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ANNUAL PERFORMANCE REPORT FY 2020/21



MINISTRY OF DEFENCE





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MINISTRY OF DEFENCE

ANNUAL PERFORMANCE REPORT FY 2020/21

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H.E. Hon Uhuru Kenyatta, CGH - President of the Republic of Kenya and Commander-in-Chief of the Kenya Defence Forces, giving his address during a recruits' pass-out parade at the Recruits Training School in Eldoret on 24 September 2020

MESSAGE FROM THE CABINET SECRETARY



It is my privilege and distinct honour to present the Annual Performance Report for the Ministry of Defence for the Financial Year 2020/2021. The Report is prepared and submitted in fulfilment of Article 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces (KDF) Act.

The role of the Ministry of Defence (MoD) is to provide national defence policy direction and general administrative support to the KDF in order to fulfil its Constitutional Mandate as stipulated in Article 241 (3) (a), (b) & (c) of the Constitution.

The period under review had various challenges but the Ministry remained steadfast in achievement of the goals and objectives of its Strategic Plan.

One of the notable challenges was the advent of the Covid-19 pandemic that saw budget cuts across the Government Ministries, Departments and Agencies. MOD was not spared the axe as it too was affected immensely.

Despite the challenges, most of the MOD earmarked programmes were undertaken as per the Performance Contracting milestones for the Financial Year 2020/2021. KDF continued to play its vital role of defending and protecting the sovereignty and territorial integrity of the Republic and providing support to civil authorities whenever called upon. During the review period, KDF continued to intensify border patrols, Kenya's air space and territorial waters and engaged in Humanitarian Civic Actions that were intended to spur economic growth of the country.

Among the key civil projects undertaken in FY 2020/2021 were: the rehabilitation of the Port of Kisumu, revamping of the Kenya Meat Commission, drilling of boreholes and construction of open air water pans across various counties, rehabilitation of the Meter Gauge Railway lines, distribution of relief food and environmental conservation.

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The Ministry also made progress towards achieving its human resource capacity building objectives of a lean and efficient work force. Training and education at different levels was undertaken across the rank and file of the KDF. We endeavour to institutionalise excellence which is an integral part of our service. This urges us to seek perfection in everything we do, to commit ourselves to high morals and ethical values and to be gentle when dealing with others.

Recruitment of both civilian and military personnel was conducted. In the fulfilment of the Constitutional requirement, the Ministry ensured that the exercise reflected the diversity and inclusivity of the Kenyan people in equitable proportions.

Further, I wish to report that in taking care of the welfare of soldiers and their families, MoD made great strides in the area of Universal Health Care by opening up and expanding the already existing regional hospitals and launching the Military Wives Association of Kenya (MWAK), that along with the KDF Compensation and Welfare Arm, are instrumental in championing and promoting the plight of widows whose spouses paid ultimate sacrifice in war.

We shall continue to strengthen our national defence and intensify regional and international defence cooperation to ensure 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 mission readiness.

We are alive to the fact that Al-Shabaab continues to pose a grave threat to our security, the stability of the region and to the international economy. Our troops will continue to work under the umbrella of AMISOM which has played a crucial role in stabilising Somalia for the past 14 years, and now set to transition to the African Union Transition Mission to Somalia (ATMIS) by the end of March 2022. We continued to promote regional and international peace in South Sudan, Darfur in the Sudan, DRC, Mali, Central Africa

Republic and in many other countries as military observers and staff officers.

I applaud the Ministry for its exemplary performance in achieving its targets in the Performance Contract. I thank all staff both civilian and military whose expertise, commitment and cooperation ensured the Ministry met its targets and received a clean record of accounts from the Office of the Auditor General.

I also appreciate the Ministerial Committee working on our achievements on the implementation of the National Values for their excellent work that made MoD to be recognized and awarded as the best performing Government institution in the implementation of the National Cohesion and Values.

This is all about excellence, we must focus all our potential, effort and time to serve our country, with the utmost determination, courage and the power that God has granted us. We are at the service of the people of the Republic. Exceeding the expectations of the public is one of the most established standards of quality.

I most sincerely thank the Chief of Defence Forces, Gen. R. K. Kibochi, the Principal Secretary, Dr. Ibrahim Mohamed, Vice Chief of the Defence Forces, Service Commanders, the Ministry of Defence staff both Civilian and the military whose efforts enabled us to accomplish the Ministry's goals and objectives.

Finally, I express my deepest gratitude to His Excellency the President and Commander-in-Chief of the Defence Forces for the leadership and valuable guidance that made us achieve our targets. The Ministry also appreciates the cooperation and collaboration with Parliament, the National Treasury and other stakeholders.



HON. Eugene L. Wamalwa, EGH
Cabinet Secretary, Ministry of Defence

EXECUTIVE SUMMARY

The Ministry of Defence is obligated to give a report on its performance every Financial Year as stipulated in Article 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces Act. 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 this 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.

While accomplishing its obligations, 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.

The Ministry through KDF conducted its primary role in Deep and Close Operations resulting to major outcome that had positive impact on National Security. The Ministry will endeavour to monitor and liaise with other stakeholders in undertaking all assigned roles by the Government.

The civilian component has been supported in the period under review through training, welfare and equipment in order to effectively provide support to delivery of Defence. Key priority areas included delivery of administrative support services, policy developments and implementation, defence diplomacy, strategic communications and infrastructure development.

During the Financial, the Ministry experienced various challenges including the advent of Covid-19 pandemic that led to exchequer cuts and subsequent deterioration and degradation of equipment that were experienced across Ministries, Departments and Agencies, (MDAs) and other government corporations. The most affected areas include; modernisation, equipment serviceability and infrastructure development.

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 continue to modernise its equipment to meet the challenges of emerging terror threats and dynamics of asymmetrical warfare.

ACRONYMS AND ABBREVIATIONS

AMISOM	– African Union Mission in Somalia
Ammo	– Ammunition
ASK	– Agricultural Society of Kenya
AU	– African Union
CAR	– Central African Republic
CDF	– Chief of the Defence Forces
C in C	– Commander in-Chief
DCU - DHQ	– Controlled Unit
DEFTEC	– Defence Forces Technical College
DFMH	– Defence Forces Memorial Hospital
DHQ	– Defence Headquarters
Dir of Admin	– Director of Administration
DRC	– Democratic Republic of the Congo
DSC	– Defence Staff College
EAC	– East African Community
EASF	– Eastern Africa Standby Force
ECA	– Export Credit Arrangement
ESP	– Environmental Soldier Programme
FY	– Financial Year
GPA	– Group Personal Accident Insurance
H.E.	– His Excellency
HCA	– Humanitarian Civic Action
ICGLR	– International Conference on the Great Lakes Region
IGAD	– Intergovernmental Authority on Development
IPSTC	– The International Peace Support Training Centre
KA	– Kenya Army
KAf	– Kenya Air Force
KDF	– FPF KDF Food Processing Factory
KDF	– Kenya Defence Forces
KIPI	– Kenya Industrial Property Institute
KMA	– Kenya Military Academy
KMC	– Kenya Meat Commission
KN	– Kenya Navy
KNB	– Kenya Navy Base

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KNS	– Kenya Navy Ship
KNTC	– Kenya Navy Training College
KOFC	– Kenya Ordnance Factories Corporation
KSA	– Kenya Space Agency
LAB	– Laikipia Air Base
MAB	– Moi Air Base
MDGs	– Millennium Development Goals
MoD	– Ministry of Defence
NDC	– National Defence College
NDU-K	– National Defence University - Kenya
O & M	– Operations and Maintenance
Ops	– Operations
PE	– Personnel Emoluments
POM	– Policy Organs Meeting
PS	– Principal Secretary
PSO	– Peace Support Operation
QRF	– Quick Response Force
SOI	– School of Infantry
TCCs	– Troop Contributing Countries
UN	– United Nations
NACC	– National Aids Control Council
UHC	– Universal Health Coverage



A visit by the Chief of the Defence Forces Gen Robert K Kibochi to 81 Tk Bn on 24 July 2020

Section 1

1.0 INTRODUCTION

This Annual Performance Report for the FY 2020/21 for the Ministry of Defence is presented in conformity with Article 153 (4) (b) of the Constitution of Kenya 2010 and Section 10 (h) of the KDF Act, which mandates the Cabinet Secretary for Defence to submit a written report to the President and Parliament on the expenditure, work and accomplishments of the Ministry.

Information on Ministry's performance is based on the Ministerial Performance Contract, Strategic Plan, Work Plan and Purchase Plans, guided policies and guidelines as issued by the Government from time to time. The report focuses on the key deliverables, highlights the challenges during the implementation period and proposes recommendations on efficient and effective delivery of Defence to meet the National Security objectives.

1.1 BACKGROUND

The MoD continued to execute its mandate as provided for in Article 241 of the Constitution and Executive Order No. 1 of 14 January 2020. To effectively deliver on its mandate and informed by the emerging threats and prevailing economic situation, MoD focused on its thematic areas of; Command and Control, firepower, information and intelligence, force protection, mobility and sustainment.

To augment these six functional areas, the Ministry endeavoured to promote its research, innovation and

development capability, strengthening the Civilian Component through budget restructuring and training, infrastructure development and modernization, improving defence policy formulation, enhancing defence diplomacy and strategic communication and promoting space technology.

The Ministry also 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 & QRF, MINUSMA and MINUSCA. The MoD also participated in Regional Mechanisms (RMs) and Regional Economic Communities (RECs) activities within the EAC, IGAD, EASF and ICGLR.

1.2 PURPOSE

The Report provides an overview of the Ministry of Defence's performance in the FY 2020/21.

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 details programmes carried out by MoD.

Section 3: The Accomplishments, which outlines the achievements during FY 2020/21.

Section 4: The Challenges, which highlights some key constraints experienced in the reporting year.

Section 5: The Recommendations, which makes proposals for continuous improvement.

Section 6: The Conclusion, which summarizes the report by outlining the key themes.

1.4 MANDATE

Article 241 Sections 3 (a), (b) and (c) of the Constitution provides for 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 deployment to restore peace in any part of Kenya affected by unrest or instability.

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. 1/2020 of 14 January 2020 - are:

- 1.7.1 National defence, policy and management.
- 1.7.2 Protection of the sovereignty and territorial integrity of the Republic.
- 1.7.3 Support to civil authorities in situations of emergencies or disasters.
- 1.7.4 Defence Intelligence.
- 1.7.5 Coordinate and regulate space-related activities within the country.
- 1.7.6 Implement the Kenya Space Policy and related programmes.



CS Defence Amb (Dr.) Monica K Juma, (Oxon). CBS during the launch of the Kenya Space Agency (KSA) Strategic Plan 2020 - 2025 on 21 October 2020 at the Serena Hotel, Nairobi.

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 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 offer continuous training for the development of a credible military capability.
- 1.9.2.3 To continuously modernize 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 KDF.

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 institutionalize HIV/AIDS prevention and control.

1.9.2.8 To promote cancer awareness and prevention.

1.9.2.9 To institutionalize gender mainstreaming in the Ministry.

1.9.2.10 To institute Covid-19 mitigation procedures/measures.

Section 2

2.0 MINISTERIAL PROGRAMMES

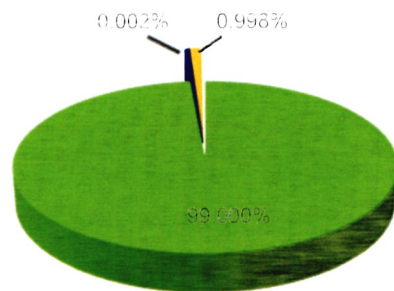
2.1 In accordance with the National Security Sector Report for FY 2016/17 to 2018/19, the Ministry planned to undertake the following key programmes:

2.1.1 Defence and protection of the Republic of Kenya, the objectives of which are the maintenance and protection of the sovereignty and territorial integrity and promotion of regional and international peace and stability.

2.1.2 General administration of the Ministry of Defence, the objectives of which are: 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 and participate in National development.

2.2 To accomplish the set objectives, the budgetary allocation for the Ministry for FY 2020/21 was 122,261,902,195B apportioned as shown in the chart below.



- A Defence and protection of the Republic, KShs. 120,456, This includes direct funding of KShs. 108.530B and ECA funding of ksh 6.644b
- B General Administration KShs. 1.454B
- C Aid to Civil Authority Kshs. 0.2B

Section 3

3.0 ACCOMPLISHMENTS

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

- 3.1 Performed its core mandate of ensuring the sovereignty and territorial integrity of the Republic.



KDF recruits undergoing military training at the Recruits' Training School (RTS), Eldoret.

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3.2 KDF maintained its operational readiness by attaining manning availability levels of 71.79% through expansion of the establishment.

3.3 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%.



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The KDF has over the years invested in basic education through the establishment of schools in military barracks. Education and training play a key role in enhancing social mobility, national cohesion and socio-economic development. In recognition of the critical role of education in enhancing the KDF mission readiness, KDF has endeavored to provide holistic basic education by sponsoring public schools within its various Formations, Bases and Units. Currently, there are 16 primary and 14 secondary schools. The schools were established out of the realization that children of parents serving in the military should not be disadvantaged especially in admissions because of their parents' nature of duty. The KDF personnel are always away from their families for a prolonged period.

In recognition of education as a basic right, quality and accessibility of education are integral welfare components to the service personnel families. The Schools also provide educational opportunities to children of civilian parentage. The overall management of Kenya Defence Forces Sponsored Schools (KDFSS) has remained a shared responsibility between the Sponsor and Ministry of Education. KDF expectation is for the schools to transcend the cognitive aspects of learning and nurture the potential of each learner to enhance holistic development.

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- 3.4 During the period, operational equipment readiness - which includes Infantry, Armour, Artillery, Engineers, Communications, Air and Naval systems - stood at 68.96% through acquisition of new systems and repair of existing ones.
- 3.5 The development of the regional hospitals to cater for needs of the KDF personnel and their families has been initiated.



Ongoing preparations for the commissioning of Nairobi Regional Hospital at Kahawa Garrison on 14 October 2021.



The ongoing construction of the Garissa Regional Hospital at Modika Barracks as at 02 Oct 2021

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3.6 Further, following the Covid-19 outbreak, the KDF's Directorate of Medical Services (DMS) embarked on sensitization of KDF personnel on various ways to mitigate the pandemic:

- Observing the Ministry of Health (MoH) guidelines on social distancing, wearing masks, hand washing/sanitization and regular temperature checks.
- Roll out of the vaccination drive to frontline healthcare workers and other military personnel including those who have retired from the Service.
- Reduction in number of visitors to the camp, screening of staff and visitors as they enter the camp, testing of those with symptoms and close contacts of those affected.
- Establishment of an Isolation ward at Sorsbie for suspected cases.
- Provision of home-based care for the asymptomatic and those with mild symptoms.
- One chamber preserved for Covid-19 VIPs at Mashujaa.
- Reduction of routine physical meetings e.g. major ward round and Monday rhythm meetings.
- Set-up of 140 bed capacity General Ward and 10 iCU-bed capacity hospital at Kabete for Covid 19 treatment.



KDF service personnel receiving Covid-19 jab at the Defence Memorial Hospital

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3.7 On the 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 its primary role in Deep, Close, Operation Amani Boni (OAB) and Ops Rejeshu Utulivu resulting in major outcomes that had positive impact on National security. Other operations included manning of multi-agency roadblocks in Isiolo, Garissa and Kilifi Counties, among other areas.



A security officer addressing a multi-agency security team in Lamu on 22 June 2021

3.8 To support UN and AU in the maintenance of peace and security, KDF deployed troop alongside other Troop Contributing Countries (TCCs) under AMISOM Sector 2 (Somalia), UNMISS (South Sudan), UNAMID (Darfur), MINUSCA (Central African Republic), MINUSMA (Mali) and the QRF elements in eastern DRC. These deployments were instrumental in fostering regional peace and security.

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3.9 Further, MoD 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 (POMs), trainings, exercises, sporting and cultural activities. No major activities/events took place in the East African region due to decreed Covid-19 pandemic restrictions.

3.10 The MoD also performed ceremonial duties, which included National Days' celebration parades, ASK Shows, reception and provision of security to visiting dignitaries and Heads of State.



H.E. President Uhuru Kenyatta President of Republic of Kenya and Commander-in-Chief of the Defence Forces during Jamhuri Day Celebrations at the Nyayo National Stadium on 12 December 2020

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3.11 The Ministry conducted several humanitarian civic activities in various parts of the country in the fulfilment of its Constitutional mandate on Aid to Civil Authority as provided for in Article 241 3(b). Some of these activities included:

3.11.1 **Provision of water:** The Ministry sank community boreholes and assisted locals to harvest rain water through construction of water pans, dams, shallow wells and underground water collection tanks. These projects have benefitted the locals by supplying clean potable water for human & livestock needs and for small-scale farming. The water projects in dry areas, especially the north-eastern parts, reduced movements in search of water for livestock.



Brig D N N Kamuri , Chief of Infrs commissioning Kiambaga Health Care Water Project on 25 Aug 2020



Brig D N N Kamuri , Chief of Infrs a ending to the Kiambaga Community localson 25 Aug 2020



Water project in Landis, Thika Sub-County, where Maj Gen Radina - the former Engrs Bde Comd - handed over the project to the community.





The Ministry assisting local community in Sandaro Sangailu in the construction of an open-air water pan (Silanga)

3.11.2 **Rehabilitation of Meter Gauge Railway line:** The Ministry embarked on the rehabilitation of the old, dilapidated and vandalized railway lines to allow for movement of people and goods as it had been before. The already restored lines during the review period are the Nairobi - Nanyuki, Nairobi - Nakuru - Kericho and Gilgil - Ol Kalou. Rehabilitation of other sections is ongoing to enable the whole railway network to be functional.



The CS Defence Dr Monica Juma, CDF Gen Robert K Kibochi, VCDF Lt Gen (Rtd) Levi Mghallu, Comd Kenya Army, Lt Gen Walter R Koipaton among other senior officers and officials after riding and alighting from the train to inspect and inaugurate the Nairobi -Nanyuki line on 7th July 2020. The railway line was rehabilitated by KDF.



Vice Chief of the Defence Forces (VCDF) Lt Gen L F Mghalu, Kenya Army Comd W R Koipaton and senior officials on inspection tour of the Nakuru - Kisumu railway line on 24 November 2020

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11.3 **Distribution of Relief Food:** Kenya Defence Forces (KDF) troops and the Multi-Agency team operating in Lamu County airlifted relief food from Minjila to Ozi-Kipini within the Boni enclave. The delivery was part of enhanced efforts by security agencies operating in the area, aimed at cushioning residents from the impact of severe floods.



Distribution of food by use of KAF helicopter at Ozi-Kipini, Tana River County, on 22 June 2021

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3.11.4 **Humanitarian Relief Operation in Mozambique:** On 14 October 2020, KDF conducted humanitarian relief operation in Mozambique - after suffering cyclone effects - by delivering food consignment and medical supplies to the affected.



KDF in rescue operation and helping pitching tents in Mozambique on 21 Oct 2020



Team leader Lt Col E M Teka handing over relief supplies to Mozambique officials on 14 Oct 2020.

3.12 **Information Management.** The Ministry upgraded its website from the previous one that had been overtaken by current web technologies. The new system is secure and provides MoD with an online platform for informing the public on issues happening within the Ministry. The website is more informative, interactive and meets the demands of modern technology.



CS Defence Amb. Dr. Monica K Juma presiding over the launch of the upgraded MoD website on 10 April 2021

3.13 **Shipyards Construction.** The completion of the shipyard will strengthen the ship construction and repair capability of the Kenya Navy. This shipyard is set as a national strategic capability with the clientele from other Ministries, Departments and Agencies (MDAs). This facility will create employment, generate revenue, reduce overseas repair costs and spur national and regional technology transfer.



Finishing works of the Kisumu based Kenya Shipyards as at 04 March 2021

3.14 The Ministry supported the government policy on Youth Internship/Industrial Attachment/ Apprenticeship by providing industrial attachment for 65 youths in its institutions.

3.15 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 MoD awarded contracts/tenders worth KShs. 1,186,892,103.20 to this group in the FY 2020/21.

3.16 Under the 40% policy on promotion of local content in procurement, the Ministry spent a total of KShs. 2,519,157,613.85 (35%) of general procurement budget) on procurement of local goods and services.

3.17 **Environmental Security:** In support of the Government effort on environmental sustainability in line with SDGs and Kenya's Vision 2030, MoD has actively participated in environmental conservation efforts through planting of trees in designated areas within the Kenya forests. The Ministry - through the Environmental Soldier Programme (ESP) - planted a total of 1,388,629 seedlings in cantonments and wetlands and adopted forests allocated by the Ministry of Environment and Forestry. This was achieved by working in partnership with other supporting agencies and organizations.



CS Defence, Amb. Dr. Monica Juma and other KDF personnel planting trees with school pupils at Kibiku Forest on 06 March 2021.



KDF Officers from the International Peace Support Training Centre (IPSTC) planting trees on 17 Nov 2020.

3.18 The Ministry implemented the Government Policy on National Cohesion and National Values as provided for in Article 10 of the Kenya Constitution 2010 by performing exemplarily in the National Cohesion and Values criterion in the year under review.

3.19 Under the directive of the PS as the accounting officer for the Ministry KShs. 5,514,655,835.00 was collected, as proceeds from UN reimbursements, fees paid to learning institutions, rent from institutional houses, sale of tender documents and proceeds from auction of obsolete assets and stores among others.

3.20 Flagship Projects

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

3.20.1 The design and construction of the 4000-ton slipway at Mtongwe is meant to enable Kenya perform mid-life fitting and manufacture of own ships and also extend to the neighbours and the world for commercial gains. The project is on schedule as planned and 90% completed as at the end of the period under review. Commissioning of the project is earmarked for end of 2021.



4000-ton slipway under construction at Mtongwe as at 01 October 2020

3.20.2 KDF Food Processing Factory (KDF-FPF), Gilgil

This is a Ministry of Defence Vision 2030 flagship project and also supports three pillars in the Big 4 Agenda on Manufacturing (Food Processing), Universal Health Coverage, and Food Security and Nutrition.



CS for Defence Amb. Monica K Juma being shown finished products during her visit to the KDF Food Processing Factory (KDF-FPF), Gilgil, on 14 August 2020



Kenya Defence Forces Engineers at the Kenya Meat Commission repairing the water supply system that supplies clean water to the killing flow area at the Factory.

3.21 Modernization Programmes

The following modernization programmes were concluded in the FY 2020/21:

- 3.21.1 14000 x Personal Weapon - AK 47 (Type 56).
- 3.21.2 2 x Normal Fire Tender.
- 3.21.3 25 x Tactical UAV.
- 3.21.4 45 x Tactical NVD.
- 3.21.5 94 x LAFV.
- 3.21.6 Icarus ISR Aircraft (Grob/H3 Defence).

3.22 Export Credit Arrangement (ECA) Programmes

The following programmes were funded under the ECA arrangement and are still ongoing.

- 3.22.1 Acquisition of Medium Lift Aircraft.
- 3.22.2 KNS Shupavu Refit.
- 3.22.3 Construction of the 4000-ton shipyard at Mtongwe.

3.23 Infrastructure Development

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

- 3.23.1 **Personnel accommodation at the following locations:** Modika Barracks, Lang'ata Wellness Centre, Kenya Navy Training College (KNTC), KN Officers' accommodation at Kenya Navy Base (KNB) Mtongwe.

3.24 **Human Resource Capacity Building** Training and education at different levels undertaken across the rank and file of the KDF. This covered basic training at the RTS for recruits and at the KMIA for cadets.

The DSC trained mid-level career officers and the NDC offered the National strategic leaders' course. Technicians' training at the Defence Forces Technical College (DEFTEC) as well as in other various KDF schools/colleges was undertaken. The National Defence University - Kenya (NDU-K) was also given a charter to complement the already existing colleges - that will be its Constituent Colleges - and also start offering security and strategic-related degree courses.

3.25 Research and Development (R&D)

R & D is an important aspect of technological advancement that seeks to improve capacity for technological innovation, self-reliance and quality of Ministry systems. Through the Security and Defence Industrialization Policy, R & D Branch continued to conduct research and development in various fields.

3.25.1 Energy Management and Environmental Policy Action Plans.

The Ministry formulated an Energy Management and Environment Conservation Policy (EMECP). The following were the projects under EMECP:

3.25.1.1 Energy audits in military camps

The Ministry continuously conducts energy audits (electricity, water and fuel) in the military camps with high-consuming meters and submits reports to respective users. The Energy Act 2019 requires energy audits to be conducted on high energy-consuming meters after every 3 years. Energy audits were done at the School of Infantry (SOI) - Isiolo, Oledume suites and at the KDF Food Processing Factory (KDF FPF) - Gilgil. As expected, reports for these were finalised and submitted.

3.25.1.2 Operationalization of EMECP Action Plans (Solar/Wind Powering):

High energy bills and adverse effects of conventional energy on the environment have made renewable energy sourcing the preferred future option. Services and Defence Controlled Units (DCUs) have been sensitized on the effects of exploiting energy-saving opportunities and are expected to give feedback on progress. The energy audits whose aim was reducing energy consumption and bills through identifying energy-saving opportunities and applying renewable energy technologies resulted in several other EMECP programmes that were implemented in the FY 2020/21. They include:

a. **Changing lighting technologies to more efficient LED in KDF units.**

b. **A Pilot 10kw Solar PV powering installed at the Ulinzi Complex corridor and a few basement offices.** Training of technicians already done. The system is currently at Defect Liability Period (DLP) phase where its performance is being monitored.

The Ministry is further monitoring additional solar systems installed at KDF Units (e.g. renewable energy project survey conducted at Modika Barracks; and solar water pumping at the KDF-PFF). Output of these projects will be the basis for replication of similar projects within KDF.

c. **Biogas pilot project at Embakasi.**

The project entails pressurizing the biogas to give it industrial burning capabilities, making the project to be suitable for large-scale use.

Now working on the stabilization of gas production.

3.25.2 Design and Fabrication of Medical Equipment.

After the equipping of KDF personnel with solid works Computer Aided Design (CAD) software technology, the designs for Ilizarov and production of Braun Splint have been completed. The cutting of Alizarov was completed while assembly is being worked on.

3.26 Corruption Prevention.

To combat and prevent corruption and unethical practices and instead promote standards and best practices in governance, the KDF constituted court martial for those who were suspected of malpractices during military recruitment.

3.27 Fight Against HIV/AIDS Infection

With regards to the fight against HIV/AIDS infection, the Ministry continued with the awareness and prevention campaigns in the period under review by domesticating Public Sector HIV/AIDS workplace policy, establishing and operationalization of HIV/AIDS Control Unit based on NACC's guidelines. An annual workplan was developed and resources were allocated for HIV/AIDS activities/programmes. Effort was put into promoting attainment of UHC at the workplace through offering services for disease prevention and wellness promotion for at least 80% of staff and family members.

3.28 Cancer Awareness and Prevention

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

3.29 Implementation of Presidential Directives

The Ministry fully implemented Presidential Directives and Circulars, and Executive Orders communicated to the Ministry as need arose.



PS Ministry of Agriculture, Livestock, Fisheries and Cooperatives Harry Kimtai handing over Kenya Meat Commission ministerial responsibility to the PS Ministry of Defence Dr. Ibrahim M Mohamed on 29 October 2020, looking on is the KMC chairman Lt Gen (Rtd) Joseph Kasaon.

3.30 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 to provide the basis for better monitoring and impact assessment of gender mainstreaming in the Ministry's outputs.

3.31 Gender Inclusivity

In an effort to improve inclusiveness and representation, the Ministry continued to place women on key positions in the military hierarchy.



The CS for Defence Amb Dr. Monica Juma, the CDF Gen R K Kibochi and MWAK Chairperson Tabitha Kibochi during the launch of Military Wives Association of Kenya (MWAK) on 23 March 2021

Section 4

4.0 CHALLENGES

The Ministry was able to carry out its mandate though with the following challenges;

4.1 Inadequate Funding. Budgetary constraints due to the escalating costs of modern military hardware. This has impacted the Defence Modernisation programme budget. Further, the expansion of the military establishment over the years has not been matched with commensurate development of maintenance facilities.

4.2 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 procurement plans due to spill-over across financial years.

4.3 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.

4.4 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.

4.5 Research and Development. Research and development is a key component in the development of Kenya's defence industrial capability. There is need to deliberately and progressively build human resource in STEM as well as facilities to spur and support innovation.

4.6 Disruptions due to the Covid 19 pandemic. The global production and supply chains have been affected by the Covid 19 pandemic, thus impacting delivery timelines.

4.7 Insufficient number of civilian staff. Lack of sufficient numbers of technical and support civilian staff required to provide support services to the KDF which affects quality of service. Further, retention of specialized staff remains a challenge for the Ministry.

4.8 Civilian Succession planning. This is a challenge due to the public service recruitment and staffing policies.

4.9 Exchequer under-issue of Ksh8.2 billion. This affected budget absorption which resulted to pending bills carried over to the FY 2019/20.

Section 5

5.0 RECOMMENDATIONS

5.1 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.

5.2 To enable the Ministry achieve its objectives, there is need for increased funding allocation to meet prioritized Defence programmes.

5.3 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.

5.4 As one way to address funding challenges, the Ministry should take maximum advantage of the Export Credit Arrangement to implement long-term Defence Modernization programmes.

5.5 There is need to strengthen and expand the Ministry's Research and Development capacity through collaboration and partnership with other institutions.

5.6 Need to establish and adopt specific Human Resource policies to the Defence Sector to support the recruitment, training and succession challenges of specialized civilian personnel.

5.7 Strengthening continuous engagement of MOD leadership with other key stakeholders like Parliament, Treasury and County Governments. A coherent Civil-Military relations structure and programmes is also important.

Section 6

6.0 CONCLUSION

6.1 The budgetary allocation for the FY 2020/21 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.

6.2 The Ministry's innovative efforts through Research and Development continue to be a key performance target. The energy management and environmental sustainability measures that are in place will ensure the effective and efficient utilization of available resources.

6.3 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.

6.4 The MoD will continue to discharge its Constitutional mandate within the available resources to deliver defence to the Nation. The military will upscale its national development activities by adopting projects that address the address specific needs of the human terrain.

6.5 Engagements with other MDAs will be increased and structured for the collective approach in National Defence and Development.



MINISTRY OF DEFENCE



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