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MINISTRY OF DEFENCE

ANNUAL PERFORMANCE REPORT FY 2018/19

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H.E. Hon. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces with Defence Cabinet Secretary Ambassador Raychelle Omamo, Chief of the Defence Forces General Samson Mwathethe, Vice Chief of the Defence Forces Lieutenant General Robert Kibochi with the Service Commanders at State House, Nairobi.

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MESSAGE FROM THE CABINET SECRETARY



I am glad to present this Performance Report for the Ministry of Defence (MOD) for the Financial Year (FY) 2018/2019. The Report captures a detailed account of work, expenditures and accomplishments of the Ministry during the review period and is in compliance to Article 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces (KDF) Act.

MOD is obliged to facilitate and support the Kenya Defence Forces (KDF) in the discharge of their mandate as stipulated in Article 241 (3) (a), (b) & (c) of the Constitution of Kenya. The mandate is 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. The Ministry embraced a Whole-of-Government Approach to meet the national security objective of securing Kenya's national interest.

Towards executing this Constitutional mandate, the Ministry's performance was guided by the, the Defence Policy, and the Goals and Objectives of its Strategic Plan. This performance was based on the budget as provided for within the National Security Sector Report 2018/19. The implementation of the strategic capability programmes was

steadily followed in order to safeguard and improve Kenya's defence capacity and ability. The driving force being having a highly motivated force, modernized equipment, a strong defence posture, and professional capacity building for both civilian and military personnel.

In support to Civil Authority, the Ministry drilled several Boreholes in various parts of the country to provide potable water to schools and local communities. A vehicle check point at Sabaki Bridge in Kilifi, and a temporary bridge in Narok County were constructed to enhance security and movement of the citizenry. In addition, the participation of KDF in AMISOM saw the establishment of medical camps and drilling of boreholes for citizens in the neighbouring war-torn Somalia.

I am also pleased to report that during the period, the Defence Council approved the Defence Forces Standing Instructions to provide for the Operating Policy Framework for the establishment of a Welfare and Compensation Scheme to support widows and orphans of KDF Officers and Service Personnel. This led to the establishment of DHQ Office and Welfare Centres at formation, Base, and Unit levels to provide family support, resilience programme, pastoral and spiritual support. These have been very well received by the Service Personnel and their families.

During the review period, the Ministry launched the Kenya Navy Mtongwe Shipyard project, which is envisioned to be the game changer in the regional Maritime Industry. The Shipyard has come at the right time when our Government is keen on harnessing the Blue Economy potential. Apart from carrying out vessel repairs, the facility will also have capacity to build new vessels. Upon completion, the Shipyard will not only save the Government money for ship repairs that are currently done in private dockyards or overseas but will also create employment opportunities to Kenyans.

Further, in the review period, His Excellency the President launched the Kenya Coast Guard Service, a maritime security organ that will operate in high seas to protect

Kenya's waters against terrorism, piracy, illegal fishing and drug trafficking among other maritime crimes. The advent of the Coast Guard Service which will work jointly with the Kenya Navy will help a great deal in ensuring the country utilizes her potential in the marine industry.

It is also during the year under review that the Ministry participated fully in the organizing and co-hosting of the First Global Blue Economy Conference in Nairobi whose theme was **'Blue Economy and the 2030 Agenda for Sustainable Development'**. The Conference presented opportunities for economic growth anchored on pillars of sustainability, climate change and controlling pollution.

A strategic objective of the Ministry is to take leadership in the development and implementation of well researched and informed defence policies. In this regard, the Ministry held a Health and Security Conference organized under the "Defence Dialogue Series". The Conference brought together 150 partners and stakeholders in the Security Sector and beyond. Participants exchanged perspectives on emerging security and socio-development issues relevant to defence policy and cooperation. The theme of the conference was 'Health Dimensions of National Security'. The outcome of this conference will bring about the development of a comprehensive biosafety policy for the country.

During the year under review, the Ministry also endeavoured to embrace new technology in its Healthcare Systems. A modern ICT medical equipment dubbed "The Intellispace Critical Care and Anesthesia (ICCA) was installed at the Defence Forces Memorial Hospital. The system is designed to provide continuity of clinical information across anesthesiology, critical care, intermediate care and medical- surgical care specialties.

Defence cooperation is important to Kenya's defence posture especially from the view of threat prevention. In this regard, 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. These engagements develop, shape and maintain strategic relationships with the Ministry's partners and allies. The official visits by high ranking defence and military personnel from China, Czech Republic, India, United States of America among other countries during the review period were geared towards defence diplomacy and cooperation.

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.

Research and Development is an important aspect of technological advancement that seeks to improve self-reliance and quality of own systems. In this regard therefore, the Ministry through KDF Research and Development Branch successfully commissioned Phase 1 of the KDF Food Processing Factory at Gilgil and product donations amounting to 1.6 Tons were distributed to local schools.

I am also happy to report that during the period, the Ministry successfully embraced the Domesticating of Environmental Policy at the work place, KDF ratified an Energy Management and Environmental Conservation Policy (EMECP) Handbook to establish a robust Defence Environmental Policy and Institutional framework. The Handbook is undergoing review as is stipulated in its regulations to adapt it to changing conservation needs.

To enhance cordial relations among EAC Member States, the Ministry participated in the Civil-Military Cooperation (CIMIC) activities in Kigali, Rwanda, and EAC Annual Field Training Exercise (FTX) in Tanga, Tanzania. Such exercises enable the KDF troops to develop a better understanding of other's capabilities and approaches within the region, making our soldiers able to cooperate better in response to future problems. Kenya also assumed the position of rapporteur in the last EAC Summit in May 2019 held in

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Arusha Tanzania.

It is with gratitude and honour that I uphold His Excellency the President of the Republic of Kenya and Commander in Chief of the Defence Forces in high esteem for the able guidance and leadership provided to the Ministry during the review period. I also applaud the support of the Government as a whole in the performance of the Ministry. The engagements with Parliament and the National Treasury contributed to the delivery of the Ministry's vision of security and prosperity with strengthened influence to further Kenya's interests in the region and beyond.

With these remarks, I submit the Annual Performance Report of the Ministry of Defence for the Financial Year 2018/2019.



Amb. RAYCHELLE OMAMO, SC, EGH

*Cabinet Secretary
Ministry of Defence*

EXECUTIVE SUMMARY

This Report captures a detailed account of work, expenditures and accomplishments of the Ministry during the review period, 2018/19 Financial Year. It has been prepared in compliance to the Article 153 (4) (b) of the Constitution and Section 10 (h) of the Kenya Defence Forces (KDF) Act that requires an Annual Performance Report be provided to His Excellency the President and Parliament.

The report outlines various programmes, whose objectives are geared towards the Ministry's mandate 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.

The programmes as stipulated in the National Sector Medium Term Expenditure Framework Report include Defence and protection of the Republic; Modernization, General Administration and support services; Aid to Civil Authority; and National Space Management. The implementation of these programmes was pegged on a budget allocation of **Ksh. 118,627,560,520** which included a funding of **Ksh. 13,079,000,000** from development partners.

In achieving its primary 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 report demonstrates the extent to which the funds were expended towards the implementation of the programmes. Notably, majority of the funds were spent on land and air defence. The main focus was on Defence Modernization Programmes, staff welfare, aid to civil authority and cross-cutting issues.

Some of the accomplishments during the review period include the upgrading of the radars, the commissioning of the KDF Food Factory in Gilgil by the President, the acquisition of 6 helicopters in the plan, the maintenance of operational and equipment readiness, infrastructure development (accommodation and civilian office blocks at Kahawa Barracks and MAB), initiation of the rehabilitation Centre in Lang'ata Barracks,

Other accomplishments during the period were; acquisition of land in Narok for setting up of a Base for ADR; launch of a 4000T shipyard project at the Kenya Navy-Mtongwe, various defence cooperation trainings and engagements; among others. A notable personnel and morale achievement is the establishment of a KDF Compensation and Welfare Scheme which has been well embraced among staff and their families. In addition, the Ministry released funds to the Kenya Space Agency and facilitated its operationalization. The Board was commissioned.

The Ministry also supported Regional and International Peace and Security. Kenya 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 placed the country in a competitive position in fostering regional peace and security.

The Ministry continues to strive to overcome some of the challenges identified, especially the operational ones by employing dynamic and adoptive training in order to equip the forces with the necessary skills for Asymmetric Warfare.

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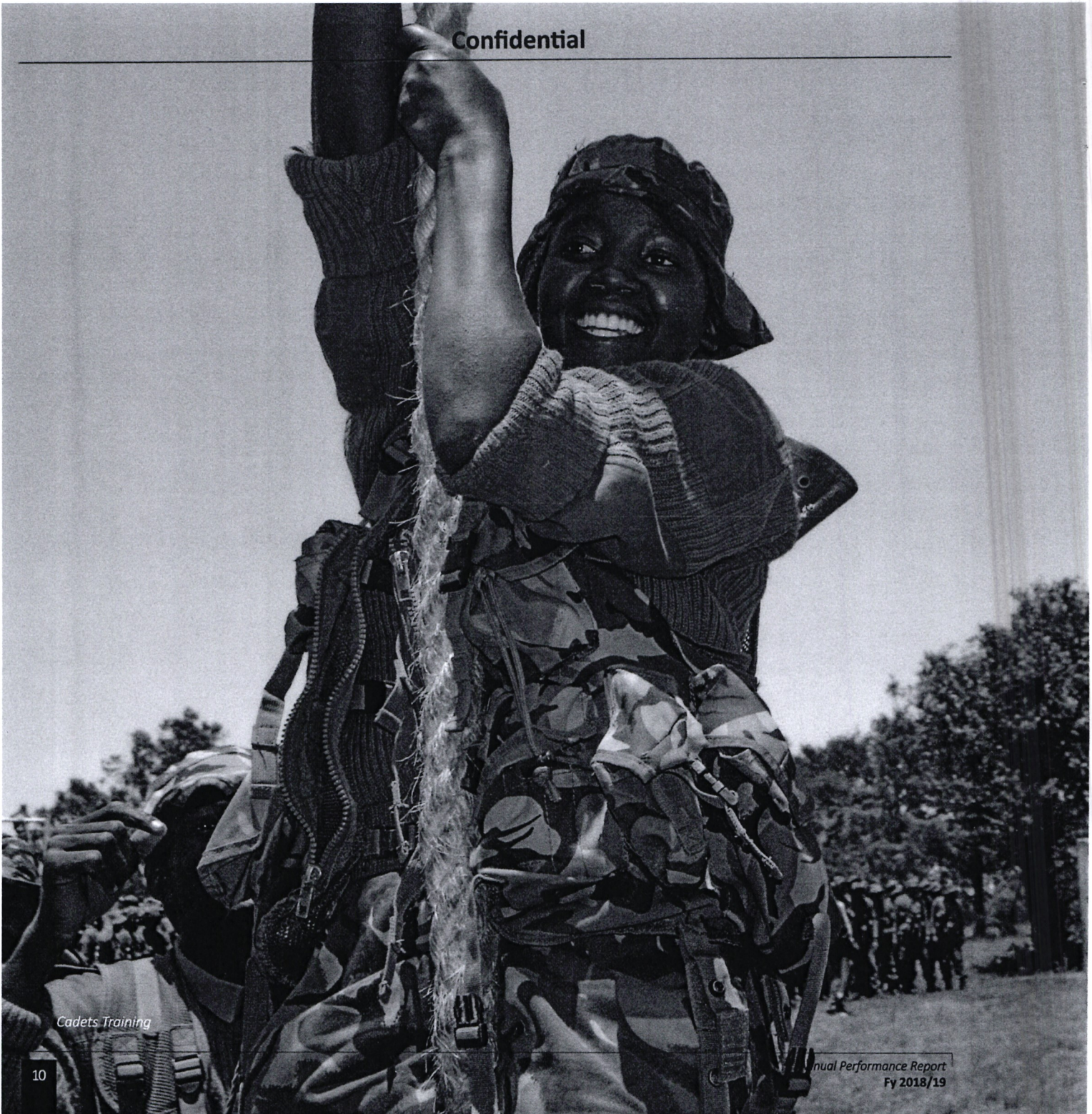
The challenges experienced during the review period did not deter the Ministry to discharge its obligation to the President and the Republic of Kenya as stipulated in Article 241 of the Constitution and Executive Order No. 1 of 2018.

The resources availed were prudently utilized to achieve the mandate and create a favourable environment for socio-economic and political development of the country.

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
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
USG	– United State Government

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Cadets Training

Section 1

1.0 INTRODUCTION

This Performance Report for FY 2018/19 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 annually submit a written report to the President and Parliament on the expenditure, work and accomplishments of the Ministry.

The Ministry continued to execute its mandate as provided for in Article 241 of the Constitution and Executive Order No. 1 of June 2018. To effectively deliver on its mandate and informed by the emerging threats and prevailing economic situation, the focus was on the thematic areas, namely the training, modernization of equipment, a strong defence posture, and professional capacity building for both civilian and military personnel.

The report is based on the Ministry's priorities captured in the National Security Sector Report for the MTEF period 2018/19 to 2020/21. The report gives key highlights of the deliverables, challenges experienced during the implementation period and makes recommendations on how best to deliver defence.

1.1 Purpose

The Report provides an overview of the Ministry's performance in the FY 2018/19.

1.2 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, assisting and co-operating with other authorities in situations of emergency or disaster with reports 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.

1.3 Vision

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

1.4 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.

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1.5 Core Functions

The core functions of the Ministry of Defence as stipulated in the Executive Order No. 1 of 2018 are:

- 1.5.1 National Defence Policy and Management
- 1.5.2 Protection of the Sovereignty and Territorial integrity of the Republic
- 1.5.3 Support of Civil Authorities in situations of emergency and/or disaster
- 1.5.4 Defence Intelligence.
- 1.5.5 Coordinate and Regulate Space Related Activities in the Country
- 1.5.6 Implement the Space Policy and any Related Programmes

1.6 Core Values

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

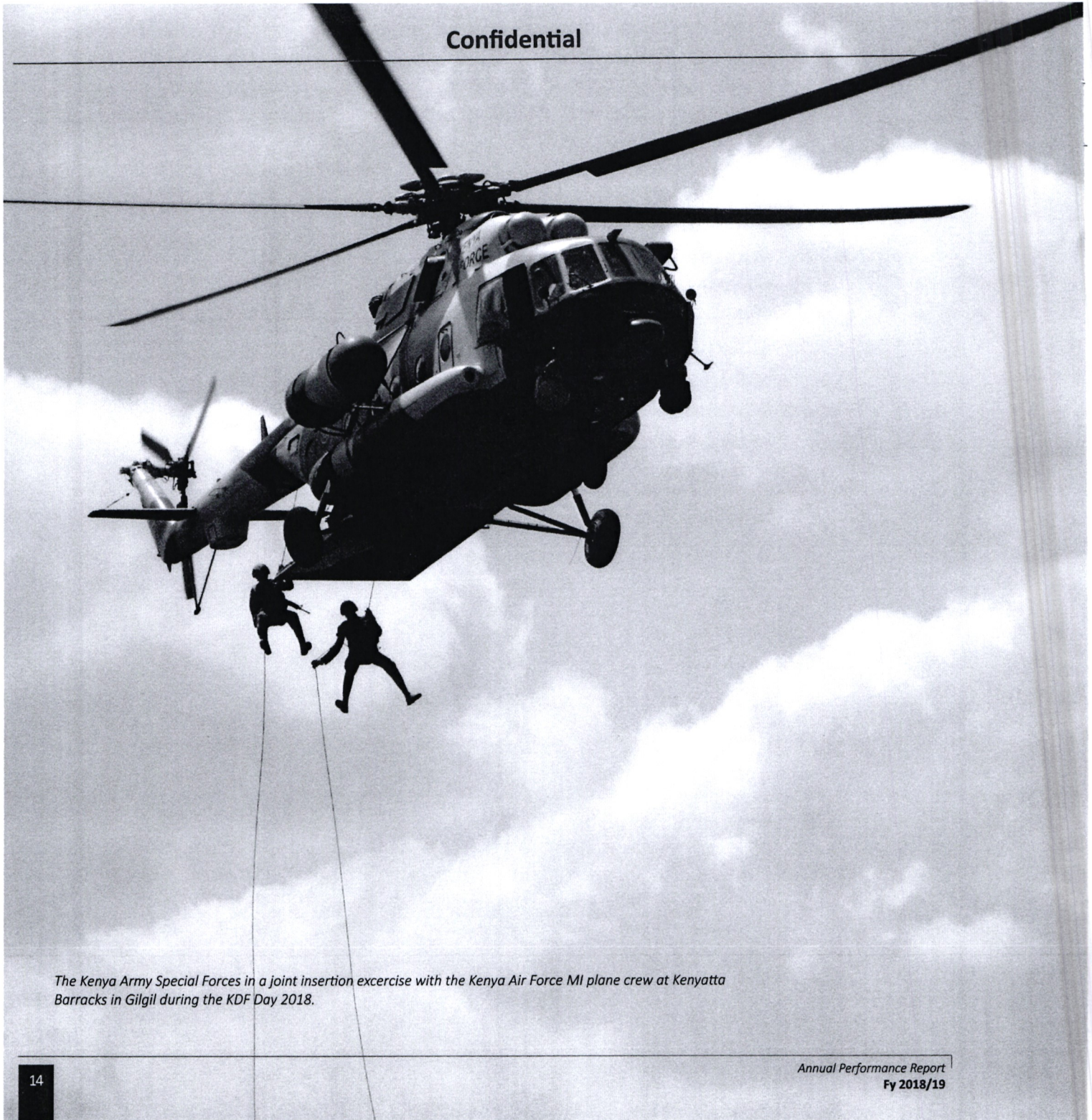
- 1.6.1 Apolitical.
- 1.6.2 The Civil prerogative.
- 1.6.3 Loyalty and Commitment.
- 1.6.4 Patriotism
- 1.6.5 Professionalism.
- 1.6.6 Integrity.
- 1.6.7 Reliability.
- 1.6.8 Knowledge.
- 1.6.9 Fairness.

1.7 The Ministerial Objectives

- 1.7.1 **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.
- 1.7.2 **Operational Objectives.** The operational objectives of the Ministry are:
 - 1.7.2.1 To recruit, maintain and sustain a force at high operational readiness.
 - 1.7.2.2 To continuously train for the development of a credible military capability.
 - 1.7.2.3 To continuously modernise all defence systems and processes.

- 1.7.2.4 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.
- 1.7.2.5 To assist and cooperate with other authorities in situations of emergency or disaster.
- 1.7.2.6 To promote regional and international security.
- 1.7.2.7 To institutionalise HIV/AIDS prevention and control.
- 1.7.2.8 To promote Cancer awareness and prevention.
- 1.7.2.9 To institutionalise Gender mainstreaming in the Ministry.
- 1.7.2.10 To enhance Welfare and Compensation of MOD personnel.
- 1.7.2.11 To facilitate implementation of the Big Four initiatives.
- 1.7.2.12 To develop/review Defence Policies and coordinate their implementation.
- 1.7.2.13 To undertake research and development and innovations.
- 1.7.2.14 To operationalize the Kenya Space Agency.

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The Kenya Army Special Forces in a joint insertion exercise with the Kenya Air Force MI plane crew at Kenyatta Barracks in Gilgil during the KDF Day 2018.

Section 2

2.0 MINISTERIAL PROGRAMMES

- 2.1 The National Security Sector Report for FY 2016/17 to 2018/19 that reviews sector programmes performance and prospects, identified programmes that the Ministry was to undertake in 2018/19 Financial Year. These were:
- 2.1.1 Defence and Protection of the Republic of Kenya: This is the overarching programme whose objective is to maintain and protect Kenya's territorial integrity and promote regional and international peace. A major aspect in this endeavour is the modernization programme that ensures a strong defence posture with a capable and ready force.
 - 2.1.2 General Administration and Support Services: This is also a key programme whose objective is policy formulation, coordination and implementation, administrative support services, defence diplomacy and strategic communications.
 - 2.1.3 Aid to Civil Authority: This addresses the Ministry's secondary mandate with the objective of assisting and cooperating with other authorities in situations of emergency or disaster.
 - 2.1.4 National Space Management: whose objective is to administer and coordinate space related activities.
- 2.2 To implement these programmes and achieve the set objectives, the Ministry was allocated a total of Kshs 118,627,560,520.00 for the FY 2018/19 which included Kshs 105,548,560,520.00 direct GOK funding and Kshs 13,079,000,000.00 from ECA funding.

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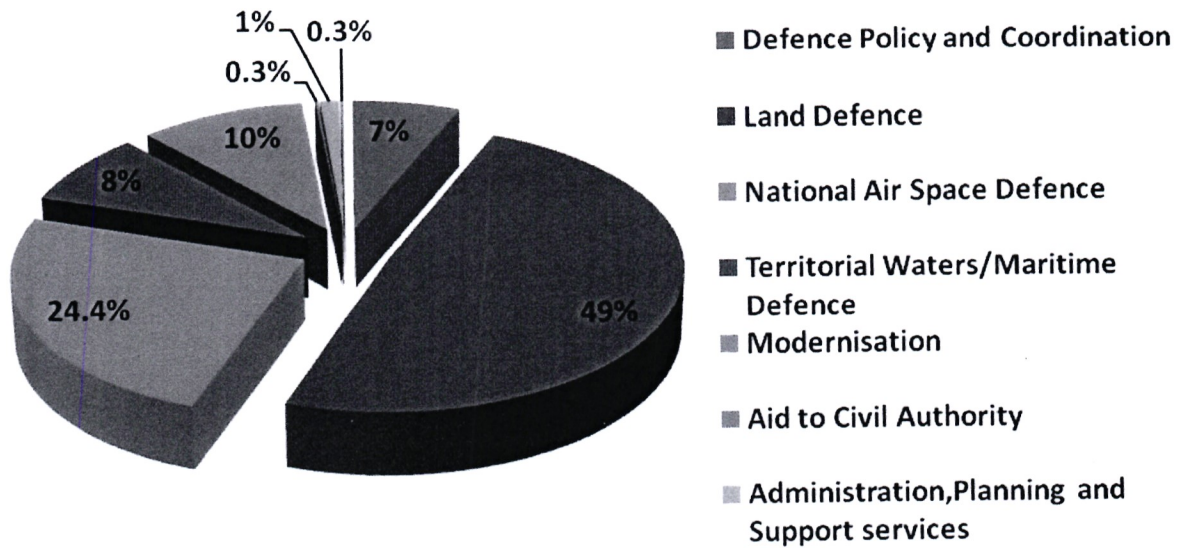


KNS Jasiri return to port from operation

Section 3

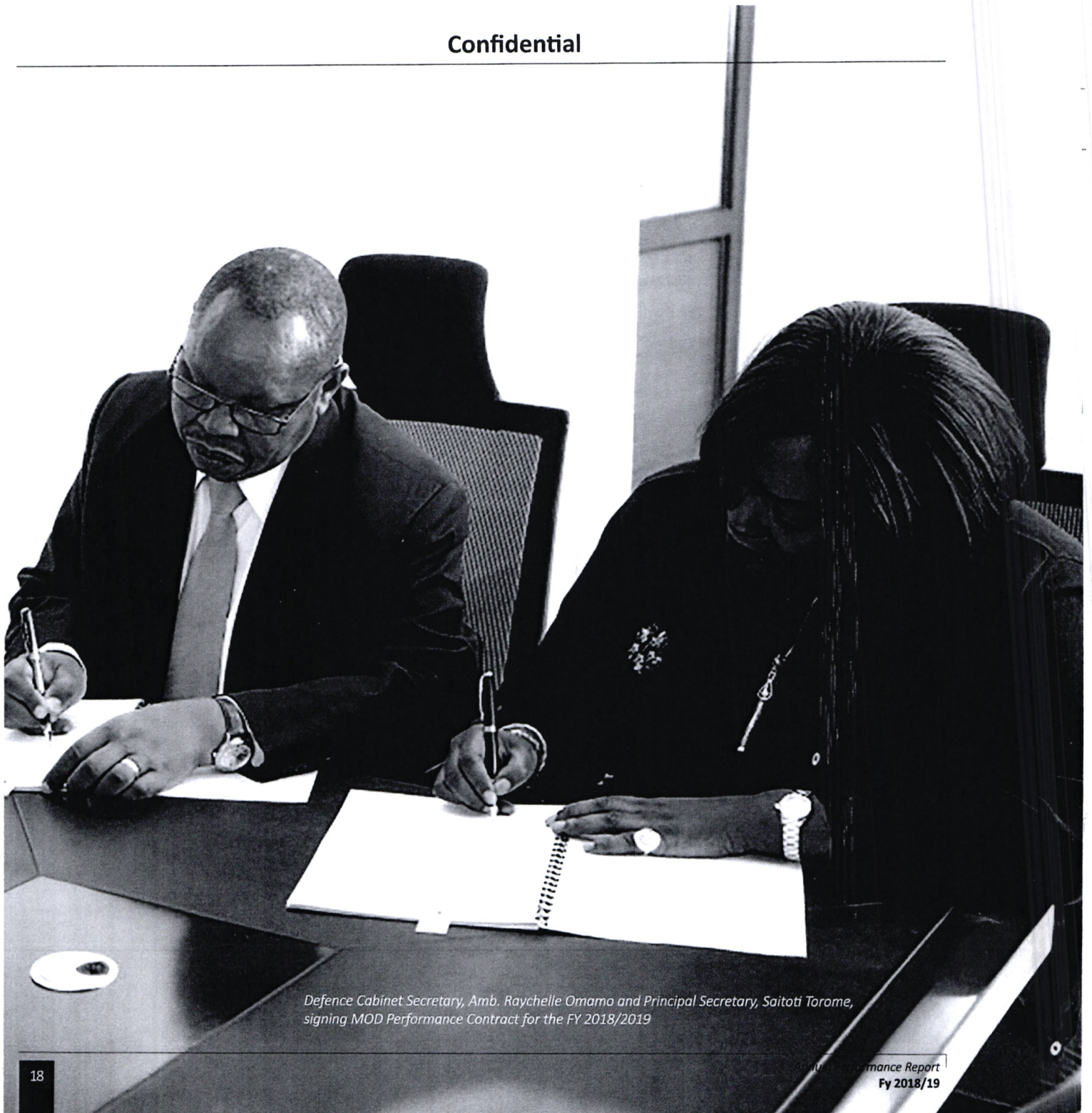
3.0 EXPENDITURE PROFILE

3.1 The details on the expenditure are as shown in the chart.



3.2 The funding for Operation Linda Boni (OLB) to the tune of Kenya shillings 375M was done through the Ministry of Interior & Coordination of National Government.

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Defence Cabinet Secretary, Amb. Raychelle Omamo and Principal Secretary, Saitoti Torome, signing MOD Performance Contract for the FY 2018/2019

Section 4

4.0 ACCOMPLISHMENTS

4.1 DEFENCE AND PROTECTION OF THE REPUBLIC OF KENYA

- 4.1.1 The Ministry continued performing its core mandate of defending and protecting the sovereignty and territorial integrity of the Republic of Kenya. 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.



H.E. Hon. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces inspecting a parade mounted by Recruits during their Pass Out at the Recruits Training School (RTS), Eldoret, 8th November 2018

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KDF soldiers taken through handling a new weapon system.



Soldiers in combat formation during training on 14th October 2018.

- 4.1.2 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%.
- 4.1.3 During the period, operational equipment readiness which includes Infantry, Armour, Artillery, Engineers, Communications, Air and Naval systems stood at 62.08%.
- 4.1.4 The Ministry of Defence has continued to set up bases for Air Defence Regiment (ADR) in various strategic locations within the Country in order to effectively monitor and react to Air space threat. Subsequently Narok County was identified as an ideal location to set up Base for the Air Defence Regiment (ADR) to augment facilities such as those in Wajir, Mariakani and the projected Lodwar Site.
- 4.1.5 During the review period suitable land for the installation of the radar was identified in Olkenyei/Lemek area. Consequently, 878.56 acres were acquired by the Ministry for this purpose.

4.1.6 Flagship Projects

The Ministry had two flagship projects which were at various levels of implementation as follows:

4.1.6.1 Upgrading of Radars

During the year under review the Upgrading of Radars Phase 2 Segment 3 continued as part of our defence strategy to provide adequate coverage of the Kenyan airspace. The project which entails the upgrade and modernization of the last radar has been accomplished. The installation of the radar will be done immediately the land acquisition and preparation of the site is finalised.

4.1.6.2 KDF Food Processing Factory

KDF Vegetable and Fruit Factory which is now fully operational was launched by His Excellency the President on 14 October 2018 during the KDF day. The project is envisioned to create employment, provide a market for local farmers, promote agriculture and reduce costs to local farmers and in the process contribute to the realisation of the BIG 4 Agenda.



H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces during the official opening of KDF Food Processing Factory on 14th October 2018 in Gilgil.

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4.1.7 MD 530 Project

This project involved procurement of helicopters for the Kenya Defence Forces through Foreign Military Sales (FMS). Three aircraft were assembled and are awaiting retrofitting of one key component before they are delivered to the country. The relevant Kenya Army Pilots underwent training for the same.

4.1.8 Projects initiated under the ECA arrangement

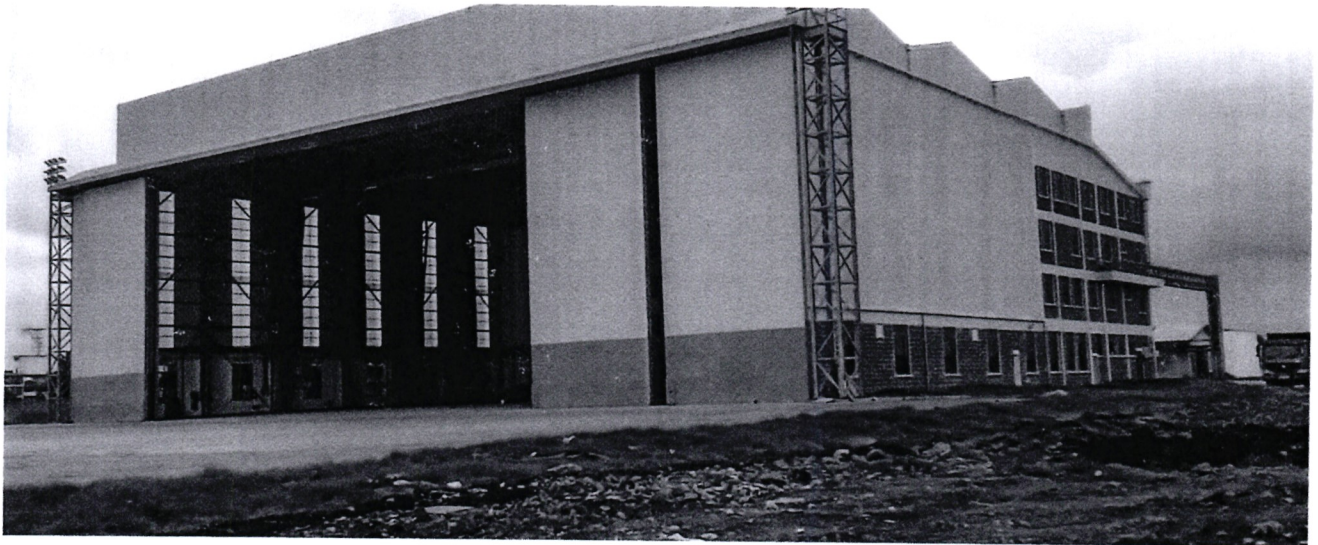
- 4.1.8.1 Acquisition of Medium Lift Aircraft.** The Ministry is procuring aircrafts under the ECA arrangements and during the period under review assembly and training of aircrew was ongoing.
- 4.1.8.2 Acquisition of Helicopters.** The Ministry is initiated the process of procuring helicopters and during the period under review assembly of first one was completed and delivered to the Kenya Air Force. The remaining two have been assembled and will be delivered in the next financial year.
- 4.1.8.3 Construction of 4000T Shipyard at KN Base, Mtongwe:** During the year under review, the project was designed and commissioned by the Defence Cabinet Secretary. The project is earmarked to be completed by 2021. The Shipyard will carry out vessel repairs, build new vessels and enhance exploitation of the maritime resources. It is also envisioned that the Shipyard will not only save the Government money for ship repairs that are currently done in private dockyards or overseas but will also create employment opportunities to Kenyans.



Defence Cabinet Secretary Amb Raychelle Omamo, Vice Chief of the Defence Forces Lt Gen Robert Kibochi, an official from DAMEN (a Dutch company) and senior Naval officers during the launch of the construction work of a modern Shipyard facility at the Kenya Navy Mtongwe Base.

4.1.9 VVIP Hangar at Embakasi.

The construction of the hangar at Embakasi was completed. The hangar will be used for maintenance and secure housing of the aircraft.



Exterior and interior view of the VVIP Hangar at Embakasi

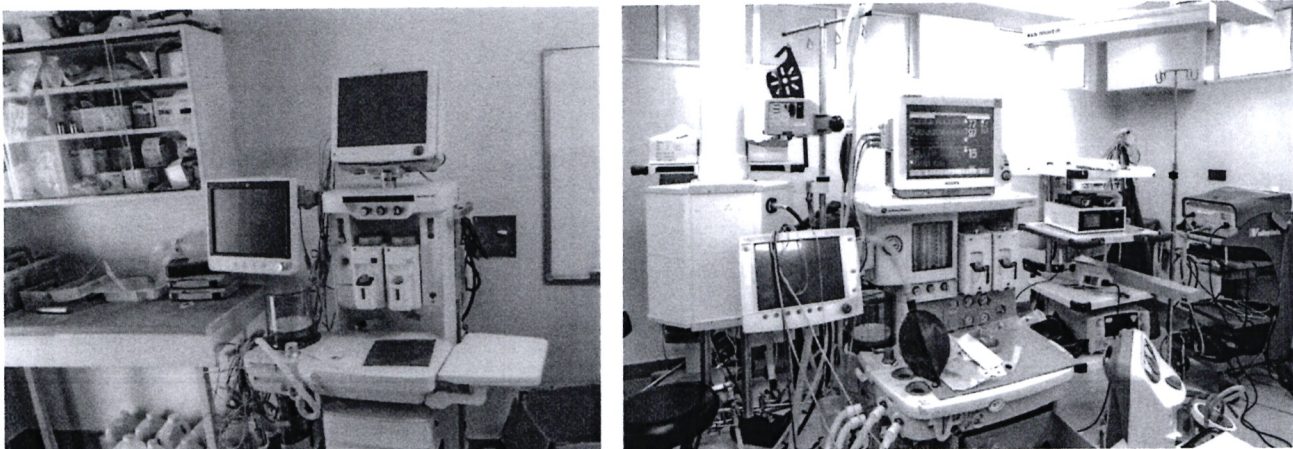
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4.1.10 Construction of Accommodation Facilities: MOD constructed accommodation facilities within KDF cantonments at 17 KR in Garissa, Rangers Regiment in Gilgil, Warrant Officers and Sergeant's Mess at Moi Air Base and Officers Cabins at Kenya Navy Mtongwe. The structures provided accommodation of 4,220 personnel.



Warrant Officers and Sergeant's accommodation block at Moi Air Base

4.1.11 Modernization of Healthcare System: MOD Healthcare system also made milestones in embracing new technology. The installation of modern ICT medical equipment - Intellispace Critical Care and Anesthesia (ICCA) at the Defence Forces Memorial Hospital. The equipment is designed to provide continuity of clinical information across anesthesiology, critical care, intermediate care and medical- surgical care specialties, which make data easy to interpret through smart virtuals.



Intellispace Critical Care and Anesthesia machine at Defence Forces Memorial Hospital.

- 4.1.12 Establishment of Trauma Centres:** The Ministry established Trauma Centres close to Military operation areas to be able to stabilize and conduct Damage Control Surgery (DCS) on casualties in Close and Deep operations. During the Financial Year, the Ministry operationalized the Manda Trauma Centre while construction of another centre is ongoing in Wajir.
- 4.1.13 Construction of Rehabilitation Centre:** The Ministry commenced the construction of the Rehabilitation Centre at Langata Barracks at a cost of KShs. 323M. The Centre aims to restore pre-injury conditions to those personnel injured or maimed in the course of duty for the purposes of redeployment back into duty. Additionally, it offers psychological support and rehabilitation of personnel affected by the effects of war including Post Traumatic Stress Disorder (PTSD).



Defence Cabinet Secretary, Ambassador Raychelle Omamo taken through the Model of Lang'ata Rehabilitation and Welfare Centre, by Captain Derrick Asuzah at Lang'ata Barracks.

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4.2 GENERAL ADMINISTRATION AND SUPPORT SERVICES

4.2.1 Development and Implementation of Policies

4.2.1.1 Policy Leadership: The Office of the Cabinet Secretary continued providing leadership in policy development and coordination. The policies initiated during the period under review include Land policy, National Peace Support Operations policy and the Industrialization policy.

4.2.1.2 Gender Policy Implementation: The Ministry continued with the implementation of the Gender Policy and a Gender Implementation Committee was constituted to review key gender issues in all the operations of the Defence Forces. Dissemination of the Gender policy was carried out in the 12 KDF regions. The establishment of the Compensation and Welfare Branch in KDF is an achievement attributed to the strategic policy objective on welfare of staff and their families.

4.2.2 Construction of Civilian Administration Cluster Offices: During the review period, the Ministry constructed and commissioned two office blocks at Kahawa Garrison and Moi Air Base to be used as Civilian Administrative Cluster Offices. In addition, four vehicles were procured to facilitate delivery of defence.



CS Defence Amb. Raychelle Omamo officially opening the Civilian office block at Kahawa Garrison

4.2.3 Staff Capacity Building: During the review period the Ministry conducted two capacity building workshops for civilian and military personnel on public procurement and financial management. The workshop on public procurement was facilitated by the United States Defence Governance Management Team while the one on public finance management was facilitated by the National Treasury. The main objective of the two workshops was to improve management of public finance and budget absorption in the Ministry.



MOD Officers during International Procurement Workshop conducted by MOD/US Defence Governance Management Team(DGMT) held at IPSTC in February 2019.

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4.2.4 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. The following are some of the processes undertaken towards national cohesion and observance of values:

- 4.2.4.1 National unity:** To realize national unity, the Kenya Defence Forces Conducted a countrywide recruitment exercise across the country in November/December 2018, recruiting candidates from every Sub-County to ensure the composition has national outlook. The exercise was conducted in 322 Sub- Counties covering all the counties across the country.
- 4.2.4.2 Good Governance:** To promote good governance, the Ministry undertook deliberate training of all AIE holders and other senior staff members drawn from Military and Civilian on Public Finance Management Act, 2012 and Regulations of 2015, Public Procurement and Assets Disposal Act 2016.
- 4.2.4.3 Patriotism:** KDF mounted parades during the National Celebrations namely, Mashujaa day (2018) in Kakamega County, Jamhuri day (2018) in Nairobi County and Madaraka day (2019) in Narok County.



Guard of Honour Parade Mounted by Para Battalion during the Celebration of the 56th Madaraka Day at Narok Stadium, Narok County on 1st June 2019

4.2.5 KDF Compensation and Welfare Scheme: The Defence Council, through Defence Forces Standing Instructions (DEFSI) No. 1 of 2018, established the KDF Compensation Scheme (GPA – Insurance) and later through DEFSI No. 2 of 2018 promulgated a policy on welfare of Widows, Orphans, Dependents and Retirees of KDF. The objective of the scheme is to establish Points of Contact (POC) for families and dependents of deceased Service personnel. This culminated to the establishment of Welfare Offices and Centres within the Kenya Defence Forces establishments.



Defence Cabinet Secretary Ambassador Raychelle Omamo cutting the cake with the KDF family siblings during the Family day at Moi Air Base on 15 June 2018

4.2.6 KDF Day: The Ministry marks the KDF Day on the 14th October of every year to commemorate KDF fallen heroes and heroines while also celebrating the acts of valour and gallantry. The 2018 event was held at Kenyatta Barracks in Gilgil and graced by H.E The President of the Republic of Kenya and Commander in Chief of the Defence Forces.



H.E. Hon. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces recognizing one of the Widows during KDF Day at Gilgil on 14 October 2018.

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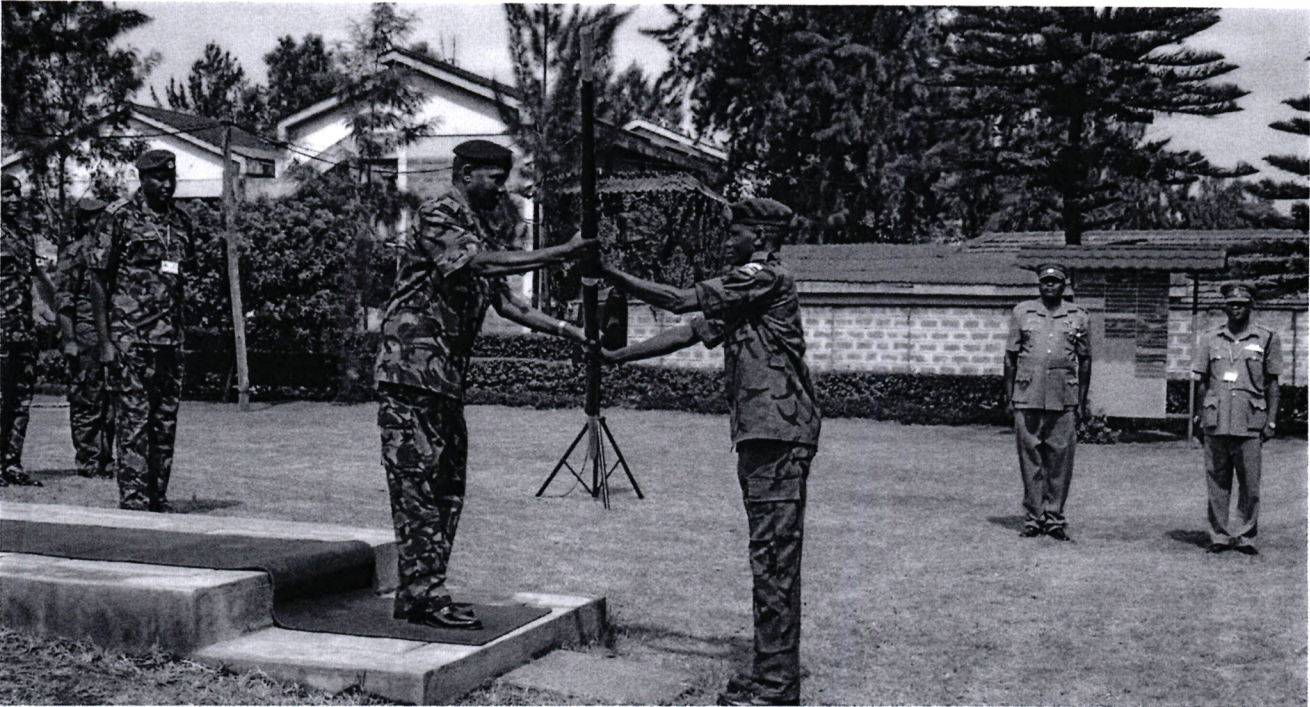
4.2.7 Defence Cooperation and Diplomacy:

4.2.7.1 Deployment of Troops: 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.



Changeover of the Kenyan Contingent in AMISOM on 21st January 2019

4.2.7.2 Regional and International Cooperation: The Ministry actively participated in the East African Community (EAC), Intergovernmental Authority for Development (IGAD), African Union (AU), and United Nations (UN) Programmes. Some of the activities included Workshops, Policy Organs Meetings, Training Exercises, Sporting and Cultural events.



Deputy Army Commander Major General Thomas Chepkuto handing over a national flag to KDF Taekwondo team that represented the country in Brazil on, 20th November 2018.

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4.3 AID TO CIVIL AUTHORITY

- 4.3.1 Humanitarian Civic Action Programmes:** The Ministry conducted Humanitarian Civic Action (HCA) activities as part of its mandate. Some of the activities included; Construction of several boreholes in different parts of the country and upgrading of Manjila - Witu - Mokowe road. In addition, support to civil aid was extended beyond our borders as KDF personnel were involved in disaster relief operations in the Republic of Mozambique.



Defence Cabinet Secretary, Ambassador Raychelle Omamo presenting 5.8 tons of medical supplies to the Government of Mozambique on behalf of the Government of Kenya on 21st May 2019 after the Country was hit by Cyclone Idai.

- 4.3.2 Multi-Agency Approach to Security:** The KDF continued collaborating with other security agencies in conducting multi-agency security operations. Through this approach successful security operations were carried out in Lamu (Fagia Msitu), Laikipia, Baringo and Pokot among other areas.

4.4 OTHER ACCOMPLISHMENTS

- 4.4.1 Other Ceremonial Duties:** Apart from the ceremonial duties performed on National Day Celebrations, the Ministry also participated in the International Trade Fair in Nairobi and other Agricultural Society of Kenya (ASK) shows. KDF continued to play a prominent role in the reception and provision of security to visiting dignitaries and Heads of State.



H.E. Hage Geingob, President of the Republic of Namibia inspects a Guard of Honour mounted by Kenya Air Force at State House, Nairobi during his state visit to Kenya.

- 4.4.2 Cyber Security.** The Ministry created the Intelligence Surveillance Targeting and Cyber Command (ISTAR & CC) during the period under review. The Command has a mandate of coordinating intelligence and cyber related activities. The Command is tasked with liaising with other security agencies and stakeholders with a view of strengthening national Critical Infrastructure defence against emerging cyber threats.
- 4.4.3 Blue Economy:** The Ministry was involved in organizing and co-hosting of the First Global Blue Economy Conference in Nairobi. During the conference the Ministry held a side event on the institutionalization of the Kenya Coast Guard Service and secured support for cooperation from various countries within the Indian Ocean region on intelligence sharing. This was to ensure and strengthen maritime security in the vast ocean in a bid to exploit the Blue Economy for sustainable development.

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- 4.4.4 Youth Empowerment:** The Ministry supported the Government policy on Youth Internship/Industrial Attachment/Apprenticeship by providing industrial attachment to 48 youths in its institutions. 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.



The Vice Chief Defence Forces, Lt Gen Robert Kibochi with students of Thome Boys School during his visit on 28th June 2019.

- 4.4.5 Access to Government Procurement Opportunities (AGPO):** In compliance with the Government policy of awarding 30% 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 1,678,134,222 to this group.
- 4.4.6 Promotion of Local Content in Procurement:** Under the 40% Policy on Promotion of Local Content in Procurement, the Ministry spent a total of Kshs 3,796,342,537 on procurement of local goods and services.
- 4.4.7 Fight against HIV/AIDS Infection:** The KDF HIV/AIDS program has continued to accelerate care and treatment towards mitigating the spread of the HIV epidemic. This has been made possible through personnel education during barazas at all levels, continuous monitoring and evaluation of the infection trends so as to identify gaps and implement treatment and prevention strategies.



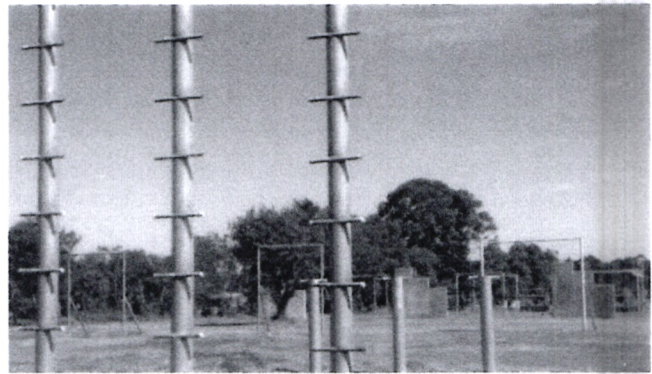
KDF personnel Lead civilian from Kibiku in Tree Planting Exercise at Ngong Forest Sanctuary on 5th May 2019.

- 4.4.8 Environmental Soldier Programme (ESP):** The Ministry, through the Environmental Soldier Programme (ESP) and working with partners was able to plant a total of 1.4M seedlings in cantonments, gazetted and adopted forests. The programme is in support of the Government effort on Environmental Sustainability.
- 4.4.9 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 activities such as screening and personnel cancer awareness campaigns aimed at creating awareness and prevention of the disease.
- 4.4.10 Implementation of the Presidential Directive:** Towards implementation of Presidential Directive, the Ministry recruited 416 NYS recruits during the year under review into the KDF pursuant to Presidential Directive Ref. No. OP/CAB 26/1/3A of 11th January 2017.
- 4.4.11 Revenue Collection:** The Ministry collected revenue amounting to Kshs. 4,600,000,000.00 from UN reimbursement, fees paid to learning institutions, rent from institutional houses, sale of tender documents and proceeds from auction of obsolete assets and stores, among others.

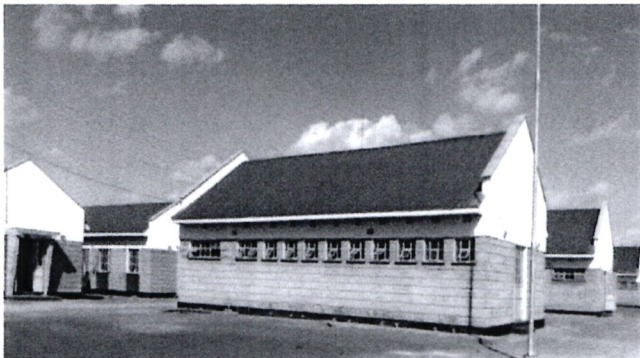
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4.5 WORKS - Infrastructure Development.

Towards enhancement of sustainment, the Ministry continued to undertake infrastructural projects, some of which were completed during the year under review. Those completed include the following:



Assault Course grounds at Recruits Training School Eldoret



Part of facilities for 17 KR and 6 BDE Headquarters in Garissa



Officers single quarters accommodation at the Kenya Navy, Mtongwe



Water reticulation at Lanet in Nakuru

4.6 NATIONAL SPACE MANAGEMENT:

- 4.6.1 Launching of the Kenya Space Agency:** During the year under review the Kenya Space Agency (KSA) Board was launched. The Agency has now been placed on a new impetus to deliver on its mandate to promote, coordinate and regulate space activities in the country.
- 4.6.2 San Marco Agreement:** The KSA prepared and presented the San Marco Agreement to the Parliamentary Defence and Foreign Relations Committee, the basis of which the Committee made a report to the National Assembly. The Agreement was placed on the Order Paper before the House and is awaiting ratification.



Defence CS Ambassador Raychelle Omamo with some of the KSA Board members.

4.7 Preparation of the 2019/20 Budget

The Budget preparation for the 2019/20 FY was concluded with the involvement of all the stakeholders. The Ministry was allocated a total of Ksh 108,531,566,226 to undertake its programs.

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Artillery soldiers swiftly put 105mm gun into action during training at Larisoro ready to engage impromptu target.

Section 5

5.0 CHALLENGES

While the Ministry was largely able to achieve its objectives during the period under review, it is cognizant to note that, its performance was dependent on the available resources and other factors such as political, economic and security environment and global economic dynamics. Some of the specific challenges experienced include the following:

5.1 Exchequer Under Issue.

The Ministry suffered an exchequer under issue of Kshs 12.6B in the FY 2017/18 and this seriously affected performance during the year under review because the pending bills had to be treated as first charge on the Ministry's budgetary allocation.

5.2 Diminishing Land.

As the Military continues to expand its presence nationally, there is a challenge of availability of appropriate land. This is further exacerbated by the encroachment on the existing military lands. Consequently, the Ministry is compelled to use part of its funding to acquire more land.

5.3 Underutilized Potential on UN/AU Reimbursements.

The Country is yet to maximize on its participation in Peace Support operations due to lack of Policy and this serious implication on the reimbursement we receive from our participation.

5.4 Cyber Security.

This is a rapidly evolving threat which requires constant awareness of its dynamism and keeping abreast on how to mitigate the threat wholesomely. This requires high level technological systems that have a cost implication.

5.5 Terrorism.

The asymmetric warfare continues to pose a big threat to the Country to both personnel and equipment, dearly costing the Ministry.

5.6 Inadequate funding for Military Modernization.

To respond to the rapid technological change, the Ministry requires to constantly upgrade or replace military systems and platforms which calls for additional funding.

5.7 Low Infrastructure Development and Maintenance.

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

5.8 Research and Development.

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5.9 Low Civilian staffing:

The Ministry lacked sufficient numbers of technical and support civilian staff required to provide support services to the KDF as it expands. To recruit more staff requires more funding.

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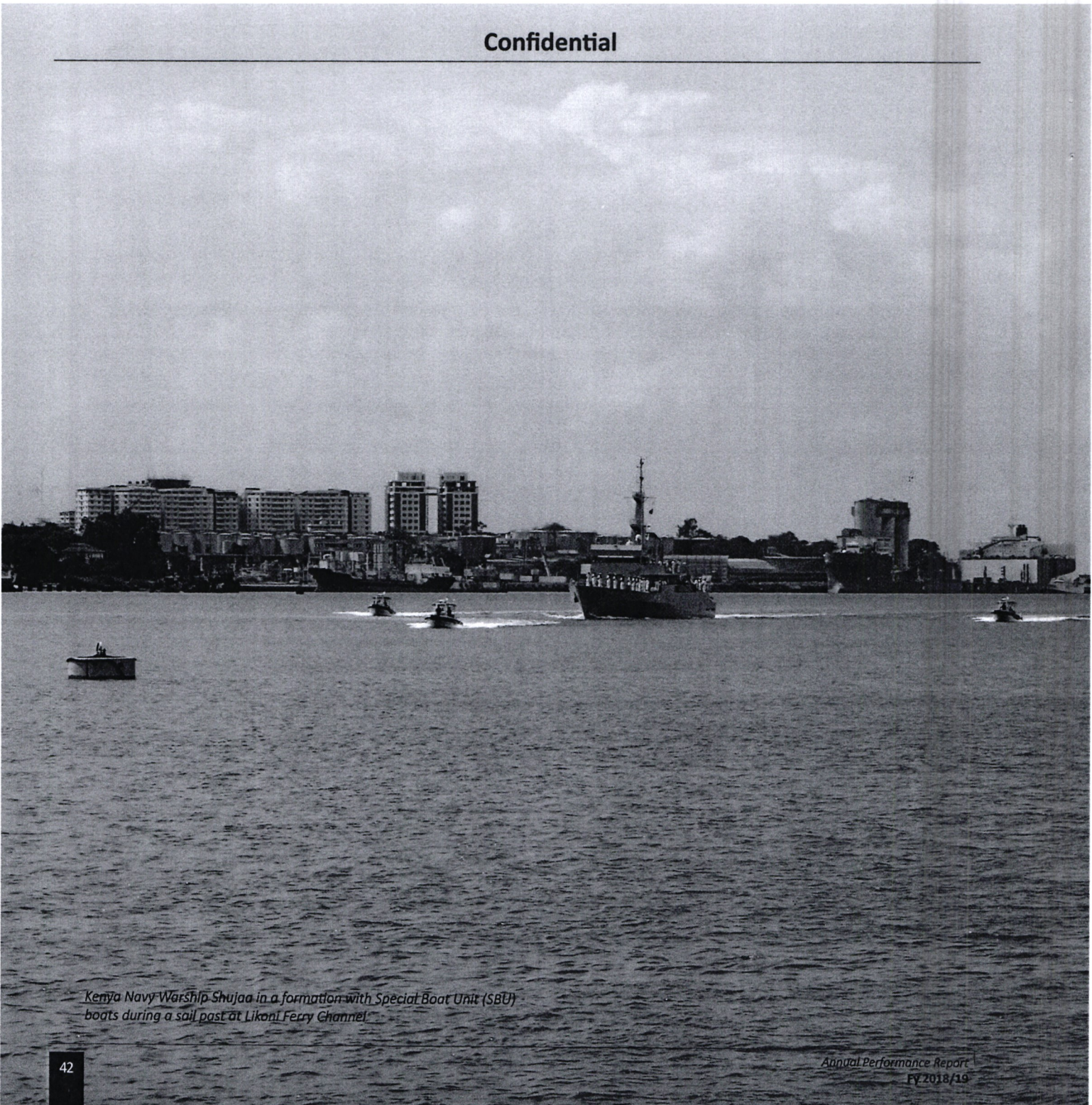
The Kenya Defence Forces conducts a Medicamp to residents of Lamu

Section 6

6.0 RECOMMENDATIONS

- 6.1 To enable the Ministry improve its expenditure portfolio and performance, it is necessary that funds allocated be reviewed upward. The additional funding facilitates the implementation of military modernization programmes as well as mitigation measures for cyber security and counter terrorism activities.
- 6.2 To acquire more and protect the existing military land from encroachment the Ministry will continue to engage with stakeholders on land allocation, acquisition and securing of the training areas. In addition to mitigate on the effects of diminishing training areas, the military will adopt more innovative ways and emerging technologies and methods that may not require vast land, like simulator training, Map Exercises (MAPEX), Command Post Exercises (CPXs) and Tactical Exercises Without Troops (TEWTs). However, the adoption of these technologies is very expensive and calls for more funds.
- 6.3 The Ministry will also continue to foster a coordinated programme remapping to identify and acquire future training areas in liaison with National and County Governments. The demarcation of military land will continue in collaboration with the National Land Commission which should culminate into the acquisition of title deeds.
- 6.4 The Ministry is spearheading the development of a National Peace Support Operations Policy which when adopted will re-define our participation in UN Peace Support Operations to ensure maximum benefits.
- 6.5 The Ministry should continue pursuing the use of Export Credit Facility funding arrangement to implement long-term Defence Modernization Programmes.
- 6.6 The Ministry will continue to strengthen and expand its Research and Development capacity and funds mobilization through Collaboration and partnership with other institutions.
- 6.7 The Strengthening and expansion of Civilian Support Component particularly in technical areas will continue being pursued with the Public Service Commission and the National Treasury.
- 6.8 The Ministry will focus more on those programmes which can support the Government in generation of revenue and realization of the Big Four Agenda.

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Kenya Navy Warship Shujaa in a formation with Special Boat Unit (SBU) boats during a sail past at Likoni Ferry Channel



MINISTRY OF DEFENCE



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Section 7

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7.0 CONCLUSION

- 7.1 The Ministry utilized the budgetary allocation for the FY 2018/19 to achieve the rationalized targets as discussed. 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 such as solar systems, waste management, carbon sink, among others, that are in place ensured effective and efficient utilization of available resources.
- 7.3 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 the country.
- 7.4 As the Ministry embarks on the implementation of the programmes prioritized in the Financial Year 2019/20, 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 under the MTEF 2019/20 – 2021/22 in the delivery of defence to the nation.