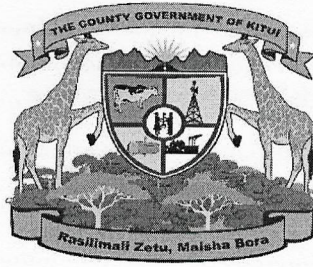


# COUNTY GOVERNMENT OF KITUI



## THE COUNTY ASSEMBLY

### THIRD ASSEMBLY – (THIRD SESSION)

---

**REPORT BY A DELEGATION OF JOINT COMMITTEES ON TOURISM & NATURAL RESOURCES AND THE COMMITTEE ON JUSTICE AND LEGAL AFFAIRS ON TRAINING ON DISASTER PREPAREDNESS, RESPONSE AND MITIGATION AND TRANSFORMATIONAL LEADERSHIP HELD FROM 17<sup>TH</sup> TO 22<sup>ND</sup> JUNE, 2024 IN UNITED ARAB EMIRATES – DUBAI.**

---



**CLERK OF ASSEMBLY CHAMBERS  
P. O BOX 694 -90200  
KITUI.**

**JULY, 2024**

## Contents

ABBREVIATIONS & ACRONYMS .....	3
CHAPTER ONE .....	4
1.0 PREFACE.....	4
1.1 Establishment and mandate of the Committee .....	4
1.2 Composition of the Delegation.....	5
1.3 Justification for the Visit to Dubai. ....	5
1.4. Objectives of the Training .....	6
1.5 ACKNOWLEDGEMENT .....	7
CHAPTER TWO .....	9
2.0. HISTORICAL BACKGROUND OF DUBAI.....	9
1. Infrastructural development.....	10
2. Tourism.....	10
CHAPTER THREE.....	13
3.0. HIGHLIGHTS OF THE PRESENTATIONS DURING THE TRAINING.....	13
3.1 THE QUALITIES OF TRANSFORMATIONAL LEADERSHIP.....	13
The Importance of Transformational Leadership in Organizations.....	14
3.2 Effective application of certain attributes of transformational leadership. ....	15
3.3 Transformational vs. transactional leadership .....	17
3.4 BENEFIT OF TRANSFORMATIONAL LEADERSHIP.....	18
3.5 An effective and Transformational leader has the following responsibilities .....	18
3.6. DISASTER MANAGEMENT.....	19
3.6.1 FIVE PHASES OF EMERGENCY MANAGEMENT .....	19
3.6.2 Natural Disasters .....	20
3.6.3 Human-Made Disasters .....	20
3.6.4. Differences between Emergencies and Disasters .....	21
3.6.5 Emergency Characteristics .....	21
3.6.6 Disaster preparedness, response and mitigation .....	21
4.0 LESSONS LEARNED.....	24
5. 0. COMMITTEE'S RECOMMENDATIONS.....	28
6.0 CONCLUSION.....	31
ANNEXURES.....	32
ANNEX I-REPORT ADOPTION/ AUTHENTICATION .....	32

## **ABBREVIATIONS & ACRONYMS**

1. AED - United Arab Emirates Dirham
2. AED - United Arab Emirates Dirham
3. **CG** - County Government
4. CIS - Commonwealth of Independent States
5. FBOs - Fixed-base operators
6. IPs - Internally Displaced Persons
7. M.C.A - Member of County Assembly
8. NGOs - Non-Governmental Organizations
9. UAE - United Arab Emirates
10. UN - United Nations

## CHAPTER ONE

### 1.0 PREFACE

**Mr. Speaker Sir**, on behalf of the Members of the joint Committee on Tourism and Natural Resources & Committee on Justice and Legal Affairs pursuant to provisions of Standing Order 179(6) and 190(5) (g), it's my privilege to present to this honorable House, the committee's report on training on Disaster preparedness, response and mitigation and Transformational Leadership by Soft Skills at Aloft Dubai Creek Hotel in Dubai- United Arab Emirates (UAE).

The training was undertaken from 17<sup>th</sup> to 22<sup>nd</sup> June 2024 and focused on capacity building for the Kitui County Assembly Joint Committees, the main purpose of the study visit was to develop a practical lesson that the committee could apply to continuously improve performance of its work.

### 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 proposed legislation recommendations.

## **1.2 Composition of the Delegation**

**Mr. Speaker Sir,**

The delegation comprised of the following Members: -

- |    |                            |                          |
|----|----------------------------|--------------------------|
| 1. | Hon. Titus Munyoki Kasinga | Leader of the delegation |
| 2. | Hon. Mercy Muliwa          | Member                   |
| 3. | Hon. Nzungi Ngwele         | Member                   |
| 4. | Hon. Waziri Bakari         | Member                   |
| 5. | Hon. Rose Kasyoka          | Member                   |
| 6. | Hon. Nicholas Mutemi       | Member                   |
| 7. | Immaculate Ndanu           | Secretariat              |

## **1.3 Justification for the Visit to Dubai.**

**Mr. Speaker Sir,**

The training was a versatile approach that has become a necessity for organizations to compete internationally and for the public service to meet the demands of its citizens. However, for all its versatility, there is a scarcity of effective capacity building which is a critical tool in implementing what has been benchmarked to attain the intended goals.

**Mr. Speaker Sir,**

Capacity building is the process by which individuals and organizations obtain, improve, retain, and apply the skills, knowledge, tools, equipment,

and other resources needed to perform their tasks. It's in this regard that the training needs for this committee comprised of a capacity building programme as well as a benchmarking tour against the best industry players in the globe.

**Mr. Speaker Sir,**

In furtherance to this, the concept of devolution which means taking services closer to citizens has gained momentum since the promulgation of the current constitution of Kenya in the year 2010. The Constitution of Kenya 2010 upon promulgation and enactment changed the Governance structure from a centralized unit to devolved subunits known as the County Governments. It was expected that the onset of these devolved governments after the 2013 Elections and the enactment of subsidiary laws would address these development challenges of the centralized governance that Kenya had faced since independence.

**Mr. Speaker Sir,**

The Committee believes that for maximum service provision to the citizens, there is a need to capacity build, continuously engage, interact, exchange, and co-opt best skills and practices locally, nationally, and internationally.

By international standards, Dubai has emerged as a leading tourism destination for case studies and benchmarking due to its wide variety of activities and experiences. Thus, the Committee chose to have first-hand experience.

#### **1.4. Objectives of the Training**

**Mr. Speaker Sir,**

The training was in furtherance of the committee's mandate and its work plan. The workshop was tailored to achieve the following overall objectives;

- i. To ensure the safety of all Members, employees, and visitors at the site/facility;

- ii. To protect and secure business sites, recover vital information and records
- iii. To safeguard and make available vital materials, supplies, and equipment to ensure the safety and recovery of records from predictable disasters
- iv. To reduce the risk of disasters caused by human error, deliberate destruction, and building or equipment failures
- v. To be better prepared to recover from a major natural catastrophe
- vi. To ensure the organization's ability to continue operating after a disaster
- vii. To gain an understanding of leadership mindset and how this mindset could be useful in governance.
- viii. To create a solid understanding of the key principles of leadership and also the new set of insights.
- ix. To enhance understanding of emotional intelligence to enable members to manage the emotions of the people they lead.

## **1.5 ACKNOWLEDGEMENT**

**Mr Speaker Sir.**

On behalf of the delegation, I wish to thank the office of the Speaker and that of the Clerk of Assembly for Logistical Support which enabled Members to undertake the Training and Study in Dubai,

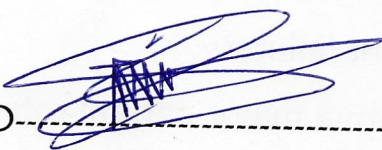
Allow me to express my gratitude to the Secretariat for Support before and during the Training.

Further, the delegation appreciates the Ministry of Devolution for facilitating the approval of foreign travel.

Special thanks to Soft Skills who organized the relevant training and also played a key logistical role in this successful trip. Lastly, appreciation goes to all the members of the delegation for the zeal they expressed for learning,

and to the organizations visited and staff of Aloft Dubai Creek hotel who hosted the delegation for their hospitality, without which the efforts would not have paid-off.

It is therefore my pleasant duty and pleasure on behalf of the delegation to present this report for adoption by the Assembly.

SIGNED  DATE 26th July 2024

HON. TITUS MUNYOKI KASINGA – (M.C.A)

**(Leader of Delegation)**

Report Compiled by Immaculate Ndanu - (Clerk Assistant)



## CHAPTER TWO

### 2.0. HISTORICAL BACKGROUND OF DUBAI

**Mr. Speaker Sir,**

The United Arab Emirates is a sovereign constitutional monarchy that is a federation of seven emirates consisting of Abu Dhabi (which serves as the capital city), Dubai Ajman, Fujairah, Ras Al Khaimah, Sharjah, and Umm Al Quwain. It's a country in western Asia (Middle East) located at the Eastern end of the Arabian Peninsula and shares borders with Oman and Saudi Arabia while having a maritime border in the Persian Gulf with Qatar and Iran.

Dubai is one of the emirates (states) in the Country of UAE currently with a population of 3.57 million people. It uses a currency known as the United Arab Emirates Dirham (AED). Dubai is also the capital city of Dubai Emirate the economic hub of the UAE and a global city.

Dubai City is the capital of Dubai Emirate, an absolute monarchy, and one of the seven emirates (states) that constitute the UAE.

Dubai is the most populated Emirate in UAE currently standing at 3.57 million people. It uses a currency known as the United Arab Emirates Dirham (AED).

Dubai Borders Saudi Arabia to the south and Oman to the east, the United Arab Emirates is a relatively small country in western Asia (Middle East) located at the Eastern end of the Arabian Peninsula and shares borders with Oman and Saudi Arabia while having a maritime border in the Persian Gulf with Qatar and Iran. The country is a sovereign constitutional monarchy following independence from Britain in 1971. Since then, 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: of Abu Dhabi (which serves as the capital

city), 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.

### **Factors attributed to Dubai's unmatched growth over decades.**

#### **1. Infrastructural development**

Any country cannot attract investors if the infrastructure is not well developed to meet the needs of investors. Dubai has invested a lot of money in infrastructure and now boasts of having some of the best infrastructure in the world. Dubai's road, air, and sea network is well-developed and this eases transportation in and around the city

#### **2. Tourism**

Tourism is one of the most important sectors in Dubai, accounting for a large amount of foreign exchange received. There are many tourist attractions in Dubai and these include culture, architecture, shopping, and others. Dubai has been nicknamed the "City of Gold" due to the many retail outlets that deal with this precious metal.

Other tourist attractions include theme parks, ski resorts, zoos, circus, tours, and buildings including the world's tallest among other attractions.

#### **3. Political stability**

Political stability is a key factor that influences investment in any destination. Investors can only invest in a region when there is a reasonable expectation that the returns on investment will be reaped. Dubai enjoys relative political stability, which has driven its economic growth. The UAE is one of the most influential countries in the Middle East and has enjoyed political stability over the years. It has close ties with other Arab states and the United States.

#### **4. Trade liberalization**

Trade liberalization is a macro-environment that features very few trade barriers. Trade liberalization also features little interference with macroeconomic factors by the government. Trade liberalization is important

for investment since investors can predict returns on investment with relative certainty. When they can do so, acquiring finance is easier since financial providers can assess the viability of the investment.

#### **5. Strategic Location:**

Dubai is a time zone bridge between the Far East and Europe on the East-West axis and the CIS and Africa on the north-south axis. It is a gateway to a market that can be characterized as Large, growing, Prosperous, diversified, open, and Accessible

#### **6. High Quality Life, Excellent Living Conditions:**

Dubai's private sector has invested heavily in real estate such as hotels, residential and commercial properties, recreational and leisure facilities. In addition, several 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 crime, clean environment, tolerance, and cultural diversity, cosmopolitan lifestyle, modern public administration, availability of a wide range of consumer goods and services, mild winters, and clean, palm-fringed beaches.

#### **Mr. Speaker Sir,**

Kitui County being one the semi-arid areas in Kenya can learn models and experiences that can provide insightful lessons to our semi-arid on how to deal with the four elements outlined above. A true practical exposure to possibilities in our largely semi-arid region can be turned around into unforgettable, inspirational invaluable lessons to a model economic giant as envisaged in the principle of devolution.

During the Dubai visit the committee allocated some time out of their busy schedule to visit some areas of great importance to learn and compare notes. These sites include and not limited to: -

**The Dubai Desert drive-** delegation had a drive in the Dubai desert and learned how Dubai has transformed the Desert into a tourist attraction with

plenty of sand a major tourism attraction via desert V8 drive around the dunes for a fee,

**The Kenya Embassy**-the delegation had a courtesy call at the consulate of Kenya in Dubai.

The committee has come up with viable recommendations if implemented will propel our county's economy hence leading to more investment and development.

## CHAPTER THREE

### 3.0. HIGHLIGHTS OF THE PRESENTATIONS DURING THE TRAINING

**Mr. Speaker Sir,**

The workshop facilitator, Mr. Arjun Arjay, 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 'transformative Leadership and disaster management' additionally, site visits were conducted to enable comparisons with our County.

Transformational leadership rests on the base of transactional leadership. However, what is needed today is not the old style of transactional leadership, but the new style of transformational leadership

### 3.1 THE QUALITIES OF TRANSFORMATIONAL LEADERSHIP

**Mr Speaker Sir.**

Transformational leadership is a leadership style that focuses on inspiring and motivating followers to go beyond their self-interest for the good of a shared vision and include the following key aspects:

1. **Inspiration:** Transformational leaders are passionate and enthusiastic, and they can convey that passion to those they lead. They articulate a clear vision for the future and get people excited to be part of achieving it.
2. **Intellectual Stimulation:** These leaders challenge the status quo and encourage creativity and problem-solving. They don't just want people to follow orders, they want them to think for themselves and come up with new ideas.
3. **Individualized Consideration:** Transformational leaders treat their followers as individuals and focus on helping them develop their strengths. They provide coaching and mentorship, and they empower their followers to take on new challenges.

4. **Idealized Influence:** the leaders are seen as role models by their followers. They are trusted and admired, and their followers want to emulate them. This behaviour inspires followers to take on more responsibility and achieve their full potential.

## **The Importance of Transformational Leadership in Organizations**

**Mr Speaker Sir,**

Transformational leadership is a crucial aspect of organizational success, it has the power to inspire and motivate employees to reach their full potential. This leadership style goes beyond simply managing tasks and focuses on creating a vision for the future, fostering innovation, and empowering individuals to achieve their goals. The importance of transformational leadership can be seen from various perspectives, including its impact on employee engagement, organizational culture, and overall performance.

1. **Motivated and Engaged Workforce-**Transformational leaders can connect with their employees, instilling a sense of purpose and meaning in their work. By articulating a compelling vision and setting high expectations, these leaders inspire their team members to go above and beyond their job descriptions.
2. **Positive Organizational Culture** - create an environment where trust, collaboration, and open communication thrive. They encourage creativity and innovation by valuing diverse perspectives and challenging the status quo. This fosters a culture of continuous learning and improvement within the organization, this transforms the company's culture by promoting inclusivity and embracing new ideas, leading to increased productivity and profitability.
3. **Improved Performance-** leaders inspire their followers to exceed expectations by providing them with autonomy, support, and resources needed for success. They empower individuals to take ownership of their work and develop their skills through coaching and mentoring.

This results in higher levels of job satisfaction, increased productivity, and improved overall performance

4. **Adaptability in Change-** In today's rapidly evolving business landscape, organizations need leaders who can navigate change and adapt to new challenges. Transformational leaders possess the ability to anticipate and respond to change effectively, inspiring their teams to embrace innovation and overcome obstacles.
5. **Succession Planning and Leadership Development:** Transformational leaders invest in developing future leaders within their organizations. By mentoring and coaching individuals, they create a pipeline of talent that can sustain the organization's success in the long run. This approach ensures continuity and stability during leadership transitions

### **3.2 Effective application of certain attributes of transformational leadership.**

**Mr Speaker Sir,**

Applying these attributes in the process of organizational transformation, along with the skills, the transformational leaders are allowed to "embed" the awareness of the necessity of the organizational transformation process, to successfully bring the process to an end, and, consequently, both the organization and the employees will profit from that action, with their followers.

- 1) **Creativity:** as an attribute of transformational leaders includes not only undertaking creative actions but also, openness to the creative enterprises of their followers. Some actions of transformational leaders demonstrate their creativity in the process of transformation. However, the same importance for the success of transformational change is engaging transformational leaders in the domain of following consideration and adopting the creative ideas of their followers. By appreciating the creative efforts of the employed, a strong motivational basis from their active involvement in the process of change is ensured.

- 2) **Team orientation:** Transformational leaders reflect their awareness of the importance of teamwork and readiness to lean on the help of others. The complexity of the process of organizational transformation points out, in itself, that a transformational leader cannot independently bring the whole process of transformation to an end. Because of that, transformational leaders approach the creation of teams within which, together with the other members, make appropriate decisions and solve problems they come across.
- 3) **Appreciation of others:** It is the attribute of transformational leaders with which they demonstrate that they appreciate and evaluate the attitudes and opinions of their followers. These attributes of transformational leaders reflect the need for two-way communication during the process of organizational transformation.
- 4) **Teaching:** represents an important attribute of transformational leaders, which reflects their ability to influence people in the process of change to teach, direct, and correct them. Without teaching, fulfillment of transformational aims rests upon occasional chances only, and not on the design established in advance.
- 5) **Responsibility:** reflects the readiness of transformational leaders to take risks for the success of transformational change. When they face change, managers can act in two ways. They can "keep themselves aside", to watch and, eventually, criticize the change. Passive managers who are indifferent as regards the change oppose it vigorously, or think that the change is something that should concern somebody else, have such an approach to the change. Such managers are called passive managers or "watchers". They do not feel any responsibility for the course and the results of transformational change. On the other side, managers who accept the change, who actively take part in it and support it with every action, feel the responsibility for the success of the change. The attribute



of responsibility is one more in the row of the qualities, which allow such managers to evolve into transformational leaders.

- 6) **Recognition:** as an attribute of transformational leadership, allows leaders to identify situations in which followers should be praised, i.e. give them recognition. Giving recognition by simply saying thank you for a well-done job, does not cost anything, and represents a strong stimulation for the followers to give further support in the efforts to perform the change.

### 3.3 Transformational vs. transactional leadership

**Mr. Speaker 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 comparisons were shared during the training session;

#### **Transformational leadership**

1. Emphasizes processes and the big picture.
2. Each person has a sense of ownership.
3. Uses back-and-forth communication.
4. Motivated by personal growth.
5. Creativity is encouraged
6. People work toward a common goal

#### **Transactional leadership**

- emphasizes results and short-term goals
- the group leader is the project owner
- uses top-down communication
- motivated by rewards and penalties
- rule-following is encouraged
- people work for personal gain

### 3.4 BENEFITS OF TRANSFORMATIONAL LEADERSHIP

Mr Speaker Sir,

The delegation was taught several benefits of transformational leadership some of these include:

- i. Empowers followers to do what is best for the organization
- ii. Listens to all viewpoints to develop a spirit of cooperation
- iii. Creates a vision, using people in the organization
- iv. Acts as a change agent within the organization by setting an example of how to initiate and implement change
- v. Supports open and honest communication
- vi. Empowers people to reach new levels of personal development
- vii. Builds a culture of mutual trust and innovations

### 3.5 An effective and Transformational leader has the following responsibilities

Mr Speaker Sir.

- 1) **Dignity and respectfulness:** He respects others. An ethical leader should not use his followers as a medium to achieve his personal goals. One should respect their feelings, decisions, and values. In short, it implies treating the followers in a manner that authenticates their values and beliefs.
- 2) **Serving others:** He serves others. An ethical leader should place his follower's interests ahead of his interests. He should be humane. One must act in a manner that is always fruitful for his followers.
- 3) **Justice:** He is fair and just. An ethical leader must treat all his followers equally. There should be no personal bias. Wherever some followers are treated differently, the ground for differential treatment should be fair, clear, and built on morality.

- 4) **Community building:** He develops community. An ethical leader considers his purpose as well as his followers' purpose while making efforts to achieve the goals suitable to both of them. He is considerate of the community's interests. He does not overlook the followers' intentions. He works harder for the community goals.
- 5) **Decision making:** a leader should be able to make the right decision at the right moment, being capable of making successful decisions. The higher the quality of information on which the leader bases his decision the higher the chances are that decision will be right.
- 6) **Team work:** an efficient team would ideally be built on mutual trust, commitment, close cooperation, good communication, and set goals

### 3.6. DISASTER MANAGEMENT

Mr Speaker Sir,

A disaster is defined as a "**sudden or great misfortune**" or simply "any unfortunate event." More precisely, a disaster is "an event whose timing is unexpected and whose consequences are seriously destructive either caused by Natural or human-made activities.

#### 3.6.1 FIVE PHASES OF EMERGENCY MANAGEMENT

Mr Speaker Sir,

There are five phases in disaster Management;

1. **Prevention:** Here the focus was on preventing hazards from occurring whether they be natural, technological, or caused by humans.
2. **Mitigation:** Disaster mitigation work involves directly preventing future emergencies and/or minimizing their negative effects such as flood-proofing homes or buying insurance.
3. **Disaster preparedness:** This include plans or preparations made in advance of an emergency that help individuals and communities get ready. Such

preparations might include the stocking of food and water or the gathering and screening of willing volunteers, ready to mobilize post-disaster:

**4. Disaster response:** includes any actions taken during or immediately following an emergency, including efforts to save lives and to prevent further property damage. It is also known as “disaster relief.”

**5. Disaster recovery:** This happens after damages have been assessed and involves actions to return the affected community to its pre-disaster state or better. Subsequent efforts may range from physical upgrades to education, training, and public awareness campaigns.

### **Classification of disasters**

**Mr. Speaker Sir,**

Disasters are generally classified into two (2) major categories: Natural and human-made.

#### **3.6.2 Natural Disasters:**

These events are recognized as unpreventable and not anyone’s responsibility. There is no one to blame, except possibly God or a higher power, so adjustment is often facilitated because survivors don’t typically have anger or a desire for revenge compounding their losses.

Natural disasters are large-scale geological or meteorological events that have the potential to cause loss of life or property.

These types of disasters include:

- i. Severe Storms
- ii. Floods
- iii. Wildfires
- iv. Earthquakes
- v. Drought

### **3.6.3 Human-Made Disasters:**

This includes industrial accidents, shootings, acts of terrorism, and incidents of mass violence. As with natural disasters, these traumatic events may also cause loss of life and property.

They may also prompt evacuations from certain areas and overwhelm behavioural health resources in the affected communities.

### **3.6.4. Differences between Emergencies and Disasters**

1. A situation in which the community is CAPABLE of coping is EMERGENCY.

Emergencies are generated by a real occurrence of events that require immediate attention of emergency resources.

2. A situation in which a community is INCAPABLE of coping is DISASTER.

### **3.6.5 Emergency Characteristics**

The following are characteristics of an emergency;

- i. Lack of financial and human resources
- ii. Disorder and lack of clarity of tasks and responsibilities
- iii. Difficulty in determining priorities
- iv. Lack of coordination between different agencies
- v. Lack of information
- vi. Lack of security
- vii. Spread of rumours and exaggerations
- viii. Heavy presence of mass media

### **3.6.6 Disaster preparedness, response and mitigation**

**Mr. Speaker Sir,**

There are many resources needed to support the preparedness program. These resources can be organized into different categories:

1. **Human resources-** employees are needed to staff emergency response, business continuity, and crisis communications teams. The emergency

response team may be limited to employees trained to direct evacuation or sheltering.

**2. Facilities** for emergency response include defined shelter space for protection from a tornado or interior space when “shelter-in-place” from an exterior airborne hazard is required. Facilities should also include an emergency operations centre for supporting response to an incident.

**3. Systems** for emergency response may include detection, alarm, warning, communications, suppression, and pollution control systems. Protection of critical equipment within a data centre may include sensors monitoring heat, humidity and attempts to penetrate computer firewalls.

Every building has exit routes so people can evacuate if there is a hazard within the building. These exit routes should be designed and maintained by applicable regulations.

**4. Equipment** includes the means for teams to communicate. Radios, smartphones, wired telephones, and pagers may be required to alert team members to respond, notify public agencies or contractors, and communicate with other team members to manage an incident.

Fire extinguishers would be required for a fire brigade. Spill containment and absorbent equipment would be required for a hazardous materials response team or trained employees working in their assigned workspace.

**5. Materials and Supplies** are needed to support members of emergency response, business continuity, and crisis communications teams. Food and water are basic provisions.

Systems and equipment needed to support the preparedness program require fuel. Emergency generators and diesel engine-driven fire pumps should have a fuel supply that meets national standards or local regulatory requirements.

**6. Funding** -Money invested in the preparedness program can pay big dividends if an incident occurs. Consider the benefits of a fire being controlled

quickly; immediate medical assistance that saves an injured employee; or a recovery strategy that enables continued customer service.

Preparedness can pay back multiple times when measured against the potential for damage to equipment, facilities, loss of staff, lost customers, and lost revenue.

## CHAPTER FOUR

### 4.0 LESSONS LEARNED

**Mr. Speaker Sir,**

These lessons were learned during the Study tour, which included presentations and group discussions with the trainer, and a review of relevant documents. The delegation learned the following lessons in the following categories;

#### **Transformational leadership Lessons learned: -**

1. **Develop a clear vision:** The committee learned that transformational leaders are known for their ability to inspire and motivate others toward a shared vision. To implement this leadership style effectively, it is crucial to have a well-defined vision that resonates with employees. For instance, Steve Jobs, the co-founder of Apple Inc., had a clear vision of creating innovative products that would revolutionize the tech industry. His ability to articulate this vision and rally his team behind it significantly aided Apple's success.
2. **Foster open communication:** Transformational leaders prioritize open and transparent communication within their organizations; by encouraging dialogue and actively listening to their employees' ideas and concerns, they create an environment where everyone feels valued and empowered. This initiative encourages employees at all levels to voice their concerns about potential safety issues, leading to improved safety practices within the company.
3. **Empower and develop employees:** Transformational leaders believe in empowering their employees by providing them with autonomy and opportunities for growth. They invest in their team's development through



training programs, mentorship, and coaching. who transform the company's culture by focusing on employee's empowerment and fostering a growth mindset.

4. **Lead by example:** Transformational leaders lead by example, setting high standards of ethical behaviour and integrity. They inspire trust and respect through their actions, motivating their followers to emulate these qualities. The leadership style not only drives business success but also creates a positive impact on society.
5. **Encourage innovation and creativity:** Transformational leaders foster an environment that encourages innovation and creativity, they challenge the status quo and embrace change.

#### **Disaster Preparedness, response, and mitigation lessons learned: -**

##### **1. There is lack of policy, legal, and institutional frameworks.**

Over the years, disasters in our county have been handled without coordinated disaster management policies and legal institutional frameworks. In addition, disaster response activities have been poorly coordinated, due to lack of Standard operational procedures and Disaster Emergency Operation Plans. This situation remains a challenge that has led to duplication of efforts and wasteful use of resources.

##### **2. Inadequate finances, human resources and equipment.**

The institutions charged with handling disasters in the county are faced with inadequate budgetary allocation and conditional donor support; such that the amount of money made available for Disaster Management is far less than the realistic amount needed to manage successfully.

Non-availability of specialized equipment for use in Disaster Management hampers effective processes in the County. Furthermore, the lack of adequately trained human resources in Disaster Management exacerbates the problem. Poor resource management and inadequate coordination of

finances, human resources, and equipment have also weakened disaster interventions.

### **3. Insufficient information and data.**

Collection of data, analysis, and storage is not uniformly adequate, although in certain sub-sectors (such as in drought management) data and relevant information are plentiful and available for dissemination and use in Disaster Management. Elsewhere, inadequacy of data and information leads to poor planning, lack of institutional memory, and improvement towards best practices. Similarly, this inadequacy has also resulted in lack of effective monitoring and evaluation of disaster risk trend analysis and forecasts.

### **4. Weak disaster management capabilities within communities and institutions.**

The linkages in disaster management capabilities between local communities, on one hand, and national/county levels, on the other, have remained weak. In addition, the general degradation of traditional African socialism and livelihood systems has resulted in the progressive erosion of traditional coping strategies. The Kenyan community has not been sufficiently sensitized on disaster management, especially, in preparedness and coping mechanisms thereby, increasing dependency syndrome and thus increasing vulnerabilities and potential impacts on the victims.

### **5. Inadequate integration and co-ordination.**

Government Ministries/Departments, Agencies, NGOs, FBOs and Civil Society Organizations, the Private Sector, International Development Partners, and UN Agencies have pursued a wide range of strategies and programmes to prevent and respond to disaster situations. However, these initiatives have been undertaken in a less consistent, less planned, and less harmonious manner, virtually always reactive and uncoordinated, and without a coherent policy framework. Therefore, the present Policy initiative

reflects the Government's commitment to formulating a coherent and integrated strategy for addressing disaster issues more proactively with a focus on the reduction of risk to communities and their vulnerabilities.

#### **6. Inadequate Regional and International linkages.**

Disasters often go beyond County borders. However, Governments in the Horn and Eastern Africa Sub-region including Kenya do not always factor in this aspect in disaster planning and response. This has led to some interventions, particularly of a cross-border nature to be ineffective. For example, a livestock disease outbreak such as Rift Valley Fever, may affect more than one country in the sub-region. Without joint planning and response, a vaccination intervention against the disease may remain largely ineffective.

#### **7. Poor Governance and Lack of Political Will.**

Politics is known to have contributed to disasters in Kenya. In addition, the lack of political will has slowed down the process of putting in place an effective Disaster Management system. This has hindered the formulation and implementation of disaster-related policies and legal frameworks.

## CHAPTER FIVE

### 5. 0. COMMITTEE'S RECOMMENDATIONS

**Mr. Speaker Sir,**

Having undergone this training successfully and owing to the lessons learned from the presentations the Committees' delegation categorizes its recommendations into two (2) categories: -

1. The County Government leaders both Executive and Assembly should inspire and motivate their employees/members towards a shared vision. hence it is crucial to have a well-defined vision that resonates with employees.
2. Leaders bestowed with the responsibility to lead should prioritize open and transparent communication within their organizations; by encouraging dialogue and actively listening to their followers' ideas and concerns, they create an environment where everyone feels valued and empowered. Thus, encouraging employees at all levels to voice their concerns about potential safety issues, leading to improved safety practices within the organization.
3. The County Assembly and the Executive arm of the Government should believe in empowering their employees/Members of the County Assembly by providing them with growth opportunities. They should invest in their development through training programs, mentorship, and coaching. Such leaders transform the organization's culture by focusing on employee empowerment and fostering a growth mindset.
4. Leaders such as political class, and CG leaders should lead by example, setting high standards of ethical behaviour and integrity, in so doing this inspires trust and respect through their actions, which in turn motivates their followers to emulate these qualities. Consequently, drives business success but also creates a positive impact on society.

5. County Executive and County Assembly should endeavour to create an environment that encourages innovation and creativity for the staff and MCAs in a bid to increase efficiency and productivity.

**Disaster Preparedness, response, and mitigation lessons: -**

1. The County Government through the Department of Performance Contract, Disaster, and Emergency Services should establish an elaborate framework aimed at facilitating disaster management and preparedness within the County with the following structures among others;
  - a) County Disaster Management Committee mandated to supervise, manage, and administrate all matters related to disaster management within the County.
  - b) The County Directorate of Special Programs and Disaster Management is tasked with the general coordination of disaster preparedness, mitigation, and response and recovery phases of disaster Management.
  - c) Partnership and Joint stakeholder disaster response put in place to provide different measures for mitigation and response in high-risk matters.
2. The County Government in Collaboration with public and private sectors should enhance resource mobilization strategies by exploring innovative financial mechanisms to ensure the sector has the necessary resources for optimal disaster response and recovery.
3. The County Government Should Invest in technology for early warning systems, data analytics, and communication infrastructure, as well as develop a user-friendly system that can effectively engage all stakeholders.

4. The County Government Should Prioritize training and capacity building for staff and ensuring they are well-prepared to respond to disasters and emergencies

5. The County Government Should Promote community engagement and awareness programs to empower the public with knowledge on disaster prevention and response hence Encouraging a culture of disaster resilience.

## **6.0 CONCLUSION**

**Mr Speaker Sir,**


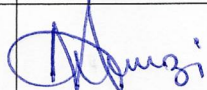


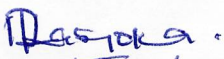

The training on transformational leadership and disaster preparedness, response, and mitigation provided an avenue for learning, exchange of ideas, and consolidation of best practices.

The workshop was of great value in offering members with the requisite skills, knowledge, and experience to execute their mandate effectively, and by implementing these recommendations, Kitui County can cultivate a more engaged citizenry and achieve its full potential for development and prosperity.

## ANNEXTURES

### ANNEX I-REPORT ADOPTION/ AUTHENTICATION

We, the delegation of Joint Committees on Tourism & Natural Resources and the Committee on Justice and Legal Affairs do append our signatures to authenticate and adopt the report.

S/NO	NAME	DESIGNATION	SIGNATURE
1.	Hon. Titus Munyoki Kasinga	Leader of the delegation	
1.	Hon. Mercy Muliwa	Member	
3.	Hon. Nzungi Ngwele	Member	
4.	Hon. Waziri Bakari	Member	
5.	Hon. Rose Kasyoka	Member	
6.	Hon. Nicholas Mutemi	Member	

## **ANNEX II-ADOPTION MINUTES.**

### **MINUTES OF THE JOINT COMMITTEES ON TOURISM & NATURAL RESOURCES AND THE COMMITTEE ON JUSTICE AND LEGAL AFFAIRS HELD ON 16<sup>TH</sup> JULY, 2024 IN COMMITTEE ROOM 1**

#### **MEMBERS PRESENT**

- |                           |                          |
|---------------------------|--------------------------|
| 1. Hon. Titus Kasinga     | Leader of the delegation |
| 2. Hon. Hon. Mercy Muliwa | Member                   |
| 3. Hon. Nzungi Ngwele     | Member                   |
| 4. Hon. Waziri Bakari     | Member                   |
| 5. Hon. Rose Kasyoka      | Member                   |
| 6. Hon. Nicholas Mutemi   | Member                   |

#### **IN ATTENDANCE**

1. Patrick Mutua -Clerk Assistant (Taking Minutes)

#### **AGENDA**

- 1) Prayer
- 2) Communication from the chair
- 3) Adoption of a report by the delegation of Joint Committees on Tourism & Natural Resources and the Committee on Justice and Legal Affairs report on training on Disaster Preparedness, Response, and Mitigation, and Transformational Leadership held from 17<sup>th</sup> to 22<sup>nd</sup> June 2024 in the United Arab Emirates – Dubai.

#### **MIN. (TIIC) 022/2024: PRAYER**

The meeting started at 11:00 AM with a prayer said by the leader of the delegation.

#### **MIN. (TIIC) 023/2024: COMMUNICATION FROM THE LEADER OF DELEGATION**

The leader of the delegation thanked Members for their effort and commitment to deliver on their mandate. He commended them for the



perseverance shown during their training in UAE-Dubai, he further indicated that the meeting was convened to finalize their report on the training undertaken in Dubai, and also informed members that the meeting was also approved by the Speaker.

**MIN. (TIIC) 024/2024: ADOPTION OF THE REPORT.**

The committee having been taken through the draft report, Members gave their input on Lessons learned alongside recommendations and hence adopted the report and agreed the same be forwarded for approvals and subsequent tabling in the House.

There being no other business, the meeting ended at 1.00 P.M.

  
**PATRICK KYALO MUTUA  
FOR: CLERK OF ASSEMBLY  
COUNTY ASSEMBLY OF KITUI**

CONFIRMED. 

DATE

25th July 2024

**HON. TITUS KASINGA  
LEADER OF DELEGATION  
COUNTY ASSEMBLY OF KITUI**