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ANNUAL PERFORMANCE REPORT — FY 2016/17 —





**ANNUAL
PERFORMANCE
REPORT**
— FY 2016/17 —



H.E. Hon. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces with the Deputy President, Chief of Staff and Head of Public Service, CS Defence, CS Interior, CDF, PS Defence, VCDF, Service Commanders, IG and other Senior Military and Civilian Officers during the launch of the National Defence Policy and MOD Gender Policy at National Defence College, Karen on 3rd May 2017.

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Amb RAYCHELLE OMAMO, SC, EGH
Cabinet Secretary
Ministry of Defence

Message from the Cabinet Secretary

I am delighted to present the Annual Performance Report for the Ministry of Defence (MOD) for the Financial Year (FY) 2016 / 2017. The Report gives a detailed account of activities undertaken by the Ministry, in implementing its mandate during the year under review.

The Report is prepared and submitted to fulfill the requirement of Article 153 (4)(b) of the Constitution and Section 10 (h) of the Kenya Defence Forces (KDF) Act and is anchored on the Ministerial Performance Contract for FY 2016/2017.

The Ministry of Defence 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. There is no doubt that it is in our national interest to have a defence force capable of supporting our national security imperatives, foreign policy objectives and the country's economic interests.

In order to entrench the principle of civilian oversight over the defence forces, concerted efforts have been made to restructure the civilian component of the Ministry by strengthening its policy arm, enhancing civilian capacity building through bilateral training programmes and improving the management of civilian personnel at unit level.

In this regard, I am pleased to report that during the period under review, the Ministry successfully developed and launched two key policy documents namely: the Defence Policy, 2017 edition on which to anchor our defence strategy and the MOD Gender Policy to guide gender mainstreaming within the Ministry. The Ministry was privileged to have His Excellency the President who is also the Commander-in-Chief of the Defence Forces launch the two policy documents. In an unprecedented move, the president also delivered a high level lecture of opportunity at the National Defence College, which underscored the importance of the multiagency approach in managing existing and emerging security challenges.

The Ministry has continued with the modernization programme which play a key role in maintaining defence capabilities and outputs within the current fiscal constraints. Through the programme, KDF has enhanced its operational preparedness by investing in training and modernization of assets. The programme will continue to adapt our forces posture, investments and operational concepts to ensure that KDF improves and retains the ability to defend and protect the homeland, deter aggression and preserve regional peace, prosperity and freedom.

During the review period, KDF personnel were deployed to several operations namely: The Boni Enclave Campaign in Garissa, Tana-River, Kilifi and Lamu; Operation Dumisha Amani in Laikipia and Baringo and Operation Maliza Ugaidi in lower Eastern, North Eastern and Coastal regions. These operations seek to provide a conducive environment for social-economic development fulfilling the Ministry's Mandate to support the Civil Authority as provided for under Article 241 (3) (b) and (c) of the Constitution.

The Ministry continued to forge stronger and new partnerships that enhance regional and international cooperation and development in military and defence. During the review period the KDF participated in various Joint military exercises including; Exercise Ushirikiano Imara with troops from the East African Community, Exercise Swift Eagle with the Jordanian Army, UN Triangular Project and Exercise Askari Spartan with the British Army. Our regional and international engagements will continue to expand especially in the areas of peace support operations, counter piracy, humanitarian assistance, counterterrorism and joint/bilateral and multilateral exercises.

As part of the Defence Dialogue Series , the Ministry successfully held a Cyber Security Conference, which formed a basis for future identification of needs and requirements for cyber defence capabilities in the country.

During this financial year, we also got the National Space Agency order promulgated and succeeded in amending the KDF Act. In an effort to ensure good governance, transparency and accountability, the Ministry continued its campaign to create awareness on the dangers of corruption. This led to the development and publication of MOD Integrity Training Manual, which has been dispatched to our training institutions as a reference book for training on integrity.

I wish to take this opportunity to record my appreciation for the promotion and appointment of Lt. Gen Robert Kibochi as Commander, Kenya Army. I also acknowledge the transfer of Mr. Saitoti Torome to the Ministry as Principal Secretary by His Excellency the President. We thank Amb. Kaberia - the outgoing Principal Secretary for his service to the ministry.

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

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

With these remarks, I submit the Annual Performance Report of the Ministry of Defence for the Financial Year 2016/2017.



Amb RAYCHELLE OMAMO, SC, EGH
Cabinet Secretary
Ministry of Defence

Executive summary

This is the performance report of the Ministry of Defence for the period July, 2016 to June, 2017. It is given, within the context of the Ministry's mandate which is spelt out in Article 241 3(a), (b) and (c) of the Constitution and in the Executive Order No.2 of 23 May, 2013. The Ministry's mandate is to defend and protect the sovereignty and territorial integrity of the Republic and provide support to Civil Authority when called upon by the National Assembly.

The priorities of the Ministry can be outlined as ; command and control, information and intelligence, force capability enhancement, modernization, research and development, troop morale and sustainability and administrative support.

In the reporting period, the Ministry received a total budget of **Kshs.101,149,926,564** and was able to realize its set objectives within the outlined mandate. This is demonstrated by various achievements that include: defending and protecting the Republic ; implementing various modernization programmes ; implementing flagship projects of the Kenya Vision 2030 ; supporting National, Regional and International peace and security.

Notable achievements are the development and launch of the Defence and Gender policies, KDF maintaining operational readiness through recruitment and training of staff, the participation in the Multi-Agency Rapid Response Programmes, participating in peace support operations, holding a successful conference on cyber security challenges and mitigation, modernization of key capital projects and sensitization and prevention of HIV/AIDS and Cancer Diseases.

Although the Ministry had a large budget allocation that was fully expended with high levels of achievement, it experienced a number of challenges during the performance of its mandate. Most of the challenges revolve around the inadequacy of funds and insufficient staffing of the Ministry's civilian component. This adversely affected most of the essential Ministry's programmes and operations.

The report outlines some recommendations to mitigate the identified challenges. These include seeking for further funding from the National Treasury, taking maximum advantage of the Export Credit Facility arrangement to implement defence modernization programmes and adapting new technologies in the operations of the military.

The report concludes with the acknowledgement of the support from the Government that enabled the Ministry to achieve its objectives and pledges that the Ministry will continue to discharge its constitutional mandate optimally within availed resources to ensure a peaceful and secure environment along the common borders and in the country for socio-economic development.

Acronyms and Abbreviations

| | |
|--------------|--|
| AMISOM | Africa Mission in Somalia |
| AMMO | Ammunition |
| DCU's | Defence Controlled Units |
| DFMH | Defence Forces Memorial Hospital |
| DHQ | Defence Headquarters |
| Dir of Admin | Director of Administration |
| EAC | East African Community |
| EASF | East African Standby Force |
| FY | Financial Year |
| GPA | Group Personal Accident Insurance |
| ICGLR | International Conference of the Great Lakes Region |
| 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 |
| UNMISS | United Nations Mission in South Sudan |
| UNAMID | United Nations Mission in Darfur |

SECTION 1

1.0 INTRODUCTION

Pursuant to Article 153 (4) (b) of the Constitution of Kenya 2010 and Section 10 (h) of the KDF Act the Cabinet Secretary in charge of Defence is mandated to submit a written Annual Performance Report to the President and Parliament on the expenditure, work and accomplishments of the Ministry.

This report provides information on the performance of the Ministry for the financial year 2016/17 and is anchored on the signed Ministerial Performance Contract, Strategic Plan and Work Plan. It provides performance information, focusing on the key deliverables, highlighting the challenges experienced during the implementation period and concludes by proposing recommendations towards continuous improvement for the delivery of defence to meet the National Security objectives.

1.1 BACKGROUND

The Ministry continued to execute its mandate as provided for in Article 241 of the Constitution and Executive Order No. 2 of 23 May 2013. To effectively deliver on its mandate and informed by the emerging threats and prevailing economic situation, MoD prioritized critical areas of focus as; Command and Control, fire power, information and intelligence, Force protection, mobility, improvement of the quality of troop sustainment, quality medical care and sustainable research and development capability and administrative support services as well as defence policy leadership.

In the regional and international arena the Ministry was engaged in Peace Support Operations (PSO) in Somalia, South Sudan, Darfur in The Republic of the Sudan and DRC Congo under the auspices of AMISOM, UNMISS, UNAMID and MONUSCO. This is in furtherance of international peace and security to promote socio-economic development. The Ministry also continues to engage in Regional Mechanisms (RM's) and Regional Economic Communities (RECs) through participation in EAC, IGAD, EASF and ICGLR.

1.2 PURPOSE

The Report provides an overview of the Ministry's performance in the FY 2016/17.

1.3 ORGANIZATION OF THE REPORT

The Report is organized as follows:

- Section 1:** The Introduction outlining the Background, Purpose, Organization of the Report, Mandate, Vision, Mission Core Functions, Core Values and Ministerial Objectives.
- Section 2:** The Ministerial Objectives which provides details of Ministerial programmes carried out.
- Section 3:** The Accomplishments during FY 2016/17.
- Section 4:** The Expenditure Profile outlining the utilization of allocated funds.
- Section 5:** The Key Challenges experienced in the reporting year.
- Section 6:** The Recommendations for continuous improvement.
- Section 7:** The Conclusion which summarizes the report by outlining the key themes.

1.4 MANDATE

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

1.5 VISION

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

1.6 MISSION

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

1.7 CORE FUNCTIONS

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

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

1.8 CORE VALUES

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

- 1.8.1 Apolitical.
- 1.8.2 The Civil prerogative.
- 1.8.3 Loyalty and Commitment.
- 1.8.4 Patriotism.
- 1.8.5 Professionalism.
- 1.8.6 Integrity.
- 1.8.7 Reliability.
- 1.8.8 Knowledgeability.
- 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, assist and cooperate with other authorities in situations of emergency or disaster, Defence policy leadership, budgetary control and financial supervision.

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 and professional and efficient civilian cadre.
- 1.9.2.3 To continuously modernise all defence systems and processes.
- 1.9.2.4 To ensure efficient and effective management of resources by rehabilitating, maintaining and developing infrastructure and facilities that meet the operational, training, logistical and administrative needs of the Force.
- 1.9.2.5 To assist and cooperate with other authorities in situations of emergency or disaster.
- 1.9.2.6 To promote regional and international security.
- 1.9.2.7 To institutionalise HIV/AIDS prevention and control.
- 1.9.2.8 To promote Cancer awareness and prevention.
- 1.9.2.9 To institutionalise Gender mainstreaming in the Ministry.

SECTION 2

2.0 MINISTERIAL PROGRAMMES AND THEIR OBJECTIVES

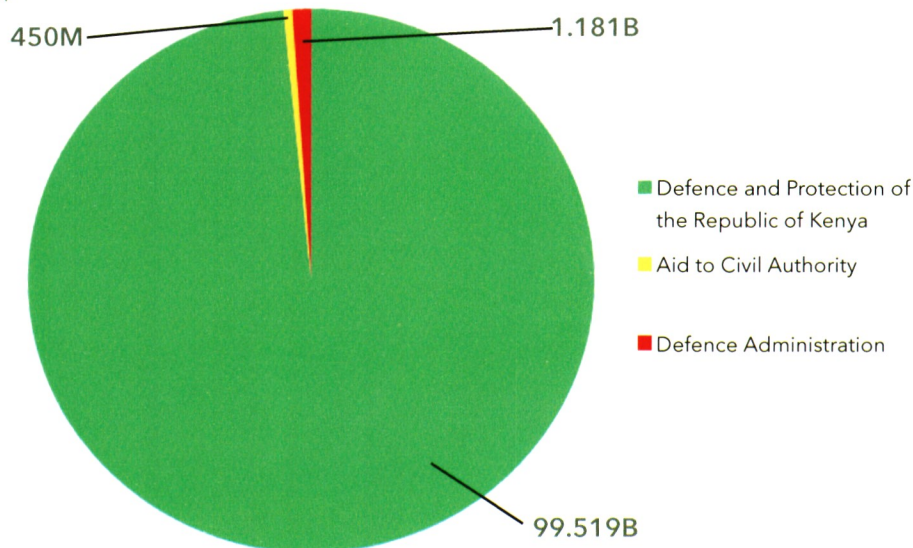
2.1 In accordance with the National Security Sector Report for FY 2016/17 to 2018/19 the Ministry planned to undertake the following key programmes:

2.1.1 Defence and Protection of the Republic of Kenya which entails the maintenance and protection of the territorial integrity and promotion of regional and international peace.

2.1.2 Defence Administration for the Ministry of Defence includes budgetary and financial management, human resource management and development, public communication, general administration and defence policy leadership.

2.1.3 Aid to Civil Authority with the objectives 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 2016/17 was **Kshs 101,149,926,564.00** apportioned as shown on the Chart below



SECTION 3

3.0 ACCOMPLISHMENTS

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

- 3.1 Performed its primary role by deploying and manning the borders thus ensuring the sovereignty and territorial integrity of the Republic.
- 3.2 During the year under review, the Ministry of Defence launched the National Defence Policy and the Ministerial Gender Policy. The launch was presided over by His Excellency the President of the Republic of Kenya and Commander in Chief of the Kenya Defence Forces.



H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces hands over a signed copy of the National Defence Policy and MOD Gender Policy documents to Defence CS Amb Raychelle Omamo at NDC, Karen on 3rd May 2017. Looking on is the Chief of the Defence Forces General Samson Mwathethe.

- 3.3 KDF maintained its operational readiness by keeping its manning and availability levels at 89.7% of the establishment by the recruitment of recruits, specialists and commissioning of cadets during the period under review.



H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces presents a trophy to Recruit Evans Muganda for emerging the best recruit in Combat Marksmanship during pass-out at RTS, Eldoret on 9th June 2017.

3.4 Hand Over/Take Over.

The Ministry underwent a successful transfer of the Principal Secretaries, outgoing PS Amb Kiriimi Kaberia and incoming PS Mr Torome Saitoti. There was also a successful change of Command of the Kenya Army between Lt Gen L M Ngondi and Lt Gen R K Kibochi.



Out-going PS for Defence, Amb. Kiriimi Kaberia hands over to incoming PS Mr Torome Saitoti at the Ministry Headquarters.



*Out-going Kenya Army
Commander, Lt Gen L M
Ngondi hands over to
incoming Commander, Lt
Gen R K Kibochi on 3rd
August 2016 at Kenya Army
Headquarters.*

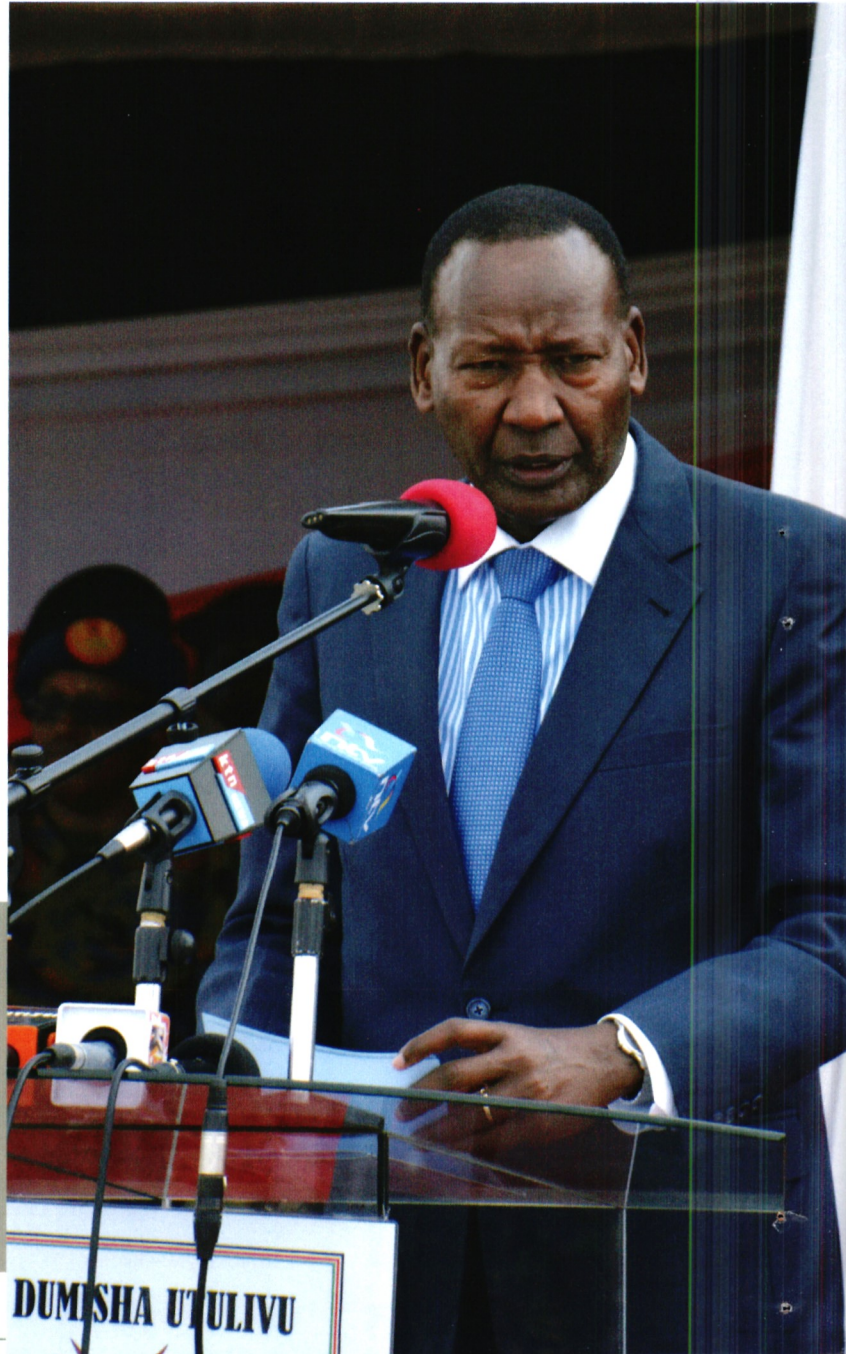
- 3.5 To ensure that the KDF has the requisite professional skills for the accomplishment of its constitutional mandate, availability of key trained personnel was maintained at 95% through training of 9,163 officers and servicemen/women across the Services.



KDF soldiers during EXERCISE SWIFT EAGLE at Embakasi, Karen on 3rd Sept 2016.

- 3.6 During the year under review, operational equipment readiness which includes Infantry, Armour, Artillery, Engineers, Communications, Air and Naval systems stood at 80.73 %. This was achieved through maintenance, acquisition and upgrade of these systems.

- 3.7 The Ministry, as a key member of the Multi Agency Approach to Security, 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 deploying in Lamu (Operation Linda Boni), in Laikipia, Baringo and Pokot. Other operations included manning of Multi Agency Road Blocks in Isiolo, Garissa, and Kilifi Counties, among other areas.



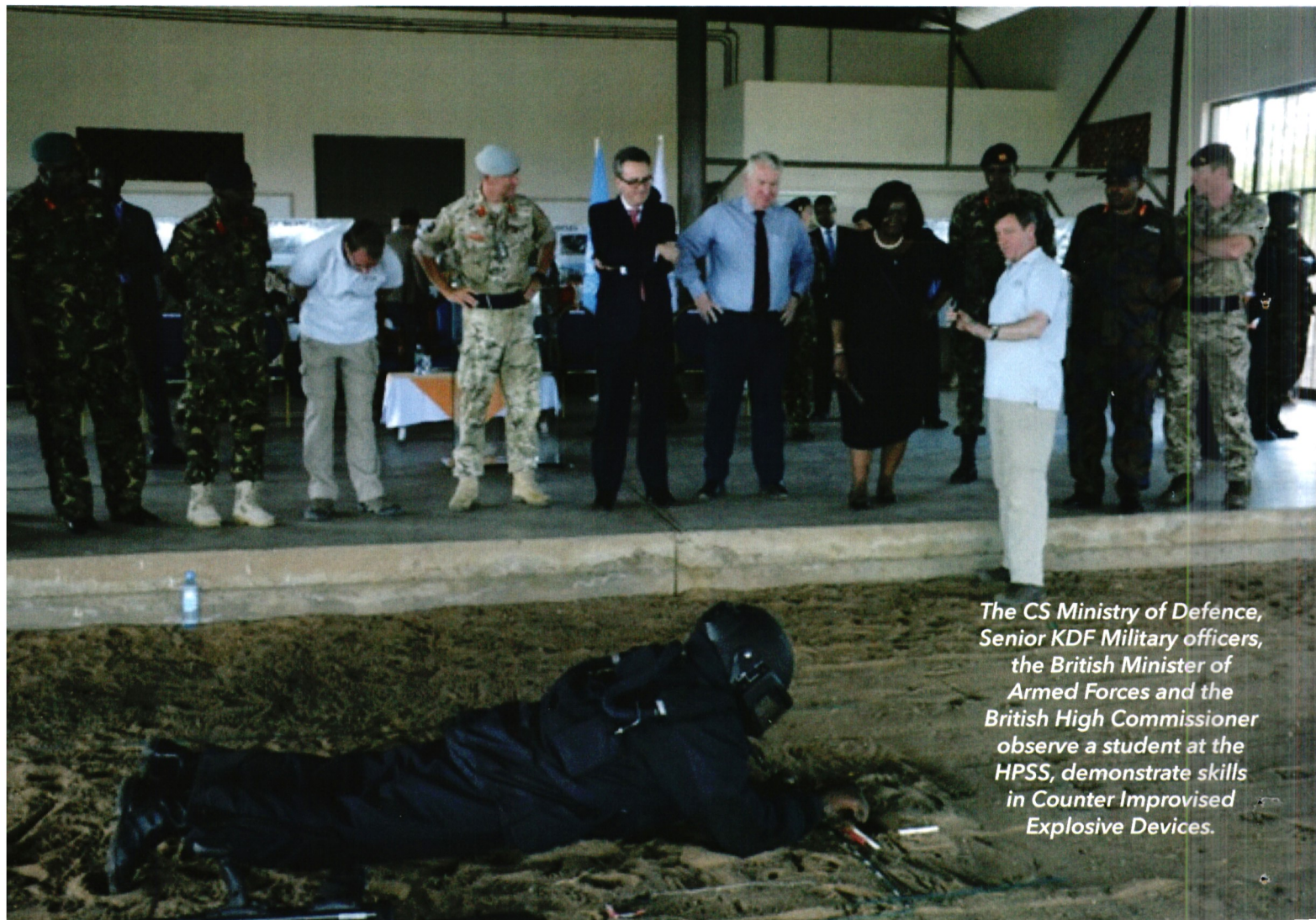
CS for Interior and Coordination of National Government the late Major General (Rtd) Joseph Nkaissery addressing Kenyan Security Agencies during the end of second Multi-Agency Rapid Response Capability Drill, EX MALIZA UGAID! on 20th June 2017 at Embakasi Garrison.

- 3.8 During the period under review, KDF deployed troops, alongside other Troop Contributing Countries (TCCs) under AMISOM Sector 2 (Somalia); UNMISS (South Sudan) and UNAMID (Darfur). These deployments enabled KDF to register success in fostering Regional Peace and Security.



Kenya Defence Forces (KDF) soldiers under the umbrella of Africa Union Mission in Somalia (AMISOM) salutes the President of the Republic of Kenya and Commander-in-Chief of the Defence Forces, H.E. Uhuru Kenyatta during his visit to the Kenyan troops in Dhobley, Somalia on 18th March 2017.

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



The CS Ministry of Defence, Senior KDF Military officers, the British Minister of Armed Forces and the British High Commissioner observe a student at the HPSS, demonstrate skills in Counter Improvised Explosive Devices.

EAST AFRICAN COMMUNITY FIELD TRAINING EXERCISE
USHIRIKIANO IMARA 2016
MATUGA, KWALE (KENYA) 11th NOV - 18th NOV
Let's improve our Armed Forces' Capabilities

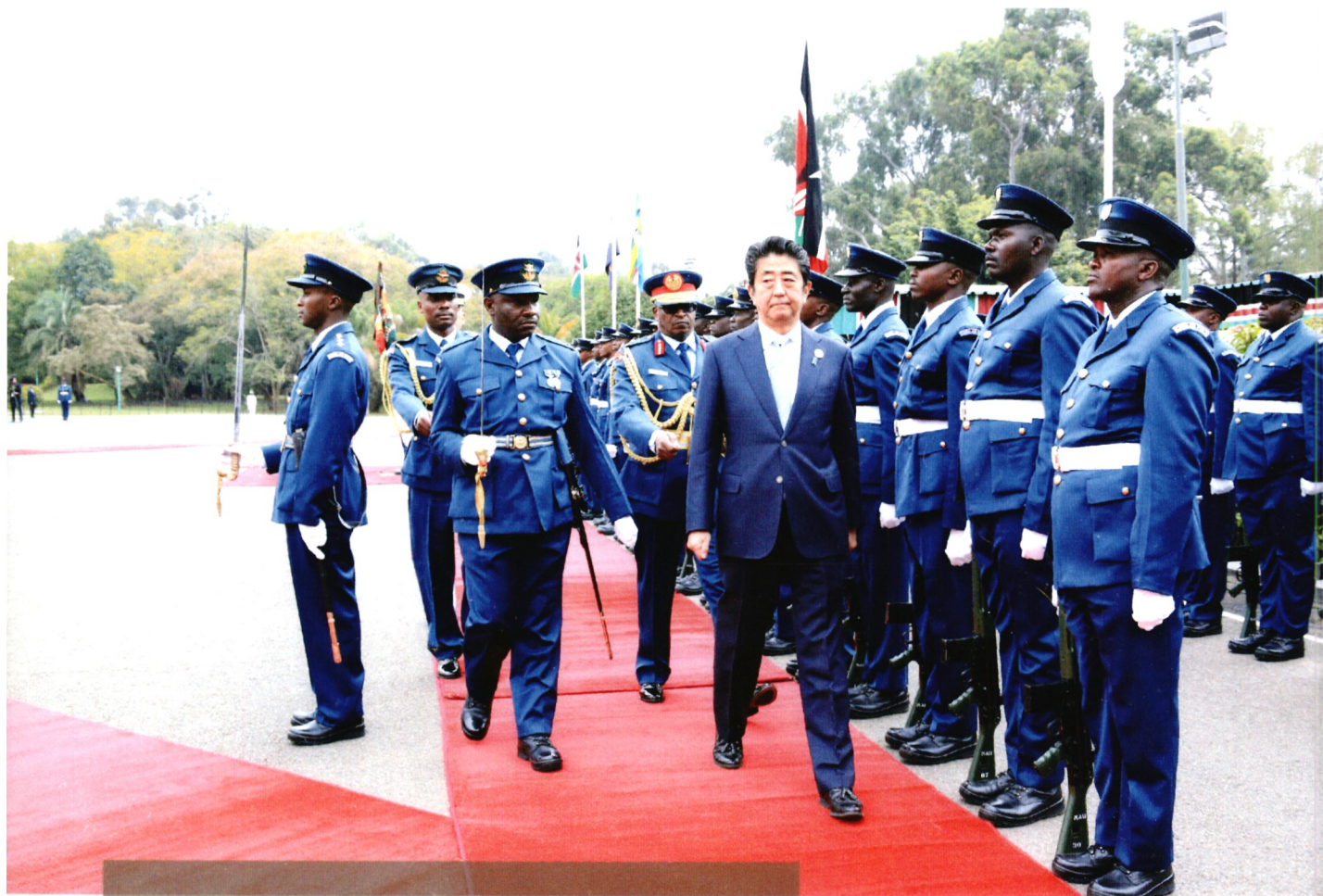


Cabinet Secretary for Defence Amb Raychelle Omamo with participants of East African Community Field Training Exercise Ushirikiano Imara- kwale on 11th November 2016.



Participants of East African Community Field Training Exercise USHIRIKIANO IMARA- KWALE putting up a fence at the Kwale School of Cerebral Palsy and Autism as part of Exercise CSR activity.

- 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.



The Japanese Prime Minister, H.E. Shinzo Abe inspects a Guard of Honour mounted by the Kenya Air Force during his state visit to Kenya on 26th August 2016.



H.E. Uhuru Kenyatta, President of the Republic of Kenya and Commander-in-Chief of the Defence Forces inspects a Guard of Honour mounted by the KDF during Jamhuri Day celebrations on 12th December 2016.

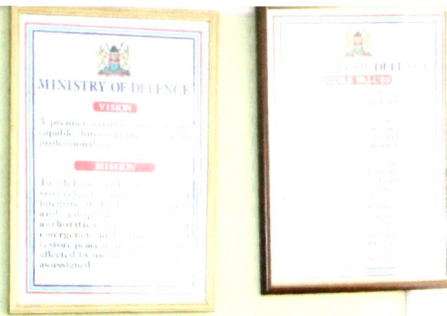
3.11 **Cyber Security.**

The Ministry continues to play a leading role in charting the way forward for the country on issues of cyber security. During the year under review, the Ministry successfully held a Cyber Security Conference, which formed a basis for future identification of needs and requirements for cyber defence capabilities in the country. The aim of the conference was to create awareness, sensitization on cyber security threats and build capacity to mitigate cyber security risks within the Ministry of Defence, key government institutions, private sector and the general public.

Participants keenly following the proceedings during the Cyber security Conference that was held at Safaripark Hotel on 4th August 2016.

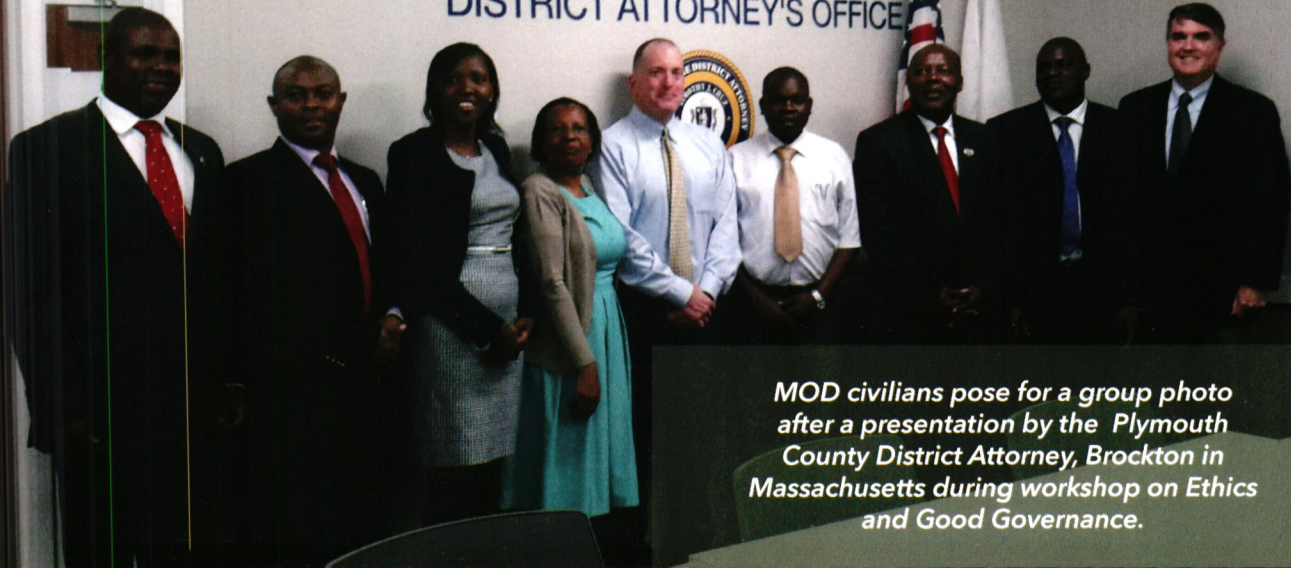


3.12 On Customer Satisfaction, the Ministry upgraded Auto Billing system to facilitate electronic banking.



MOD accountants working on the upgraded Auto-Billing system at DHQ.

**PLYMOUTH COUNTY
DISTRICT ATTORNEY'S OFFICE**



MOD civilians pose for a group photo after a presentation by the Plymouth County District Attorney, Brockton in Massachusetts during workshop on Ethics and Good Governance.

- 3.13 The Ministry empowered 82 youth in its institutions to fit into the job market when they graduate in support of the Government policy on Youth Internship/Industrial Attachment /Apprenticeship.



Youths who underwent internship as per the Government Policy on youth empowerment at the IPSTC Karen during the FY 2016/2017.

- 3.14 Towards achieving the 30% award of procurement opportunities to youth, women and persons with disability through the Access to Government Procurement Opportunities (AGPO) programme, the Ministry awarded contracts/tenders worth **Kshs 2,102,000,000.00** to this group.
- 3.15 Under the 40% Policy of Build Kenya Buy Kenya, the Ministry spent a total of **Ksh 7,390,408,750.58** (43%) on procurement of local goods and services.
- 3.16 In support of the Government effort on Environmental Sustainability in line with SDG's and Kenya's Vision 2030, the Ministry through the Environmental Soldier Programme (ESP) planted a total of **one million, eight hundred and fifty seven thousands (1.857M)** seedlings in cantonments and other identified areas in partnership with other supporting agencies and organisations.
- 3.17 The Ministry implemented the Government Policy on National Cohesion and National Values as provided for in Article 10 of the Kenya Constitution 2010 through the development of Integrity Training Manual that will be used for reference in the Ministry's training institutions.
- 3.18 During the period under review, MoD collected revenue totaling to **Kshs. 689,044,066.90** through fees paid to learning institutions, rent from institutional houses, sale of tender documents and proceeds from auction of obsolete assets and stores among others.



Kenya Defence Forces personnel drawn from the Defence Headquarters teamed up with the Green Belt Movement in a tree planting exercise at Lavington Primary School.



3.19 Flagship Projects

The Ministry has three flagship projects which are at various levels of implementation as follows:

3.19.1 DEFKITCH (K) - 2012: During the period under review, the Ministry was awarded the patent for DEFKITCH from African Regional Intellectual Property Organisation (ARIPO), an international patenting organization headquartered in Harare, Zimbabwe. The Diesel Powered DEFKITCH (K) - 2012 will mitigate destruction of forests and compliment efforts of raising the forest cover to 10% as per Vision 2030.

3.19.2 Modernization of RADARS began in the FY 2014/15 and is to be concluded in FY 2017/18. During the year under review, Phase 2 Segment 2 which entailed upgrading of the third radar was completed as scheduled.



A Kenya Air Force officer explains the operating process of the Radar System to the Defence Cabinet Secretary Amb. Raychelle Omamo, with her is the Commander Kenya Air Force Maj Gen Samuel Thuita.

3.19.3 During the year under review, Phase I of the KDF food processing factory was completed, trial runs undertaken, and it is ready for commissioning.



The factory building and production line of KDF Food processing factory at Gilgil.



3.20 Modernization Programmes.

The following modernization programmes were concluded in the FY 2016/17:

- 3.20.1 Purchase of quantity 20 water bowsers.
- 3.20.2 Purchase of quantity 60 TCVs for the Army.
- 3.20.3 Procurement and installation of Engine control system for the KNS Shupavu was completed.
- 3.20.4 Acquisition of ATC Radios for Kenya Air Force was completed.
- 3.20.5 Life extension of Y-12 was completed.
- 3.20.6 MI-171E Helicopter repair, overhaul and inspection of was done.
- 3.20.7 Puma Helicopter P2 inspection was completed.
- 3.20.8 Delivery of Huey Helicopters was done.

3.21 Infrastructure Development.

The following projects were undertaken and are at various levels towards enhancement of infrastructure:

3.21.1 Training Institutions



Kenya Navy Training Schools (KNTS) Bridge Simulator which is installed and awaiting commissioning.

3.21.2 Personnel Accommodation



*Officers Single
Accommodation
at Langata Barracks.*

3.22 Research and Development

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

- 3.22.1 Solid Waste Management System. Integrated Solid Waste Management (ISWM) is a new concept of dealing with solid waste. During the year under review, the feasibility study and designs were completed.
- 3.22.2 Feasibility Studies for Biogas Plant. This programme takes advantage of kitchen and food waste from the cookhouses and messes to produce bio-gas. During the year under review the Ministry completed the installation of two Floating Tank Digester systems at Embakasi and Kahawa Garrisons.
- 3.22.3 DEFKITCH Miniaturization. During the year under review, acquisition of Tungsten Inert Gas (TIG) Welding equipment was completed. This enabled neater welding finishes and aided in the miniaturization of the DEFKITCH for the domestic market.



Miniaturized domestic DEFKITCH (on the right side) which is under development and the Industrial DEFKITCH loaded with oven (on the left side) which is also under development.

3.23 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 and the prevalence rate has gone down significantly to about 3.1%, a figure well below the national average which is at 5.6%.



Participants from KDF take part in awareness walk during the World Aids Day on 1st Dec 2016.



3.24 Cancer Awareness and Prevention.

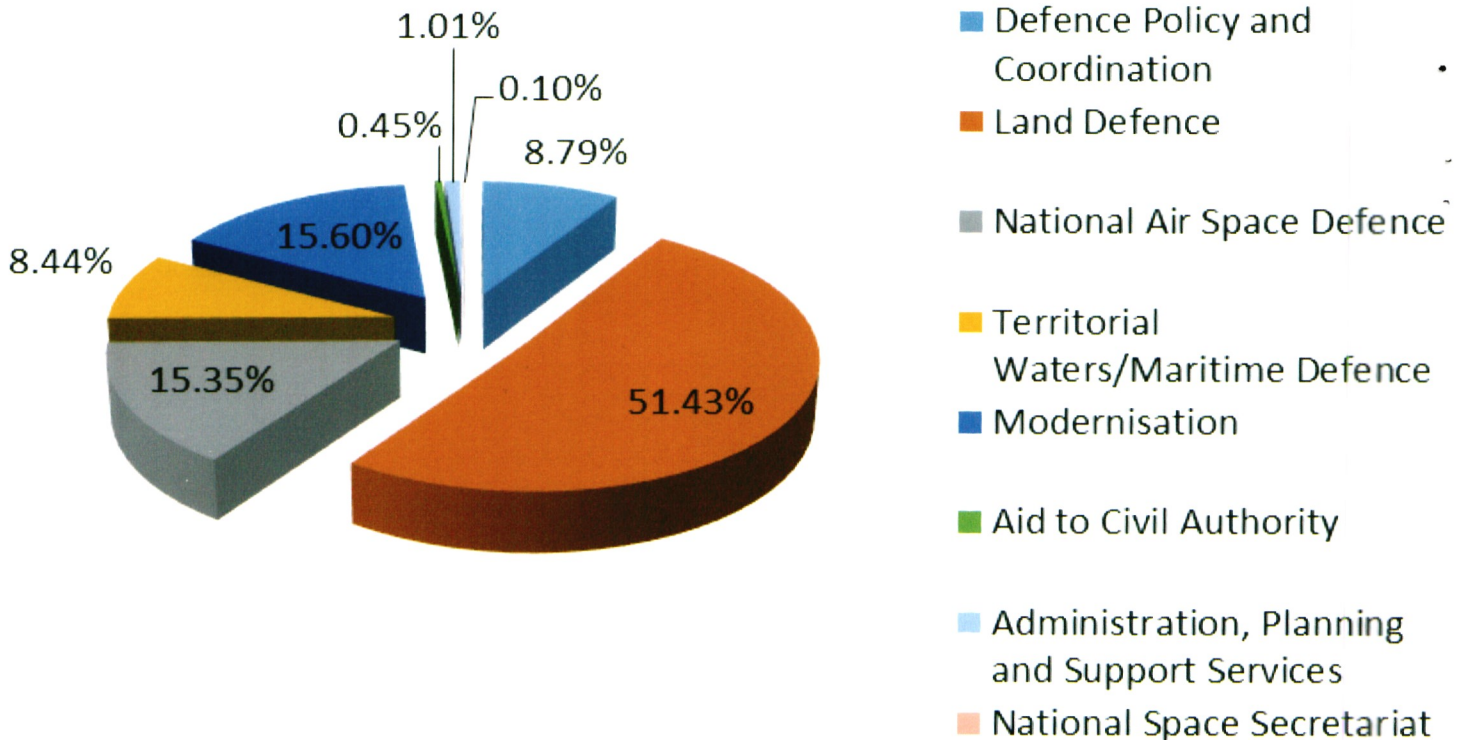
Appreciating the challenges that cancer poses and the heavy burden it has brought to households and our health infrastructure, the KDF implemented several programmes and activities aimed at creating awareness and prevention of the disease.

*Kenya Defence Forces
Chief of Medical, Brigadier
Christopher Arrum making
his remarks during the cancer
awareness day marked
on 28th June 2017 at DHQ.*

SECTION 4

4.0 EXPENDITURE PROFILE

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



4.2 Other activities/programmes funded by the budget were:

4.2.1 Border securitization, with a budget of Kshs. 1.5 Bn

4.2.2 Operation Linda Boni (OLB) with a budget of Kshs. 350M

SECTION 5

5.0 CHALLENGES

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

5.1 Inadequate Funding.

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

5.2 Procurement Lead Times.

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

5.3 Diminishing Training Areas.

The rapidly expanding population and the devolved system of government have led to encroachment into military training areas thus hampering critical training activities.

5.4 Marching Defence Expansion with Infrastructure Development

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

5.5 Defence Technological Changes.

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

5.6 Research and Development.

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

5.7 Currency Fluctuation.

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

5.8 Understaffing continues to jeopardize delivery of defence particular in the area of policy leadership and critical technical support to the Defence Forces.

5.9 A substantial number of senior staff are due to retire, but the moratorium on recruitment has left yawning skill and competence gaps and hampered effective succession planning.

SECTION 6

6.0 RECOMMENDATIONS

- 6.1 To mitigate on the effects of diminishing training areas, the ministry has adopted other options and in particular reliance on advanced technological systems like simulator training, Map Exercises (MAPEX), Command Post Exercises (CPXs) and Tactical Exercises Without Troops (TEWTs). The adoption of these technologies is very expensive and calls for more funding.
- 6.2 To enable the Ministry achieve its objectives, there is need for increased funding allocation to meet prioritized Defence programmes.
- 6.3 There is need for coordinated programme remapping to identify and acquire future training areas in liaison with National and County governments. The demarcation of military land to continue and the Ministry should be facilitated in the acquisition of title deeds.
- 6.4 The Ministry should take maximum advantage of the Export Credit Facility arrangement to implement long-term Defence modernization programmes.
- 6.5 There is need to strengthen and expand the Ministry's Research and Development capacity through collaboration and partnership with other institutions.
- 6.6 Allow recruitment of certain civilian cadre of staff to enable military concentrate on core duties.
- 6.7 Accelerate the restructuring of the ministry particularly the full operation of its policy and Co-operation Departments.

SECTION 7

7.0 CONCLUSION

- 7.1 The budgetary allocation for the FY 2016/17 enabled the Ministry to achieve the set targets. The priority areas that included equipment modernisation, capacity building and infrastructure development have significantly raised the Ministry's operational readiness.
- 7.2 The Ministry's innovative efforts through Research and Development continue to be a key performance target. The energy management and environmental sustainability measures being pursued will ensure the effective and efficient utilization of available resources.
- 7.3 As the Ministry embarks on the implementation of the new programmes in the current financial year, the focus will be on the identified challenges in this report. Addressing these challenges will ensure not only improved performance but also realisation of full value for the resources provided in the delivery of defence to the nation.
- 7.4 The MoD will continue to discharge its Constitutional mandate within the available resources to provide a peaceful and secure environment for Socio-economic development.



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