




# STRATEGIC VISION

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CHIEF OF THE DEFENCE FORCES

May 2020



My Philosophy;

Being the arrowhead, **The Soldier** must be well trained and equipped in order to be mission-ready.



General R K Kibochi EGH CBS 'ndc' (K) 'psc' (UK)  
Chief of the Defence Forces

## THE STRATEGIC LANDSCAPE

The Kenya Defence Forces (KDF) operates in a dynamic and complex security environment characterised by emerging cyber and space threats. In addition to the customary land, air, and maritime domains, our security challenges are compounded by terrorism, piracy as well as contestations over boundaries and shared natural resources. Arising from this security scenario, the threats to national security have assumed a sub-regional dimension and now span the internal, regional and international spectrum.

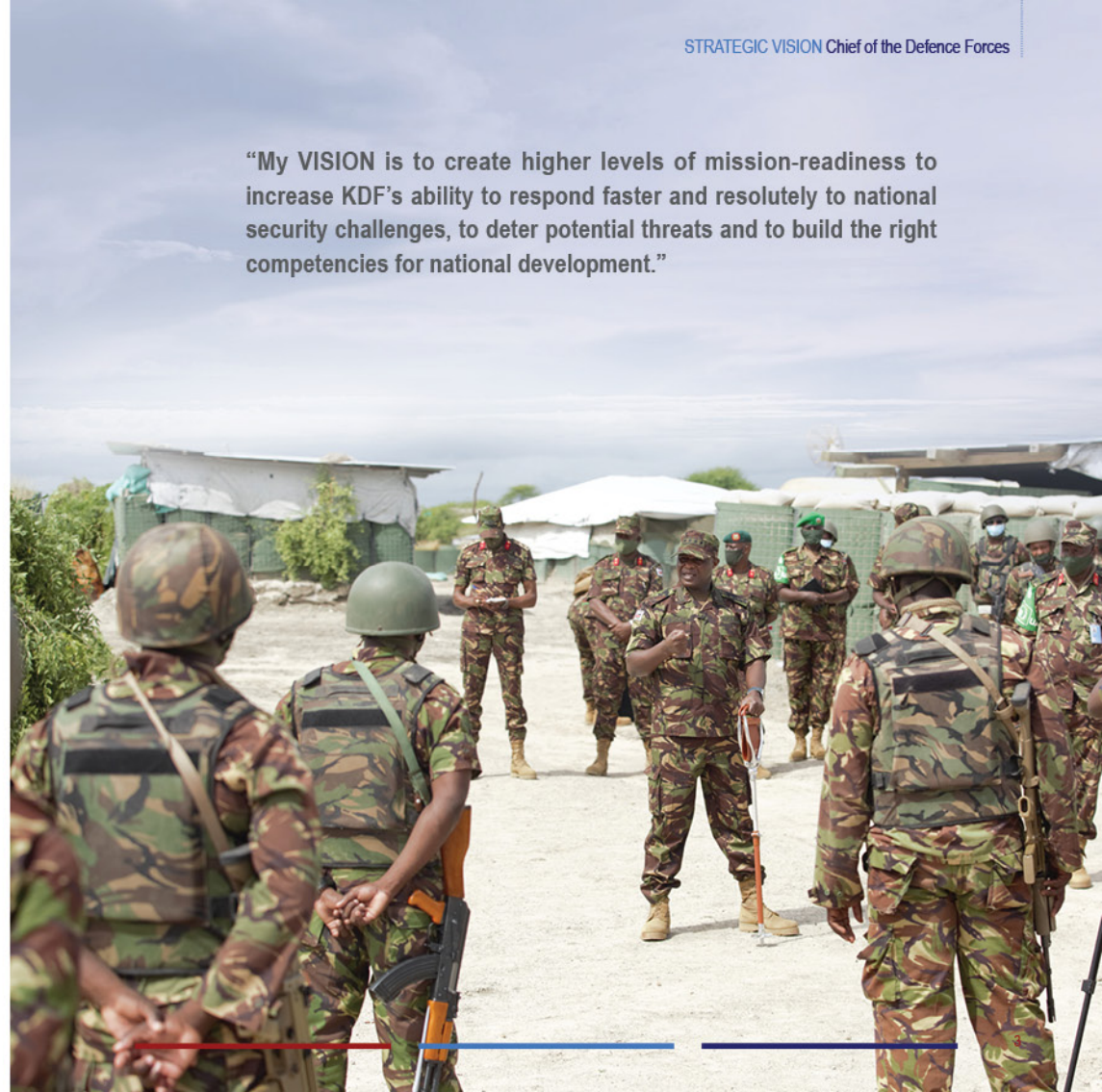
Increasingly, the delivery of defence and security has been challenged by the adoption of hybrid warfare by diverse adversaries. Moreover, the transnational threat posed by the proliferation of small arms and light weapons has compounded the national and regional security landscape, hence fueling terrorism as a leading security challenge.

In response thereof, KDF has undertaken wide-ranging counter-terrorism operations in Somalia since October 2011, initially under Article 51 of the United Nations (UN) Charter and thereafter KDF integration into the African Union Mission in Somalia (AMISOM). These operations are primarily meant to degrade the offensive capabilities of terrorist groups, a goal which underscores our protracted deployment. In this regard, the continuing counter-terrorism operations have necessitated significant enhancement of military competencies and combat systems to meet multifaceted threats in an ever-evolving security environment. The intent is to create favourable conditions for the pursuit of shared prosperity within a peaceful and stable regional and international arena.

Therefore, partnering with the international community in UN mandated peace support operations is also an important commitment for the KDF, in line with the country's foreign policy agenda. In the internal environment, the need to protect vulnerable populations and critical infrastructure has expanded the latitude of partnerships within the multi-agency framework.

Moreover, missions within our borders and beyond have afforded us invaluable lessons that continue to shape our approach to operations. Key among these is the centrality of modern technology in combat. Indeed, militaries the world-over have come to appreciate the gains modern technology bestows to warfare with reference to effectiveness and efficiency. To this end, KDF will remain adaptive to the emerging threat environment in a bid to maintain the appropriate levels of readiness.

**“My VISION is to create higher levels of mission-readiness to increase KDF’s ability to respond faster and resolutely to national security challenges, to deter potential threats and to build the right competencies for national development.”**



“My INTENT is anchored on the Kenya Defence Forces aspiration to be a PREMIER, CREDIBLE and Mission-ready FORCE deeply rooted in PROFESSIONALISM.”

This JOURNEY shall be driven by an eight (8) point agenda:

- Maintaining optimal readiness that projects operational capabilities, including adapting appropriate contemporary technologies.
- Continuous education and training to enhance human competencies for perpetual mission readiness.
- Modernising KDF to enhance defence against contemporary and future security threats.
- Strengthening KDF engineering capabilities to respond to operational requirements, support national development, and provide assistance during emergencies and disasters.
- Developing a robust soldier-centered welfare framework and a healthcare system that is aligned to the challenges of an increasingly complex and uncertain operating environment.
- Addressing the housing deficit.
- Collaborating with other ministries, departments and agencies in furtherance of the country's development agenda, as envisioned in the National Security Industrialisation Strategy.
- Generating revenue for government within the context of KDF mandate.

This agenda is inspired by an enduring commitment to generate highly trained and motivated troops, and build capability to enable KDF to implement its mandate in the contemporary security environment.

## LINES OF EFFORT

The following lines of effort shall anchor my action plan to enable the KDF to fulfil its mandate of defending and protecting the sovereignty and territorial integrity of the Republic:

- Ensuring a responsive **education and training** regime geared towards maintaining a mission-ready Force.
- **Modernisation** of combat systems, physical infrastructure and upgrading of the equipment support system.
- Adoption of **modern communication and information technology** as a means to expedite decision-making, enhance cyber security and transparency in the execution of defence processes.
- **Transforming military engineering capabilities** with focus on force protection, horizontal and vertical construction, water provision and the enhancement of capacities in disaster and crisis mitigation.
- **Improving the quality of healthcare** and expand its accessibility to our troops and their families across the operational framework and places of domicile.
- Exploring funding options and exploiting emerging technologies to **alleviate the growing housing deficit**.
- Tapping into opportunities inherent in the National Security Industrialisation Strategy to carve a niche for **military innovation and industrialisation** on a path towards self-sufficiency in combat supplies.
- Undertaking security projects with potential to **generate revenue** for the government in ways that also enhance our capacity to fulfill the core mandate.

# STRATEGIES TO ACHIEVE READINESS

Our quest to create a secure environment for national development and prosperity for the people of Kenya is driven by the obligation to cultivate the will and ability to defend and protect our national interests. In this endeavour, we shall be guided by the Defence Policy and my Vision to pursue a transformation agenda that shall include, but not limited to:



“Proper planning and preparation prevents poor performance.”

— Stephen Keague, author

## TRAINING FOR OPERATIONAL READINESS

- We shall upscale training content and methods from individual, team, collective and joint levels. To this end, the services will review their training plans in order to promote the will and ability to fight across multiple domains.
- The three-year training cycle for 2021/22 to 2023/24 will entail a series of combined arms and joint field training, each suitably themed to address threats to our national interests.
- We shall broaden simulator-based training in order to complement field training, reduce maintenance costs, preserve combat power and contribute towards environmental conservation.
- KDF schools and colleges will be reoriented to align with the evolving defence and security environment and embrace modern pedagogical methods in line with emerging trends in education and training.
- Skills and capabilities will be integrated to boost our capacity to counter non-combat threats such as pest invasion and pandemics like the Covid-19, among others.

## MODERNISATION AND EQUIPMENT SUPPORT

- To sustain critical operational enablers and force multipliers, efforts will be made to strengthen equipment support capability across the KDF services in order to achieve greater levels of readiness. Accordingly, to plug capability gaps, obsolete systems will be replaced and equipment applicable to the present-day operating environment appropriately upgraded.
- Global and national economic challenges may occasion reduced budgetary allocations, hence the need for constant rationalisation of requirements. Consequently, we shall maintain a healthy balance between the recovery of legacy systems and modernisation.
- Modern repair and maintenance capabilities shall be incorporated to enable maximum utilisation of facilities in various sectors to enable timely upgrade of combat systems.



A female soldier demonstrates strength and confidence during obstacle crossing training.



Kenyans stranded in Ethiopia due to Covid-19 travel restrictions rescued and evacuated to Nairobi using the Kenya Air Force extended range C-27J Spartan aircraft.

# COMMUNICATION AND INFORMATION SYSTEMS

Militaries world-over are increasing investment in CIS reliability and security to provide situation awareness and improve command and control. This is underpinned by the fact that a comprehensive, modern and integrated communication infrastructure is a prerequisite for modernisation of systems.

Key areas of focus will be:

- **Modernisation of KDF CIS infrastructure** to meet an ever-increasing demand for efficient, reliable and secure communications to enhance flow of critical information between various levels of command within the operational framework.
- **Adoption of secure IT-based business management processes**, and accountable and transparent procurement procedures in strict compliance with the principles of public finance management in order to improve service delivery and avoid wastage of resources.
- **Enhancement of information management capabilities** through adoption of IT solutions for prompt response to emerging threats, improve effectiveness, efficiency and visibility in the management of business processes.
- **Capacity building in CIS competencies** through recruitment, education and training.
- **Integration of modern technology in training, research and development** while increasing capability for surveillance, target acquisition and reconnaissance to facilitate early warning and credible intervention mechanisms.



## CIS PRIORITY AREAS

- Modernization of KDF CIS infrastructure.
- Adoption of IT-based business management processes.
- Enhancement of information management capabilities.
- Capacity building in CIS human capital.
- Integration of technology in training, research and development.

## RESPONSE TO HUMAN SECURITY CHALLENGES

- Military engineering capabilities facilitate force protection and maintenance of lines of communication and transport. This augments government efforts in improving the wellbeing of citizens. There is need to integrate heavy engineering and water provision capabilities to support national development and promote human security especially among the most vulnerable segments of our society.
- Emergencies such as floods, pest invasion and pandemics have demonstrated that it is time for the KDF to strengthen military engineering capabilities to alleviate suffering and enable faster recovery as well as build resilience.
- Investment in disaster response and bridging of capabilities is key to addressing the unpredictable upsurge in incidences of manmade and natural disasters.

KAF helicopter helps to combat forest fire in the Tsavo National Park in support of Kenya Wildlife Service.

- Increasing requests for partnership in infrastructure securitisation and development projects is indicative of the scope of support that may henceforth be expected of KDF. These include the continuing involvement in multi-agency efforts to rehabilitate the Kenya Railways Corporation's metre gauge railways and the revival of the Kenya Meat Commission (KMC).
- Military engineers will henceforth be involved in the development of housing within KDF, either independently or in partnership with stakeholders.
- Aviation and maritime engineering, naval logistics and water drilling capabilities will be strengthened.
- Infrastructure development and securitisation in partnership with various agencies will be expanded, to include the provision of equipment for opening up of roads in security challenged regions.



Pupils in Vigurungani Primary School, Kwale County celebrate the gift of water from a borehole drilled by KDF for the school and neighbouring community.



## REVAMPING THE HEALTHCARE SYSTEM

The health of our troops and their families is critical to overall force readiness. The objective is to offer quality healthcare to an expanding military family. Consequently, the healthcare system will be revamped from unit level through regional hospitals to the referral level, including establishment of Level 6 capability. As a first step, the existing regional hospitals will be modernised and new ones created to address extant gaps in healthcare. Supporting capabilities such as medical equipment and ambulances will also be enhanced.

On this premise;

- Troops redeploying from operations with physical and mental injuries require comprehensive medical and psychosocial management. Soldiers traumatised by exigencies of active duty may require delicate care for protracted durations. This will be addressed partly through the newly established Defence Forces Wellness Centre, Lang'ata with services being cascaded to the lowest level.
- Training in psychological and trauma support for KDF personnel and their families will be up-scaled so as to promote general wellness.
- Capacity building in medical manpower by recruiting, training and enhancing education for medical professionals.
- The Wellness Centre shall be expanded gradually to achieve a seamless link with the upcoming Ulinzi Sports Complex, Lang'ata.



Setting-up the Defence Forces Memorial Hospital's minimal invasive surgical theatre.

## ADDRESSING THE HOUSING DEFICIT

- Development of new defence installations shall integrate housing in order to meet increasing demand for accommodation.
- We shall continually engage with the State Department for Housing under the Ministry of Infrastructure, Transport, Housing, Urban Development and Public Works (MoITHUD & PW), and the National Treasury to generate housing units for troops both under the Affordable Housing Programme (AHP) and Public Private Partnership respectively.
- Adoption of Alternative Building Technologies (ABT) with a view of lowering the cost of construction and to reduce the lead time for delivery of housing.
- Consideration will be made for the establishment of a mortgage facility in consultation with the Salaries and Remuneration Commission (SRC) and other stakeholders.

## STRENGTHENING CAPACITY FOR MILITARY INDUSTRIALISATION AND INNOVATION

- The sustainability of a robust defence depends on a strong national military industrial and innovation capacity. Development of these capacities commenced in 1997 with the establishment of the Kenya Ordnance Factories Corporation (KOFC) to manufacture a range of products including small arms ammunition.
- Diversification of KOFC to undertake production of portable water and dehydrated vegetables has had a positive impact on self-sufficiency in combat supplies. In particular, the Defence Forces Food Processing Factory (DF FPF) has not only reduced the turn round time between demand and supply of vegetables but has also minimised wastage especially in austere operating environments. More importantly, the DF FPF provides a market for farm produce thereby helping to improve livelihoods.



Newly constructed Service members' single accommodation block at Kabete Barracks.



The Defence Forces Food Processing Factory - Gilgil.

- The development of the Kenya Shipyards facilities in Mtongwé and Kisumu will enable ship building, maintenance and repair. This will strengthen maritime capability, create employment opportunities and foster growth of the Blue Economy.
- Services will be extended to government agencies among others the Kenya Coast Guard Service. Further, the new capability will spur maritime commerce, boost revenue generation and lead to foreign currency savings.
- The initiatives undertaken within the framework of the security industrialisation strategy will enhance linkages with other institutions for mutual benefit in research and innovation.



KDF's ship building, maintenance and repair facility in Mombasa (Kenya Shipyards Limited)

## PARTICIPATION IN NATIONAL DEVELOPMENT

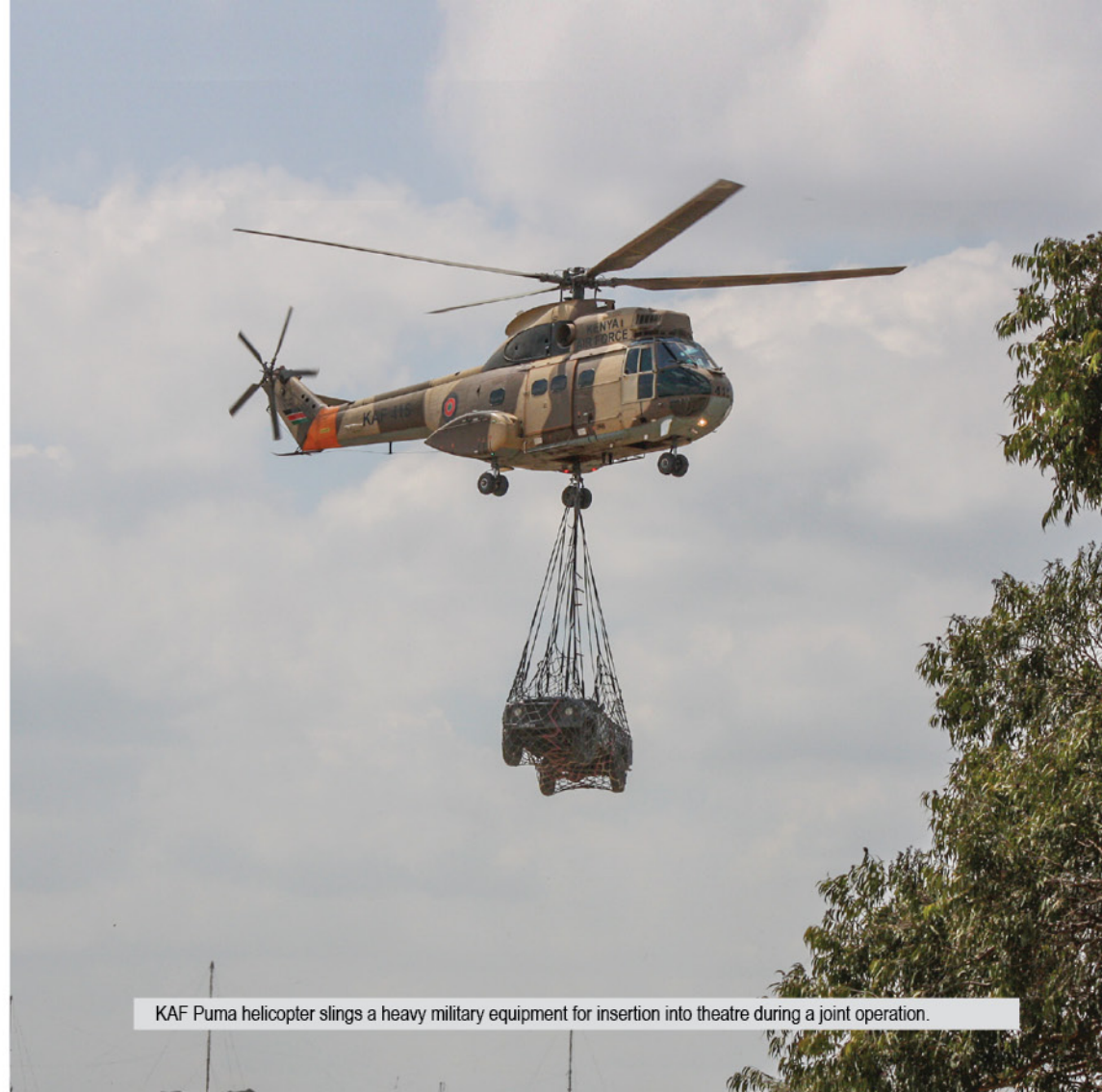
- Security and development are intricately intertwined. Therefore, while the main effort is to preserve the capacity to assure a conducive environment for development, KDF will embrace opportunities that may arise in the line of duty to contribute towards revenue generation for the country. This will be undertaken in the context of Kenya's Vision 2030 Blueprint.
- We will develop partnerships with stakeholders in government and communities to mitigate competition for diminishing natural resources such as water. Other interventions will include infrastructure improvement within the purview of KDF mission.



Nairobi Metropolitan Services (NMS) fleet rehabilitated by the KDF.



KDF troops fumigating a public space in Nairobi's Central Business District, in support of Covid-19 intervention.




KAF Puma helicopter slings a heavy military equipment for insertion into theatre during a joint operation.

# A KDF STRATEGIC COMMUNICATION PUBLICATION

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