

PARLIAMENT  
OF KENYA  
LIBRARY

REPUBLIC OF KENYA




MINISTRY OF DEFENCE

05 DEC 2018 Wednesday (pm)  
Hon. Aden Duale, M.P.  
Leader of Majority Party  
Rachel Clark  
Kaini - Principal  
Assistant

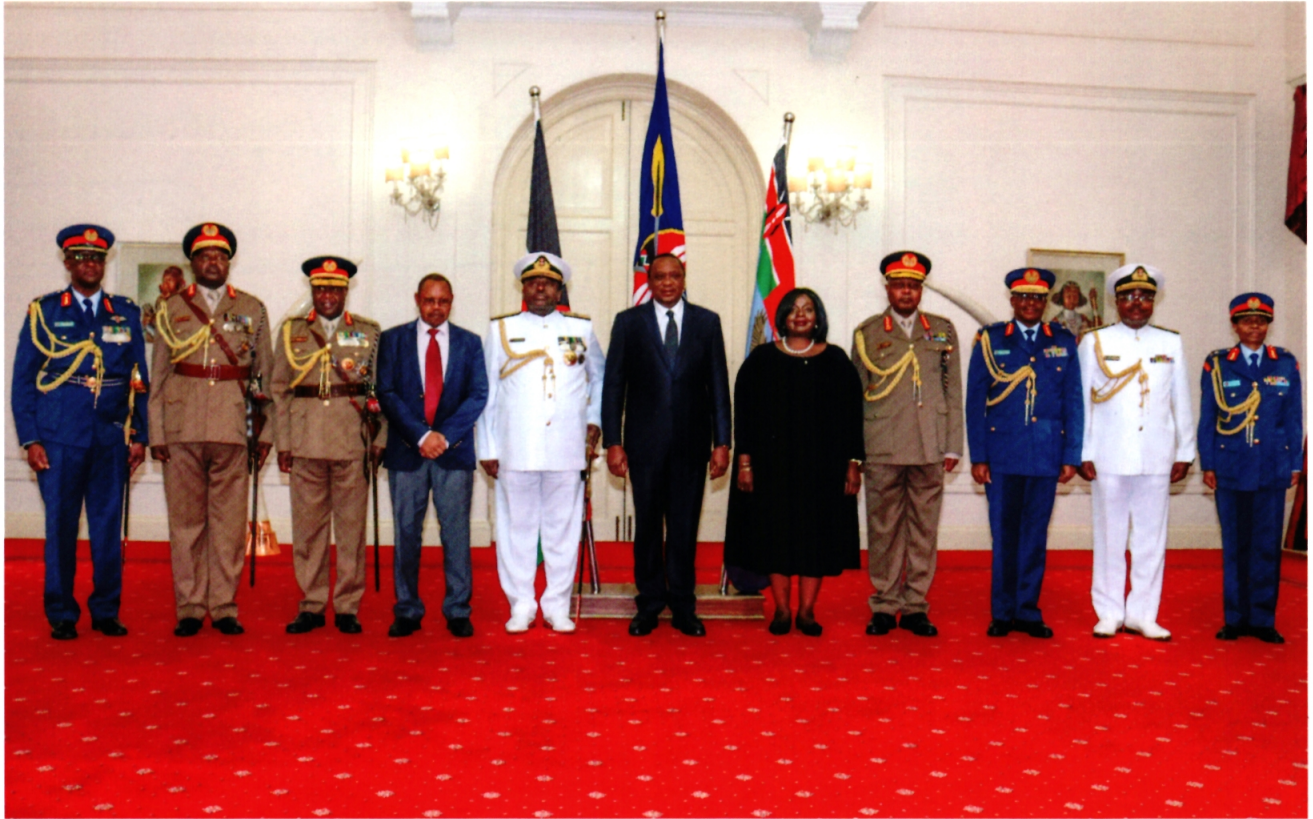
# ANNUAL PERFORMANCE REPORT FY 2017/18



 <b>THE NATIONAL ASSEMBLY</b> <b>PAPERS LAID</b>	
<b>DATE:</b> 05 DEC 2018	<b>DAY:</b> Wednesday (Pm)
<b>TABLED BY:</b>	Hon. Aden Duque, M.P. Leader of Majority Party
<b>CLERK-AT THE-TABLE:</b>	Rachet Kain - Principal Clerk Assistant

# ANNUAL PERFORMANCE REPORT

FY 2017/18



*H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces with the CDF and the Service Commanders during the reception ceremony of the president of Djibouti at the State House, Nairobi on 9<sup>th</sup> May 2018.*

## Contents

The cabinet secretary .....	4
Executive summary .....	6
Acronyms and abbreviations .....	7
Section 1.....	9
Introduction.....	9
Section 2.....	13
Ministerial programmes and their objectives .....	13
Section 3.....	15
Accomplishments.....	15
Section 4.....	37
Expenditure profile.....	37
Section 5.....	38
Challenges .....	38
Section 6.....	39
Recommendations.....	39
Section 7.....	40
Conclusion .....	40



## The Cabinet Secretary



It is my privilege and honour to present the Annual Performance Report for the Ministry of Defence (MOD) for the Financial Year (FY) 2017/2018. The Report is a comprehensive overview of how the Ministry of Defence has utilised the resources authorised by Parliament during the Fiscal Year.

The Report is prepared and submitted in fulfillment of Article 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces (KDF) Act, and is anchored on the Ministerial Performance Contract for FY 2017/2018.

The Ministry of Defence is obliged to facilitate and support the Kenya Defence Forces (KDF) in the discharge of their mandate to defend and protect the sovereignty and territorial integrity of the Republic, assist and cooperate with other authorities in situations of emergency or disaster and restore peace in any part of Kenya affected by unrest or instability. This is stipulated in Article 241 (3) (a), (b) & (c) of the Constitution of Kenya.

This mandate is dependent on the officers, men and women of the Defence Forces and the civilians who support them. KDF plays a vital role, defending Kenya and its interests and working to strengthen international peace and stability. The Ministry's longstanding mission along with other national security organs, is to foster stability, integrity and efficiency of the nation's security system.

During the year under review, the Ministry remained steadfast in the achievement of the goals and objectives of its strategic plan. The focus has been on modernization

of our equipment, training and a strong defence posture, in addition to professional capacity building for both civilian and military personnel. MOD's strategic capability programmes continued to be implemented so as to safeguard and improve Kenya's defence capacity and ability in the long term.

The Ministry made progress towards achieving its human capital objectives of a lean and efficient work force. During the review period, recruitment exercises were conducted by the military and the civilian staff. In fulfilling this mandate the Ministry ensured that the exercise reflected the diversity of the Kenyan people in equitable proportions.

During the period, the Ministry rendered timely assistance to civil authorities for restoration of order, and also in disaster management during emergencies and natural disasters. Notable incidents during the Fiscal Year were: drought mitigation programmes in Northern and North Eastern Regions; relief food supply to Turkana County; search and rescue operations at Lake Nakuru during Helicopter crash; Collapsed buildings in Nairobi and Kisii Counties, rescue of flood victims in Tana River County; and Solai Dam incident in Nakuru.

A peaceful and stable Kenya is the foundation to nurture national development strategies. As the Government moves to implement the Big Four Agenda, whose pillars seek to directly benefit the lives of citizens, it is important to note that security is key to the successful implementation of the Agenda. To sustainably spear head the Big Four Agenda and herald Kenya to a path of dignity, prosperity and security, the Ministry of Defence through its technical arm KDF will continue to play a pivotal role of safeguarding our borders, securing key installations and activities that have the greatest strategic impact on the success of the Big Four Agenda.

These engagements include our participation in the UN Peace Support Operations as well as the African Union Missions and AMISOM in particular, where our gallant soldiers have given exemplary service. The peace



dividends in AMISOM is facilitating the development of security institutions in Somalia that are key in eventual transfer of security responsibilities to the Somalia National Security Forces as provided under the UN Security Council Resolution 2372 (2017). This will greatly engender stability in the Horn of Africa and overall security in the region.

I am also happy to report that during the period, the Ministry successfully held the 2nd edition of the International Space Forum and the first ever to be held in Africa. The Forum focused on the exploitation of Space benefits for Africa's socio-economic development, capacity building, environmental sustainability and opportunities for space partnerships. The Forum attracted representatives from more than 40 countries. The event also brought together all the space actors in academia and other space consumers in Kenya, setting the pace towards a robust approach in the utilization of space applications and programmes in Kenya under the auspices of the Kenya Space Agency.

Further, the Ministry hosted members of the diplomatic corps and high ranking government officials under the Ministry's Defence Dialogue Series concept. The theme was "Countering Security threats and Exploiting the Blue Economy through Regional and International Cooperation for Socio-Economic Development." I am happy to note that during the event, MOD organised a round table engagement with contributions from Ghana, Denmark, India, Japan and Kenya's Blue Economy Committee.

The defence dialogue series reiterated the need for a strong correlation between peace, security and development of Africa's maritime domain amongst the African States, and the commitment towards the capacity building to the Navy as they execute the objective to secure Kenya's maritime waters.

Defence cooperation is important to Kenya's defence capability especially from the standpoint of threat prevention. In this regard therefore, the Ministry continued to forge new partnerships and strengthen the existing ones in order to enhance regional and international cooperation

and development in military and defence. My official visits to Jordan and India among other countries during the review period were geared towards defence diplomacy and cooperation.

Kenya greatly values and cherishes the cordial, fraternal and brotherly relations existing among our EAC Member States. During the period, the Ministry participated in the East African Military Games and Cultural event in Burundi; Civil-Military Cooperation (CIMIC) activities in Uganda; EAC Defence Sectoral meeting in Kenya and Joint Meetings of Sectoral Commands on Defence and Inter-state Security and Foreign policy.

We will continue to strengthen our national defence and intensify regional and international defence cooperation to ensure that KDF capability meets the requirements of the security environment. The Ministry will Endeavour to refine and implement annual plans and budget processes to improve the Defence Forces readiness.

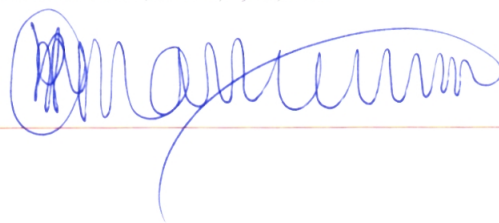
I most sincerely thank the Chief of the Defence Forces, General Samson Mwathethe, the Principal Secretary Saitoti Torome, Vice Chief of the Defence Forces, the Service Commanders, and Ministry of Defence staff both civil and military whose expertise, commitment and cooperation ensured the accomplishment of the Ministry's goals.

I express my deepest gratitude to His Excellency the President for the leadership he provided to the Ministry and the Government as a whole for providing funds. The Ministry also enjoyed and appreciates the cooperation and collaboration with Parliament, the National Treasury and other stakeholders.

With these remarks, I submit the Annual Performance Report of the Ministry of Defence for the Financial Year 2017/2018.

**Amb RAYCHELLE OMAMO, SC, EGH**

*Cabinet Secretary Ministry of Defence*



## Executive Summary

The Ministry of Defence is obligated to the President and the Republic of Kenya to give a report on its performance every Financial Year as stipulated in Article 241 of the Constitution and Executive Order No. 2 of 23 May 2013. The Ministry is mandated by the Constitution to defend and protect the sovereignty and territorial integrity of the Republic and provide support to Civil Authority when called upon and authorised by the National Assembly.

In order to deliver its mandate, the Ministry continued to strengthen its capability and capacity in the key functional areas of command and control, information and intelligence, force capability enhancement, modernization, research and development and troop morale and sustainability.

The Ministry also enhanced the capacity of the civilian component through training, welfare and equipment in order to effectively provide support to defence delivery. Key priority areas included delivery of administrative support services, defence policy development and implementation, defence diplomacy and strategic communications and infrastructure development.

While accomplishing its obligation the Ministry realized its set objectives of defending and protecting the sovereignty and territorial integrity of the Republic, providing support to Civil Authority, Defence Modernization Programmes and the implementation of the Kenya Vision 2030 programmes. In support of the other ministries the MOD endeavoured to curb cattle rustling, drug and human trafficking, proliferation of small arms and the fight against terror. The Ministry also supported Regional and International peace and security, by contribution of KDF troops to AMISOM (Somalia), UNMISS (South Sudan) and UNAMID (Darfur).

The Ministry however continued to be faced with challenges of dwindling military training areas which is occasioned by lack of understanding of the Devolved Governments on the need to reserve land for defence forces training and increasing population pressures. The ever changing threat environment occasioned by the dynamic Asymmetric Warfare tactics being deployed by terror groups also posed a major challenge in the operations front. Other challenges were resource limitations in terms of budgetary allocations and long procurement lead times due to the nature of equipment.

The Ministry continues to strive to overcome some of these challenges especially the operational challenges by employing dynamic and adoptive training in order to equip the forces with the necessary skills for Asymmetric Warfare. The Ministry will also endeavour to modernise its equipment to meet the challenges of emerging terror threats.

Despite the challenges experienced the Ministry has endeavoured to discharge its obligation to the President and the Republic of Kenya as stipulated in Article 241 of the Constitution and Executive Order No. 2 of 23 May 2013 with the available resources to create favourable conditions for socio-economic and political development.

## Acronyms and Abbreviations

AMISOM	– Africa Mission in Somalia
AMMO	- Ammunition
DCU's	– Defence Controlled Units
DFMH	– Defence Forces Memorial Hospital
DHQ	– Defence Headquarters
Dir of Admin	– Director of Administration
EAC	– East African Community
EASF	– East African Standby Force
FY	– Financial Year
GPA	- Group Personal Accident Insurance
KA	– Kenya Army
KAF	– Kenya Air Force
KDF	– Kenya Defence Forces
KN	– Kenya Navy
KNS	– Kenya Navy Ship
KOFC	– Kenya Ordnance Factories Corporation
MDGS	– Millennium Development Goals
MOD	– Ministry of Defence
O & M	– Operations and Maintenance
OPS	– Operations
PE	– Personnel Emoluments
PSO	– Pease Support Operations
MAB	– Moi Air Base
C – in – C	– Commander in Chief
CDF	– Chief of the Defence Forces
KIPI	– Kenya Industrial Property Institute



# Section 1

## 1.0 INTRODUCTION

The Annual Performance Report for FY 2017/18 for the Ministry of Defence is anchored on Article 153 (4) (b) of the Constitution of Kenya 2010 and Section 10 (h) of the KDF Act, which mandates the Cabinet Secretary in charge of Defence to submit a written report to the President and Parliament on the expenditure, work and accomplishments of the Ministry.

This report therefore provides information on the performance of the Ministry based on the signed Ministerial Performance Contract, Strategic Plan and Work Plan. The report focuses on the key deliverables, highlights the challenges experienced during the implementation period and proposes recommendations on efficient and effective delivery of defence to meet the National Security objectives.

### 1.1 Background

The Ministry continued to execute its mandate as provided for in Article 241 of the Constitution and Executive Order No. 2 of 23 May 2013. To effectively deliver on its mandate and informed by the emerging threats and prevailing economic situation, MoD continued to focus on its thematic areas which are; Command and Control, fire power, information and intelligence, Force protection, mobility and sustainment.

In addition, the Ministry continued to promote its research and development capability, strengthening the civilian component through organizational restructuring and training, infrastructure development and modernization, improving defence policy formulation, enhancing defence diplomacy and strategic communication and promoting space technology.

The Ministry continued to promote Regional and International peace and security and was actively involved in Peace Support Operations (PSO) in Somalia, South Sudan, Darfur in The Republic of the Sudan, DRC, Mali and Central Africa Republic under the auspices of AMISOM, UNMISS, UNAMID, MONUSCO, MINUSMA and MINUSCA. The Ministry also engaged in Regional Mechanisms (RM's) and Regional Economic Communities (RECs) through participation in EAC, IGAD, EASF and ICGLR.

### 1.2 Purpose

The Report provides an overview of the Ministry's performance in the FY 2017/18.

## 1.3 Organization Of The Report

The Report is organized as follows:

- Section 1: The Introduction which outlines the Background, Purpose, Organization of the Report, Mandate, Vision, Mission Core Functions, Core Values and Ministerial Objectives.
- Section 2: The Annual Ministerial Objectives which provides details of Ministerial programmes carried out.
- Section 3: The Accomplishments which outlines the achievements during FY 2017/18.
- Section 4: The Expenditure Profile which outlines the utilization of allocated funds.
- Section 5: The Challenges which enumerates some key constraints experienced in the reporting year.
- Section 6: The Recommendations which makes proposals for continuous improvement.
- Section 7: The Conclusion which summarizes the report by outlining the key themes.

## 1.4 Mandate

Article 241, Section 3 (a), (b) and (c) of the Constitution gives the Mandate of the Ministry as defence and protection of the sovereignty and territorial integrity of the Republic, assist and co-operate with other authorities in situations of emergency or disaster and report to the National Assembly whenever deployed in such circumstances and may be deployed to restore peace in any part of Kenya affected by unrest or instability only with the approval of the National Assembly.

## 1.5 Vision

A premier, credible and mission capable Force deeply rooted in professionalism.

## 1.6 MISSION

To defend and protect the sovereignty and territorial integrity of the Republic, assist and cooperate with other authorities in situations of emergency or disaster and restore peace in any part of Kenya affected by unrest or instability as assigned.

## 1.7 Core Functions

The core functions of the Ministry of Defence as stipulated in the Executive Order No. 2/2013 are:

- 1.7.1 National Defence.
- 1.7.2 Development and Management of National Defence Policy.
- 1.7.3 Protection of National Boundaries.
- 1.7.4 Support of Civil Authorities.
- 1.7.5 Defence Intelligence.

## 1.8 Core Values

To achieve its Mission and Vision the Ministry has a number of values and beliefs namely:

- 1.8.1 Apolitical.
- 1.8.2 The Civil prerogative.
- 1.8.3 Loyalty and Commitment.
- 1.8.4 Patriotism
- 1.8.5 Professionalism.
- 1.8.6 Integrity.
- 1.8.7 Reliability.
- 1.8.8 Knowledge.
- 1.8.9 Fairness.

## 1.9 The Ministerial Objectives

- 1.9.1 Strategic Objective. The strategic objective of the Ministry is to develop, maintain and operate a military capability that can defend and protect the sovereignty and territorial integrity of the Republic and assist and cooperate with other authorities in situations of emergency or disaster.
- 1.9.2 Operational Objectives. The operational objectives of the Ministry are:
  - 1.9.2.1 To acquire, maintain and sustain a force at high operational readiness.
  - 1.9.2.2 To continuously train for the development of a credible military capability.
  - 1.9.2.3 To continuously modernise all defence systems and processes.
  - 1.9.2.4 To ensure efficient and effective management of resources by rehabilitating, maintaining and developing infrastructure and facilities that meet the operational, training, logistical and administrative needs of the Force.
  - 1.9.2.5 To assist and cooperate with other authorities in situations of emergency or disaster.
  - 1.9.2.6 To promote regional and international security.
  - 1.9.2.7 To institutionalise HIV/AIDS prevention and control.
  - 1.9.2.8 To promote Cancer awareness and prevention.
  - 1.9.2.9 To institutionalise Gender mainstreaming in the Ministry.



P3124

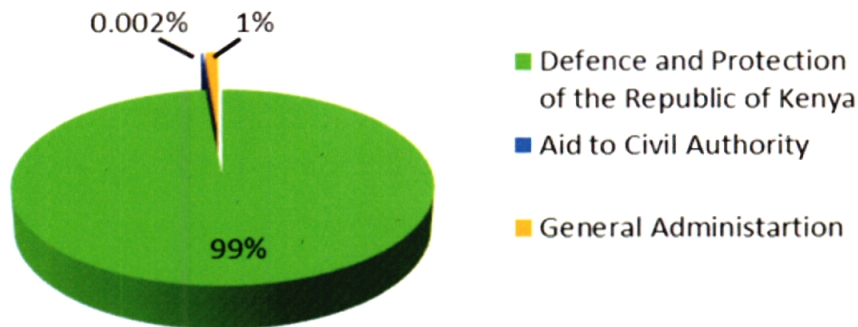
# Section 2

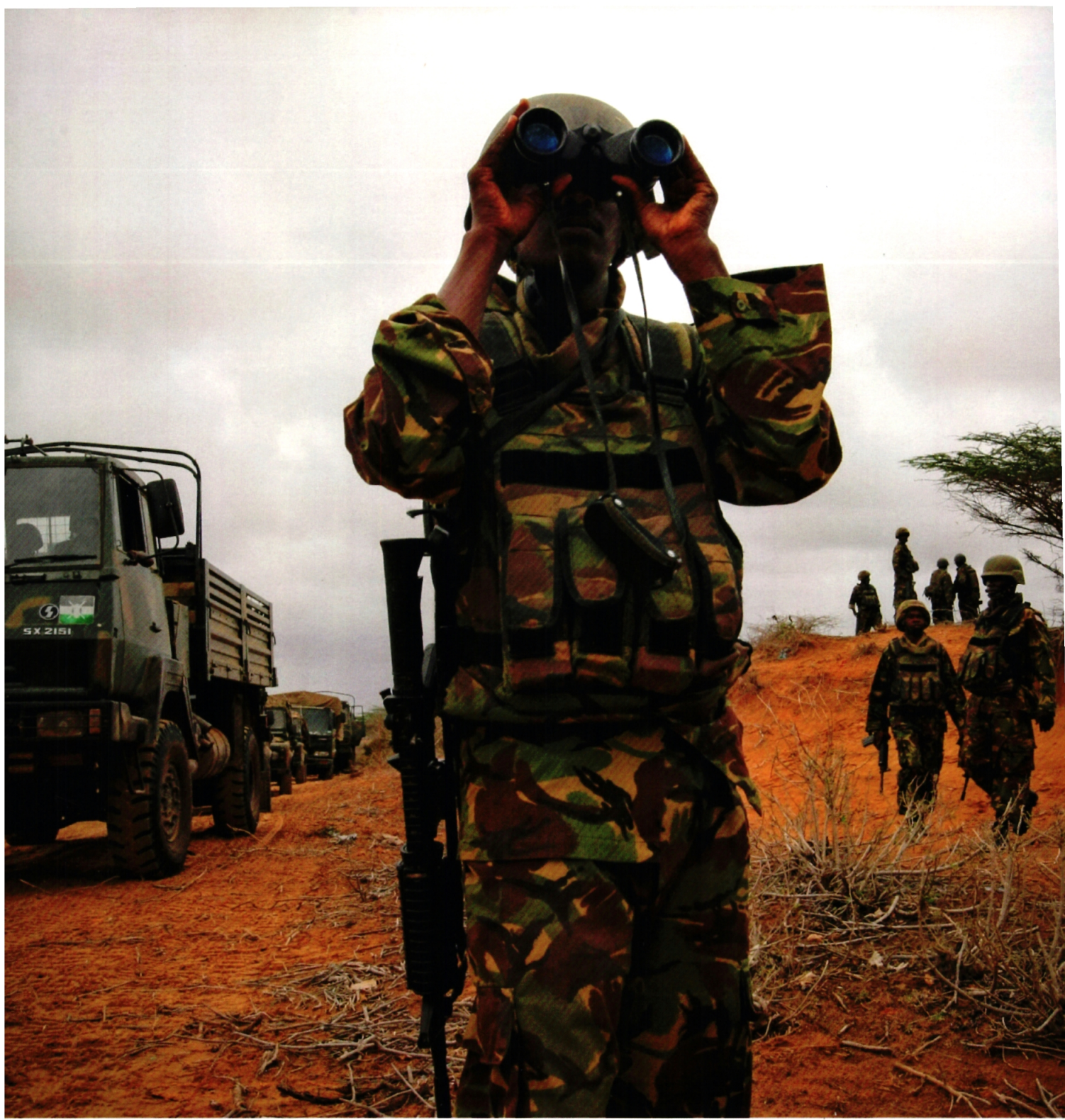
## 2.0 MINISTERIAL PROGRAMMES AND THEIR OBJECTIVES

**2.1 In accordance with the National Security Sector Report for FY 2016/17 to 2018/19 the Ministry planned to undertake the following key programmes:**

- 2.1.1 Defence and Protection of the Republic of Kenya the objectives of which is the Maintenance and Protection of the Territorial Integrity and promotion of Regional and International Peace.
- 2.1.2 General administration for the Ministry of Defence the objectives of which is Formulation, Coordination and Implementation of Policies, administrative support services and defence diplomacy and strategic communications.
- 2.1.3 Aid to Civil Authority the objectives of which is to assist and cooperate with other authorities in situations of emergency or disaster.

**2.2 To accomplish the set objectives, the budgetary allocation for the Ministry for FY 2017/18 was Kshs 106,835,384,819.00 apportioned as shown on the Chart below.**





# Section 3

## 3.0 ACCOMPLISHMENTS.

During the period under review, the Ministry accomplished the following:

### 3.1 Core Mandate.

Performed its core mandate of ensuring the defence and protection of the sovereignty and territorial integrity of the Republic, provided support to civil authority as required by the Law.



*A KDF soldier helping a colleague fix his weapon.*



*KDF soldiers carrying out an IED demolition at Dhobley on 16th July, 2017.*

### **3.2 Manning and Availability Levels.**

KDF maintained its operational readiness by keeping its manning and availability levels at 90.3% of the establishment through recruitment of service personnel and commissioning of cadets.

### **3.3 Capacity Building.**

To ensure that the KDF has the requisite professional skills for the accomplishment of its constitutional mandate, availability of key trained personnel was achieved at 95%.



*H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces presenting a sword of honour to the senior under officer and parade commander Peter Wambua Moses during the commissioning parade at the Kenya Military Academy, Lanet, on 30<sup>th</sup> November, 2017.*

### **3.4 Operational Equipment Readiness.**

During the period, operational equipment readiness which includes Infantry, Armour, Artillery, Engineers, Communications, Air and Naval systems stood at 61.4 %.

### **3.5 Defence Forces Medical Insurance Scheme (DEFMIS) .**

The Ministry also launched the new Defence Forces Medical Insurance Scheme (DEFMIS) ICT Platform, aimed at improving service delivery and accountability. DEFMIS is a medical Insurance Scheme for retired KDF personnel and their families.



*Defence Cabinet Secretary Ambassador Raychelle Omamo unveils the plaque to officially launch the new Defence Forces Medical Insurance Scheme (DEFMIS) ICT Platform at Nyayo House on Thursday 7th December 2017.*



*The Defence Forces Old Comrades Association (DEFOCA) members undergo medical check-up during a medical camp organised by the Defence Forces Medical Insurance Scheme (DEFMIS) at DEFOCA Studyville, Nairobi on 11<sup>th</sup> November, 2017.*

### 3.6 Families Welfare.

Empowering our families through the establishment of the Welfare and Compensations Branch at the Defence Headquarters and the setting up of welfare centers in all the KDF Units.



*Defence Cabinet Secretary Ambassador Raychelle Omamo shares a 'selfie moment' with families of KDF personnel during the Kenya Air Force Family Open Day at Moi Air Base.*



*Defence Principal Secretary Mr Saitoti Torome presents a gift to Mrs Janet Mugo during the MOD civilian staff retirement party at the Defence Headquarters.*

### 3.7 Multi Agency Approach to Security.

The Ministry continued to collaborate with all the stakeholders including; Parliament, Ministries, Departments, and Agencies to achieve its mandate. In this regard therefore, KDF collaborated with the Ministry of Interior and Coordination of National Government by conducting operations in Lamu (Operation Linda Boni) Laikipia, Baringo and Pokot. Other operations included manning of Multi Agency Road Blocks in Isiolo, Garissa and Kilifi Counties, among other areas.



*KDF soldiers conducting inspection on a public transport bus at a multi-agency roadblock in Lamu County .*

### **3.8 Peace Support Operations (PSO).**

In the regional arena, KDF deployed troops alongside other Troop Contributing Countries (TCCs) under AMISOM Sector 2 (Somalia), UNMISS (South Sudan), UNAMID (Darfur), MINUSCA (Central Africa Republic) and MINUSMA (Mali). These deployments were instrumental in fostering regional peace and security.



*Chief of the Defence Forces General Samson Mwachethe inspects a Quarter Guard during a visit to the KDF AMISOM Troops in Kismayo camp on 24<sup>th</sup> December, 2017.*

### 3.9 Regional And International Cooperation.

The Ministry played a leading role in regional and international cooperation by supporting and participating in EASF, EAC, IGAD, AU and UN Programmes and activities. These activities included; Workshops, Policy Organs Meetings, Training, Exercises, Sporting and Cultural activities.



*Defence Cabinet Secretary Amb. Raychelle Omamo, CDF Gen Samson Mwachethe and Lieutenant-General Mahmoud Freihat, Chairman of the Joint Chiefs of Staff of the Jordanian military in a group photo with the participants of Exercise Swift Eagle in Jordan - October, 2017.*



*Ulinzi Stars football team shake hands with Burundi's football team before commencement of their football match during the 11th East Africa Community Military Games and Cultural Events at Louis Rwagasore Stadium in Bujumbura, Burundi on Saturday 26<sup>th</sup> August 2017*

### 3.10 Ceremonial Duties.

The Ministry performed ceremonial duties which included National Days Celebration Parades, ASK shows, reception and



*H.E. Ismail Omar Guelleh, President of the Republic of Djibouti inspects a Guard of Honour mounted by Kenya Air Force during his state visit to Kenya on 9<sup>th</sup> May, 2018.*



*Guard of Honour Parade Mounted by 15 KR Battalion during the Celebration of the 55<sup>th</sup> Madaraka Day at Kinoru Stadium, Meru on 1<sup>st</sup> June, 2018.*

### 3.11 Humanitarian Civic Action Activities.

The Ministry conducted several Humanitarian Civic Action (HCA) activities in support of the government agenda. Some of the HCA activities conducted were: Constructing 13 boreholes in various parts of the country, the grading of roads for example Bodhei – Lamu road and the Construction of Golf Talent Academy for the Youth at Lenana School. The Ministry also carried out disaster relief operations during the flooding occasioned by the heavy rains that were experienced across the country, distributed water and food to drought affected areas in Garissa, Mandera, Marsabit and Wajir Counties, and established medical camps during malaria outbreak in Baringo and Turkana Counties.



*KDF evacuating flood victims in Kilifi on 27th April 2018*



*Kenya Defence Forces personnel carry a patient to a the KDF medical camp where they treated about 2,000 malaria patients including 426 children in Baringo and Turkana counties.- October 2017*



*CS for Defence, Amb Raychelle Omamo, flanked by CS for Water and Irrigation, Hon Eugene Wamalwa, CS for Health, Cicily Kariuki and National Assembly Majority Leader Hon Aden Duale as she flagged off KDF water distribution trucks in Garissa County.*

### **3.12 Cyber Security.**

The Ministry created a Cyber Security Department with a mandate of coordinating cyber related activities. The Department is part of the Multi Agency National Cyber Command Center and participates in addressing National cyber threat incidences.

### **3.13 Space Technology.**

The MOD hosted the Second African Chapter of the International Space Forum in Nairobi in conjunction with the International Aeronautical Federation and the Italian Space Agency on 13th February 2018. The forum brought together 220 delegates from 27 countries.



*Defence Cabinet Secretary Ambassador Raychelle Omamo with the PS for MR Saitoti Torome and Amb Salah Francis Elhamdi, Algerian Ambassador to Kenya, during the International Space Forum on 13<sup>th</sup> February, 2018.*

### 3.14 Youth Internship.

The Ministry supported the government policy on Youth Internship/Industrial Attachment/Apprenticeship by providing industrial attachment to 48 youths in its institutions.

### 3.15 Youth Mentorship.

The Ministry also mentored several Students under the Pupils Reward Scheme (PURES) Programme that was initiated by H.E. the President to mentor bright bright pupils across the country and encourage pupils to work hard in their studies and instil in them a sense of discipline, direction and patriotism.



*Students under the Pupils Reward Scheme (PURES) Programme being addressed by the Deputy Commander Kenya Air Force Brigadier Francis Ogolla when they were hosted at Moi Air Base on 8<sup>th</sup> February, 2018.*

### 3.16 Access to Government Procurement Opportunities (AGPO).

Towards achieving the 30% award of procurement opportunities to youth, women and persons with disability through the Access to Government Procurement Opportunities (AGPO) programme, the ministry Awarded contracts/tenders worth Kshs 2,724,590,060 to this group.

### 3.17 Promotion of Local Content In Procurement.

Under the 40% Policy on Promotion of Local Content in Procurement, the Ministry spent a total of Kshs 7,686,176,233 (43% of general procurement budget) on procurement of local goods and services.

### 3.18 Environmental Sustainability.

In support of the Government effort on Environmental Sustainability in line with SDG's and Kenya's Vision 2030, the Ministry through the Environmental Soldier Programme (ESP) planted a total of 2.4M seedlings in cantonments and wetlands and adopted forests allocated by the Ministry of Environment and Forestry. This was achieved working in partnership with other supporting agencies and organisations.



*First Lady H E Margaret Kenyatta Lead KDF female personnel In Tree Planting Exercise At Kibiku Forest Sanctuary on 5<sup>th</sup> May 2018*

### **3.19 National Cohesion and National Values .**

The Ministry implemented the Government Policy on National Cohesion and National Values as provided for in Article 10 of the Kenya Constitution 2010 by distributing Integrity Training Manual and conducting training of 26 Senior Officers as Integrity assurance officers.

### **3.20 Revenue Collection.**

The Ministry collected revenue amounting to Kshs. 689,044,066.90 through fees paid to learning institutions, rent from institutional houses, sales of tender documents and proceeds from auction of obsolete assets and stores among others.

### 3.21 Flagship Projects

The Ministry had two flagship projects which are in various levels of implementation as follows:

- 3.21.1 Modernization of the radars to provide adequate coverage of the Kenyan airspace. During the year under review, Phase 2 Segment 2 of the programme was completed.
- 3.21.2 Phase I of the KDF Food Processing Factory which is a vision 2030 flagship project is up and running and is ready for commissioning. The factory processed 800 Tons of assorted fresh vegetables, producing 75 Tons of finished products. The factory directly employed 52 Civilian Permanent staff and 30 casual labourers. It has also provided markets for over 4600 farmers from the counties of Nakuru, Nyandarua, Narok, Nyeri, and Elgeyo Marakwet thereby creating direct and indirect employment for many households.



*KDF Food Processing Factory showing delivered farm produce, factory in operation and some of the finished products.*

### 3.22 Modernization Programmes.

The following modernization programmes were concluded in the FY 2017/18:

- 3.22.1 Command and Control Systems.
- 3.22.2 Information and Intelligence Systems.
- 3.22.3 Firepower Systems.
- 3.22.4 Mobility Systems.
- 3.22.5 Sustainability Systems.



*KDF Huey II Helicopter pilot Officers parade before a fly-past display during the Helicopters reception ceremony at Laikipia Air Base on 2<sup>nd</sup> December, 2017.*

### 3.24 Infrastructure Development.

Towards enhancement of sustainment, the following infrastructure projects were undertaken:

- 3.24.1 Training Institutions. The KNTC Full Mission Bridge (FMB) Simulator was launched.



*The Commander Kenya Navy Major General Levi Mghalu and the Danish Chief of Naval Staff Rear Admiral Torben Mikkelsen unveils Full Mission Bridge Simulator at Kenya Navy Training School on 22<sup>nd</sup> June, 2018.*

3.24.2 Personnel Accommodation



*WOs' & SGTs' Single Accommodation at Moi Air Base*



*WOs' & SGTs' Mess at Moi Air Base*



*Mariakani Barracks Assembly Hall and Swimming Pool*



*The Ministry of Defence new office block*

### **3.25 Research And Development**

The Ministry through the R & D branch continued to conduct research and development in various fields as shown:

- 3.25.1 Solid Waste Management System. Integrated Solid Waste Management (ISWM) is a new concept of dealing with solid waste. Feasibility study and designs were completed.
- 3.25.2 Feasibility Studies for Biogas Plant. This programme takes advantage of kitchen and food waste from the cookhouses and messes to produce bio-gas. The Ministry completed the installation of two Floating Tank Digester systems at Embakasi and Kahawa Garrisons.

### **3.26 Fight Against HIV/AIDS Infection.**

With regards to the fight against HIV/AIDS Infection, the Ministry continued with the awareness and prevention campaign in the period under review. It ensured that all those who needed treatment were taken care of. The KDF conducted an assessment of the prevalence rate of HIV-1, HIVTB co-infection and Malaria among the Kenya Military Population which revealed that the current infection rate within the KDF is significantly lower than the National average.

### 3.27 Cancer Awareness and Prevention.

Appreciating the challenges that cancer poses and the heavy burden it has brought to households and our health infrastructure, the KDF implemented several programmes and activities aimed at creating awareness and prevention of the disease.

### 3.28 Implementation of the Presidential Directives

Towards implementation of Presidential Directives, the Ministry recruited 181 NYS recruits into the KDF pursuant to Presidential Directive Ref. No. OP/CAB 26/1/3A of 11th January 2017.

### 3.29 Implementation of the Gender Policy

The Ministry of Defence Gender Policy was launched on 3rd May 2017 with the aim of ensuring that gender is fully integrated into all sectors of the Ministry's work and providing the basis for better monitoring and impact assessment of gender mainstreaming in the Ministry's outputs. In this regard, the Ministry conducted gender training for 311 officers at the National Defence College (NDC), Defence Staff College (DSC), Kenya Military Academy (KMA) and The International Peace support Training Centre (IPSTC).

### 3.30 Gender Inclusivity

In an effort to improve inclusiveness and representation, the Ministry promoted female officers to various key management and command positions among them Mrs Alice Kiarie as the Head of the Directorate of Policy, Strategy and Plans.

### 3.31 Finalisation of the 2018/19 Budget

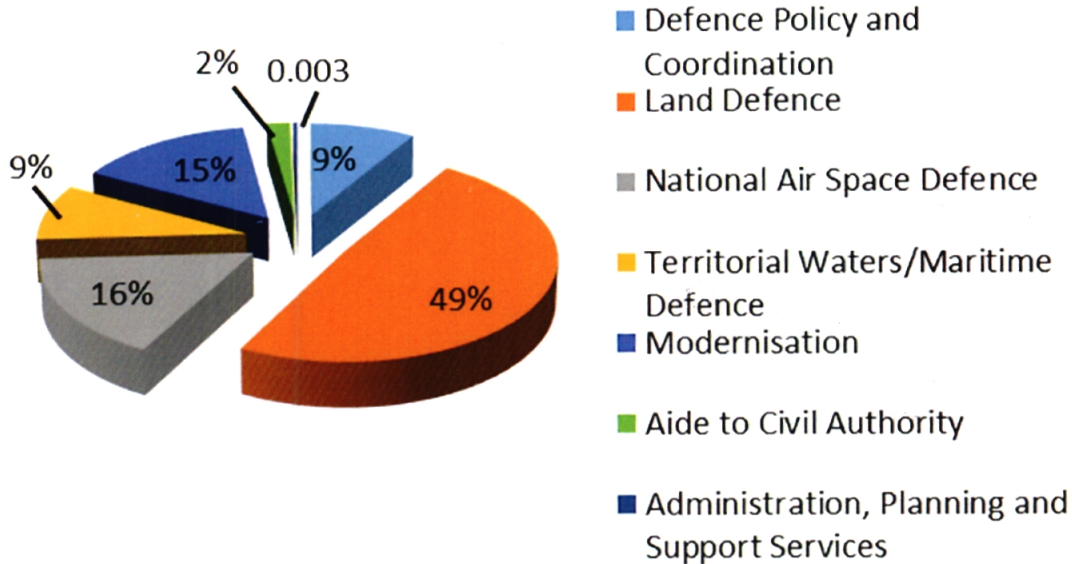
The budget preparation for the 2018/19 FY was concluded and all the stakeholders were involved. The Ministry was allocated a total of Ksh 100,079,397,700 to undertake its programs as follows:

3.31.1	Defence	-	98,578,000,000
3.31.2	General administration	-	1,301,397,700
3.31.3	Civil Aid	-	200,000,000
3.31.4	National Space Agency	-	200,000,000

# Section 4

## 4.0 EXPENDITURE PROFILE

4.1 The details on MOD's expenditure is as shown below;



4.2 Other activities/programmes funded outside the budget were Operation Linda Boni (OLB) with a budget of Kshs. 250M



# Section 5

## 5.0 CHALLENGES

Though the ministry was able to carry out its mandate, the following challenges were experienced:

### 5.1 Inadequate Funding.

Funding continues to be a major constraint due to the escalating costs of modern military hardware. This has had an adverse effect on the Defence Modernisation programme budget.

### 5.2 Procurement Lead Times.

Procurement lead times of Defence equipment are often very long given the fact that they are not off the shelf and most of which are sourced from overseas. This affects our procurement plans due to spillover across financial years.

### 5.3 Military Lands.

The rapidly expanding population and the devolved system of government have led to encroachment into military lands, high land rates, slow processing of ownership documents and delays in resolution of boundary disputes. This has affected military training areas thus hampering critical training activities.

### 5.4 Matching Defence Expansion with Infrastructure Development and Maintenance.

The expansion of the military establishment over the years has not been matched with commensurate development and maintenance of infrastructure due to inadequate funding.

### 5.5 Rapid Change in Technology.

The rapid changes in defence technology require the ministry to constantly upgrade or replace military systems and platforms which calls for additional funding.

### 5.6 Research and Development.

Research and development is a key component in the development of Kenya's defence industrial capability. There has been a limitation in capacity for research and development due to inadequate funding.

### 5.7 Currency Fluctuation.

Most of our Military hardware is sourced from the international market and the volatility of international currencies adversely affected and distorted the Ministry's budgetary allocations.

### 5.8 Insufficient Number of Civilian Staff.

Lack of sufficient numbers of technical and support civilian staff required to provide support services to the KDF as it expands.

### 5.10 Civilian Succession Planning.

This is a challenge due to the public service recruitment and staffing policies.

# Section 6

## 6.0 RECOMMENDATIONS

- 6.1 To mitigate on the effects of diminishing training areas, the ministry continues to engage with stakeholders on securing the training areas as well as adopting more innovative ways and emerging technologies and methods like simulator training, Map Exercises (MAPEX), Command Post Exercises (CPXs) and Tactical Exercises Without Troops (TEWTs). The adoption of these technologies is very expensive and calls for more funding.
- 6.2 To enable the Ministry achieve its objectives, there is need for increased funding allocation to meet prioritized Defence programmes.
- 6.3 There is need for coordinated programme remapping to identify and acquire future training areas in liaison with National and County governments. The demarcation of military land to continue and the Ministry should be facilitated in the acquisition of title deeds.
- 6.4 The Ministry should take maximum advantage of the Export Credit Facility arrangement to implement long-term Defence modernization programmes.
- 6.5 There is need to strengthen and expand the Ministry's Research and Development capacity through collaboration and partnership with other institutions.

# Section 7

## 7.0 CONCLUSION

- 7.1 The budgetary allocation for the FY 2017/18 enabled the Ministry to achieve the set targets. The priority areas that included equipment modernisation, capacity building and infrastructure development have significantly raised the Ministry's operational readiness.
- 7.2 The Ministry's innovative efforts through Research and Development continue to be a key performance target. The energy management and environmental sustainability measures being pursued will ensure the effective and efficient utilization of available resources.
- 7.3 As the Ministry embarks on the implementation of the new programmes in the current financial year, the focus will be on the identified challenges in this report. Addressing these challenges will ensure not only improved performance but also realisation of full value for the resources provided in the delivery of defence to the nation.
- 7.4 The MoD will continue to discharge its Constitutional mandate within the available resources to provide a peaceful and secure environment for Socio-economic development of country.