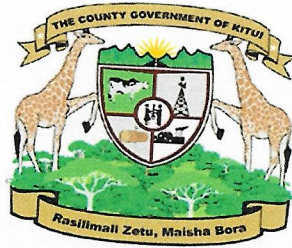


COUNTY GOVERNMENT OF KITUI



**THE COUNTY ASSEMBLY
THIRD ASSEMBLY- FOURTH SESSION**

**REPORT ON THE TRAINING SEMINAR IN ADDIS ABABA, ETHIOPIA BY A
DELEGATION OF THE HOUSE LEADERSHIP ON LEADERSHIP AND
GOVERNANCE FOR COUNTY ASSEMBLIES WHICH WAS HELD FROM 3RD TO
7TH FEBRUARY, 2025**

**The Clerk's Chambers
P.O. Box 694
Kitui**

February, 2025

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ABBREVIATIONS

BCP	-	Budgetary Controls and Processes
CAK	-	County Assembly of Kitui
EI	-	Emotional Intelligence
ESAMI	-	Eastern and Southern African Management Institute
PS	-	Public Sector
RBA	-	Results-Based Approach
LG	-	Legal Governance

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- i) Signed Members List
- ii) Invitation Letter by Soft Skills Ltd
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EXECUTIVE SUMMARY

This report details the findings and outcomes of a training seminar attended by a delegation from the County Assembly of Kitui on Leadership and Governance for County Assemblies, conducted in Addis Ababa, Ethiopia, from February 3rd to 7th, 2025. Organized by the Eastern and Southern African Management Institute (ESAMI), the seminar focused on strengthening the capacity of County Assembly leaders to enhance governance practices in alignment with Kenya's devolved system. The training aimed to achieve several key objectives, including improving conflict and dispute resolution skills, developing emotional intelligence among participants, instilling principles of ethical leadership, fostering results-based management approaches, clarifying the legal framework for devolution, and enhancing understanding of public sector governance and budgeting processes.

The seminar was justified by the need for ongoing capacity building within the County Assembly of Kitui, given the complexities of its political and socio-economic landscape. By learning from Ethiopia's effective governance models, attendees gained valuable insights into decentralized administration, community engagement, urban planning, and agricultural innovation, which are crucial for local development. Key lessons learned included the importance of inclusive governance structures, the effectiveness of decentralized governance models, and the necessity of strong collaboration among leadership sectors.

The report concludes with several recommendations for the County Assembly, such as institutionalizing conflict resolution mechanisms, prioritizing emotional intelligence development, promoting ethical leadership standards, adopting results-based management practices, and engaging in participatory budgeting. Implementing these recommendations will empower Assembly members to address local governance challenges more effectively, enhance accountability, and improve service delivery to the residents of Kitui County. By leveraging the knowledge and skills acquired from this training, the Assembly can foster sustainable growth and development within its governance framework.

CHAPTER ONE

1.0 Preamble

Mr. Speaker,

A delegation of the County Assembly Leadership attended a seminar on Leadership and Governance for County Assemblies in Addis Ababa, Ethiopia. The training took place from 3rd to 7th February, 2025 at Harmony Hotel in Addis Ababa. The Members were privileged to be taken through an intensive five (5) days training by the Eastern and Southern African Management Institute (ESAMI).

Mr. Speaker,

The training was attended by a delegation of the following Members of County Assembly;

- | | |
|----------------------------------|---------------------------------|
| 1. Hon. Christopher Nzilu Nzioka | Deputy Speaker |
| 2. Hon. Jeremiah Musee Mutua | Deputy Leader of Minority Party |
| 3. Hon. Godfrey Muthengi Ndagara | Deputy Majority Party Whip |
| 4. Hon. Boniface Maundu Katumbi | Deputy Minority Party Whip |
| 5. Hon. David Masaku Munyau | Jubilee Party Whip |
| 6. Hon. Muthama Musyoka Kieti | Member of Speaker's Panel |

The delegation was accompanied by Mr. Charles Nyaga, the Acting Deputy Clerk who represented the Acting Clerk of Assembly and also as the Clerk serving the delegation.

Mr. Speaker,

The members appreciate the opportunity given to undergo the training as they were able to connect with a professional and knowledgeable trainer who impacted them with useful principles and practical examples of good leadership and governance.

This report provides an overview of the training workshop attended by members of the leadership of the County Assembly of Kitui in Addis Ababa, Ethiopia. The training aimed to develop skills in key areas, ensuring effective governance at the County level.

Participants acquired knowledge on conflict and dispute resolution, emotional intelligence, ethical leadership, the public sector governance framework and the budgeting process which are vital for the enhancement of service delivery.

The capacity building workshop was organized in light of the recent changes and challenges faced by the County Assembly in governance and resource management. The training, facilitated by experts in various fields from ESAMI, focused on equipping leaders with critical competencies to foster transparency, accountability, and community engagement in the legislative process.

1.1 Objectives of the training

Mr. Speaker,

The primary objectives of the training included:

1. To enhance understanding of conflict and dispute resolution mechanisms.
2. To develop emotional intelligence and identify effective leadership styles.
3. To instill principles of ethical leadership in public service.
4. To promote outcomes-focused governance through results-based management.
5. To familiarize members with the legal framework underlining devolution.
6. To improve knowledge on public sector governance structures and processes.
7. To clarify the role of the Assembly within the County budget process.

1.2 Background and Justification for the visit

Mr. Speaker,

The County Assembly of Kitui operates within a complex political and socio-economic environment that necessitates continuous capacity building for its members. In light of Kenya's devolved governance structure, which aims to bring decision-making closer to the citizens, there is an increasing need for County Assembly members to possess the requisite skills and knowledge to effectively fulfill their roles. The training undertaken in

Ethiopia was a strategic initiative aimed at enhancing the competencies of the Assembly's leadership in several critical areas, which are pivotal for the successful governance of Kitui County.

Ethiopia has made significant strides in its governance frameworks, especially regarding devolution and local governance. The country has established a robust system of regional administrations, making it an exemplary model for other developing nations, particularly within the African context. By learning from Ethiopia's experiences and best practices, members of the Kitui County Assembly's Leadership committee can implement more effective governance strategies that align with the principles of devolution and accountability.

1.3 Justification for the Training

- 1. Conflict and Dispute Resolution:** In any governance structure, conflicts are inevitable. Equipping Assembly members with conflict resolution skills is crucial for maintaining peace and harmony within the Assembly and with the electorate. The training aimed to provide participants with techniques to resolve disputes amicably and foster collaborative governance. This skill is particularly relevant in Kitui, where cultural diversity may lead to differing interests and perspectives.
- 2. Emotional Intelligence and Leadership Styles:** Effective leadership in the Assembly requires an understanding of emotional intelligence to navigate the political landscape's emotional and relational dimensions. The training offered insights into different leadership styles and how to leverage emotional intelligence to build strong relationships with colleagues, constituents, and stakeholders. This understanding is essential in creating a cohesive team that can work towards the common goals of Kitui County.
- 3. Ethical Leadership:** Ethical dilemmas often arise in public service, making it imperative for leaders to adhere to ethical standards. The training addressed the importance of integrity, accountability, and transparency in leadership, which are essential in fostering public trust. Members equipped with ethical leadership skills

are better positioned to uphold the values of good governance and set a positive example for their constituents.

4. **Results-Based Management:** The shift towards results-based management (RBM) focuses on achieving specific outcomes and enhancing the accountability of public services. Training on RBM provided members with tools to set clear objectives, measure performance, and report on results effectively. This knowledge will enable the Assembly to better oversee the implementation of County projects and ensure that public funds are utilized efficiently and effectively.
5. **Legal Framework for Devolution:** A thorough understanding of the legal framework surrounding devolution is critical for Assembly members. The training provided insights into the constitutional provisions guiding County governance, thereby enhancing the capacity of members to make informed decisions and uphold the rule of law. This knowledge is crucial for navigating the legal complexities involved in County administration.
6. **Public Sector Governance:** The principles of public sector governance are foundational to the integrity and efficacy of local government structures. Training on this topic helped participants understand the roles, responsibilities, and accountabilities associated with governance, enabling them to serve their constituents better.
7. **The Role of the Assembly in the Budget Process:** The Assembly plays a pivotal role in the budgetary process, including the formulation, approval, and oversight of County budgets. Training on this topic strengthened members' skills in fiscal management and budget oversight, ensuring that they can effectively advocate for the needs of their constituents and monitor the implementation of County projects.

Mr. Speaker,

During the visit, the delegation planned to apportion some time out of her tight training schedule, to undertake a tour of the Addis Ababa City. Some of the areas that the team took keen interest on are; the Unity Park which has been carved out of the Prime Minister's palace, the Addis Ababa University that house the former palace of Emperor Haile Selassie, the St. George Cathedral which stands as one of Ethiopia's historical and spiritual significant land mark as well as Merkato which is the largest open market in Ethiopia among other places visited.

Mr. Speaker,

Development and delivery of effective policies, managing change, dealing with crisis and engagement with a wide range of stakeholders are essential skills for public sector leaders. Competent leadership is recognized as key to economic and political success of any nation. For the County Assembly to be able to deliver on her mandate, the Assembly leadership must be competent enough to steer the Assembly in the right direction.

In pursuit and furtherance to equip the leadership with the necessary management skills and in a sustained efforts by the County Assembly of Kitui to expose Members of the County Assembly and staff to other jurisdictions, the County Assembly sponsored members of the Assembly leadership to visit Addis Ababa Ethiopia from 3rd to 7th February, 2025 for a seminar on Leadership and Governance for County Assemblies.

The training attended by the Leadership of the County Assembly of Kitui in Ethiopia was a vital investment in enhancing the skills and competencies required for effective governance. By acquiring knowledge in conflict resolution, emotional intelligence, ethical leadership, results-based management, legal frameworks, public sector governance, and the budget process, Assembly members are now better prepared to serve the people of Kitui. This training not only empowers them to address challenges more effectively but also aligns their operations with the broader goals of devolution, accountability, and sustainable development in Kenya.

1.4 Acknowledgement

Mr. Speaker,

On behalf of the delegation, I wish to sincerely thank the Office of the Speaker and that of the Clerk of Assembly for offering extreme support and good will for facilitating the delegation to undertake this training in Addis Ababa Ethiopia.

Further, the delegation appreciates the Ministry of Devolution for facilitating the approval of the foreign travel. Equally, I wish to convey my utmost and sincere gratitude to ESAMI and most specifically to the facilitators for their expert guidance and to all stakeholders who contributed to the success of this initiative. They impacted us with relevant and useful information pertaining to leadership and governance in the public sector which I believe will be quite useful in our journey towards representation and oversight.

I also take this opportunity to thank all the members of the delegation for their invaluable input and contribution during training sessions and in the preparation of this report. Finally, allow me to express my gratitude to the secretariat for the support prior to and during the training.

Signed: 

Hon. Christopher Nzilu Nzioka,

Deputy Speaker, County Assembly of Kitui, (MCA).

DATE: 28/02/2025

CHAPTER TWO

2.0 Highlights of the Presentations During the Training

Mr. Speaker,

The training conducted in Ethiopia for the County Assembly of Kitui members aimed to enhance their leadership skills and operational frameworks concerning governance and legislative responsibilities. Below is a summary of the key areas covered during the training:

1. Conflict and Dispute Resolution

The training provided insights into effective methods for managing and resolving conflicts within the Assembly and the broader community. Participants learned about:

- i. **Conflict Identification:** Tools and techniques for recognizing potential conflicts early.
- ii. **Mediation Skills:** Strategies for mediating disputes, including active listening and negotiation tactics.
- iii. **Conflict Resolution and Restorative Practices:** Approaches to facilitate dialogue among conflicting parties to restore relationships and find mutual ground.
- iv. **Case Studies:** Real-world examples illustrating successful conflict resolution in various governance contexts.

2. Emotional Intelligence and Leadership Styles

Participants explored the concept of emotional intelligence (EI) and its critical role in leadership. Key topics included:

- i. Four (4) elements of Emotional intelligence; Self-awareness, Self-management, Social Awareness and Social Skills/Relationship management.
- ii. Elements of emotional Intelligence; Self-perception, Self-management, Social Perception and Social Skills.

- iii. Understanding and improving EI: Awareness of personal emotions and those of others to manage interactions effectively.
- iv. Leadership Styles: Different styles (e.g. coercive, authoritative, affiliative, Democratic, Pace setting and Coaching) and their implications for team dynamics and effectiveness.
- v. Self-regulation Techniques: Methods for controlling impulses and making informed decisions under pressure.
- vi. Empathy in Leadership: Cultivating empathy to build stronger relationships with constituents and colleagues.

3. Ethical Leadership

- i. The session focused on the importance of ethical practices in governance. Discussions included:
- ii. Core Principles of Ethical Leadership: Integrity, accountability, transparency, and fairness.
- iii. Decision-Making Frameworks: How to approach ethical dilemmas and make decisions that align with ethical standards.
- iv. Building a Culture of Integrity: Strategies for fostering an ethical environment within the Assembly and the wider community.
- v. Accountability Mechanisms: Tools for ensuring that leaders are held to high ethical standards, including peer reviews and public accountability.

4. Results-Based Management (RBM)

This segment emphasized the importance of measurable outcomes in governance. Key learning points included:

- i. **RBM Framework:** Understanding the structure of RBM and its components—planning, implementation, monitoring, and evaluation.

- ii. **Setting SMART Goals:** Techniques for developing Specific, Measurable, Achievable, Relevant, and Time-bound objectives.
- iii. **Performance Indicators:** Identifying relevant indicators to track progress and impact.
- iv. **Reporting and Feedback Mechanisms:** Strategies for communicating results to stakeholders and using feedback for improvement.

5. Legal Framework for Devolution

The training highlighted the legal aspects of devolution as they apply to the functions of the Assembly. Key topics included:

- i. **Constitutional Provisions:** Examination of the constitutional framework governing devolution in Kenya, including powers and responsibilities of County assemblies.
- ii. **Legislative Processes:** The role of assemblies in creating and enacting laws within the context of devolved governance.
- iii. **Intergovernmental Relations:** Understanding the relationships between the national and County governments, and how this impact service delivery.
- iv. **Compliance and Legal Accountability:** Mechanisms for ensuring that decisions adhere to legal standards and frameworks.

6. Public Sector Governance

This area provided a comprehensive perspective on governance principles within the public sector. Important discussions included:

- i. **Good Governance Principles:** Rule of law, participation, accountability, transparency, and responsiveness.
- ii. **Stakeholder Engagement:** Techniques for engaging citizens and other stakeholders in the decision-making process.

- iii. **Risk Management:** Identifying and managing risks in public service delivery.
- iv. **Innovative Governance Practices:** Sharing best practices from other jurisdictions that enhance public sector governance.

7. The Role of the Assembly in the Budget Process

The final segment focused on the vital role of the Assembly in the financial governance of the County. Key points covered included:

- i. **Understanding the Budget Cycle:** Overview of the budget process from proposal to approval and implementation.
- ii. **Legislative Oversight:** The Assembly's role in scrutinizing budget proposals and expenditures.
- iii. **Public Participation in Budgeting:** Strategies for ensuring citizen involvement and feedback during the budget formulation process.
- iv. **Monitoring and Evaluation of Budget Execution:** Tools for tracking budget performance and ensuring accountability in public spending.

Mr. Speaker,

Overall, the training provided the members of the delegation with essential skills and knowledge that are critical for their roles in governance and public service. The focus on leadership, ethical practices, financial management, and conflict resolution empowered the participants to contribute effectively to the well-being of their constituents and the success of the devolution process in Kenya.

3.0 CHAPTER THREE

3.0 Lessons Learnt

Mr. Speaker,

During their training in Addis Ababa, Ethiopia, members of Leadership of the County Assembly of Kitui gained invaluable insights that can significantly shape their governance and policy-making approaches.

3.1.1 One of the primary lessons learned was **the importance of inclusive governance structures** that engage citizens at all levels. The facilitators emphasized the value of community involvement in decision-making processes, which fosters accountability and responsiveness.

3.1.2 Additionally, the Kitui delegation observed Ethiopia's **commitment to decentralized governance**, which has empowered regional and local administrations, enabling them to tailor solutions to their specific contexts. This model of devolution could be instrumental in enabling Kitui to address local challenges more effectively.

3.1.3 The delegation also learned about Ethiopia's **strategic approach to urban planning and development, particularly in areas like infrastructure and public transportation**, which are critical for economic growth. They observed that well-coordinated urban planning not only enhances service delivery but also drives local economies by creating job opportunities.

3.1.4 Furthermore, the delegation was impressed by Ethiopia's **focus on agricultural transformation and food security**, which involves innovative practices and strong support systems for farmers. Emulating such agricultural policies could benefit Kitui, where agriculture plays a key role in the economy.

3.1.5 Finally, the experience highlighted **the significance of strong leadership and political will in implementing policies that promote social and economic development**. Ethiopian leaders demonstrated a collaborative approach among various government sectors and stakeholders, which is essential for the successful execution of

reforms. This example serves as a valuable reminder for Kitui leaders to prioritize partnership-building and cooperation in their initiatives.

3.1.6 Overall, the insights gained from Ethiopia present numerous opportunities for Kitui's growth and development trajectory, reinforcing the need for **effective governance, community engagement, and strategic planning.**

CHAPTER FOUR

4.1 Recommendations and Conclusion

Mr. Speaker,

The training workshop in Addis Ababa, Ethiopia, provided invaluable insights into effective governance and leadership for the members of the Leadership of the County Assembly of Kitui. It is essential to implement a structured approach that incorporates the lessons learned from this experience to foster positive change within the Assembly and the wider community. Therefore, based on the outcome of the training, the delegation makes the following recommendations; -

4.1.1 Development of Conflict and Dispute Resolution Mechanisms

Firstly, the Assembly should develop and institutionalize conflict and dispute resolution mechanisms that encourage dialogue and collaboration among stakeholders. This could involve establishing regular forums for public engagement to address community concerns proactively.

4.1.2 Enhancement of Members Emotional Intelligence

Secondly, enhancing emotional intelligence among members is crucial. By prioritizing training sessions focused on empathetic leadership and effective communication, members can foster a more harmonious working environment and improve their interactions with constituents.

4.1.3 Enhancement of Ethical Leadership

Moreover, ethical leadership should be foregrounded within the Assembly's operations, promoting transparency and accountability in all proceedings. This can be operationalized through ethical codes of conduct that guide the Assembly members in their decision-making and interactions.

4.1.4 Incorporation of Results-based Management

Results-based management principles should also be embraced; setting clear performance indicators and regularly evaluating outcomes will enhance the Assembly's ability to respond effectively to community needs and drive development initiatives. Additionally, a thorough understanding of the legal framework for devolution is vital. Therefore, the Assembly should organize periodic workshops focusing on the legal aspects of governance, enhancing members' comprehension of their roles and responsibilities within the devolved system.

4.1.5 Embracing Participatory Budgeting

Finally, as the Assembly plays a critical role in the budget process, an iterative approach for budgeting that incorporates public input and aligns with the community's priorities is essential. This will increase public trust in the Assembly's fiscal management and ensure that resources are utilized effectively.

By applying these recommendations grounded in the Ethiopian experience, the County Assembly of Kitui can enhance its governance capabilities, ultimately leading to improved service delivery and greater community engagement.

In conclusion, the transformative potential of the workshop can be realized through committed implementation of these strategies, contributing to a more resilient and responsive Assembly that effectively serves the Kitui community.

4.2 Conclusion

Mr. Speaker,

The training workshop and the visits in Ethiopia provided an avenue for learning, exchange of ideas and consolidation of best practices that represented an instrumental opportunity for the members of the Leadership of the County Assembly of Kitui to expand their skills and understanding of vital governance issues. The transformative potential of the workshop can be realized through committed implementation of these strategies, contributing to a more resilient and responsive Assembly that effectively serves the Kitui

community. As a result, it can be anticipated that the knowledge gained will significantly enhance governance, accountability, and public service delivery at the County level, ultimately leading to improved outcomes for the residents of Kitui County. Continuous engagement and application of the skills acquired during the workshop are highly recommended to foster sustainable institutional growth and development.