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ANNUAL PERFORMANCE REPORT FY 2019/20

REPUBLIC OF KENYA



MINISTRY OF DEFENCE



THE NATIONAL ASSEMBLY
DATE: 11/01/2020
Tabled By: The Majority Whip
Hon. Emmanuel Nang'ue
Anna Musandu

REPUBLIC OF KENYA



MINISTRY OF DEFENCE

THE NATIONAL ASSEMBLY PAPERS LAID	
DATE: 11 MAR 2021	DAY: <u>Thurs</u>
TABLED BY:	Majority Whip Hon. Emmanuel Wanjau
CLERK-AT THE-TABLE:	Anna Musandu

ANNUAL PERFORMANCE REPORT FY 2019/20

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MESSAGE FROM THE CABINET SECRETARY



In fulfillment of Article 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces (KDF) Act, it is my humble duty to present the Ministry of Defence's Annual Performance Review 2019/20.

The functions of the Ministry of Defence (MOD) as stipulated in the Executive Order 1/2020 of 14 January 2020, are among others to facilitate and support the Kenya Defence Forces (KDF) in the discharge of its mandate to defend and protect the sovereignty and territorial integrity of the Republic of Kenya. Assists and cooperates 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.

I am happy to report that during the review period, most of the MOD programmes were on course as per the Performance Contracting milestones for the Financial Year 2019/2020. However, towards during the quarter of the financial year, the World Health Organization (WHO) declared Covid -19 a pandemic. This disrupted the pace of some MOD programmes like the Kenya Navy Shipyard, while causing delayed deliveries of several training programmes.

Health security took national priority, and MOD, under the guidance of the National Security Council was tasked to lead the formation and operationalization of the *Covid-19 National Multi-Agency Command Centre (NMACC)* at the Embakasi Garrison. Additionally, M developed internal mitigation measures saw the setting up of specific Covid-19 isolation and treatment centres in various KDF units countywide.

On the brighter side, MOD through its technical arm-KDF continued 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. The Ministry was also able to develop the Peace Support Operations Policy, Infrastructure Maintenance Policy and Defence and Security Industrialization Policy. The former affirms the commitment to UN and AU Peace Support Operations, while the latter speaks to the need for national self-sufficiency by focusing on industrialization and innovation. Other policies that are still in development include, the Land Policy and Environmental Policy.

I wish to take this opportunity to record my appreciation for the appointment of Hon Peter Ochieng Odoyo as the Chief Administrative Secretary for the Ministry, the promotion and appointment of General Robert K. Kibochi as the Chief of the Defence Forces, Lieutenant General Levi Mghalu as the Vice Chief of the Defence Forces and Maj Gen Jimson Mutai as the Commander Kenya Navy. I also acknowledge the transfer of Dr. Ibrahim Mohamed to the Ministry as the Principal Secretary. I also thank His Excellency the President for redeploying me to the MOD as the Cabinet Secretary in the last Government re-organization.

Together we shall work as a team to develop policies and strategies that will strengthen our National Defence and intensify regional and international defence cooperation to ensure that KDF remains a mission ready force, that is adaptable to the demands of a dynamic capabilities meet the requirements of the security environment. The Ministry will continue to refine and implement annual plans and budget processes to improve the Defence Forces readiness.

Finally, let me express my gratitude to His Excellency, the President as the Commander-in-Chief and the Government as a whole for providing funds. The Ministry also appreciates the cooperation and collaboration with Parliament, the National Assembly, the National Treasury and other stakeholders.



Dr. Monica K Juma, (Oxon), CBS

Cabinet Secretary for 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 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 the 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. In support of the other ministries the MOD endeavoured to fight against rising terrorism through Operation Linda Boni, drug and human trafficking and proliferation of small arms. The Ministry also supported Regional and International peace and security, by contribution of KDF personnel to AMISOM (Somalia), UNMISS (South Sudan), IGAD (South Sudan) and UNAMID (Darfur).

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, policy developments and implementation, defence diplomacy, strategic communications and infrastructure development.

The Ministry received its budget allocation from the National Government to run most of its programmes. However, there was some budget cuts that were effected across Government due to the Covid-19, this resulted in the reprioritization of some programmes. 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 continue to modernise its equipment to meet the challenges of emerging terror threats.

Despite the challenges experienced the Ministry has endeavoured to discharge its obligations to the President and the people of the Republic of Kenya. MOD will play its part with the available resources to create favourable conditions for socio-economic and political development.

ACRONYMS AND ABBREVIATIONS

AMISOM	– African Union Mission In Somalia
AMMO	– Ammunition
GOC	– General Officer Commanding
DCUs	– 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	– Peace Support Operations
MAB	– Moi Air Base
C – in – C	– Commander in Chief
CDF	– Chief of the Defence Forces
KIPI	– Kenya Industrial Property Institute



Military personnel from Embakasi Garrison fumigate the streets of Nairobi's CBD in March 2020.

Section 1

1.0 INTRODUCTION

This Annual Performance Report for FY 2019/20 for the Ministry of Defence is presented in conformity to 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 the performance of the Ministry is based on the Ministerial Performance Contract, Strategic Plan, Work Plan and Purchase Plans, as 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 continued to focus on its thematic areas which are; *Command and Control, firepower, information and intelligence, force protection, mobility and sustainment.*

To augment the six functional areas above, the Ministry continued 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 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 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 2019/20.

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 MOD programmes carried out.

Section 3: The Accomplishments which outlines the achievements during FY 2019/20.

Section 4: The Expenditure Profile which outlines the utilization of allocated funds.

Section 5: The Challenges, which highlights 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. 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.

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 KDF.

1.9.2.5 To assist and cooperate with other authorities in situations of emergency or disaster.

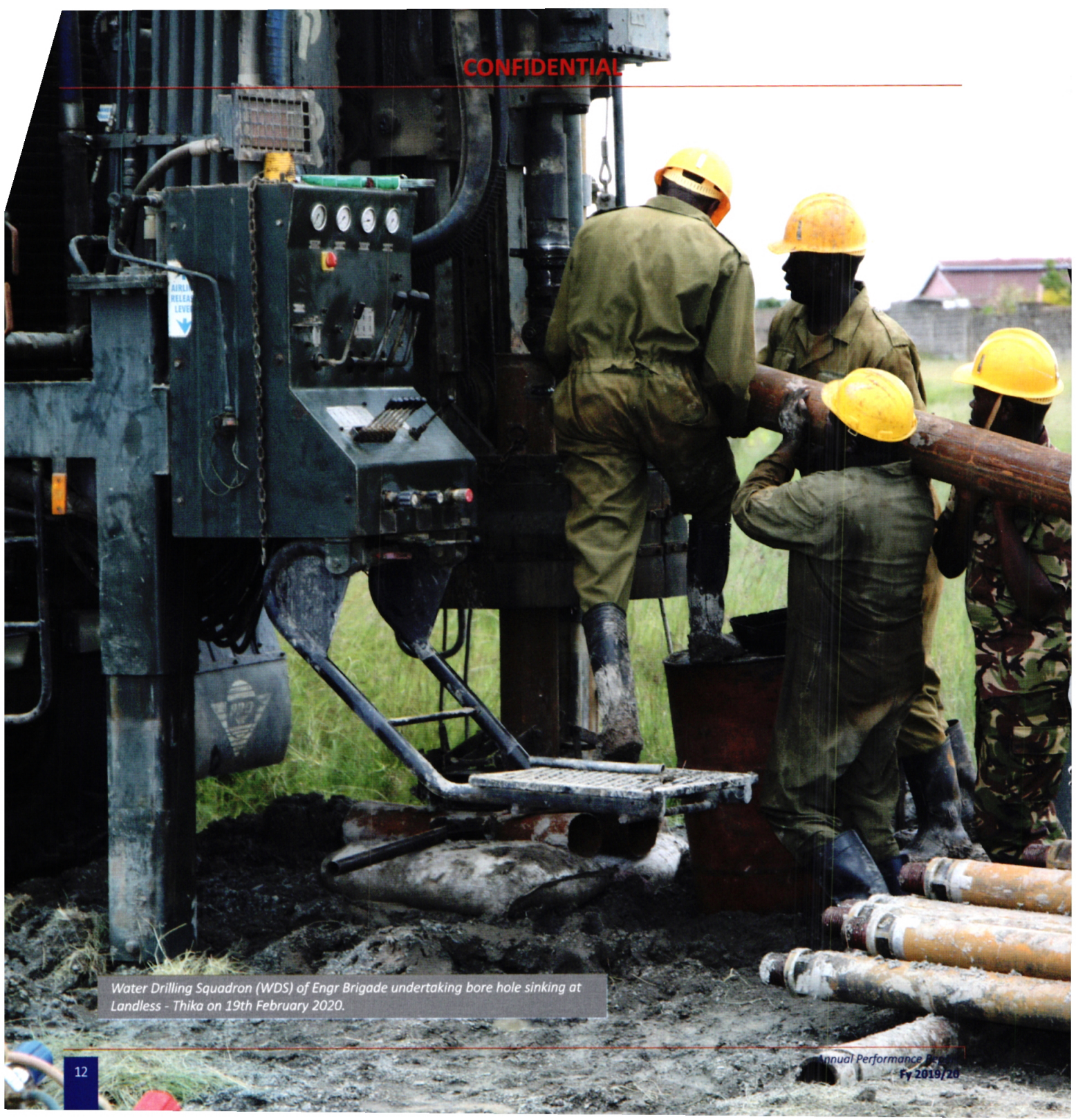
1.9.2.6 To promote regional and international security.

1.9.2.7 To 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.

1.9.2.10 To institute Covid-19 mitigation procedures.



Water Drilling Squadron (WDS) of Engr Brigade undertaking bore hole sinking at Landless - Thika on 19th February 2020.

Section 2

2.0 MINISTERIAL PROGRAMMES AND THEIR OBJECTIVES

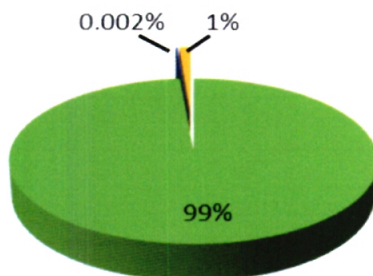
2.1 In accordance with the National Security Sector Report for FY 2016/17 to 2018/19 the Ministry planned to undertake the following key programmes:

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 2018/19 was **Kshs 116,720,666,553.00** apportioned as shown on the Chart below.



- Defence and Protection of the Republic, Ksh. 107,076B.
This includes direct funding of Ksh 108,530B and ECA
- Aid to Civil Authority Ksh 0.2B
- General Administration Ksh 1.347B



KDF troops conducting Vessel Board Search and Seizure (VBSS) drills.

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.



6 BDE Personnels conducting Range Classification with new AK 47 Rifles in Modika, Garissa in October 2019

3.2 KDF maintained its operational readiness by keeping its manning availability levels at 73.61 % of the establishment through recruitment of service personnel and commissioning of cadets.



The ACDf in Charge of Personnel and Logistics, Major General Fatma Ahmed, officially welcomed the Kenya Defence Forces 2020 recruits at the Recruits Training School (RTS) in Eldoret on Sunday 26th January 2020. Addressing them is the Chief Recruiting Officer Brigadier John Warioba.

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%.



A Kenya Army soldier demonstrates on how to carry a wounded soldier.



The Kenya Air Force soldiers disembark from a Huey Helicopter during training exercise.

3.4 During the period, operational equipment readiness which includes Infantry, Armour, Artillery, Engineers, Communications, Air and Naval systems stood at 62.08 %.

3.5 The development of the Langata Recovery Centre is on schedule; the major infrastructural works are over 75% done and some of the major equipment were delivered and are awaiting installation once the building works are certified complete. Further, following the Covid-19 outbreak, Kenya Defence Forces' Directorate of Medical Services prepared a quarantine and dedicated recovery centre at Kabete Barracks.



3.7 Concerning 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, under *Operation Fagia Msitu*, Flood and landslide mitigation operations in Baringo and Pokot. Other operations included manning of Multi Agency roadblocks in Isiolo, Garissa and Kilifi Counties, among other areas.

3.8 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.



GOC westcom and Rift Valley Regional commissioner during OPs Okoa Maisha (Recovery of Landslide Victims) - Chesogon on 23rd Apr 20

3.9 The 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, training, exercises, sporting and cultural activities.



African Union Mission in Somalia Sector II Commander, Brigadier Dickson Rutto with other Kenya Army personnel engage a resident seeking medical attention during camp routine patrols.

3.10 The Ministry performed ceremonial duties which included National Days Celebration Parades, ASK shows, reception and provision of security to visiting dignitaries and Heads of State.

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 17 boreholes in various parts of the country, the grading of roads for example Manjila - Witu - Mokowe road. The Ministry also carried out disaster relief operations during the flooding occasioned by the heavy rains that were experienced across the border in the Republic of Mozambique.



Vigurangani Primary School pupils in Kwale county celebrate after KACE completed sinking a borehole in their school.

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. In the second half of FY19/20 the Ministry started the development of the Defence Cyber Policy, this is work in progress and is expected to be ready for adoption at the end FY2020/21.



Cardiac Monitors Central Monitoring Unit at the Defence Forces Memorial Hospital (DFMH)



Kenya Army desert locusts control team spraying at Lengusaka Village Wamba ward in Samburu county on 05 Feb 20



ICU Rooms at the Kabete Barracks Treatment and Isolation Centre for Covid-19 response



Kenya Army Corps of Engineers (KACE) soldiers rehabilitates the Thika-Nyanyuki Railway line.

3.13 The Shipyard; The ongoing development of the Kenya Navy 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.

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

3.15 The Ministry also mentored several Students under the Pupils Reward Scheme (PURES) Programme that was initiated by H.E. the President to mentor 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.

3.16 Towards achieving the 30% award of procurement opportunities to youth, women and persons with disability through the Access to Government Procurement Opportunities (AGPO) programme, in the FY19/20 MoD awarded contracts/tenders worth Kshs 2,356,850,184.00 to this group.

3.17 Under the 40% Policy on Promotion of Local Content in Procurement, the Ministry spent a total of Kshs2,531,596,417.00 (35% of general procurement budget) on procurement of local goods and services.

3.18 In support of the Government effort on Environmental Sustainability in line with SDGs and Kenya's Vision 2030. In the reporting period, MOD the through the Environmental Soldier Programme (ESP) planted a total of 1,034,200 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.



GOC Western Command Maj Gen Kivunzi Leading in a Tree Planting Exercise at Maji Mazuri on 25 Jun 2020.

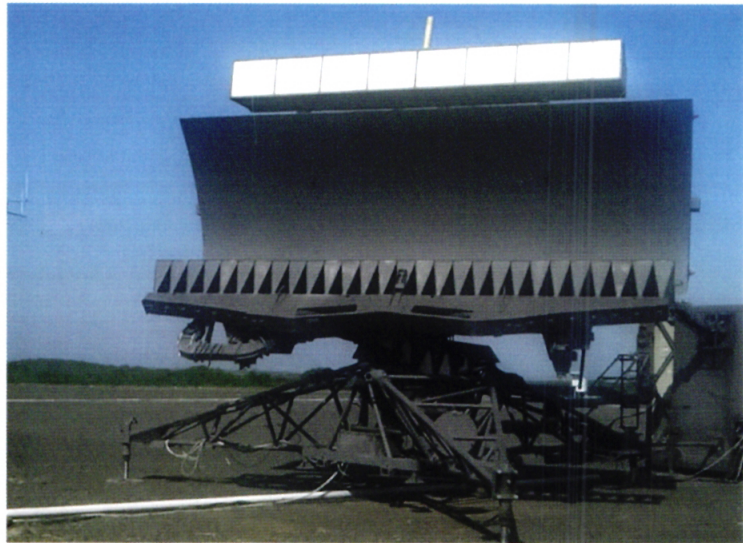
3.19 The Ministry implemented the Government Policy on National Cohesion and National Values as provided for in Article 10 of the Kenya Constitution 2010 by training of 107 AIE holders and other Senior Staff members from both Military and Civilian conducted at Kenya Monetary Studies from 3rd to 6th September 2019. Among the areas covered were Public Finance Management Act 2012 and accompanying regulations of 2015, Budget, Procurement and Tender documentation. This was done to achieve good governance of public resources.

3.20 Through the PS MOD, who is the appointed revenue collector, Kshs. 4,600,000,000.00 was collected. Being from UN reimbursements, 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 has three 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, **Upgrading of S600 Marconi Radars - Phase 2 Seg 3**. This is a continuing programme that entails rehabilitation and digitization of KAF Marconi Radar Systems. This phase commenced in FY 2014/15. The project has so far attained 95% as projected in FY 2018/19. The upgrade and modernization of the last radar has been accomplished and pending installation at the Narok site which is under preparation.



The Marconi Radar awaiting transportation to Narok FOB in 2019.

3.21.2 KDF Food Processing Factory in Gilgil. The plant processes dry foods for use by the defence forces within and outside the country, especially when the military personnel are in a mission and have a limited capacity of obtaining commonplace food products.

3.21.3 Kenya Shipyard Limited. The facility, is being put up at the Mtongwe Navy Base in Mombasa, as one of the flagship projects in new plan to revamp Blue economy. The slipway will function as a platform on which ships are secured and winched out of water into a working area for construction, repair, refitting and maintenance of sea vessels.



KDF Food Processing Factory - Gilgil, showing factory in operation.

3.22 Modernization Programmes.

Commissioning of newly acquired MD 530F –on 23 Jan 20



One of the MD 530F in action in Larisoro, Samburu county. The MD 530F helicopters were commissioned on Thursday 23 Jan 2020.

The following modernization programmes were concluded in the FY 2018/19:

- 3.22.1 3000 x personal weapons -Scar Rifles (KAF to avail pics of C27J Spartan reception)
- 3.22.2 Y-12 modification (120 & 126).
- 3.22.3 Puma Helicopter recovery (406).
- 3.22.4 Fennec Support Equipment & spares (JDS).
- 3.22.5 2 x Golden Eagle UAV.
- 3.22.6 Development of the Aviation Centre of Excellence

3.23 Export Credit Arrangement (ECA) Programs

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

- 3.23.1 Acquisition of Medium Lift Aircraft.
- 3.23.2 Acquisition of VVIP Helicopters.
- 3.23.3 Construction of the 4000 Ton Shipyard at Mtongwe.

4 Infrastructure Development.

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

- 3.24 Personnel Accommodation at the following locations; the Modika Barracks, The Langata Recovery Centre, Kenya Navy Training College, Kenya Navy Civilian Offices at KNB Mtongwe



KAF's C27J Spartan reception at Embakasi on 14 Feb 2020.

5 Human Resource Capacity Building.

Training and education at different levels took place across the rank and file of the KDF. This covered basic training at Recruit Training School all the way to the strategic leaders course at the National Defence College. Other courses at the Kenya Military Academy for cadets, Defence Staff College for mid-level career officers, technicians training at Defence Forces Technical College as well as other training in various KDF schools/colleges were undertaken.



State of WOs & Sgts Accommodation before and after Completion of Renovation on 08 Oct 2019.

6 Research and Development

Through the Security and Defence Industrialization Policy, Research and Development Branch continued to conduct research and development in various fields.

3.25 Computer Aided Design Systems (CADS).

CADS are key to innovative design of electrical, electronic and mechanical components as well as interactive simulations. The DHQ R & D Branch continues to monitor “Renewal of AutoCAD Inventor and Electrical Software licenses” at DEFTEC. There are a total of eight Autodesk production design licenses installed at DEFTEC R&D Squadron. DHQ R&D Branch in addition intends to incubate a 3-D interactive computer graphics software by the name SolidWorks at DEFTEC. The SolidWorks software has been identified for design and consequently manufacture of medical tools and equipment.

3.25.1 Energy Management and Environment Conservation Programme (EMECP). Energy is a critical input to the socio-economic development and protection of any nation’s environment. In that regard, KDF formulated an Energy Management and Environment Conservation Policy (EMECP) that was signed by the CDF on 26 August 2014 and is currently under review. The implementation of the EMECP need continuous training, monitoring of energy usage, taking advantage of renewable energy sources and conserving the environment.

3.25.2 Disability Mainstreaming. Within the reporting period, a draft MoD Disability Policy was developed. In tandem with this, all new infrastructural developments in MoD are incorporating universal accessibility designs. There are also progressive modifications/ redesign of existing infrastructure to accommodate the needs of people living with disabilities.

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. KDF will formally constitute and operationalize HIV & AIDS control Unit with 40% of the membership drawn from the senior and middle levels. A senior officer will chair the Committee 30th September 2019.

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

The Ministry continued to promote the Buy Kenya Build Kenya directive, through deliberate incentives to buy uniform fabric from RIVATEX, purchasing airline tickets from Kenya Airways among others. Incentives towards enhancing Access to Government Procurement Opportunities were also improved.

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.

3.30 Gender inclusivity

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

3.31 Change of Command

There was a successful command transition with the retirement of Gen S J Mwathethe as the CDF and the promotion of Lt Gen R K Kibochi to General and appointment as CDF.



The CDF Gen Robert Kibochi receives the KDF flag from the outgoing CDF Gen Samson Mwathethe at the Defence Headquarters, during the signing and change of command on May 08 2020.



Special Boats Unit (SBU) conducting manoeuvre drills

SECTION 4

5.0 CHALLENGES

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

5.1 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.

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 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.

5.5 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.

5.6 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.

5.7 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.

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

5.9 Exchequer under-issue of 8.2. This affected budget absorption which ended up in pending bills carried over to the FY 2019/20.

CONFIDENTIAL

KENYA AIR FORCE

Kenyan citizens who had been stranded in Ethiopia during Covid-19 pandemic disembark from the Kenya Air Force (KAF) C-27J Spartan aircraft

SECTION 5

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 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.

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

6.6 Specific Human Resource policies to the Defence Sector to support the recruitment, training and succession challenges of specialized civilian personnel.

6.7 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.



Testing of KDF personnel by KDF medics for Covid-19

SECTION 6

7.0 CONCLUSION

7.1 The budgetary allocation for the FY 2018/19 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, 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.

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 deliver defence to the nation. The military will upscale its national develop activities by taking up projects that address the address specific needs of the Human Terrain.

7.5 Engagements with other MDAs will be increased and structured for the collective approach in national defence and development.

REPUBLIC OF KENYA



MINISTRY OF DEFENCE

