Communication.

Mr. Speaker Sir,

The delegation was also privileged to be taken through effective communication, which is a key tool in passing and receiving information. Important aspects to note on this topic were that a strategic leader should have the following communication skills.

- i. **Clarity:** Aim for messages that are easy to understand by using concise language and avoiding jargon.
- ii. **Active listening:** Paying full attention to the other person while asking clarifying questions and avoiding interrupting.
- iii. **Double duty:** Communication is verbal and nonverbal which means that he or she should mind your body language and tone of voice.
- iv. **Know your audience:** Tailor his/her communication style to the recipient.
- v. **Empathy:** Put yourself in the other person's shoes to understand their perspective.
- vi. **Feedback:** Give and receive feedback constructively to ensure understanding.

3.6. Leadership Mindset.

Mr. Speaker Sir,

Further, members of the delegation discussed about mindset of a leader which was very helpful in making a strategic leader. They were taught some of the issues that should form the mindset of a leader. These included;

1. **Growth-oriented:** Leaders focus on continuous learning and improvement, both for themselves and their team.
2. **Visionary:** They have a clear vision for the future and can inspire others to work towards it.
3. **Empowering:** Great leaders delegate tasks and trust their team's capabilities to grow.
4. **Resilient:** They can navigate challenges, setbacks, and change with a positive attitude.
5. **Open communication:** Effective leaders value open dialogue and feedback exchange.
6. **Accountability:** They take responsibility for their actions and the team's performance.
7. **Learning mindset:** Leaders should embrace challenges as opportunities to learn and grow.

3.7. Beliefs of Excellence.

Mr. Speaker Sir,

Members of the delegation were taken through this sub-topic successfully. Here are some of the highlights of the lesson;

Beliefs of Excellence is a set of principles that promote a growth mindset and empower individuals to achieve their full potential. These principles, often associated with Neuro-Linguistic Programming (NLP), serve as a foundation for effective communication, personal development, and goal achievement.

Mr. Speaker Sir,

Here are some key ideas behind Beliefs of Excellence that the delegation was able to cover;

- i. **Unique Perceptions:** Everyone has a unique perspective on the world, shaped by their experiences and filters. There's no single "right" way to see things.
- ii. **Positive Intent:** Behind every behaviour lies a positive intention, even if it appears negative.
- iii. **Continuous Learning:** There's no such thing as failure, only opportunities to learn and grow from setbacks.
- iv. **Resourcefulness Within:** We all possess the resources we need to succeed. It's about identifying and utilizing them effectively.
- v. **Solution-Oriented Approach:** Every problem has a solution, and focusing on finding solutions is more productive than dwelling on difficulties.
- vi. **Mind-Body Connection:** Our minds and bodies are interconnected. Taking care of both is essential for optimal performance

3.8. Thinking Frames of a Strategic Leader.

Mr. Speaker Sir,

It is important to note that strategic leaders rely on a toolbox of mental models to analyze situations, make decisions, and develop plans. Thinking frames are frameworks that help them approach problems from different angles and consider various factors.

3.8.1. Types of Thinking Frames.

Mr. Speaker Sir,

Members of the delegation were taken through this subtopic where they were told that there are different types of thinking frames. These include;

1. **Systems Thinking:** This analyzes how interconnected parts of a system influence each other.
2. **Scenario Planning:** Envisions different future possibilities to prepare for a range of outcomes.
3. **Cost-Benefit Analysis:** Weigh the pros and cons of a decision based on its financial impact.
4. **Balanced Scorecard:** Evaluates performance across multiple metrics (financial, customer, internal processes, innovation).
5. **Porter's Five Forces:** Analyzes the competitive landscape of an industry (threat of new entrants, bargaining power of suppliers and buyers, threat of substitutes, competitive rivalry).

3.8.2. Benefits of Thinking Frames:

Mr. Speaker Sir,

Members of the delegation learned about the benefits of thinking frames and of importance to note was that it help a strategic leader to;

- a) Improved decision-making by providing a structured approach.
- b) Enhanced analysis by considering diverse viewpoints.
- c) Increased creativity by sparking new ideas and solutions.
- d) Better communication by using common language for complex issues.

3.8.3. Using Thinking Frames.

Mr. Speakers sir,

A strategic leader needs to use thinking frames well. Members of the delegation were advised to use them in the following ways;

- i. Identify the relevant frame for the specific situation because no situation is similar to the other but experience of one situation may be used in another.
- ii. Gather information and analyze it through the lens of the chosen frame.
- iii. Use the insights gained to develop strategic options and make informed decisions.
- iv. Consider using a combination of frames for a more comprehensive understanding.

3.9. Emotional Intelligence.

Mr. Speaker Sir,

Emotional Intelligence (EI) is the ability to understand, use, and manage your own emotions in positive ways to achieve your goals. It also involves understanding, empathizing with, and influencing the emotions of others. High EI is linked to success in various aspects of life, including relationships, work, and mental health.

Mr. Speaker Sir,

Emotional intelligence is a critical asset for strategic leadership in the following ways;

- 1. Decision-Making:** Leaders with high EI can recognize their own biases and emotional triggers that might cloud their judgment during strategic decision-making. This realization will help them to stay calm and collected to analyze situations objectively and make sound choices.
- 2. Team Management and Motivation:** Leaders with strong EI understand their team members' emotions, concerns, and motivations. This allows them to tailor their leadership style and inspire their team to achieve common goals.
- 3. Conflict Resolution:** They can navigate disagreements constructively by acknowledging emotions and finding solutions that address everyone's needs.

- 4. Building Trust:** By being emotionally intelligent, leaders foster a sense of trust and psychological safety within the team, encouraging open communication and collaboration, crucial for strategic planning.
- 5. Change Management:** Strategic plans often require adjustments. Leaders with high EI can adapt to unforeseen circumstances and manage change effectively, minimizing resistance and keeping the team focused.
- 6. Communication and Influence:** Leaders with high EI can communicate strategic plans clearly, considering the emotional impact and tailoring their message to different audiences. They can use their emotional intelligence to motivate and inspire their team to buy into the strategic vision and work towards its realization.

Mr. Speaker Sir,

Overall, emotional intelligence allows strategic leaders to create a positive and productive work environment where people feel valued and engaged, leading to better results in implementing strategic plans.

CHAPTER FOUR

4.0. LESSONS LEARNED.

Mr. Speaker Sir,

These lessons were noted from the main elements of the study tour, which included presentations, briefings, meetings, discussions with the resource persons/experts, and a review of relevant literature. From the interface, the delegation learned the following lessons: -

1. **Vision and Goal Setting:** The training emphasized setting a clear vision for the county's development and defining measurable goals to achieve it. This translates to county assembly members working together to craft a long-term development plan for the county, prioritizing citizen needs.
2. **Strategic thinking:** Learning to analyze situations, identify opportunities and challenges, and develop effective plans to address them. County assembly members can utilize this to assess the county's strengths, weaknesses, opportunities, and threats (SWOT analysis) to inform resource allocation and policy decisions.
3. **Stakeholder Engagement:** Strategic leaders understand the importance of involving all stakeholders, including citizens, businesses, and community groups. County assembly members can use this to hold public forums, gather citizen input, and build consensus on development projects.
4. **Effective Communication:** Leaders need to communicate their vision and plans clearly and concisely. This translates to county assembly members being transparent, informing the public about decisions and policies, and actively listening to citizen concerns.

5. **Collaboration and teamwork:** Strategic leaders know they can't achieve goals alone. County assembly members can leverage this by working collaboratively across party lines, with the county governor's office, and with other counties to address regional challenges.
6. **Effective Policymaking:** The delegation learnt that it is important for a strategic leader to have an understanding of legal frameworks and be able to draft policies that are implementable as well as comply with existing laws. This will ensure that policies are enforceable and can achieve their intended goals.
7. **Performance Management:** Strategic leaders establish clear metrics to track progress and evaluate success. County assembly members can utilize this by setting performance indicators for development projects and holding government departments accountable for achieving results.

Mr. Speakers Sir,

Despite the lessons drawn from the topics of discussion as put above, the delegation also learned other lessons from the real interaction with the environment and the people in Dubai.

Mr. Speaker Sir,

While Dubai's success story is impressive, directly copying its development model might not be suitable for Kitui County. But the following could be done in Kitui to realise tangible development;

1. **Focus on Strategic Sectors:** Kitui County can Identify specific sectors that hold high-growth potential for Kitui County, similar to Dubai's focus on trade and tourism. This could be agriculture, renewable energy, or manufacturing and concentrates her efforts on the said sectors.

2. **Public-Private Partnerships (PPPs):** Dubai heavily relies on PPPs. The County Executive can explore attracting private investment in infrastructure development projects through tax breaks or incentives, leveraging private sector efficiency.
3. **Innovation and Technology:** Dubai's growth is driven by innovation. The County Executive can invest in research and development initiatives, create a business incubator to nurture local startups and promote technology adoption in governance and service delivery.
4. **Human Capital Development:** Dubai prioritizes education and training. The County Executive can invest in improving educational facilities, create vocational training programs to equip residents with in-demand skills and attract skilled professionals through targeted initiatives.

CHAPTER FIVE

5.0 COMMITTEE'S RECOMMENDATIONS

Mr. Speaker Sir,

Having undergone this training successfully and owing to the lessons learnt from the presentation and the experience obtained through site visits, the committees' delegation categorizes its recommendations into three (3) categories as follows: -

A. Recommendations for Both County Assembly and County Executive:

1. That both arms of the government ensure they have a shared vision and goals by encouraging collaborative workshops to establish a unified vision for the county's development. This vision should translate into clearly defined, measurable goals that both entities can work towards.
2. That both arms of the County government embrace strategic planning by developing a comprehensive strategic plan together. This plan should incorporate a SWOT analysis, identify key performance indicators (KPIs) for tracking progress, and outline a realistic timeline for achieving goals and actionable in making sure that the set plans are actualized to avoid blame games.
3. That both arms of the County government embrace data-driven decision-making by investing in data collection and analysis to inform policy decisions and resource allocation. This will ensure that the data collected helps in making informed decisions and avoiding using other unreliable ways of allocating resources. By so doing, the principle of equity will be realized in the county on the allocation of resources.
4. That both arms embrace communication and transparency by fostering open communication channels between the County Assembly, County Executive, and the public. This can be achieved through regularly sharing updates on progress

- made towards goals and holding public forums to gather citizen feedback. This will ensure that all the stakeholders are fully involved in the identification and implementation of the development projects and programmes which will translate to stakeholder ownership of the same. Further, this will go a long way in addressing any concerns raised to ensure a smooth working relationship.
5. That both arms of the County government adopt a performance Management plan by Implementing a robust performance management system to track progress towards goals and hold departments accountable for achieving results. This will ensure that county resources are utilized for the intended purposes and hold people accountable for their actions.
 6. That both the County Assembly and the County executive ensure there is Continuous Learning for all the stakeholders by encouraging leadership development programs for County Assembly members and County Executive officials. This can involve workshops on strategic thinking, stakeholder engagement, and effective communication. This exercise is imperative because issues on governance keep on changing and thus, it is important to keep all up to date to ensure the right things are done.

B. Recommendations for the County Assembly:

1. That the County Assembly strengthens its oversight role by holding the County Executive accountable for implementing the strategic plan as approved by the House and delivering on its promises. This includes conducting regular reviews of departmental budgets and performance to ensure that they are in line with what was approved by the House.
2. That the County Assembly continues to invest in training County Assembly members and members of the staff on legal and policy development. This will

allow them to draft effective legislations that support the strategic goals and address County needs.

3. That the County Assembly to actively engage citizens in the strategic planning process. This can be achieved through public hearings, surveys, and online platforms for feedback. This will ensure that members of the public are allowed to affirm whether what is contained in the planning documents such as CIDP, ADP, CFSP and budget Estimates concurs with what they proposed during the County executive public hearings.

C. Recommendations for the County Executive:

1. That the County Executive needs to ensure efficient implementation of the strategic plan as approved by the County Assembly. This could involve assigning clear responsibilities to departments, allocating adequate resources, and establishing clear performance metrics which will ensure that departments work towards achieving the plans and avoid diverting from the set plans.
2. That the County Executive fosters collaboration between different departments to avoid siloed approaches and ensure cross-departmental support for strategic initiatives. This is important because no department can work by isolating itself from the other departments. Cohesion will ensure that all the County executive departments work for the success of the whole process.
3. That the County Executive should actively engage with stakeholders, including business persons, NGOs, and community groups, to leverage their expertise and resources for development projects. This will ensure that communities give their priority needs and own projects that are implemented by the County government as well as attract private investment in infrastructure development projects by NGOs.

Mr. Speaker Sir,

It is important to note that by implementing these recommendations, the County Assembly and County Executive can work together to develop and implement a strategic plan that promotes long-term, sustainable development for Kitui County.

CONCLUSION

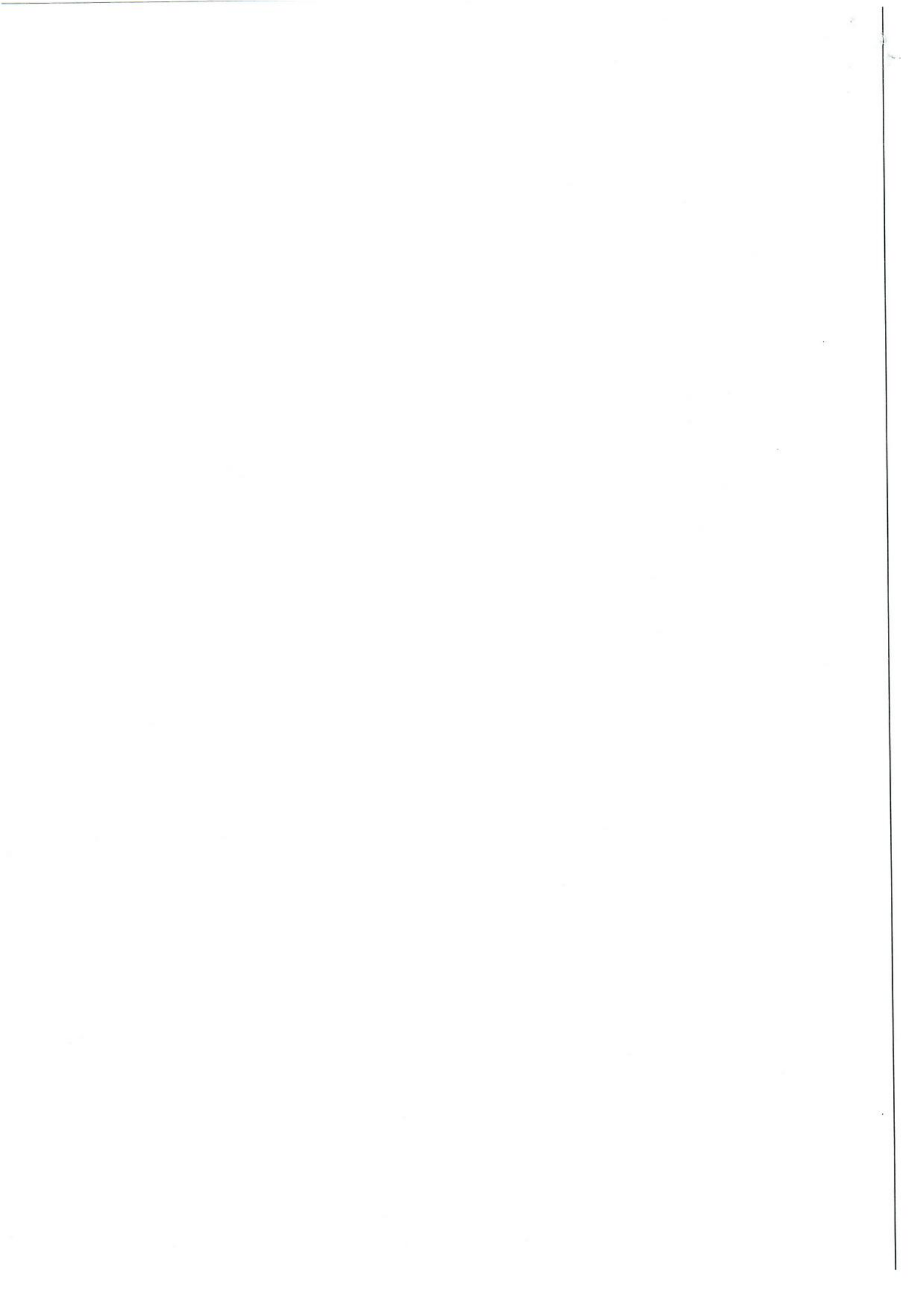
Mr. Speaker Sir,

It is important to note that the devolved units in Kenya have an enormous duty as provided for in the Constitution of Kenya, 2010 to make sure that their development goals and objectives marry those in Vision 2030, sustainable development among other development plans to make sure that they are not left behind by what the rest of the world is doing.

In so doing the County government should involve all stakeholders from all levels by contacting public participation on all the development projects and programs before they are implemented. This will go a long way to ensure that the priority needs of the citizenry are taken into consideration during the preparation of the County Planning documents.



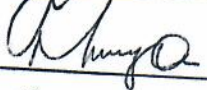
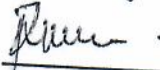

Mr. Speaker Sir,

A strong collaborative effort between the County Assembly and the County Executive is the cornerstone for effective oversight. This partnership fosters transparency, accountability, and ultimately, improved service delivery to the citizens. By working together, they can leverage technology for data analysis, performance tracking, and public communication, ensuring efficient use of resources and a more responsive government. This collaborative approach strengthens the pillars of devolved governance, leading to a brighter future for the people of Kitui County.



REPORT ADOPTION

We, the delegation of honourable members from the Committee on Trade, ICT, Industry & cooperatives and the Committee on Basic Education, Training and Skills Development, do hereby affix our signatures to this report to affirm our approval and confirm its accuracy, validity and authenticity: -

<u>Members</u>	<u>Designation</u>	<u>Signature</u>
1. Hon. Daniel Ngoima Kimanzi	-Team Leader	
2. Hon. Mark Kitute Nding'o	- Member	
3. Hon. Munyoki Mwinzi	- Member	
4. Hon. Priscilla Makumi	- Member	
5. Hon. Mary Ndumbu	- Member	
6. Hon. Mary Mutune	- Member	