



NATIONAL DEFENCE UNIVERSITY-KENYA

**THE ROLE OF KENYA DEFENCE FORCE AS AN ELEMENT OF NATIONAL POWER IN
THE ACHIEVEMENT OF VISION 2030**

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RESEARCH PROJECT

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**The information contained in this paper is the result of my Research. The views and/or observations on this issue involved is my own. They do not
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DECLARATION

I declare that this project is my own original idea and that it has not been presented in any other university for the award of any diploma or degree.

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This project has been submitted for examination with my approval as the supervisor.

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DEDICATION

This work is dedicated to my loving family, for encouragement, support and continuous inspiration all through till I completed this thesis proposal. May God bless them abundantly.

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LIST OF ABBREVIATIONS AND ACRONYMS

ASALs	Arid and Semi-Arid Regions
ADCED	Abu Dhabi Council for Economic Development
CDF	Chief of Defence Forces
COVID 19	Corona Virus Disease 19
DHQ	Defence Headquarters
DRC	Democratic Republic of Congo
ECDE	Early Childhood Development Education
GDP	Gross Domestic Product
GINI	Global Income National Index
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
KACE	Kenya Army Corp of Engineers
KDF	Kenya Defence Forces
KMC	Kenya Meat Commission

KPS	Kenya Police Service
KOFC	Kenya Ordnance Factory Corporation
LAPSSET	Lamu Port, South Sudan, Ethiopia Transport Corridor
NACONEK	National Council on Nomadic Education in Kenya
NACOSTI	National Commission for Science Technology and Innovation
NASD	National Air Support Department.
NSTS	National Security Telecommunications Service
NMS	Nairobi Metropolitan Service
MDGs	Millennium Development Goals
MEDCAPs	Medical Campaigns
OFM	Operation Fagia Msitu
RIVATEX	Rift Valley Textiles Mills
SAF	Singapore Armed Forces
SDGs	Sustainable Development Goals
SEZs	Special Economic Zones
SGR	Standard Gauge Railway
UHC	Universal Health Coverage
UN	United Nation
USA	United States of America

OPERATIONAL DEFINATION OF TERMS

Kenya Vision 2030

In this study, Kenya Vision 2030 refers to the new development blueprint in the country covering the years 2008 to 2030 whose aim is to transform Kenya into a newly-industrialising, middle income country providing a high quality of life to all its people in a favourable, clean and secure environment.

National Power

National power is defined as the sum all resources available to a nation in the pursuit of national objectives.

Strategy

In this study, the term refers to the comprehensive overall strategy that businesses use to work toward a set of goals.

Vision

A vision in this study is simply a dream that lays out a destination. A vision is timeless and is based on what the organization plans to do.

Strategic decisions

In this study, strategic decisions mean the key priorities of an organization that shapes the direction the management will face

Military organizations

These refers to the various units that are stakeholders in securing the country from external threats

A Command

In military terminology, a command is an organizational unit for which a military commander is responsible. Commands, sometimes referred to as units or formations, serve as the building blocks of the military. A commander is specifically appointed to this role to establish a legal framework for the authority granted.

Government Agencies

Government agencies refer to the various stakeholders within the public sector arena that makes it possible for offering government services.

ABSTRACT

The implementation of Kenya vision 2030 is ongoing having been launched on 10 June 2008. In Kenya's Vision 2030, KDF has a role as an enabler of development projects within the nation. For example, the defence forces can have adequate resources and manpower to effectively meet developmental expectations or goals. The study's main goal was to examine the role of the military as a source of national strength in achieving Vision 2030, the nation's economic and social blueprint. The research's particular objectives included laying out the tenets of Kenya's Vision 2030 as the engine for the country's development and prosperity, looking at the KDF's functions as an enabler of the vision 2030, and weighing the advantages and disadvantages of its application to Kenya's Vision 2030. System theory and Expectancy theory served as the foundation for this investigation. The study applied an exploratory research design and was conducted in Nairobi City County and its surrounding areas where KDF are extensively engaged in the creation as well as implementation of various projects related to Vision 2030. The targeted population comprised of a total of 188 government officials in 8 ministries where KDF is involved in implementation of various Vision 2030 projects. A total of 84 respondents were chosen for the study's sample using a purposive sampling method. Questionnaires and interview guides were the primary data collection tools used to gather primary data. The validity and reliability of the questionnaires were examined in a pilot study. Both descriptive statistics and content analysis were used to examine the data that had been acquired. The results of the analysis were presented in tabular and graphical form together with pertinent justifications and debates. The study discovered that Kenya's progress and prosperity are greatly aided by the Pillars of Vision 2030. The three pillars of Vision 2030—the economic, social, and political pillars—play a crucial strategic role in achieving the growth and prosperity of the nation. It was discovered that the military had a significant hand in securing important infrastructure projects within Kenya and across international boundaries. Findings from the study indicate that fulfilling the Vision 2030 objective depends heavily on the KDF component of national power. The research recommended that the government should fund KDF to carry out national development projects and restructure the current KDF organization to ensure that a Command is fully dedicated for the nation's social economic development programs. Additionally, more KDF employees need to be hired to work in the Command both skilled and unskilled, leading to creation of youth employment opportunities. In terms of policy, the research suggests creating a framework to direct how the KDF should operate in terms of national development.

CHAPTER ONE

1.0 Introduction

An overview of the study's history is presented in this chapter. The chapter identifies the broad and narrow research goals. It further emphasizes the justification of the study, defends the study, outlines its restrictions and objectives, and concludes with a summary of the chapter.

1.1 Background to the Study

In the past, when there was no political conflict between capitalism and socialism, nations created strategic visions to direct their development initiatives. The concept that a government should take the initiative in developing and implementing its own plan was and remains a key factor in the emergence of visions. An early significant event occurred in the 1930s, when the New Deal led to the implementation of a number of economic programmes in the United States between 1933 and 1936. These programmes involved presidential executive orders or laws passed by Congress during the first term of President Franklin D. Roosevelt. The programmes, which were developed in reaction to the 1929 Great Depression, were centred on what historians refer to as "the 3 Rs"—Relief, Recovery, and Reform. Relief was provided for the poor and unemployed, the economy returned to normal, and the financial system was reformatted to stop another depression in the USA. Every nation needs a vision to inspire and encourage all facets of society, just as the USA did during the Great Depression.

In order to forge a political consensus based on a comprehensive national development strategy, a vision is very essential. The strategy includes, among other things, the obligations of various economic actors, such as the federal, state, and local governments, businesses, and other institutions.¹The best visions clearly indicate whom the organization serves, what it provides, and what distinguishes it from other firms providing the same services. The end state (destination) guides strategy and strategy determines actions that will lead to success. While a plan connects the destination (vision) with the present reality, a vision establishes the general direction. A strategy is, therefore, narrower than a vision, but broad enough to guide an organization's structure and capabilities that must be developed. In a nutshell, a vision is what one wants an organization to be and the strategy guides the achievement of that vision.

¹David Hunger J. and Thomas L. Wheelen, T. L. (2007). *Essentials of Strategic Management (4th ed.)*. Prentice - Hall, India.

In order to focus efforts and organize them in the best way possible, a vision must identify potential threats and viable answers. It follows that a vision statement must function at various degrees of generality and specificity in order to achieve defined objectives. A number of the countries that have realized sustained development over the years have visions that guide them in their development agenda. Examples of countries with well-specified visions are Singapore, Abu Dhabi, Nigeria, Rwanda, and Kenya among others. It's crucial to concentrate on how the military functions as a component of national power as we analyse these visions. A comparison between Kenya and the other nations can assist in understanding the challenges and opportunities that the military can explore to support national power in accomplishing the Kenya's Vision 2030, while still accomplishing its other fundamental responsibilities.

Kenya Vision 2030 spans the years 2008 through 2030. The Vision, which was introduced on June 10, 2008, was drafted through a rigorous and inclusive stakeholder consultation process with the goal of transforming the nation into a newly industrialized middle-income country by 2030, offering a high quality of life to all of its residents.² The vision is supported by three pillars: the economic pillar, which seeks to achieve sustainable growth of 10% annually; the social pillar, which seeks to create a cohesive and just society capable of enjoying equitable social development in a calm and secure environment; and the political pillar, which would ensure a people-centred, issue-based, result-oriented, and demographically accountable political system.³ Each pillar has clear objectives that need to be achieved by 2030. To support the three pillars, the Kenya Government instituted necessary institutional and legal reforms to guide the vision implementation. In each pillar, diverse flagship projects were formulated and launched across the country. Additionally, the Delivery secretariat was established and given the responsibility of coordinating the implementation of this flagship project across all sectors as part of Kenya's Vision 2030.

KDF falls under the category of the social pillar due to its responsibility toward ensuring the safety of the public within Kenya's borders. However, KDF has been involved in all the other Pillars, namely the economic pillar, through various projects and activities that have been carried out in the country to support economic development. These projects include, among others, the construction of Langata sports complex, the rehabilitation of the country railway line, the building of water dams and water pans in ASALs, drilling

² Elsje Fourie. "Model students: Policy emulation, modernization, and Kenya's Vision 2030." *African Affairs* 113, no. 453 (2014): 540-562.

³ Ezekiel Mbitha Mwenzwa, and Joseph Akuma Misati. "Kenya's social development proposals and challenges: review of Kenya Vision 2030 first medium-term plan, 2008-2012." (2014).

boreholes and opening up those regions through road construction. KDF has also been able to revitalize the running of Kenya Meat Commission to a profitable organization after years of redundancy. On the political pillar, KDF has been able to project the country internationally through Defence diplomacy. This therefore means that KDF has a very important role to play in the realization of Kenya's Vision 2030. This Study will endeavour to examine how well the KDF can be utilised to support the Kenya's Vision 2030, what could be the impediment to this realization and offer solutions towards the same.

1.2 Statement of the Problem

The military remains a critical enabler for any country to achieve its development objectives. This is exemplified globally; in USA, Singapore and Rwanda. The achievement of Vision 2030 in the country remains an important milestone on the road to propelling Kenya into a middle-income state. Over the last decades, the linkage between security and development has increased significantly. To achieve its development goals, the country must prioritize security and stability, thereby creating an enabling environment that attracts important stakeholders to partner with the government. Simultaneously, development fosters peace and stability, exerting strategic influence beyond borders. The military plays a key role in facilitating the Government to project its foreign policy regionally and globally through defence engagement activities. This helps the Government in interacting with development partners and subsequently builds confidence.

The Kenya Vision 2030 projects under implementation include; the construction of Konza Technology City, the development of green energy (geothermal power), the development of Special Economic Zones across the country, the installation of surveillance cameras in major towns, the LAPSET corridor development, the construction of the SGR and Establishment of the National Security Database. The regional security situation however remains a major concern and the ability of the internal security apparatus to decisively deal with such threats is limited. There is a need therefore to securitize the Kenya vision 2030 flagship projects such as the LAPSET corridor projects, Turkana oil fields, power generating station, Mombasa Port, and all our airports. The Kenya Defence Forces are expected to play a vital role in aiding with the execution of all parts of the Vision because they are a significant enabler. Because no policy has been put into action, the KDF lacks a designated Command to carry out these development projects. The outcome is the reliance on members of the Defence Forces, who could be engaged in other activities. The allocation of specific funding for KDF to

engage in development projects would achieve increased benefits. Thus, Defence forces can have adequate resources and manpower to effectively meet developmental expectations or goals. Therefore, the KDF has an important role in the implementation of national programs and in the attainment of Vision 2030.

A country's vision is important given that it ensures today's development and activities are not hindrances to the future plans in terms of social, economic and political developments are concerned. Kenya as a country has put in place several mechanisms towards the implementation of Vision 2030. The KDF has demonstrated their role as an element of power in the national development. A good strategy requires an enabling environment as the security of the country depends on KDF and thus its usefulness in implementation of vision 2030 goes without question. However, its role has not been adequately brought out and thus the study was conceived to document the important role KDF as an element of national power can play in order to help attainment of the country's vision.

1.3 Research objectives

This section deals with the general objective and the specific research objectives of the study.1.3.1 General Objective

The key objective of this research was to examine the role of the military as an element of national power in the achievement of Vision 2030 in the country.

1.3.2 Specific objectives

The specific objectives of the study were as follows;

- i. To analyse the pillars of Vision 2030 as the trigger for Kenya's development and prosperity
- ii. To examine the roles of KDF as an enabler to the achievement of Vision 2030
- iii. To assess the opportunities and challenges in the use of KDF in implementation of Kenya's Vision 2030.

1.4 Research Questions

The research was guided by three research questions;

- i. How will the pillars of Kenya's Vision 2030 lead to the development and prosperity of Kenya?
- ii. How does the KDF fit into the national power structure and how does it help Kenya realize its 2030 Vision?
- iii. What are opportunities and problems that are associated with use of KDF during the execution of Kenya

1.5 Study's Literature Review

This part reviews key research related to the study and it is aligned with the specific objectives of the study. It also includes an empirical review of literature and ends with a conclusion.

1.5.1 Introduction

A vision can simply be defined as a dream that lays out a destination. A vision is timeless and is based on what the organization plans to do. A vision must be specific so that everyone within the organization can use it to assess if their work is moving the organization forward or not. Progress towards the vision must be measurable or should have milestones.⁴ A coordinated set of commitments and actions known as a strategy are intended to take advantage of core skills and generate a competitive advantage.⁵

The use of a course of action from among various options to fulfil organizational goals is typically the focus of the executives of any firms. Strategic management is the method used to set and accomplish goals, and strategy serves as the vehicle through which goals are accomplished. "Strategy is the comprehensive plan that businesses use to decide how to progress toward a set of objectives."⁶ Key government departments and agencies play a crucial role in the implementation of Kenya's Vision 2030. KDF being a department and an element of the National power requires to be involved in this process.

Strategic choices are crucial because they establish the organization's fundamental objectives⁷. The decisions have three characteristics. The first characteristic is that they are rare. It implies that they are unusual besides having no precedent. The second feature is that they are consequential. This means that they require significant resources as well as high degree of commitment. Thirdly, they are directives in that they set precedents to be applied when setting the future actions within an organization.⁸ Strategic choices employed by executives are major determinants of the success or failure of a firm.⁹ Strategic decisions are therefore

⁴ Paul C. Nutt. "Contingency approaches applied to the implementation of strategic decisions." *International journal of Business* 6, no. 1 (2001): 53-84.

⁵ Michael. A. Hitt. *Strategic Management Competitiveness and Globalisation: Concepts and Cases*. Stamford: Cengage Learning, 2015.

⁶ MBA Knowledge Base. "Strategic Management: The Concept of Strategy." <https://www.mbaknol.com/strategic-management/the-concept-of-strategy/> (accessed on August 30, 2022).

⁷ G. A. Cole. "Management Theory and Practice. London: Book Power." (2006).

⁸ Thomas L. Wheelen. *Concepts in strategic management and business policy*. Pearson Education India, 2011.

⁹ R. Harris. "Decision Making Techniques." Virtual Salt, 1998. www.virtualsalt.com (accessed on August 30, 2022).

choices made with a purpose of responding to issues that significantly impact the survival of any organization.¹⁰

The military should put this into practice by committing time and resources to achieving Vision 2030. Strategies often devote a general program of action, an indicated deployment concentration, and resources to fulfil comprehensive objectives. Another way to think about strategy is as an integrated plan utilized to accomplish a company's main goals.¹¹ In order to develop a strategy, strategists must first evaluate the factors affecting the degree of competitiveness in their business by identifying strengths and weaknesses.¹²

1.5.2 The Pillars of Vision 2030

In order for Kenya to achieve broad prosperity, the Social pillar must also be used to create a fair and united society that benefits from equitable social development in a safe and secure environment. By concentrating on a variety of projects and programs aimed at promoting social and human welfare, the social pillar seeks to enhance the standard of living for all Kenyans. Eight significant social areas, including Gender, Youth, Sports, and Culture as well as Education & Training, Health, Water & Sanitation, Environment, Housing & Urbanization, are changed as a result of this quest. Additionally, this pillar includes special provisions for Kenyans with a range of disabilities and historically underserved groups.¹³ Regarding Kenya's vision 2030, education continues to be the key component of the social pillar. Getting a good education makes it simpler to achieve development objectives. The standard one laptop project, for instance, was a crucial strategic choice in keeping with the social pillar.

Some of the best development decisions that were made to shape Kenya along a path of sustained prosperity were strategic ones in the state's Vision 2030. It established a solid foundation for increased economic competitiveness and the growth of a knowledge-based society in a global setting.¹⁴ The political pillar can be termed as the introduction of a democratic political system that is based on the people besides that is accountable to the citizens of Kenya. Vision 2030 envisions a country with a democratic system that considers all people without any form of discrimination. It is the aim of the Vision to move all Kenyans to the future of a

¹⁰ Paul JH. Schoemaker. "Strategic decisions in organizations: rational and behavioural views." *Journal of management studies* 30, no. 1 (1993): 107-129.

¹¹ Lawrence R. Jauch, and William F. Glueck. *Business policy and strategic management*. McGraw-Hill, 1988.

¹² Michael E. Dobbs. "Porter's five forces in practice: Templates for firm and case analysis." In *Competition Forum*, vol. 10, no. 1, p. 22. American Society for Competitiveness, 2012.

¹³ "Social Pillar." Kenya Vision 2030. <https://vision2030.go.ke/social-pillar/> (accessed on August 30, 2022).

¹⁴ Republic of Kenya. "Kenya Vision 2030. First Medium-Term Plan (2008 – 2012). A Globally Competitive and Prosperous Kenya." Ministry of State for Planning, National Development and Vision 2030. Nairobi. Government Printer, 2008.

united country.¹⁵ However, the country still has some things to work on before achieving equality. A look at the political scene shows the great division based on tribes and voters electing officials based on their tribal affiliations. Government appointments also tend to align with the leading party, with people from the same tribes receiving preference.

Singapore is a good example of a state that attained high level of development despite lack of enough resources. Based on appropriate managerial skills and political will, the country was able to turn her doomed future during 1970s to become a country to reckon with in the 90s. Singapore became an independent republic on 9th August 1965, facing severe unemployment and a housing crisis.¹⁶ In accordance with Singapore Vision 2020, the country started a modernization program in the late 1960s and carried it out through the 1970s, with an emphasis on developing a manufacturing sector, building substantial public housing complexes, and making significant investments in public education.¹⁷ By 1990, the country was one of the richest in the world, with a highly developed free market economy, strong international trade relations, and the highest per capita GDP in Asia outside of Japan.¹⁸

In a report released in April 1999, the Singapore 21 Committee outlined the country's 2020 vision. In order to enhance Singapore's "heartware" for the twenty-first century, a new national vision with the slogan "Singapore 21: Together, We Make the Difference" was introduced.¹⁹ In order to increase social cohesiveness, a sense of community, and a sense of national belonging among Singaporeans, the Singapore 2020 vision envisioned a three-way cooperation between the people, the public sector, and the commercial sector. The Singapore 2020 vision was initially presented by the country's then-prime minister Goh Chok Tong, who underlined the need for Singapore "to move beyond material progress, to a society which places people at its very centre" in a parliamentary speech in June 1997.²⁰ The main focus of Singapore vision 2020 was for the people and can be compared to Kenya's social pillar of the Kenya vision 2030.

Kenya and Singapore have a common history because both become independent from Britain in 1963. But

¹⁵ "Political Pillar." Kenya Vision 2030. <https://vision2030.go.ke/political-pillar/> (accessed on August 30, 2022).

¹⁶ "PM Goh's Vision of a New Era for Singapore." The Straits Times. June 07, 1997. <https://eresources.nlb.gov.sg/newspapers/Digitised/Article/straitstimes19970607-1.2.46.13> (accessed on August 30, 2022).

¹⁷ Ng, I. & Lee, J. "5 ideas to guide S'pore." April 25, 1999.

<https://eresources.nlb.gov.sg/newspapers/Digitised/Article/straitstimes19990425-1.2.31.10.1> (accessed on August 30, 2022).

¹⁸ Satoru Kumagai. "The Middle-income Trap from the Viewpoint of Trade Structures: Are the Geese Trapped or Still Flying?" *Journal of International Commerce, Economics and Policy* 6, no. 03 (2015): 1550017.

¹⁹ Stewart, V. "Dream, Design, Deliver: How Singapore Developed a High-Quality Teacher Workforce." *Phi Delta Kappa International*, Bloomington, IN. (2010).

²⁰ Singapore 21 Committee. (1999). Preface. In *Singapore 21: Together, we make the difference* (p. 7).

that is as far as their similarities can go because today, there is a big difference between the two countries. At independence, Singapore was faced with a rapidly growing, poor, and uneducated population living in slums just like in Kenya today. With precarious markets, small land, water scarcity, and few natural resources, it struggled along until 1965 when it became an independent nation from Malaysia, with Prime Minister Lee Kuan Yew in control.²¹ The so-called "benevolent dictator" adopted a free-market economic system that primarily draws major multinational firms from Europe and America. Singapore's economy experienced remarkable growth, surging by 800% over the course of two decades. While families living in poverty decreased to around 0.3%, the average income per person increased by more than four times.²² The average life expectancy in Singapore at birth in 2021 was 83.5 years. In the previous ten years, inhabitants' average life expectancy has grown, coinciding with the nation's accelerating economic growth.²³

In 2018, Singapore announced a strategy to distribute bonuses to all its citizens due to a substantial budget surplus in the 2017, with a surplus of approximately S\$10 billion (US \$7.6 billion) recorded²⁴. In this plan, Singapore individuals who were aged 21 or more were to get a one-off Bonus of about S\$300. The bonus referred to as a *hongbao* in Singapore means a monetary gift given on special occasions. About 2.7 million Singaporeans received the bonus at the end of 2018. Citizens with an income of S\$28,000 or below were required to receive S\$300, while those with incomes ranging from S\$28,001 to S\$100,000 according to the Singapore government were to receive S\$200.²⁵ Singapore is a model country that believes in and cares for its citizens' welfare. This has greatly enhanced nationalism and the need for all citizens to support Singapore's development agenda for their shared benefit.

Abu Dhabi's Vision 2030 is a comprehensive set of strategic policies for the development of the Emirate in the next 30 years since 2007. The vision aims at coordinating the political efforts of all agencies and authorities of the Emirate's government. It relies on two main pillars namely; the Abu Dhabi Economic Vision

²¹ Khee Giap TAN, Randong Yuan, and Sangiita Wei Cher Yoong. "Assessing competitiveness and development strategies in 34 Greater China economies." *International Journal of Chinese Culture and Management* 3, no. 4 (2015): 323-350.

²² Menon, R. "An economic history of Singapore: 1965-2065." *The Singapore Economic Review Conference 2015*. Retrieved from <http://www.mas.gov.sg/News-and-Publications.aspx>. (accessed on August 30, 2022).

²³ R. Hirschmann. "Life expectancy of residents at birth in Singapore from 2012 to 2021." Statista, July 07, 2022. <https://www.statista.com/statistics/1088680/life-expectancy-of-residents-at-birth-singapore> (accessed on August 22, 2022).

²⁴ CGTN Africa "Singapore to pay bonus to all adult citizens after budget surplus." CGTN Africa, February 20, 2018. <https://africa.cgtn.com/2018/02/20/singapore-to-pay-bonus-to-all-adult-citizens-after-budget-surplus/> (accessed on August 22, 2022).

²⁵Nisha Ramchandani. "Singapore Budget 2018: Overall budget surplus of S\$9.6b for FY17; budget deficit of S\$0.6b expected for FY18." *Business Times*, February 19, 2018. <https://www.businesstimes.com.sg/government-economy/singapore-budget-2018/singapore-budget-2018-overall-budget-surplus-of-s96b-for> (accessed on August 30, 2022).

2030 and the Abu Dhabi Urban Planning Vision 2030. Culture constitutes an important premise for both plans. The Abu Dhabi Economic Vision 2030 was outlined by the Abu Dhabi Council for Economic Development (ADCED) and it aims to promote 'Abu Dhabi as a sustainable, diversified, high-value-added economy that encourages enterprises and entrepreneurship and is well integrated into the global economy leading to better opportunities for all'. The roadmap for the Emirate's economic development is the Abu Dhabi Economic Vision 2030. The vision is founded on the values outlined in the Abu Dhabi Government's Policy Agenda, which was released in August 2007²⁶. Abu Dhabi Policy Agenda 2007/2008 defines the priorities for public policy in the Emirate. The priorities have been set to achieve what the Government of Abu Dhabi sees as its primary goals i.e. a safe and secure society and a dynamic open economy. The vision outlines nine pillars that form the foundation for the Emirate's social, political, and economic future. These pillars include a sizeable and empowered private sector, a suitable knowledge-based economy, an ideal transparent regulatory environment, the maintenance of diverse and strong international relationships, optimal utilization of the Emirate's resources, top-notch infrastructure, healthcare and education, and a commitment to domestic and international security, among others. The government pledged to utilize public policy to promote and advance these pillars after their establishment. Several significant priority areas were concentrated on these four key areas: economic development, social and human resource development, infrastructure improvement and environmental sustainability, and the optimization of government processes.²⁷

Nigeria's Vision 2020, which was unveiled on December 12th, 2010, is a national initiative with the goal of transforming Nigeria into one of the top 20 economies in the world by the year 2020. The development of Nigeria's Vision 2020 involves extensive consultations with all relevant parties at all levels of government and society, and it was created by Nigerians for Nigerians. The vision acts as a unifying factor for all Nigerians in order to set the country on a sustainable growth path and transform it into a modern society capable of contributing more to the international world. The vision is implemented throughout the course of three four-year plans, which also further outline the strategies, policies, projects, and programs.²⁸ The vision's two main goals are to achieve rapid economic growth via the efficient use of natural and human resources and to transform that growth into equitable social development for all Nigerians. The goals of development span four

²⁶ Linda Low. *Abu Dhabi's vision 2030: an ongoing journey of economic development*. World Scientific, 2012.

²⁷Low.

²⁸ Reagan N. Robinson. "Technology education: The means to the realization of Nigeria's vision 2020." *Global Journal of Educational Research* 11, no. 1 (2012): 7-13.

areas: social, economic, institutional, which includes having a stable and functional democracy, and environmental, which includes achieving sustainable management of the country's natural resources. Social goals include creating a society that is peaceful, equitable, harmonious, and just.

An Ansoms and Donatella Rostagno claim that Rwanda's Vision 2020 initiative was introduced in July 2000. Rwanda's vision 2020, according to An Ansoms and Donatella Rostagno, is a framework for sustained growth that identifies critical goals and gives Rwanda a road map for the future. The vision demonstrates ambition and creativity in overcoming poverty and division while supporting a distinct Rwandese identity. The Rwandese government created a thorough sectoral strategy to achieve the objectives of vision 2020 in collaboration with her development partners, funders, civil society organizations, and the corporate sector. The goal of the Vision 2020 is to achieve a middle-income country's per capita income in an equitable manner and to build a modern, powerful, and cohesive country without prejudice toward any of its residents.

1.5.3 The military as an enabler to the achievement of National Development Visions

The military organisation and its subjects being part of the state are stakeholders and must benefit from the realisation of the vision and directly contribute to its cause. A strategic decision may be made in a flash by one person or may develop from a series of small incremental choices that overtime push the organization more in a certain direction.²⁹ The KDF leadership hence must make strategic decisions designed to support the overall grand strategic decision made by the state and use their capabilities in such support. The collaboration between the KDF, other government agencies, and involved stakeholders is necessary to ascertain that all the choices made favour each party while assuring benefits for the public. For example, the involvement of the KDF in collaboration with the government and other stakeholders to improve infrastructure falls within the military's mission. The involvement of all these stakeholders is necessary to ensure the objectives set out in Kenya's Vision 2030 are achievable within the set time frame and done to the expected standard.

Over the years, Singapore has undergone a military transformation that contributed to the accomplishment of the objectives of the nation's Vision 2020. As a small state, Singapore lacks natural resources and other related advantages that other larger nations enjoy.³⁰ However, this has not stopped the nation from making the necessary adjustments to improve its military and its abilities to protect the nation's sovereignty and assure the

²⁹Hunger and Wheelen.

³⁰ Andrew Tan. "East Asia's Military Transformation: The Revolution in Military Affairs and its Problems." *Security Challenges* 7, no. 3 (2011): 71-94.

safety of the public. The Singapore Armed Forces (SAF) has been a major contributor towards the achievement of vision 2020 through measures such as the improvement of the technological infrastructure.³¹ The economic development of the state has enabled the SAF to acquire the needed defence capabilities to handle its responsibilities.

The role of the military in Abu Dhabi's vision 2030 lies under the role of accomplishing complete international and domestic security. The United Arab Emirates Armed Forces cater to Abu Dhabi and other emirates. The vision includes a plan to build a military-defence complex that will be completed by sovereign wealth funds such as UAE Offsets Group among others.³² The achievement of complete international and domestic security involves various aspects. For example, improving the infrastructural capabilities of the armed forces enables them to protect the emirate's economic, social, and political interests. The security and safety of the public and visitors to Abu Dhabi are also another great priority. International security means strengthening the army to fight off any external threats and protect the emirate's international welfare.

In Nigeria, the military had a role to contribute to the building of a peaceful, equitable, harmonious, and just society. The goal was to benefit the public through specific techniques. One approach was to enhance the military's defence capabilities, ensuring the Nigerian Army was well-equipped to counter external threats, thus assuring public safety, security, and peaceful coexistence. Other measures included contributing towards infrastructure projects aimed at offering equal education, healthcare, and sanitation services to the public. The collaboration between the military, the government, and other stakeholders was paramount in achieving these objectives.

Three cross-cutting sectors and six priority pillars were identified by Rwanda. The growth of the pillars was seen as essential to bringing about the long-term changes in Rwandese society required to achieve the objectives set forth in the vision.³³ The main challenge was to ensure that the pillars and cross-cutting areas move in tandem. The pillars of Rwanda's vision 2020 touch most aspects of Rwandese society and comprise socio-political and economic aspects. The plan fails to mention any responsibilities that the nation's military will be undertaking in the accomplishment of the vision. Thus, a similar issue arises with the KDF, as they lack proper guidelines on the economic and societal development initiatives they should support.

³¹Tan.

³²Low.

³³ An Ansoms, and Donatella Rostagno. "Rwanda's Vision 2020 halfway through: what the eye does not see." *Review of African Political Economy* 39, no. 133 (2012): 427-450.

1.5.4 Challenges and opportunities of using militaries in the attainment of national development.

A diagnostic analysis involving more than 20 sub-sectors was carried out in 2006/2007 to evaluate the potential and difficulties now facing Kenya's economic growth. The Vision 2030 study teams selected six priority areas after extensive stakeholder engagements, promising to boost the GDP growth rate to around 10% over a number of years. Tourism, agriculture and livestock, wholesale and retail trade, manufacturing, financial services, business process offshoring, and IT-enabled services are among these sectors.³⁴ The decision to address the challenges within the unemployment sector by investing in enterprises, catalysing innovation, and promoting industrialization was Kenya's strategic initiative that is related to Vision 2030 and would improve the economy of the country. The Uwezo Fund and actualizing devolution are key strategies that are transforming most counties and Kenya has used them to empower women and the youth.

Firms' managers may realize that additional modifications are required to improve their original strategy and enhance the entire strategic process. This is due to various factors that impact organizational actions.³⁵ Compared to strategy formulation, implementation of a strategy is mostly perceived as an art instead of a science.³⁶ Proper formulation of strategies is therefore required for an entity to enjoy a superior performance.³⁷ This essentially means that the formulation of a strategy is important but the coordinated implementation of a strategy between different implementing agencies is key to success.

The challenges of strategy implementation differ from one project to the other. A common issue that inhibits strategy execution is poor planning and goal setting by the involved parties. The problem is very common among large strategic goals with complex objectives shared by teams across numerous locations and departments.³⁸ On a global scale, companies and institutions often experience this issue due to the high-level coordination needed among the different teams. Lack of alignment is another challenge that occurs even with proper goal-setting. Alignment issues might emerge due to conflict among teams and prioritization challenges that can affect the completion of tasks according to the schedule. Globally, this occurs numerous, especially

³⁴"Economic Pillar." Kenya Vision 2030. <https://vision2030.go.ke/economic-pillar/> (accessed on August 30, 2022).

³⁵ Carlos JF. Cândido, and Sérgio P. Santos. "Strategy implementation: What is the failure rate?" *Journal of Management & Organization* 21, no. 2 (2015): 237-262.

³⁶Charles H. Noble. "The eclectic roots of strategy implementation research." *Journal of business research* 45, no. 2 (1999): 119-134.

³⁷Noble.

³⁸ Michael Beer, and Russell A. Eisenstat. "The silent killers of strategy implementation and learning." *IEEE Engineering Management Review* 28, no. 4 (2000): 35-45.

due to conflicts caused by cultural and social differences and poor communication.³⁹ The inability to keep track of how the plans being executed are doing is another frequent issue. Depending on the kind of system being utilized throughout the implementation of the plan, the problem will arise. This explains why businesses implementing worldwide plans and projects need to have efficient procedures in place to minimize issues that arise during the execution phase.

Regionally, the challenges of strategy implementation differ compared to the global scope. One of the main problems is being focused too much on the immediacy of things. The process results in the participants losing sight of the main objectives and outcomes.⁴⁰ This can lead to other challenges that may hinder strategy execution. Leaders also affect strategy implementation by failing to adhere to the plan and doing things according to their preferences. The issue is very common regionally, especially since such leaders are often unquestioned about their decisions and choices, resulting in a disconnect between the leader and the workers which, in turn, leads to the lack of congruency and commitment.⁴¹ It is integral for the team members to work together to execute the different objectives to achieve success. Strategy implementation can be a lengthy process and it is important to always carry out reviews. The lack of proper assessments can threaten the ability to meet the set objectives within the provided time frame.

1. 5. 5 Summary of Literature Gaps

A review of the literature presents some interesting findings that connect to the research scope, questions, and objectives. Strategy implementation can encounter some problems even with the best systems and plans in place. Therefore, it is always advisable to create the right structures and have the personnel to assure success in strategy execution. A comparison between the visions of Kenya, Nigeria, Abu Dhabi, Singapore, and Nigeria shows some differences and similarities. Some of the similarities include the expectation of the military to assist in accomplishing social and economic development through infrastructure building and other related projects. However, the issue of the military lacking proper allocation or departments to deal with these social and economic projects is also evident. Regardless of this challenge, the KDF has also proved its commitment to social, economic, and political development due to the various projects undertaken. Therefore,

³⁹ Aušrinė Šilenskytė, Marko Kohtamäki, and Charles Dhanaraj. "Strategy implementation in the transnational MNC: A critical realist investigation of European and Indian unit collaboration." *Journal of Business Research* 152 (2022): 276-289.

⁴⁰ Moses Kabeyi. "Organizational strategic planning, implementation and evaluation with analysis of challenges and benefits." *International Journal of Applied Research and Studies* 5, no. 6 (2019): 27-32.

⁴¹ Yan Jin, Juan Meng, and Bruce Berger. "The influence of communication leadership qualities on effective crisis preparedness strategy implementation: Insights from a global study." *Communication Management Review* 2, no. 01 (2017): 8-29.

it is important to review the topic even further and gather the information that will prove whether the hypothesis and statement problem are accurate or inaccurate.

1.6 Justification of the Study

This section looks at justification of the study based on both policy and academic justification.

1.6.1 Policy Justification

This study examined the role of the military as an element of national power in the achievement of Kenya's Vision 2030. Vision 2030 aims at achievement of four big agendas which plays a major role towards achievement of country's social, political and economic development. The findings from the study therefore play a significant role towards giving much insight to the policy makers on the contrition of military towards achievement of Vision 2030 and overall development of the nation. The study also offered an in-depth explanation to the major policy makers and national government regarding the specific military roles, success and the challenges they face in the execution of their mandate to achieve the country's vision 2030. This will play a major role in helping the government and the policy makers to enact new and more effective policies that gives the military more roles and power to strengthen their contribution and influence in implementation of vision 2030 and other development projects.

The results gained from the study will help guide policy implementation by revealing the current gaps in the expectations of the military's contributions toward Kenya's Vision 2030. Most important, the study will play a significant role towards guiding the Vision 2030 delivery secretariat on policy making and advisory role to the government.

1.6.2 Academic Justification

This study will be of great significance to academicians and researchers undertaking various studies on national development and Vision 2030. This study provides a great source of knowledge on the role of the military as an element of national power in the achievement of Kenya's Vision 2030. There lacks specific study that has managed to comprehensively explain the role of the military towards achievement of Kenya's Vision 2030, thereby leaving a major knowledge gap which the study endeavoured to fill.

The majority of studies conducted on the difficulties the nation faces in putting Kenya Vision 2030 into action focus on important participants in both the public and commercial sectors. In order to determine the military's

contribution to the realization of Kenya's Vision 2030, it is necessary to evaluate its roles during implementation.

1.6.3 Significant of the Study

This study is significant as it establishes a connection between the military element of national power and the country's development. It identifies the challenges hindering development in Kenya and offers recommendations on how the military can play a more effective and efficient role in enhancing development. This study serves as a vital link, shedding light on how the military element of national power can directly contribute to development, stimulating ideas for new courses of action.

One crucial aspect this study explores is the military's budgetary allocation for development projects beyond its core functions. This investigation will provide insights into how the national government can allocate development funds to the military as an instrument of national power, supporting the successful implementation of Kenya's development agenda. Ultimately, this could lead to policy changes.

1.6.4 Limitations of the Study

The study focused on the role of the Kenya Defence Forces as an element of national power in the achievement of vision 2030. The study was conducted in Nairobi County due to the concentration of government officials and ministry headquarters involved in the implementation of Kenya's vision 2030. One potential limitation of this study was the reluctance of government officials to participate out of fear of investigation, but participants were assured the confidentiality of their responses. Additionally the participants were required to specify their positions in the organisation as well as their names. The researcher also sought for a research permit from NACOSTI. Time limitations arose due to Covid-19 movement restriction which prompted the use of online interviews with key informants yielding quick and effective results. Furthermore, the research required great financial resources for collection of data that was limited. To overcome the aforementioned limitations the researcher assured respondents that their responses would remain confidential and their identities would remain anonymous.

1.7 The conceptual Framework

This section explains the theoretical model that was adopted by the study.

Independent variable

Dependent Variable

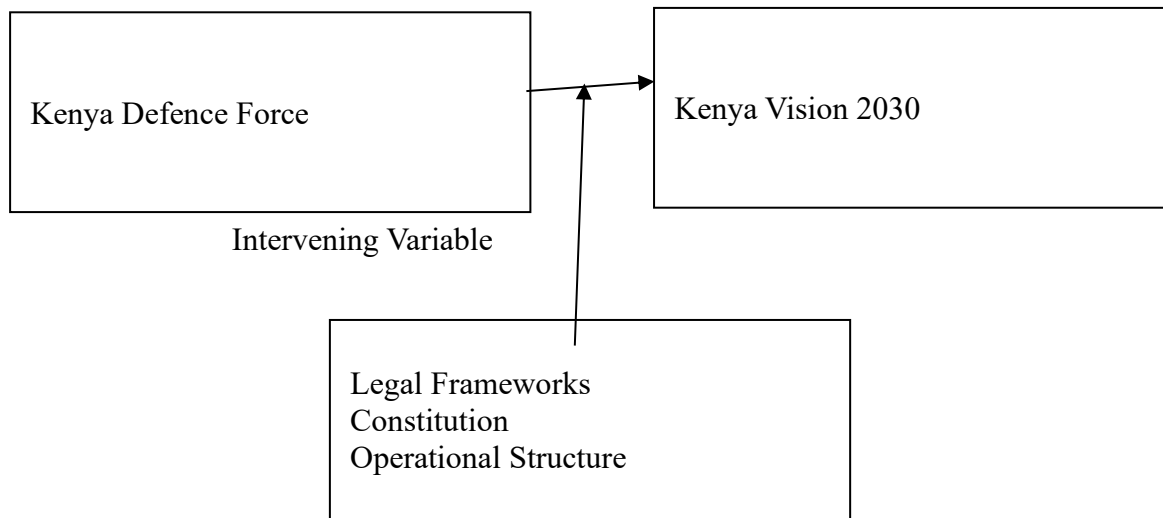


Figure 1: Conceptual framework

Independent variable in this research is the KDF which in this case is the cause. It is independent as it is not influenced by any other variables in the study. The effect is the dependent variable which in this study is the Kenya Vision 2030. The achievement of Vision 2030 will depend on other factors for its success. The intervening variable in this case is the legal framework, the Constitution and the operational structure of the KDF that will handle the change in the independent variable. The outcome of Vision 2030 is decided through the intervening variable (legal framework, the Constitution and the operational structure of the KDF) which gets influenced by the independent variable (KDF).

1.7.1 Theoretical Framework

This section discussed the theories which guided the study in examining the role of the military as an element of national power in the achievement of Kenya's Vision 2030. This section therefore discussed the system theory and expectancy theory. The theories are appropriate in this study as systems theory helps the researcher understand how various parts (agencies) in the national development interact with each other. Expectancy theory is important as it helps elucidate the mental process that leads to individuals being motivated or discouraged from doing what should be done in order to attain specific objectives (Vision 2030 and other development goals)

1.7.2 Systems Theory

The systems theory approach to strategic management reasons why strategies fail can be associated with the

successive dominance of common reductionism approaches that are utilized during strategic management.⁴² Systems theory emerged in the 1960's to explain the interdependence and relationships between various components within a system. Jan Peter further argues that partial approaches that organizations employ in strategic management, put little emphasize on the complex, nature of organizations in the contemporary days. Adopting the system approach helps the implementing agencies to predict environmental reactions and resource requirements, and coordinate strategic activities. The implementing agencies in the Kenya vision 2030 are the secretariat, the line ministries, and the enablers (KDF, KPS, and other Security agencies). According to the systems theory approach, all agencies must understand the vision goals, predict the environment, estimate the resources required and coordinate all strategic (flagship) projects. The theory can also be used to explain why implementing agencies must estimate the time required to implement Vision 2030 and manage any change that may arise through effective communication.

However, critics of this theory assume that parts of the component are rationally connected towards a shared purpose which necessarily is not the case always. Nonetheless, this theory is important in the current study as it helps shed light into the interdependence of various parts in the attainment of shared objective like in the Vision 2030 where all individuals and agencies are supposed to work in harmony to successfully attain the vision.

1.7.3 Expectancy theory

Victor Vroom of the Yale School of management first advocated for this approach in 1964. The theory contends that an individual's motivation is typically influenced by how highly or lowly they regard any advantage connected to their conduct. The expectation theory of motivation, sometimes known as a "process theory," explains why a nation favours one option above another when it comes to its development efforts.⁴³ According to this view, governments take action because they believe it will result in the long-term progress and eventual prosperity they seek.⁴⁴ According to the theory, behaviour modification due to anticipated results is dependent on the perception of a link between performance outcomes and motivation at work.⁴⁵

⁴² Jan-Peter Vos. "Strategic management from a systems-theoretical perspective." *Advances in Organization Studies* 14 (2005): 365.

⁴³ Javad Kargar, and Robert A. Blumenthal. "Successful implementation of strategic decisions in small community banks." *Journal of small business management* 32, no. 2 (1994): 10.

⁴⁴ David J. Hickson, Susan J. Miller, and David C. Wilson. "Planned or prioritized? Two options in managing the implementation of strategic decisions." *Journal of Management Studies* 40, no. 7 (2003): 1803-1836.

⁴⁵ Robert G. Isaac, Wilfred J. Zerbe, and Douglas C. Pitt. "Leadership and motivation: The effective application of expectancy theory." *Journal of managerial issues* (2001): 212-226.

The expectation theory of motivation provides the greatest explanation for how Kenya's Vision 2030 pillars were developed, since the nation was driven to achieve sustained development and eventual prosperity by the year 2030. The theory provides a clear explanation for the apparent link of Kenya with middle-income countries by the year 2030. Since 1963, Kenya had adopted a layback posture (behaviour) that stagnated her development efforts until 2008 when vision 2030 was launched. The country, therefore, needed to change its behaviour in order to achieve sustained development and join the league of middle-income status by the year 2030.

The main critics of expectancy theory is that it assumes that all individuals are rational and will always calculate a cost to benefit sort of thing in order to perform their actions. However, this is not always the case given that there may be other reasons like national pride and values, beliefs that doing something of greater good and worth even if the individuals are not benefiting. This theory is thus important as it helps the researcher conceptualize the expectations and motivations that various stakeholders may or may not have in attainment of vision 2030.

1.8 Research Methodology

The techniques employed to collect the data required for the study to fulfil its unique research objectives were discussed in this section. The research approach used in the research included both quantitative and qualitative methods. Quantitative data involves using numbers to measure data and getting the meaning and connections of data. Qualitative method involves exploring information through observations, conducting interviews and formulation of research questions.

The research design, study area, target population, sample size, sampling techniques, data collection methods, data validity and reliability, data analysis and presentation, and ethical issues were all covered in this chapter.

1.8.1 Research Design

This research study used an exploratory research design. An exploratory research design includes investigating research questions that have not been studied in depth before. The research design was appropriate as the study is qualitative. The use of the exploratory research design in social-economic studies is important due to its capacity to produce accurate information and provides information on how to solve the

existing issues.⁴⁶ Furthermore, qualitative research intends to generate data from various points at specific times besides describing the current conditions and their nature.⁴⁷ Likewise, exploratory research involves the construction of problems, clarification of theories, and formation of hypotheses, which provide good insight for solving problems.⁴⁸ An exploratory research design includes the collection of data on social units through methods such as interviews, surveys, observations, and focus groups.⁴⁹

An exploratory research design mainly includes two methods that are primary and secondary research methods. Primary research includes gathering information directly from the study's subject(s), who can either be an individual or a group. Some of the methods used to carry out primary research include interviews, observation, surveys, and focus groups. On the other hand, secondary research involves gathering data from previous publications created after primary research. In this case, one can source information from magazines, case studies, journals, books, and newspapers among others. In this research, both primary and secondary research was applied to achieve the expected results. The goal was to compare the data from primary research methods to secondary research approaches to provide information that explores the topic adequately and answers the specific research questions.

1.8.2 Study Area

The study was carried out in Nairobi County, where KDF is working on projects connected to Vision 2030 and other initiatives. Nairobi County, which covers 696 square kilometres (270 square miles) and is located at 1°09'S 36°39'E and 1°27'S 37°06'E, was the geographic scope. The following ministries in Nairobi City County and its environs were the subjects of the research study: The Ministry of Foreign and Diaspora Affairs; the Ministry of Interior and Coordination of National Government; the Ministry of Environment and Forestry; the Ministry of Water, Sanitation, and Irrigation; the Ministry of Road Transport and Public Works; the Ministry of Information, Communication, and Digital Economy; the Ministry of Health; and the Ministry of Education. The involvement of these ministries was because of their relation to the military's involvement in development projects and Kenya's Vision 2030 objectives.

⁴⁶ Fred N. Kerlinger. *Foundations of Behavioral Research. 3rd Edition.* London: Surjeet Publishers, 1978.

⁴⁷ Michael Quinn Patton. *Qualitative research & evaluation methods (3rd edition).* Sage, 2012.

⁴⁸ D.R. Cooper. *Business Research Methods (8th Edition).* Irwin, 2003.

⁴⁹ C.R Kothari. *Research Methodology. Methods and Techniques (2nd ed.).* New age International publishers, 2004.

1.8.3 Study's Target Population

188 government employees from 8 ministries where KDF is involved in the execution of several Vision 2030 projects made up the study's targeted population. The 188 government workers were chosen because they are involved in Vision 2030 project implementation alongside the KDF.

These government officials were targeted from key departments in each ministry that liaises with the KDF in implementation development projects in line with Vision 2030. These departments include; Diplomatic department and immigration; Internal security; Environmental conservation; Engineering departments; Pandemic control and infectious disease control and Training department. These government officials were selected since they work as major connectors between the ministries and KDF engagement during Vision 2030 projects execution. The study was very specific because it takes an in-depth look into Kenya's Vision 2030 and the expected responsibilities of the military in supporting the achievement of the objectives.

Table 1 shows the population of targeted government officials in each ministry department.

Table 1: Target Population

No Ministries Where KDF is Involved in Vision 2030 projects	Departments	Target Population
Ministry of foreign and diaspora affairs	Diplomatic department and immigration	20
Ministry of interior and coordination of national government	Internal security	24
Ministry of environment and forestry	Environmental conservation	24
KDF	Operation Other Than War	20
Ministry of road transport and public works	Engineering department	32
Ministry of information,	Engineering department	24

communication and digital economy		
Ministry of health	Pandemic control and infectious disease control	20
Ministry of education	Training department	24
Total		188

1.8.4 Sample Size

Purposive sampling was used to choose the study's sample, which included 84 respondents in total. Purposive sampling is a kind of non-probability sampling technique in which researchers choose members of the public to take part in their studies by using their own discretion. It is also referred to as judgmental, selective, or subjective sampling. In this study, it was noted that it is only 50% (84) of senior government officials in all the eight ministries departments who have technical knowledge and skills on the role of KDF in implementation of Vision 2030 projects. These government officials included the head of departments and the assistants' heads of departments. These heads of departments are the one who interacts directly with the KDF officers when undertaking various vision 2030 projects. The departments included; Diplomatic department and immigration; Internal security; Environmental conservation; Engineering departments; Pandemic control and infectious disease control and Training department. The study therefore applied purposive sampling technique to select the heads of and assistants' heads of departments from each ministry department and this will lead to 84 respondents as the total sample size for the study.

In the ministry of foreign and diaspora affairs, the study selected a total of ten government officials involved in diplomatic assignments and Immigration matters from diplomatic department and immigration department. In the ministry of interior and coordination of national government the study selected a total of twelve government officials involved from internal security department.

In the ministry of environment and forestry, the study selected a total of twelve government officials from environmental conservation departments which includes reforestation and pollution control departments. In the ministry of water, sanitation and irrigation; the study selected a total of ten government officials from

engineering department, these government staff liaise with KDF in water conservation and sinking of boreholes.

In the ministry of road transport and public works, the study selected a total of sixteen government officials from engineering department, these government officials liaise with the KDF in road construction and rehabilitation, railway construction and provision of security especially in the northern Kenya LAPSSET Corridor and provision of aviation technical assistance and air space control. In the ministry of information, communication and digital economy the study selected a total of twelve government officials from engineering department.

In the ministry of health, the study selected a total of ten government officials from pandemic control and infectious disease control and prevention department, especially officials who liaises with KDF on COVID-19 prevention activities. In the ministry of education, the study selected a total of twelve government officials from KDF sponsored schools in training department

Due to time constraints, the sample size considered was limited to people who have an understanding of the government blueprint of vision 2030. The sample size was 84 respondents which is within the parameters for sample size guidelines that state that the number that is over 30% of study population is adequate for a study. The number also ensured that the data collection and analysis process was completed without leaving out anything to achieve quality and reliable results. The sample size is as shown in the table below

Table 2: Sample size

No of Ministries Where KDF is Involved in Vision 2030 projects	Departments	Target Population	Sample Size
Ministry of foreign and diaspora affairs	Diplomatic department and immigration	20	10

Ministry of interior and coordination of national government	Internal security	24	12
Ministry of environment and forestry	Environmental conservation	24	12
KDF	Operation Other Than War	20	10
Ministry of road transport and public works	Engineering department	32	16
Ministry of information, communication and digital economy	Engineering department	24	12
Ministry of health	Pandemic control and infectious disease control	20	10
Ministry of education	Training department	24	12
Total		188	84

1.8.5 Sampling Procedures

Sampling techniques are techniques or processes for choosing specific individuals or groups within a population in order to draw statistical conclusions from them and identify the traits of the entire population. This study used a purposive sampling technique which is a non-probability sampling procedure. Purposive sampling procedure helps the researcher to filter out irrelevant responses that do not fit into the context of the study objectives, and this enables selection of only respondents who can provide meaningful responses. This leads to selection of few respondents to serve as primary sources of data due to the nature of the study objectives. In this study the role of KDF in achievement of Vision 2030 was only understood by few government officials in key departments in each of the eight ministry departments.

These departments included Diplomatic and immigration, Internal security, Environmental conservation, Engineering, Pandemic control, Infectious disease control and Training departments. The study first identified these departments and stratified them in accordance with the number of government officials in each ministry department as shown in table 2 above. The study then identified 50% of the government officials in each specific department who directly liaises with KDF in implementation of Vision 2030 Projects. The study thereafter purposively selected them as key respondent for the study.

1.8.6 Data Collection Methods

Both primary sources and secondary sources provided the information needed for this investigation. As the primary instruments for data collection, interviews and questionnaires produced the primary data. Both closed-ended and open-ended questions were utilized in the study's semi-structured questionnaires. On the other hand, secondary data was collected via published and unpublished studies that are related to Kenya's Vision 2030 and the role of the military, the internet, various websites, academic journals, and local newspapers. Other relevant sources included Kenya's Vision 2030 and the Ministry of Defence white paper. The goal was to use these documents to search for any relevant information that relates to the research topic. Since the research is very specific, the information collected was filtered to ensure it is valid and reliable.

1.8.7 Data Validity and Reliability

The study tested the questionnaires for validity and reliability using colleagues and my supervisor.

The study employed content validity, which measures the extent to which information was collected using a specific concept. The items that failed to measure the variables that they were intended to measure were updated, while the others were eliminated. To ascertain whether the items in the questionnaires were genuine, talks and consultations with research professionals were conducted. Face validity was also undertaken to check for clarity and ambiguity of the questions. The test-retest reliability approach was used to assess the consistency of the questionnaires. This protected against distortion and assured the accuracy of the data that was collected. Cronbach's alpha was used to calculate the amount of agreement between the results of the test-retest procedure. This required a reliability coefficient to guarantee accurate estimation and data generalizability. The data collection tool was regarded as reliable as it produced results that are above 0.75 in terms of Cronbach's alpha. A coefficient of 0.78 was found in the pilot findings, suggesting the reliability of the surveys.

1.8.8 Data Analysis and Presentation

As was already noted, the research used both qualitative and quantitative approaches of data analysis. Utilizing content analysis, the qualitative data from the study were analysed. This method is used to draw conclusions about certain characteristics of information provided through interviews in a systematic and objective manner. Finding out specific information on the analysis of Vision 2030 and the function of the military as a component of national power was made possible thanks to content analysis.

Data was gathered using closed-ended questions and then quantitatively analysed. In order to get findings for frequency distribution, percentages, meanest deviation, and variance, descriptive statistics were used to quantitative data. SPSS data analysis software was used to analyse this. Charts, bar graphs, and frequency tables were used to illustrate the data that had been analysed.

1.8.9 Ethical Considerations

Conducting and reporting research must take ethical factors into account in order to uphold democracy, the truth, and individual's dignity. The National Defence College first provided the researcher with an introduction letter outlining the study's goals and objectives. Additionally, the researcher received permission from NACOSTI to perform the study by way of a research permit. The management of the relevant ministries where the study data was acquired provided further approval. Data collection relied on voluntary participation from the respondents, who were to provide information. The confidentiality of the information collected was guaranteed to the respondents, and their permission was requested prior to data collection.

1.9 Chapter Summary

The chapter introduced the exploratory research design adopted in this study and research approach methods. Also, the study area that was Nairobi City County was presented. The target population, the sampling strategy, and the sample sizes employed were all clarified by the study. Along with presenting the data validity and dependability, the data collection techniques and instruments were also discussed. The chapter concluded by presenting data analysis techniques and ethical considerations. In the next chapter, an analysis of the Pillars of Kenya's vision 2030 will be discussed to evaluate how they should trigger and support the nation's development and prosperity.

CHAPTER TWO

PILLARS OF KENYA'S VISION 2030

In this chapter, the discussion revolves around answering the first research question: guided by the first specific objective of the study which sought to analyse how the pillars of Kenya's vision 2030 will lead to the development and prosperity in Kenya.

2.0 Overview of Pillars of Kenya's Vision 2030

As noted earlier, Kenya's Vision 2030 is a strategic plan developed and launched in 2008. The goal was to ensure that the country becomes a middle-income nation with a significant level of industrialization that offers all Kenyans a high-quality life by 2030. The plan provided an overview of Kenya's Vision 2030 which is divided into three sections namely the social, economic, and political pillars. All the three classifications have different goals that will cumulatively result in the country's growth and development socially, economically, and politically. The administration made necessary institutional and legal adjustments to assist in the vision's implementation and also created diverse flagship projects around the nation. Kenya's Vision 2030 also relies on nine governance principles to ensure that all the political, social, and economic progress achieved is not lost or reversed due to regime changes. The nine principles are Constitutional Reform, Separation of Powers, Decentralization, A Bill of Rights, Sovereignty of the People, A Viable Political Party System, National Values, Goals, and Ideology, Public Participation in Governance, and Gender Equality⁵⁰.

2.1 Social Pillar

The social pillar of Kenya's Vision 2030 has as its primary purpose investing in the country's population. The pillar's objective is to encourage cohesive, just, and equal societal growth that is safe and hygienic. The social pillar focuses on eight main social sectors, specifically; Water and Sanitation which seeks to enhance provision of clean water and for use and proper sanitation; Youth, Sports and Culture which seeks to cater for capacity development of youth in sports and enable tapping of cultural aspects into national values; Housing and Urbanization that seeks to provide well planned dwelling and environment in our urban centres; Gender

⁵⁰<https://vision2030.go.ke/>

that seeks to balance representation of both gender in matters of national interests; Health that seeks to ensure access to affordable and quality health; Education and Training which seeks to build and improve skills and capacity of citizenry to gain employment and provide self-employment, and Environment which seeks to ensure clean and sustainable environment.⁵¹ Each of the eight segments seeks to advance Kenya's social prosperity in different ways. The social pillar also includes specific provisions for marginalized communities and people living with disabilities.

Education and Training are a key part of the social development of Kenya in numerous ways. One of the main priorities is the improvement of educational facilities and opportunities in marginalized communities. For example, Arid and Semi-Arid Areas (ASALs) face numerous challenges related to access and quality of education. Some of the strategies to improve education and training include promoting access, quality, and retention of education among nomadic groups through the National Council on Nomadic Education in Kenya (NACONEK), recruiting more teachers to improve the ratio of teachers to students, rehabilitating and construction of 140 low-cost boarding schools, and rising bursary distributions for students in middle-level technical colleges among others.⁵² The social pillar also intends to make Early Childhood Development Education (ECDE) mainstream in all 47 counties. Other initiatives include training artisans, curriculum reform and review, creating centres of specialization, and launching the Voucher system among others.

The remaining social sectors seek to improve and achieve Kenya's social prosperity and development in various ways. The health sector focuses on the delivery of quality medical care for all Kenyans. The initial five-year medium-term between 2008 and 2012 sought to rejuvenate community health centres to reduce curative services for preventive ones. The water and sanitation sub-category acknowledge that Kenya is a water-scarce state.⁵³ Therefore, water and sanitation should be available and accessible sustainably to all citizens and residents through methods such as increasing access to sanitation and safe water in both rural and urban regions. Environment and conservation are part of the United Nation's (UN) Sustainable Development Goals (SDGs). The objectives include increasing forest cover, promoting disaster preparedness in prone

⁵¹ "Social Pillar." Kenya Vision 2030. <https://vision2030.go.ke/social-pillar/> (accessed on August 30, 2022).

⁵² "Social Pillar."

⁵³ Ezekiel Mbitha Mwendwa, and Joseph AkumaMisati. "Kenya's social development proposals and challenges: review of Kenya Vision 2030 first medium-term plan, 2008-2012." *American International Journal of Contemporary Research* 4, no. 1 (2014): 246-253.

locations, and rehabilitating the five water towers among others.⁵⁴Kenya's Vision 2030 seeks to improve the livelihoods of marginalized and vulnerable groups while increasing annual allocations for both Youth Enterprise and National Women funds. Housing and urbanization will implement different programmes to increase the annual construction of housing units and create a national housing fund to help reduce mortgage rates to affordable levels and increase competition. All these strategies seek to promote the social growth of Kenya to the benefit of all members of the public.

2.1.1 Social Development Challenges

The achievement of the goals of the social pillar has also presented some challenges. Before the development of Vision 2030 in the country, Kenya experiences numerous social challenges for example, poverty, gender and sexual-based violence, lack of adequate and affordable housing, environmental destruction, police violence, and forced evictions among others. Some assumptions are associated with Kenya's Vision 2030 and are integral in meeting the social pillar's expectations and goals. For example, equity in poverty reduction programs, macroeconomic stability, strategic human resource development, viable infrastructure, and conducive environments for quality entrepreneurship and civic engagement. The presence of issues in economic and political plans also affects social development. Conflicts and insecurity are part of the social development challenges in the nation. Kenya encounters numerous ethnic conflicts between different groups due to negative ethnicity that affect nation-building and peaceful co-existence.

Inequalities are also affecting the accomplishment of Kenya's Vision 2030 social goals, especially among marginalized communities. Other challenges include the lack of realistic planning and agenda setting, overreliance on donor funding, lack of food security, natural hazards, climate change, and corruption. It is important to urgently address these issues to promote the nation's progress toward attaining Kenya's Vision 2030 targets.

2.2 Economic Pillar

The economic pillar focuses on advancing the Kenyan economy up the value chain. Economic growth is a key part of meeting Vision's 2030 goals of making Kenya a middle-income country. As a result, the pillar seeks to review the current issues and opportunities facing the nation's economic growth. Between 2006 and 2007,

⁵⁴Mwenzwa 249.

Kenya undertook substantial deliberations with stakeholders to determine the key sectors that the economic pillar should address. The research teams identified six priority areas that had the potential to increase the Gross Domestic Product (GDP) growth rate to about 10% in a couple of years.⁵⁵ The sectors included wholesale and retail, IT-enabled services and Business Process Offshoring, Agriculture and Livestock, Tourism, Trade, and Financial Services. The six industries are supposed to provide adequate chances for the Kenyan economy to grow to the desired levels and expectations.

As mentioned above, the economic pillar focuses on how Kenya can strategically accomplish economic progress by 2030. It includes a combination of economic empowerment of goals from the SDGs that can be implemented nationally to improve economic conditions throughout the state. The global positioning of Kenya as a strong competitive market value for its industrial and agricultural items and goods is integral in the achievement of economic growth. The advancement of the agricultural sector into a commercially-oriented, modern, and innovative industry is another goal. Tourism has been a key earner for Kenya and Kenya's Vision 2030 offers suggestions to improve Kenya's attractiveness as a top tourist destination in Africa. Trade is projected to increase employment opportunities in the informal sector and provide support to transform it into a formal sector that is multi-tier, diverse, and efficient in innovation and production.⁵⁶ Outsourcing business processes will aid Kenya in being a top-offshoring destination that employs the youth and young professionals beginning their careers. The financial sector is also supposed to support economic development by creating a formidable saving culture that promotes local, regional, and international investments.

2.2.1 Economic Development Challenges

Since the launching of Kenya's Vision 2030 in 2008, numerous economic challenges have been experienced that inhibit the accomplishment of economic goals and objectives. For example, the established Special Economic Zones (SEZs) have failed to offer any significant effect on economic growth and reduce unemployment in the nation.⁵⁷ The agriculture sector continues to face issues due to lack of proper

⁵⁵ "Economic Pillar." Kenya Vision 2030. <https://vision2030.go.ke/economic-pillar/> (accessed on August 30, 2022).

⁵⁶ Eric Thomas Ogwora. "Critical assessment of political pillar in Kenya's vision 2030: Emerging perspectives in constitutional reforms, rule of law, electoral processes and public participation in governance." *International Journal of Research and Scholarly Communication* 5, no. 1 (2022): 22-42

⁵⁷ Emmanuel Laryea, Dennis Ndonga, and Bosire Nyamori. "Kenya's Experience with Special Economic Zones: Legal and Policy Imperatives." *African Journal of International and Comparative Law* 28, no. 2 (2020): 171-194.

government support, import of products that can be grown locally, and climate change.⁵⁸ The government has also been failing in its responsibility to create a conducive environment for new businesses due to high taxation and other barriers to entry. The recent COVID-19 pandemic had a huge impact on the global economy. Like all other nations worldwide, Kenya's economy has taken a great hit from COVID-19's emergence in early 2020. Sectors such as tourism were halted due to the closure of borders and the halting of airline transport.⁵⁹ The ease in coronavirus restrictions in 2021 and 2022 is creating opportunities for the tourism sector to continue contributing at a high level to the Kenyan economy. In the past year, the cost of living has been increasing, while the wages and incomes of workers remain the same or reduce. The nation is also currently facing high inflation rates and a lot of uncertainty surrounds the economic growth levels for the next couple of years.

2.3 Political Pillar

The political pillar's goal is to place top-notch infrastructure services and facilities. The political pillar envisages "a democratic political system that is issue-based, people-centred, result-oriented, and accountable to the public." According to Kenya's Vision 2030, the country will be a democratic state that reflects the hopes and aspirations of its citizens. Equality will be a central value in the country; as a result, it will be one that respects and uses the diversity of its people and citizens for the benefit of all, regardless of someone's religion, socioeconomic status, ethnicity, gender, or race. The goal is to advance Kenyans as a single state.

The political pillar is very important because it relates to a fundamental part of a nation's governance. The political organization of a state has a direct impact on its economic and social structures. Where the politics assumes or down plays the importance of all stakeholders like KDF and internal security organs in the security and stability of our nation then anarchy prevails and the environment gets unstable for economic and social development. The pillar focuses on areas of electoral reforms, political organization, legal and legislative processes, and institutional frameworks. The vision suggests a political transformation that shifts from tribal or propaganda-based politics to issue-based politics.⁶⁰ The political pillar illustrates the need to shift politics in Kenya through political organization and persuasion to achieve a people-centred approach. This means that

⁵⁸Eichsteller, Marta, Tim Njagi, and Elvin Nyukuri. "The role of agriculture in poverty escapes in Kenya—Developing a capabilities approach in the context of climate change." *World Development* 149 (2022): 105705.

⁵⁹ Jane Wathuta, MaryJoy Karanja, and Clara Kariuki. "COVID-19, Its Effects on the Hospitality and Tourism Sector in Kenya and Recommendations Towards Recovery." In *Humanistic Perspectives in Hospitality and Tourism, Volume II*, pp. 269-285. Palgrave Macmillan, Cham, 2022.

⁶⁰Ogwo 26.

politics should be connected to the public's expectations, needs, and problems while fulfilling their rights. This includes increasing public participation in politics through influencing policy and legislation changes. Under the political pillar describes a political environment that is accountable to the public.⁶¹ It means that all political processes such as public administration, leadership, public policy, and governance must be responsible to Kenyans. The political structure and organization should adequately inform the public about what is occurring, the methods of implementation, and also involve them as stakeholders. To achieve this, full transparency and accountability by all political systems to the public is required. The political pillar looks to advance the advancement and growth of Kenya through numerous approaches.

2.3.1 Political Development Challenges

One of the main challenges is the worrying and scary political landscape of Kenya that is only getting more complex. With about 8 years remaining until 2030, it is important to critically assess the proposed political strategies and reveal the current challenges. For example, the rule of law has always been a debated issue in Kenya. The nation has experienced a rising number of scandals concerning corruption, misuse, and embezzlement of public funds from 2008 to 2021.⁶² The disregard for the rule of law amongst government agencies that should enforce it is worrying. The executive and different public officials have used their power to intimidate courts and blatantly disregard court orders.⁶³ Another concern has been the lack of actualization of regulations and legislation that support electoral and political processes. For example, instead of political parties being vehicles for promoting democracy, they have been obscuring its realization. Political parties in Kenya do not have a national outlook since they are mostly based on linguistic, ethnic, or regional areas. Political parties are also notorious for failing to carry out the nomination of candidates fairly and transparently. Instead, they use favouritism to give an advantage to particular candidates through direct nominations.⁶⁴ Democracy in the nation is still at a very low level due to the failure to follow the operational frameworks and legislations in place. Government institutions continue to disregard their responsibility of being accountable and transparent to the public. All these issues will continue affecting the ability to meet the political pillar's objectives and expectations by 2030.

⁶¹ "Political Pillar."

⁶²Omboto JohnOnyango. "Economic Crimes: Factors Responsible For Rampant Fraud And Corruption In Kenya." *Advances in Social Sciences Research Journal* 5, no. 10 (2018).

⁶³Ogwora 29.

⁶⁴Ogwora 36.

2.4 Conclusion

Overall, the social, economic, and political pillars in Kenya's vision 2030 should trigger and support the nation's development and prosperity. Each of the three pillars has different categories, plans, and objectives that seek to promote the achievement of Vision 2030. However, an analysis of the past fourteen years since the vision was launched and shared in 2008 reveals some challenges. It is upon the current and subsequent administration to enforce plans that can overcome these issues and ensure that the nation still achieves all the social, political, and economic expectations of Vision 2030 for the benefit of all Kenyans. The failure to address the current issues will only continue to slowdown the progress of Vision 2030 and inhibit the chances of turning it from an idea to a reality. Having analysed the Pillars and their challenges, it was necessary to assess the role of KDF in achieving Kenya's Vision 2030. This will be discussed in the next Chapter.

CHAPTER THREE

KDF'S ROLE IN ACHIEVING KENYA'S VISION 2030

3.0 Introduction

This chapter sought to provide a clear discussion geared towards answering the second specific objective which was KDF's role in achieving Kenya's Vision 2030.

3.1 Military's Institutional Uniqueness and Capability.

With very few exceptions, militaries are professional, highly structured, hierarchically organized with a strong emphasis on discipline and motivation. Armed forces also develop highly valued traits and abilities as a result of their purpose and training, including the aptitude for teamwork, esprit de corps, and self-reliance. The distinct organizational structure of a military enables quick decision-making and effective execution of these decisions⁶⁵. These institutional traits provide military organizations the ability to engage in social activity that goes well beyond the defence mission. The military plays the role of a state's premier protector. In general, it is believed that military groups have an organizational structure that is strong enough to handle national initiatives, perform state business, and stabilize the political system. In the majority of civil societies, skills are not necessarily valued.

Any time military is involved in development projects, scarce materials and manpower are diverted towards defence purposes instead of being used by the force. Even in Israel, where the military is considered to have a highly developed social role, there was tremendous opposition to the idea of the military participating, notably in 1948 when the nation was being established. This was done because nearby Arab governments posed a severe threat to Israel. Such viewpoints have a tendency to be eclipsed by those who believe the military should play a constructive role in Israel and other places. One of the key reasons for this is because past experience has demonstrated that the armed forces may contribute significantly to society without significantly degrading their ability to carry out their military missions. The Egyptian military has had access

⁶⁵<https://www.ajol.info/index.php/smsajms/article/view/144220/133887> accessed on 01 March 2023.

to economic activity for decades as a strategy to reduce the official defence budget and divert some expenses from the defence budget to other budgetary priorities. The Egyptian armed forces also have important deterrence, supporting Egypt's regional role, military modernization, achieving military self-sufficiency, maintaining a positive public image, effectively employing soldiers idled by reduced defence requirements in an era of peace, and acting as a catalyst for Egypt's economic development objectives and goals.⁶⁶

Out of Egypt's 62.4 million people, the Egyptian Armed Forces account for less than 1%.⁶⁷ Measuring its share of Egypt's labour force will provide a more accurate evaluation of its ability to influence. About 18.6 million men between the ages of 15 and 64 comprise Egypt's working age population. 2.4 percent of these totals are members of the armed forces. Each year, about 800,000 males who are of military age—roughly 650,000—are recruited into the military. The Armed Forces will yearly have an impact on 12.3% of Egyptian males joining the workforce from this group. High school graduates who are enlisted serve a two-year term of service. Conscripts who haven't finished high school are enlisted for three years. Conscripts are trained largely in their individual military specialties while also receiving remedial training in fundamental abilities like literacy. They live in military barracks. Conscripts only receive E 32 (about \$10) every month in pay. They move up to the following grade after roughly a year, and their pay increases to about E 140 (\$40). For the final six months of their conscription, conscripts who have been found to be weak in basic abilities get full-time vocational training with a focus on skills transferable to the civilian workforce.⁶⁸ This vocational education seems to be a tool created expressly to help a country's economic growth. Conscripts who have been deemed to lack fundamental skills receive full-time vocational training with an emphasis on transferable skills for the remaining six months of their conscription. This is typically a politicizing event that instils a soldier with a sense of "civic" identity and state loyalty. Serving in the military strengthens a person's sense of nationalism, citizenship, and responsibility. This interaction with nationalism goes hand in hand with exposure to modern technologies and lifestyles.

3.2 Military and National Development

Kenyan military forces have become much more involved in development initiatives during the past 10 years that have typically fallen outside of the purview of the armed forces. This is in light of the awareness that

⁶⁶ Helen Chapin Metz, ed. *Egypt: A Country Study* (Washington, DC.: Library of Congress, 1991).

⁶⁷ Central Intelligence Agency, *The World Fact book 1995* (Washington, DC.: The Central Intelligence Agency, 1995).

⁶⁸ *Ibid*

national security and development are intertwined. This trend has been especially noticeable in developing and less developed nations where social, economic, and political development are desperately needed to improve the standard of living for their population. To achieve the development objectives in developing nations with scant or limited resources and smaller budgetary allocation for development funding, it is imperative to make the best use of a highly qualified and talented labour force. Military forces who are well skilled must be utilized fully when not involved in active service in the development of a country.

The Military remains a critical enabler for any country to achieve its development objectives. The development remains an important milestone in the road to propelling the country into a middle-income country. Over the last decades, the linkage between security and development has increased significantly. For the country to achieve its development goals, security and stability is key to create an enabling environment which attracts important stake holders to partner with the government. At the same time, development fosters peace and stability which has strategic influence beyond borders.

The Kenya Military plays a key role in protecting the country's foreign policy regionally and globally through defence engagement activities. Kenya's Vision 2030 has been marked by large scale investments in strategic projects. The KDF can act as deterrence to any potential threats targeting such projects and provide strategic ideas on how best to undertake such projects using an integrated approach. The contemporary global threat in form of terrorism remains a major concern regionally and the country's involvement in Somalia has increased the likelihood of large-scale attacks targeting Kenya's vision 2030 flagship projects. For instance, the LAPPSET project and the tourism industry have been affected by the terrorist incidents along the Kenya Coast, causing slowdowns. Further, the military has capabilities which can also be deployed in the development of the country. The capabilities include infrastructural development capabilities within the Engineer Corps, Marine capabilities within the Navy and technical capabilities within the Air force. One of the reasons towards this under- utilization of the Military is due to its size compared to other countries in the world. Secondly, it's the lack of budgetary allocation to fund military effort in development projects other than allocation of its core functions and thirdly its organizational structure that limits it to concentrate in the core functions.

Through its armed forces, a nation can demonstrate its capacity to protect its borders. The military should be strong enough to engage the adversary on land, in the air, and from the country's waterways in order to defend against external aggression and threats to the safety of its citizens. The Kenya Army, Kenya Air Force, and

Kenya Navy make up the three branches of the Kenyan Defence Force. It is constitutionally recognized according to Kenya's 2010 Constitution's Article 241. The defence forces must support and work with other authorities in times of emergency or disaster in order to defend and safeguard the Republic's territorial integrity and sovereignty. The National Assembly must provide its consent before the Defence Forces can be sent to restore peace in any area of Kenya plagued by unrest or instability. The National Assembly should be informed anytime the Defence Forces are sent under such circumstances. The act also clearly states that regional and ethnic balance should be observed in the recruitment of the forces as well as the command composition. Each of the three services has a commander who is under the chief of General Staff. They are all members of the Defence Council, which oversees and controls the Kenya Defence Forces generally and carries out any additional duties imposed by domestic law.⁶⁹

Kenya's Vision 2030 is marked by large-scale investments in strategic projects which include the Standard Gauge Railway (SGR), the LAPSET, the exploration, and extraction of minerals, and the construction of the Konza Technological City. Such programs require to be securitized to apply the military efforts directly in creating a conducive environment for the projects to contribute to national development. The military can act as deterrence to any potential threats targeting such projects at the same time provide strategic ideas on how best to undertake such projects using an integrated approach. The military should therefore be involved and represented within all the major strategic committees to align its potential with the vision's goals. The contemporary global threat in form of terrorism remains a major concern regionally and the country's involvement in Somalia has increased the likelihood of large-scale attacks targeting Kenya's vision 2030 flagship projects. The role of the military in ensuring security cannot, therefore, be ignored.

3.3 Role of KDF in Supporting Kenya's Vision 2030

In the process of analysing how the KDF can act as an enabler of Kenya's Vision 2030, it is integral to look at the three key pillars. This approach will assist in understanding how the KDF can support the economic, political, and social pillars, ensuring that the key goals within these pillars align with the vision's plan. The Kenya Defence Forces serves three major functions in its duty. These roles are the primary role, secondary role, and collateral roles. The primary and secondary functions of the KDF are the neutralization of any military danger against the territorial integrity and sovereignty of Kenya and the public. The two functions

⁶⁹ Article 241, The Constitution of Kenya 2010

intersect at the land battle that entails battling any land-based aggression. The process involves the application of both offensive and defensive operations. The collateral functions of the KDF include the preservation of property, health, and life, provisions of crucial services, disaster management and response, and support to any state departments for the socio-economic progress of the entire community.

The collateral responsibility towards socio-economic growth and development poses some questions. As mentioned earlier, the KDF lacks a proper structure that can aid in the achievement of this collateral function. The lack of specific Command and funding that assist in socio-economic projects means that the manpower and resources have to be diverted from other departments. The gap poses some concerns about KDF's ability to fully engage in supporting the attainment Vision 2030 objectives and main goals.

3.3.1 KDF and the Economic Pillar

KDF assists in a variety of ways with the accomplishment of economic goals and objectives. According to the Defence White Paper 2019, the Kenyan Defence Force (KDF) has capabilities in the areas of maritime resources, transportation, medicine, aviation, and engineering (KACE).⁷⁰ The majority of the development activities that these departments focus on are the reduction of poverty levels through the improvement of the lives of communities residing in affected locations. The approach aids in alleviating the poverty levels in the nation and the advancement of economic growth among such communities. The success of these departments is dependent on their increased collaboration with other government agencies and ministries. For example, the Defence Industrial Capacity engages in promoting economic growth through food processing, production of military equipment, and clothing for self-sustenance that rely on local resources.

However, one of the biggest issues is that there are restrictions that make KDF less effective at achieving the objectives of the economic pillar. First, the government's military expenditure is meagre and it affects its effectiveness in executing large economic projects. A comparison between Kenya and nations such as the US reveals the importance of the defence industry being a key economic contributor. In the US, the military employs at least 3.5 million jobs annually, both directly and indirectly⁷¹. The companies offering these employment opportunities also generated hundreds of billions in revenue. The companies also pay corporate income taxes and among other taxes that can be injected back into the economy. Kenya needs to increase the

⁷⁰<https://www.mod.go.ke/wp-content/uploads/2020/08/DP-white-paper.pdf>. Accessed on 04 March 2023

⁷¹<https://archive.unu.edu/unupress/unupbooks/uu38ne/uu38ne07.htm>. Accessed on 04 February 2023

funding for KDF to allow it to employ more people and positively contribute towards economic growth. The process is integral in the achievement of economic pillar's objectives.

Military involvement in infrastructural and economic developments projects around the world have demonstrated to achieve greater success in promoting development of many countries. There are two major categories of military involvement in infrastructure and economic development projects namely involvement in the development of a nation's economic infrastructure and involvement in the development of particular economic activity like agriculture. In most scenarios, the requirements of the military force overlap with the requirement of parties concerned about expansion infrastructure in a country. It is worth noting that improved roads and communication enhances the military effectiveness besides improving its economic capacity. This can be shown in the case of Turkey when a modern highway infrastructure was created between 1950 and 1965. The network's main goal was to get American weapons to the American Armed Forces. The inclusion of the rural economy in the Turkish national economy was a crucial by-product of this economic growth. Rural peasantry became regular buyers of urban goods. The peasant farmers also began claiming for similar educational as well as hygiene services that the Turkish townspeople were offered by the government.⁷²

Studies have established that military has effective equipment that can be used to develop infrastructure besides having trained personnel in the areas of communication and engineering. Various states are aware of the significant contributions of military in numerous projects and fields. In many countries, military has significantly participated in agriculture besides its major role of ensuring national defence.⁷³

Logistical support within the field of agriculture is one of the key areas where military's contribution cannot be overlooked. For example, in Brazil, the army assists students and local population in their agricultural projects especially in supplying troops during harvesting time. In addition, the military train farmers who are likely to occupy different military ranks.⁷⁴

Nahal Corps in Israel is involved in pioneering agricultural settlements. After the corps gained agricultural experience, they embarked on establishing new border settlements. Nahal corpsmen are also offered by extensive training and are equipped to provide security to these settlements which are located in areas under

⁷²<https://archive.unu.edu/unupress/unupbooks/uu38ne/uu38ne07.htm>. Accessed on 04February 2023

⁷³<https://archive.unu.edu/unupress/unupbooks/uu38ne/uu38ne07.htm>. Accessed on 04February 2023

⁷⁴Ibid

the control of terrorism.⁷⁵

KDF has also demonstrated excellence in implementation of LAPPSET project. The project is the Kenyan government's first single-prime, cohesive, transformative, and game-changing structure initiative that it has started and structured within the Vision 2030 Strategy Framework without assistance from other sources. By the year 2030, the program envisages a middle-class Kenya that is prosperous and just. Kenya is taking the lead on the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor Project in order to strengthen her position as a gateway, a major logistics hub, and a transportation hub within the Great Lakes and East African sub-regions, which will facilitate trade, promote regional economic assimilation, and increase interconnectivity between African states. The project was expected to cost USD 24.5 billion, which at the time was equivalent to Ksh 2.4 trillion. The expansion of the First Three Berths and Associated Port Infrastructure, one of the seven LAPSSET elements, is given priority by the Kenyan government, and it is anticipated that this would lead to the expansion of the other portions as well.⁷⁶

The project covers more than half of Kenya with a specified investment resource equivalent to half of the country's Gross Domestic Product (GDP). Conventional viability calculations predict that the project will boost Kenya's economy by 2% to 3% of its GDP. When the project is completed, it is anticipated that it will contribute between 5% and 8% of Kenya's GDP to the country's economic growth and attract other investment opportunities.⁷⁷ In accordance with the Kenyan Constitution and Vision 2030, the investments would offer equity in growth for the entire country. In general, the LAPSSET Corridor's expansion will increase employment possibilities, which will lower the nation's poverty rate and improve openness in other parts of the country. Additionally, it will accelerate Kenya's northern region's socioeconomic development.⁷⁸ A massive investment in safety architecture is required for a project the magnitude of LAPSSET, which spans hundreds of kilometres of road, a vital rail oil pipeline, important power transmission lines, and the full complement of supporting infrastructure.⁷⁹ Such a vast infrastructure project requires a unified tactic to security.⁸⁰

⁷⁵Heitman, H.R. (2001). Military involvement in middle crisis

⁷⁶Brig Gen (RTD)George G. Kabugi (October 17,2017). LAPPSET Project. *Defence and Security expert at the HORN Institute*. <https://horninstitute.org/securing-kenyas-lapsset-projects/>

⁷⁷ Ibid

⁷⁸ Ibid

⁷⁹ Ibid

⁸⁰ Brig Gen (RTD)George G. Kabugi (October 17,2017). LAPPSET Project. *Defence and Security expert at the HORN Institute*.

The involvement of KDF in civilian duties has been increasing in the recent past decade.⁸¹ KDF was given the mandate to run the Kenya Meat Commission (KMC) in 2020. Numerous reasons influenced the decision, such as the fact that the agency had only been profitable shortly after its founding sometime back in the 1950s. The move sought to end the long streak of losses that the commission had been enduring over the years. Currently, KMC has become a pillar in promoting livestock farming whereby farmers are paid within 72 hours of delivery of their animals unlike the case before where payment could take four years or so.

3.3.2 KDF and the Political Pillar

Infrastructure is a key part of the political pillar that Vision 2030 wants to improve and enhance. KDF's involvement in infrastructure development is evident across the nation with numerous examples. Some of these activities included road works, landscaping, school renovations and rehabilitation of railway network. In 2017, Kenya government commissioned the Big Four transformative plan that included four key initiatives to be implemented between 2018 and 2022. The initiatives included manufacturing, universal healthcare, food security and nutrition, and affordable housing. The military's involvement in these infrastructure projects aligns with its collateral function and responsibility towards socio-economic growth.

KDF can also be integral in the achievement of other related political goals and objectives. The political pillar focuses on the promotion of political stability and growth in different ways. The accomplishment of the primary and secondary functions of KDF ensures that Kenya and her people enjoy a safe and secure political environment. However, it faces some limitations in achieving some of the political expectations of Vision 2030. For example, since KDF is an arm of the government, it cannot necessitate the legislature or the parliament to undertake some responsibilities. Achievements such as increasing public political participation and promotion of political accountability fall beyond the jurisdiction and responsibilities of the KDF.

Accordingly, KDF has played a significant part in ensuring regional and national security and has made significant strides against terrorism. Beyond maintaining regional security and stability, the KDF continues to uphold the nation's honour by performing admirably on a continental, global, and regional scale. The international community's confidence in the nation's defence forces is demonstrated by the military's ongoing engagement in regional operations through the UN and the Security Council. High standards of KDF military

<https://hominstitute.org/securing-kenyas-lapsset-projects/>

⁸¹ Nyambega Gisesa. "Kenya: Under Kibochi, KDF Engages More in Civilian Duties." *The Nation*. May 06, 2021. <https://allafrica.com/stories/202105060601.html> (accessed August 22, 2022).

training and professionalism play a significant role in this. ⁸²

3.3.3 KDF and the Social Pillar

The collateral function of the KDF includes its involvement in socio-development programmes. These programs seek to aid in the expansion and development of various communities across the country. It involves prioritizing processes such as the reduction of poverty amongst the most affected communities. The involvement in infrastructure projects also aids in the accomplishment of the objectives of the social pillar. The improved infrastructure can improve the overall quality of life of citizens and residents across the country. The level of KDF's involvement in these projects has been limited and poses questions about the effectiveness in supporting Kenya's Vision 2030. It is integral for additional efforts to be geared towards increasing the social output of the KDF through additional funding and access to more personnel.

The ability of military personnel to perform important tasks in the field of medical care has also been demonstrated. The fact that only sufficient medical personnel are employed to address the medical needs of the military personnel in a standing army may limit this responsibility. More medical staff must be hired, and they must also be trained to carry out their jobs in a variety of ways. First and foremost, more qualified medical professionals must be conscripted in order to adequately meet the needs and medical requirements of the military. Second, sufficient conscripts are routinely trained in basic medical procedures to equip the armed forces to handle emergency situations; hence, these workers are noticeably underutilized during peacetime. In clinics, particularly in places where there is a dearth of quality medical care, doctors and other professional medical personnel are used to provide services. Military personnel have also actively participated in preventative medicine in several states, moving beyond curative medicine. Similarly, they have taken part in immunization campaigns in several areas, and some countries have even gone further in this direction.⁸³

Clearly, the military's involvement has demonstrated imperative involvement by playing a critical role in raising the population's level of primary and postsecondary education, which has led to greater political, economic, and social growth. Without a clearly defined educational curriculum, the military in a number of developing nations with conscript armies has greatly boosted the standard of education among sizeable portions of the population. This is true because conscripts must unavoidably undergo some level of technical

⁸² UNDP (2017). Report of regional security in Africa

⁸³J.L Eloff, (2000) "Difficulties encountered in the development of health services in developing countries", South African Journal of African Affairs, No 2,. p 148. 20.

and verbal skill training in order to fill military positions effectively. Because of this, many of them are already qualified to conduct specialized or semi-skilled civilian employment like working as clerks or auto mechanics when they are released from the army following their stint of national service. Additionally, the Armed Forces instil the motivation and attitudes necessary to engage in modern occupations and also give adequate training in specific skills in various training institutions, especially in states with low levels of development.⁸⁴

For example, In Israel, a strategy was undertaken by the Armoured Corps of the Israel Defence Force to introduce a special system of apprenticeship with the objective of addressing the challenges that young Israel who have been involved in juvenile delinquency faced. Once they joined the corps, the youth were allocated to senior mechanics who acted as their mentors. Besides increasing the number of skilled mechanics within Israel society, the programme reduced the number of members who were likely to join street-gangs.⁸⁵ The military contributes to the education of the civilian populace in addition to improving the standards of education and training within the armed services. In the case of EI Salvador, veterans who have left the military are paid a small salary in exchange for serving as teachers in their local communities. Israel females are also considered after matriculation by allowing them to join national service where they perform the role of supporting units and also in the teaching sector especially in the newly established settlements near the border.⁸⁶

As a result, the military's role for educating the civilian populace can be seen as a form of training, as well as a means of providing employees to deliver educational services in institutions under the supervision of civilian or military authorities. In Iran, the national service military personnel selected from the Education Corps which was created in 1963 were sent for 14 months to the field where they would attain adequate skills necessary to become sergeants. The key objective of the educational sphere in Iran was to introduce adult literacy initiatives and child education besides creation of recreational and hygiene activities.⁸⁷ As a way of improving the living standards of the community, the Israel Defence Force troops worked non-stop for 4 months while digging drainage trenches and repairing and rebuilding living quarters which lacked sanitary services. As a result, cases of water-borne diseases reduced drastically. The Israel Defence Force's reputation

⁸⁴J.C. JHurewitz, (2002). Middle East Politics: The Military Dimension, London

⁸⁵Ibid.

⁸⁶J.C. JHurewitz, (2002). Middle East Politics: The Military Dimension, London

⁸⁷Ibid

among civilians and immigrants improved as a result of their efforts, which was a significant positive by-product.⁸⁸

Over the past ten years, the Kenya Defence Force (KDF) has shown exceptional efficiency in renewing, rehabilitating, and carrying out significant projects across the country, including the successful rehabilitation of the Nairobi to Nanyuki railway lines, the ongoing construction of the Nakuru to Kisumu railway lines, and the renewal of the Kisumu Port. According to a government report, among the projects the Defence Forces have successfully finished that have assisted Kenya in realizing its 2030 Vision are the rehabilitation work on the Nairobi to Nanyuki meter-gauge railway line, the work done by Navy Engineers to renovate the Kisumu Port, and the ongoing work on the Nakuru to Kisumu line.⁸⁹

KDF has been involved in implementation of various health care services delivery projects countrywide. In the event of COVID-19 pandemic, the KDF was highly engaged in pandemic prevention and supplies of drugs and medical personnel in various parts of the country. The KDF has also been engaged in rehabilitation and construction of various health care facilities in various parts of the country. The KDF Medical teams have set up sizable camps with a wide spectrum of medical specialists and are capable of preparing and carrying out Medical Campaigns. Patients are also screened before receiving medical and surgical care, as well as referral resources for further follow-up in established medical hospitals. Additionally, the military provides outreach medical services.⁹⁰

Moreover, KDF has successfully managed to implement various humanitarian relief projects in various part of the country. Additionally, search and rescue missions and underwater recovery operations have been carried out by the Kenya Navy. The KDF has participated in implementation of various water supply projects in arid region in Kenya. For example, in Borehole Drilling, the Engineer Brigade has the required equipment and skills to drill borehole and purify water. Currently, the team has the capability to drill more than 72 boreholes every year. Likewise, the Brigade has illustrated the capacity to address the challenges that are faced by people in areas with flood for instance by constructing bridges and roads.⁹¹

KDF has also engaged in other civic duties such as guiding the National Security Telecommunications Service

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⁸⁹Government report (2020). Report of KDF role on renewal and implementation of infrastructure projects, government press. <https://www.devdiscourse.com/article/law-order/1226923-president-kenyatta-praises-kdf-for-its-role-in-renewal-of-infrastructure-projects>

⁹⁰Ngure, R. M. (2020). Provision of health care services by security forces. *Medical Journal*, 3, 2

⁹¹Wandera, P.M. (2007). Strategies to national development, role of military

(NSTS) and the revival of the National Air Support Department (NASD) and the old railway line. The old railway line between Nairobi and Nanyuki which is 240km long was rehabilitated by the KDF in 2020.⁹²The military is also working on the Nakuru-Kisumu railway line. The Kenya Navy Engineers have aided the revival of the MV Uhuru ferry that was encountering demolition threats due to years of being non-operational. The Kenyan Navy has also been involved in refurbishment of the Kisumu port.

The Wellness Centre, a hospital with a capacity of 70 beds, is well-equipped to provide military troops and their families with outpatient and inpatient medical treatments in the fields of mental health, visual and hearing impairment, physiotherapy, occupational therapy, and orthopaedic specialities. The hospitals fit very well with the Big 4 Agenda's Universal Health Coverage (UHC) pillar, which gives priority to preventive healthcare. As the nation prepares for the nationwide roll-out of UHC, which is essential to realizing the Kenya vision 2030, this will be incorporated into the national health system.⁹³

On environmental security, the Defence forces have been involved in conservation through the “environmental soldier program” where it has been involved in reforestation through joint efforts with other stakeholders in the journey towards achieving 30% forest cover by the year 2050 in the main water catchment areas.

The military has improved its online presence through an improvement of its website and social media presence. This is in addition to Strategic Communication to enable public get first-hand information on KDF undertakings in operations and its role in protecting the country national interests. The goal is to embrace the visibility and accountability of its public activities.

The KDF has further been involved in research and development with a view to setting medium enterprises in its establishment. The main factories include the food processing factory in Gilgil and the Kenya Ordnance Factory Corporation in Eldoret. The food processing factory process agricultural food products and has enabled farmers to have a ready market for their produce especially those near the localities. The Kenya Ordnance Factory Corporation has also been involved in manufacturing spare parts for industrial machines and weapons. Rift Valley Textiles mills in Eldoret has been a beneficiary as Kenya Ordnance Factory Corporation has been able to manufacture industrial spare parts for their machines.

⁹²Gisesa.

⁹³Muraya Kamunde. “President Kenyatta Applauds KDF for Contribution to Public Service Delivery.” KBC.October28,2020. <https://www.kbc.co.ke/president-kenyatta-applauds-kdf-for-contribution-to-public-service-delivery/> (accessed on August 30, 2022).

All of these projects seek to further political, social, and economic development while highlighting the value of the military in moving the development agenda forward.

3.4 Factors that affect full military involvement in economic development

Numerous justifications for and against military engagement in national development programmes have frequently been made whenever the topic has been brought up. The most common defence used against military involvement in this subject is that doing so interferes with a military force's principal duty, which is to effectively defend the nation it serves. This viewpoint contends that an armed force's participation in development plans ultimately diverts limited materials and manpower from their intended use for critical defence goals. A primary motive for this is because past experience has demonstrated that the military may contribute significantly to society without significantly degrading their ability to carry out their military missions.

Those who favour military involvement in development efforts have emphasized that there is strong economic foundation for their opinions. Resources like trained manpower, which are in short supply in emerging nations, must be used to the fullest extent. It is not deemed sufficient in such a situation to merely employ security personnel and significant resources on standby duty, remaining ready to defend the country when it becomes absolutely necessary; they should also be used as fully as possible for other purposes in case there is no hostility in the country.

3.4.1 Small Military population

The size of the military in terms of troops compared to the population and the extent of the territory it protects is one of the factors affecting Kenyan military personnel and their capacity to participate in development tasks in the nation. Despite the KDF achievements mentioned in the support of the country social economic development, the military size limits its full participation. This is because of its current commitment in peace support operations in Somalia, DRC, Close operations in North and North Eastern Kenya and OFM in the Coast region. Additionally, KDF has to maintain troops for noncore operations. These operations overstretch KDF due to its size and leave a very small force to engage in social economic development.

3.4.2 Inherent Weakness within its mandate

The KDF's organizational structure is set up to support its primary duty of protecting the nation from external

threats and to assist civil authorities in the event of any internal threats that may be too great for the National Police Service to handle or during times of tragedy. This limits KDF in large scale involvement in major economic development projects despite having the capability. This calls for restructuring in a way that a department is introduced with personnel and capability that can be independently dedicated to the tasks of supporting social economic development. This department should further be funded and allocated its own budget.

3.4.3 Lack of political will

Lack of political will and premature politicization is also factor that affects the military involvement in social economic development. This is due to various reasons. One of the reasons is the thinking that civilian organisations will have to compete with military in the tendering system for various projects, and the assumption that military is not subjected to some taxes in their procurement system. This is far from the truth, the truth being that for any project being given to the military could be assessed differently and appropriate funds allocated.

The other reason is the thinking that through military involvement in development projects, the government is militarizing the civil organization. A good example was the formation of the Nairobi Metropolitan Services under a Military General. The delivery of service during that time saw the revival of sewerage system, improved infrastructure, improved health facilities and accountability of public resources which the citizens applauded.

3.5 Analysis and findings of KDF involvement in country's development

Lessons from emerging nations like Egypt and Israel demonstrate that Kenya should give priority to the KDF's participation in programs for economic development and poverty eradication. This shouldn't interfere with KDF's primary duties of defending the nation against threats to the state's sovereignty from both the inside and the outside. Additionally, there will be a perception that the KDF is adequately protecting the nation in times of calm.

The KDF should participate in economic development and efforts to reduce poverty while keeping resources for operational readiness separate from those to be used for economic development programmes. This will necessitate that the government allocate funds from its budget for development.

3.6 Chapter Summary

As long as it does not impede military readiness, the Defence Forces' involvement in programs to combat poverty and promote economic development should be a top priority. Additionally, the Defence Forces shouldn't be perceived as denying possibilities to the private sector. In this regard, initiatives should be carefully evaluated in terms of cost-benefit analysis and their significance to the nation. The KDF needs to be strengthened in terms of people and equipment in order to be successful in all of these endeavours. All projects that include other government ministries or departments should be sponsored by the parent ministry or department. KDF participation should be governed by certain policies. In the long-term, it is prudent to have a higher budget, increase staff, and expand resources especially the ones that are distinct from resources that are classified as operational. It is also imperative to consider more the resources of the Air Force, Navy, Engineers, and Transportation. But going forward, DHQ should centralize a coordination centre. The country's numerous military workshops, the Kenya Navy dockyard, and other facilities should be used for business. The money made from these operations should be invested to raise the budget allocated for civil military operations. An in-depth research is needed in this area because the Kenyan military forces have a lot of potential that may be used for economic growth. An internal research division for the military should conduct studies on certain initiatives that might receive direct funding from ministries or the Treasury. All programs must, however, be led by people and acceptable to the community they are intended to serve; otherwise, valuable resources may be wasted. Having analysed the role of KDF in achieving Kenya's Vision 2030 it was necessary to discuss challenges and opportunities in the use of KDF in implementation of Kenya's vision 2030. This will be discussed in the next Chapter.

CHAPTER FOUR

CHALLENGES AND OPPORTUNITIES IN THE USE OF KDF IN IMPLEMENTATION OF KENYA VISION 2030

4.0 Introduction

This chapter aimed to analyse the literature based on the study's third particular purpose, which was to examine the challenges and opportunities of using KDF to carry out policies and initiatives covered by Vision 2030.

4.1 Challenges in utilizing KDF in Implementation of Kenya's Vision 2030.

The Kenyan government and its people are faced by challenges including overreliance on agriculture, skewed wealth distribution, rampant corruption, health issues, organizational culture, budget deficit, ineffective leadership, unpredictable organizational culture, poor mobilization of local resources, and inefficiency in the management of projects.

4.1.1 Overreliance on agriculture

In 2017, Kenya has the largest economy in East Africa with a gross domestic product of 74.8 billion US dollars. Services account for 53% of Kenya's GDP, followed by agriculture (29%), and industry (18% of GDP).⁹⁴ Even though less than 20% of the country's land is suitable for farming, Kenya's economy heavily relies on the agricultural sector. However, the agriculture industry is inconsistent due to unpredictably weather and antiquated technology. In Kenya, 80% of the area is classed as dry or semi-arid, where there are frequent droughts and very unpredictable rainfall. More over a quarter of the population and half of the cattle are found in these areas. During severe droughts, the government spends an average of \$50 per family on relief supplies.

4.1.2 Skewed Distribution of Wealth

Kenya is a lower-middle-income country with problems with human rights, extreme poverty, and unequal

⁹⁴CIA World Factbook

wealth distribution. Kenya's unequal distribution of social services and wealth among its many demographic groupings is a sign of the nation's inequality. The top one percent of Kenyans own around two fifths of the country's wealth.⁹⁵ The wealth gap has not lately decreased, despite statistics showing a 19% increase in the GDP. In 2015, Kenya's Global Income National Index, which was 40.8%, demonstrated an unequal distribution of income, as revealed by the World Bank.⁹⁶ Kenya still struggles with the allocation of wealth because income inequality, which also contributes to social unrest and poverty, exacerbates crime, violence, and other forms of social unrest.

4.1.3 Rampant Corruption

Corruption is still a serious problem in Kenya. The country received a score of 28 in 2017, placing it at position 143 out of the 180 nations that took part in the assessment of the corruption perceptions index.⁹⁷ Kenya's score during the previous five years has varied between 25 and 28, indicating that corruption is still a serious problem. At all governmental levels in Kenya, corruption is rampant.

4.1.4 Health Issues

For Kenya's administration, health issues continue to be a challenge. The proliferation of diseases reduces societal output and raises government health care costs, which worsens Kenya's poverty. According to data from Kenya's National Bureau of Statistics, the leading causes of death are diseases like pneumonia, HIV, and malaria, which account for 11.5%, 16.1%, and 11.5% of all fatalities registered in the country.⁹⁸

4.1.5 Climate Change

Despite the fact that more than half of the country's population has access to an upgraded water supply, over 19 million Kenyans still consume dirty water, according to data from the Society for International Development. There is also a considerable gap in access to clean water. Urban regions have roughly 30% more improved water sites than rural areas do.⁹⁹ The consequences of global warming are escalating the problem given Kenya's very low annual average rainfall and the fact that more than half of its regions are classified as desert or extremely arid. Droughts affect Kenya's agriculture sector and result in famine and even

⁹⁵<https://repository.kippra.or.ke/bitstream/handle/123456789/2692/WP16.pdf> Retrieved 04 Jan. 23

⁹⁶<https://data.worldbank.org/indicator/SI.POV.GINI?locations=KE>. Retrieved 04 Jan. 23

⁹⁷Transparency International. www.transparency.org. Retrieved 04 Jan. 23.

⁹⁸<https://ghdx.healthdata.org/organizations/kenya-national-bureau-statistics>. Retrieved 04 Jan. 23.

⁹⁹Radeny, Maren (2011-06-27). "Poverty dynamics, income inequality and vulnerability to shocks in rural Kenya". ResearchGate. Retrieved 04 Jan. 23.

worse hygiene conditions.¹⁰⁰

4.1.6 Resource mobilization

Resource mobilization is a major challenge to the KDF participation in implementation of various medium-term development projects leading to delay or lack of implementation of various KDF engaged projects. When the government fails to mobilize the required resources, it's difficult to allocate adequate resources to KDF's Vision 2030 projects. Resource mobilization mainly becomes a critical challenge since Kenya's credit rating has considerably been affected by low savings of by the country.¹⁰¹

The high cost of capital, a major obstacle to the executing the Vision, has been highlighted as being significantly influenced by high interest rates. The Kenyan government has introduced both public and private bills in an effort to control the issues. The government has also continued to improve the business environment by enacting numerous regulations. The Kenyan government's fiscal policies were developed between 2008 and 2012 with the goal of encouraging resource mobilization. The Kenyan government has also been engaging various players within the private sector with the objective of accessing their support and address the resource mobilization gap. Human and physical resources have also become a major obstacle along the process of implementing Vision 2030 in the country. ¹⁰²

4.1.7 Leadership

Leadership has poses as major challenge in implementation of the vision 2030 development projects. It should be noted that KDF collaborates with various government agencies when implementing various development projects. The leadership style employed in the Military does not align with the leadership style employed in other government agencies involved in the implementation of Vision 2030 development projects. This affects effective coordination and collaboration project implementation activities. In addition, the level of exposure of top leadership in many government agencies is inadequate especially while the projects are associated with Vision 2030 are being implemented. For example, leaders and their subjects do agree on various goals. In addition, top leadership do not follow the right procedures while delegating their roles related to Vision 2030 whereby lower level officers are allocated duties that they are unable to handle. Even though the Kenyan

¹⁰⁰ Marshall, Samantha (June 2011). "The Water Crisis in Kenya: Causes, Effects and Solutions" (PDF). *Global Majority e-Journal*. 2: 31–45. Retrieved 04 Jan. 23.

¹⁰¹ Ibid

¹⁰² Aggrey. (2016). Challenges facing implementation of vision 2030 medium term projects, strategic management journal,2 (5).116-120

government has established various institutions to handle leadership challenges, leadership challenges remain a major hindrance towards the success of implementation of vision 2030 projects.¹⁰³

4.1.8 Organizational Culture

Organization culture in military establishments greatly differs from other organizations, whenever military officers are engaging with government officers from non-military institutions, a major challenge in executing of various projects implementation activities is likely to occur. Studies have indicated that organizational culture among local and national organizations creates a major hindrance to various shareholders' implementation of vision 2030. One of the key causes of these challenges is the inefficiencies that emanates from cultural attitudinal.

The government has been responding to the organizational culture by emphasizing its people to emulate policies and culture of ethics and values while engaging in public service. Additionally, the government ensures that all sectors of the economy that are involved in Vision 2030 blueprint should create a strategic plan. However, differences in organizational culture between KDF and government agencies remains as key challenge to effective coordination in implementation of Vision 2030 development projects.¹⁰⁴

4.1.9 Budgeting Issues

A major challenge affecting the capability of KDF in effective participation in implementation of Vision 2030 projects is budget Deficit. Lacks of adequate budget allocation affects the abilities of the Kenya Defence Forces to engage in economic development agendas. Currently, 1.8% of the GDP is allocated to the Defence budget. In addition to maintaining the equipment and important facilities, a sizeable portion of the budget is allocated for salaries and benefits. In order to properly participate in these forums, the Kenya Defence Force must have the necessary personnel in the relevant positions with the essential skills.¹⁰⁵

Budget deficit hampers the effectiveness and capabilities of the KDF that can be directly or indirectly applied to development projects that lead to a major poverty alleviation as well as economic development. As an illustration, consider the Kenya Army Corps of Engineers, which is mostly in charge of horizontal building. The building covers infrastructure, including regional dams, roads, and bridges over significant rivers. The

¹⁰³Okumu, G. (2019). Challenges affecting implementation of development projects, *Project management journal*, 5 (9).115-117.

¹⁰⁴Richard, A. (2019). Effect of management strategies and Vision 2030 implementation, *Human resource management journal*,9(2).117-121

¹⁰⁵Kibicho, M. (2005). The role of military in national development, Institute of diplomacy, University of Nairobi

technology and staff in place currently permit the construction of roughly 15.5 km of asphalt road each year. On the other hand, the Brigade is required to build up to 47 Km of tarmac per year if the equipment's serviceability extends to 100%. With strength of over 100% identified equipment, the capacity rises to more than 80 Km of tarmac road per year. Vertical construction includes both the building of brand-new structures and the rehabilitation of already-built ones. Various projects can be developed and completed concurrently based on their sizes and funding availability.¹⁰⁶

4.1.10 Mismanagement of Flagship projects

Lack of effective management structures for flagship projects poses a challenge for KDF participation in implementation of development projects. In many cases KDF is excluded in management of flagship projects or the employed flagship management system fails to effectively link with KDF project implementation plans. It has also been noted that failure to create a strong partnership within the players in the private sector causes a challenge in the management and growth of flagship projects. In addition, lack adequate and effective communication between stakeholders also causes numerous challenges to the projects. Management of flagship projects is also hampered by increased inefficiency and corruption and ineffective procurement policies. Another notable challenge is international economic crisis that emanates from global changes in trade patterns and effects of climate change.¹⁰⁷

Worldwide, governments in many countries have been engaging military in implementation of various development projects. Military participation in improvement efforts that were formerly isolated from military areas has significantly increased over the past 20 years. Third World nations, where the need for economic, political, and social growth is greatest, have seen a particularly clear manifestation of this trend. Any time the issue of military contribution in national development ventures has been brought about, numerous arguments have been created.¹⁰⁸ The arguments made mostly against military involvement in this field are that it interferes with a military force's primary duty, which is to actively defend the state to which it is assigned.¹⁰⁹ According to this perspective, an armed force's involvement in development initiatives inevitably leads in the diversion of significant amounts of resources, including manpower and supplies, from their usage for crucial

¹⁰⁶Oyugi, P. (2015). challenges affecting implementation of vision 2030, strategic management journal,2,3

¹⁰⁷Okumu, G. (2019). Challenges affecting implementation of development projects, Project management journal, 5 (9).115-117.

¹⁰⁸Shaw, D. (2017). The military as contributor to national development, Scientia Militaria, South African Journal of Military Studies, Vol 9, Nr 3

¹⁰⁹Ibd

defence-related tasks.¹¹⁰

Initially, it has been indicated by parties who favour the role of military in development issues that they are justified for their opinions regarding economic efforts. In nations that are developing, it is imperative to fully utilize the trained manpower since it is scarce. When a country is not engaged in military hostilities, it should ensure that its military force should be used for other purposes.¹¹¹

Additional argument for engaging military in projects that are economically important is related to possibility of undertaking projects that seem too costly for the government. This is because various costs for example accommodation and wages are already catered for by the military forces. In countries where religious tradition is deeply rooted, the military is in a good position to tackle development projects more effectively. A country like Iran may be a good example in this case since it has a strong Islamic tradition.¹¹²

In 1960s, the military in Iran played a key role during the implementation of development projects in the country. Even though the military actions in defending the country are of national interest, the local population may not easily appreciate this, especially when the military acts just as a stand-by capacity. Through the 1950 occurrences in Philippines, it is easy to illustrate the advantages that military can gain in relation to improved public image after been involved in development projects. During this time, the Philippine government was contesting with Hukguerrilla insurgents. The Secretary of Defence stopped the terrorizing activities and diverted the military towards development projects including agricultural and educational activities. As a result of this change in policy and additional reforms that the population demanded, the Huk insurgents were weakened.¹¹³

According to Johnson, the use of military has shown to play a key role in successful implementation of development projects in various countries worldwide. Some of the development projects where military involvement has gained great success include the following:¹¹⁴

In Kenya, since the launch of The Vision 2030 in the year 2006, the Kenya Defence Forces, just like military forces in other countries have been involved in the implementation of various Vision 2030 Medium term

¹¹⁰Bowden, T. (2008). *Army in the Service of the State. The Military in the Political Development of New Nations.*

¹¹¹JHurewitz, J.C. (2002). *Middle East Politics: The Military Dimension*, London

¹¹²Shaw, D. (2017). *The military as contributor to national development*, *Scientia Militaria*, South African Journal of Military Studies, Vol 9, Nr 3

¹¹³JHurewitz, J. C. (2002). *Middle East Politics: The Military Dimension*, London

¹¹⁴Johnson, J. J. (2005). *The Role or-the Military in Underdeveloped Countries*, (Princeton), p 82.

development projects with greater success. Although there have been challenges, significant improvements in development of various regions in Kenya have been achieved. According to the government of Kenya's report, Vision 2030 is the country's development plan for the years between 2008 and 2030. By 2030, it hopes to assist Kenya in becoming a middle-income nation that offers all of its residents a high-quality of life. The vision is founded on three pillars: the economic, the social, and the political. It was created through an inclusive and participatory stakeholder consultative process.¹¹⁵

The country's Gross Domestic Product increased from a low of 0.6% to a gradual increase of 6.1% in 2006 thanks to the successful implementation of the economic recovery strategy for wealth and employment creation. Kenya Vision 2030 is carried out through a series of five-year medium-term plans, with the first one spanning the years 2008 to 2012.¹¹⁶

A significant obstacle to KDF participation in the execution of numerous development projects is the delivery secretariat of the Vision 2030 framework. The delivery structure for Vision 2030 does not match the organizations' strategic intentions for delivering the development initiatives for Vision 2030. This affects coordination, monitoring and evaluation of medium-term projects implementation leading to lack of achievement of key goals. The Delivery Secretariat's internal design combines the organization's work policies with the vision and its flagship programs. All of the ministries that are heavily involved in carrying out the goals of the nation have comprehensive coverage of this. This is demonstrated mainly by the combination of initiatives leading to the accomplishment of the Sustainable Development Goals and Middle Term Plans associated with Vision 2030.¹¹⁷

4.2 Opportunities

One of the opportunities is that KDF should participate in economic development and efforts to reduce poverty while keeping resources for operational readiness separate from those to be used for economic development programs. This will necessitate that the government allocate funds from its budget for development.

To ensure that a Command is fully responsible for the nation's social economic development programs, there is an opportunity in restructuring the current KDF organization should be priority. Additionally, more KDF

¹¹⁵Rok (2007). Government report on vision 2030.

¹¹⁶Ibid

¹¹⁷Odiek, E. (2015). Organizational structure and strategy implementation, management journal,6 (3)15-19

employees will need to be hired to work in the Command, both skilled and unskilled. This will necessitate the procurement of additional equipment intended for visions 2030 projects implementations. This will further promote employment of skilled youths in the country thereby creating employment opportunities. KDF was able to build a stadium in Langata in a year which has facilities that can be recognised internationally for use by its personnel and the general public. Most County governments have struggled to build such facilities to no avail due to issues of misappropriation of funds. Such funds could have been given allocated to defence forces to execute such in identified Counties with little or no problems.

While it is an excellent notion for the KDF to participate in programs for social and economic development, it shouldn't be thought of as denying possibilities from other civil organizations. To prevent such a situation, KDF participation should be restricted to only those programs that might be beyond the scope of the civic businesses due to insecurity and accessibility. Some tasks may cost more to do by the military as compared to when handled by civil companies with established infrastructure. Therefore, the Defence Forces need to be engaged in initiatives where the requisite infrastructure is missing and not easily attained by civil enterprises.

Other opportunities exist even when it is not appropriate to assume that the Defence Forces are directly engaged in commercial competition and existing facilities. Additional revenue may be generated for example through hiring competent, skilled labour from both the civilian and military sectors.

The military also has an opportunity to be more actively involved in research. This will increase the supply of competent labour for the national economy as well as the Defence Forces. The engagement of the Defence Forces should be viewed as a coordinated effort by all the paramount services, and a new Command should be added to the Defence Forces' organizational structure.

By segregating resources for operational readiness from those to be used for economic development projects, the KDF has an opportunity in taking part in efforts to promote economic development and combat poverty by restructuring the current KDF organization and establishing a Command that is fully responsible for the nation's social economic development programmes.

4.3 Chapter Summary

What has been reviewed in the chapter shows that, the use of military in implementation of development projects has been practiced by many countries worldwide with great success. In Kenya for the past 10 years KDF has demonstrated a great success in the implementation of various Vision 2030 projects. However, there

have been the successes and challenges in the course of projects implementation. On the successes in the use of KDF in implementation of Kenya vision 2030 projects, the KDF has played a significant role in successful implementation of various infrastructure development projects. The results of the study revealed that the Kenya Defence Force (KDF) has demonstrated exceptional efficiency over the past ten years in the renewal, rehabilitation, and implementation of significant projects all over the nation, including the successful rehabilitation of the Nairobi to Nanyuki railway lines, the ongoing construction of the Nakuru to Kisumu railway lines, and the renewal of the Kisumu Port. These initiatives were carried out with exceptional skill, which made a significant contribution to the attainment of Vision 2030 goals.

The use of KDF has demonstrated great excellence in helping in the implementation of the ongoing LAPPSET project. The use of KDF has proven to be of great importance in providing both security architecture and technical engineering assistance in project implementation. It has been noted that the area of Kenya that the LAPSSET is planned to travel through is primarily an open, semi-arid savanna that is sparsely populated and borders, to a greater extent, the ungoverned Somalia territory, which is the site of several terrorist activities. The project, consequently, is susceptible to attacks by terrorists and other criminal groups along the way. The KDF has played a major role in ensuring the whole project is totally secured continuously and effectively.

KDF has achieved great success in provision of National and regional Security with great success. It is the work of KDF that has contributed greatly towards fighting terrorists in the neighbouring Somali and helping in bringing peace and stability in the East African Region. This has contributed greatly towards creation of favourable and conducive climate for the implementation of various development projects in the regions. In Kenya, prior to KDF deployment to fight terrorism in Somalia, it was impossible to implement development projects in the Northern, Eastern and Coastal region of Kenya. The KDF success in Somalia improved security in these regions and played a major role in creating a secure environment for the construction firms involved in the implementation of various development projects.

KDF has had remarkable success providing healthcare services, particularly in Kenya's dangerous, remote, and disaster-prone regions. The KDF has been carrying out numerous health care services delivery projects all around the nation over the past ten years. The KDF's role in pandemic prevention and control during the COVID-19 pandemic was quite successful. This was shown by the KDF's involvement in the execution of efficient pandemic preventative and control measures that stopped the pandemic from spreading to different

parts of the nation. The KDF was heavily involved in providing the logistical support needed for the delivery and distribution of medical supplies and personnel throughout the nation. The KDF has been successful in renovating and building a number of healthcare facilities across the nation. The KDF Medical Services has had remarkable success providing healthcare services across Kenya, particularly in rural and disaster-affected areas. The establishment of numerous mobile health care facilities has made it easier for the vast majority of people in diverse places to acquire different medical services.

It should be noted that for the ten years the KDF has implemented various Humanitarian relief Projects with great success. In disaster-stricken areas, the usage of KDF has made it possible to deliver relief services such food supplies, water, supportive services for disaster prevention and management, casualty evacuation, medical evacuation, Search and rescue, Pest control, and Firefighting operations. In particular, the KDF has participated in implementation of over 500 water supply projects in arid regions in Kenya. The KDF has also achieved great success in the implementation of various environmental conservation projects across the country, some of these projects involved re-forestation where KDF have planted many trees and construction of dams and promotion on implementation of various green energy projects.

While the KDF has been successful in implementing a number of Vision 2030 projects, there have also been difficulties using the KDF to plan and carry out projects that are related to Kenya Vision 2030. Key concerns that stand out include corporate culture, leadership issues, poor resource mobilization, and inadequate management of flagship projects.

Budget deficit affects the capability of KDF in effective participation in implementation of Vision 2030 projects. The KDF is allocated adequate budget to finance effective implementation of various projects. This hampers the capabilities of the KDF that can be directly applied to development projects that lead to poverty alleviation and economic development. Another challenge faced by KDF is resource mobilization. This becomes a major challenge due do incapacity for the government to mobilize the required resources making it difficult to allocate adequate resources to KDF vision 2030 projects. Another key challenge is the alignment of the vision 2030 delivery secretariat structure and KDF projects plans. This affects coordination, monitoring and evaluation of medium-term projects implementation leading to lack of achievement of key Vision 2030 goals. Leadership is a major challenge in attaining development projects. The leadership style employed in the Military does not align with the leadership style employed in other government agencies involved in the

implementation of Vision 2030 development projects. This affects effective coordination and collaboration project implementation activities. Further challenge is the organization culture, it should be noted that organization culture in military establishments greatly differs from other organizations, this affects teamwork effective collaboration and coordination of projects implementation activities with other project implementation agencies thereby leading to project delay or lack of project implementation success.

Another key challenge is lack of effective project management structures on how KDF should be engaged in the implementation of various flagship projects. In many cases KDF is excluded from the flagship project management structures or the existing structures fails to effectively link with KDF project implementation plans, thereby affecting successful implementation of various flagship projects leading to major setbacks towards achievements of vision 2030 projects. In the next chapter, this study will analyse the data and give a presentation of the research findings.

CHAPTER FIVE

DATA ANALYSIS AND PRESENTATION OF THE RESEARCH FINDINGS

5.0 Introduction

This chapter discusses the methodologies for data analysis, how the study results were presented, and how they were interpreted in relation to Kenya's military's role as a source of national power and the realization of Vision 2030. The chapter covers descriptive statistics and inferential statistics data analysis, and it displays data in the form of charts and tables that show frequency, percentages, means, standard deviations, and variance results.

5.1 Response Rate

The study sampled 50% (84) of senior government officials in all the 8 ministries departments who have technical knowledge and skills on the role of KDF in implementation of Vision 2030 projects. These government officials included the head of departments and the assistants' heads of departments. The heads of departments are the ones who interact directly with the KDF officers when undertaking various vision 2030 projects. These departments included, Diplomatic and immigration, Internal security, Environmental conservation, Engineering, Pandemic control, infectious disease control and Training departments. 84 questionnaires were given out and the response rate was 70 respondents which represents 83% of the total sample size. The results in this chapter are therefore analysed based on a total of 70 filled and received questionnaires from 70 respondents who participated in the study. The data analysis was conducted based on the questionnaires that were correctly filled.

Table 3: Response Rate

Response rate	Frequency	Percentage
Response	70	83%
Non-response	14	17%

Total	84	100%
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The study was able to distribute 84 questionnaires in total, and the results are shown in Table 3 above. Of the total sample size, the response rate was (70), or 83%, while the non-response rate was (14) 17%. The 70% response rate was allowed since it helped to gather sufficient data, which was then generalized to reflect respondents' opinions on how the military functions as a source of national strength in achieving Kenya's Vision 2030. Kombo and Tromp state that a response rate of greater than 30% of the study's total sample size is considered adequate for amassing enough information to be generalized to represent the views of all respondents in the target demographic. The study therefore analysed data based on the 70 respondents.

5.2 Demographic Data

This section presents the results from the respondent's personal information covering gender, education level, current designation and field work experience.

5.2.1 Gender of the Respondents

According to figure 2, which shows the results of the study's determination of the respondents' gender, the majority of respondents (54% of whom were men and 46% of whom were women) were male. This meant that the study findings were obtained from a nearly equal representation of both genders, therefore eradicating instances of data bias resulting from gender disparities.

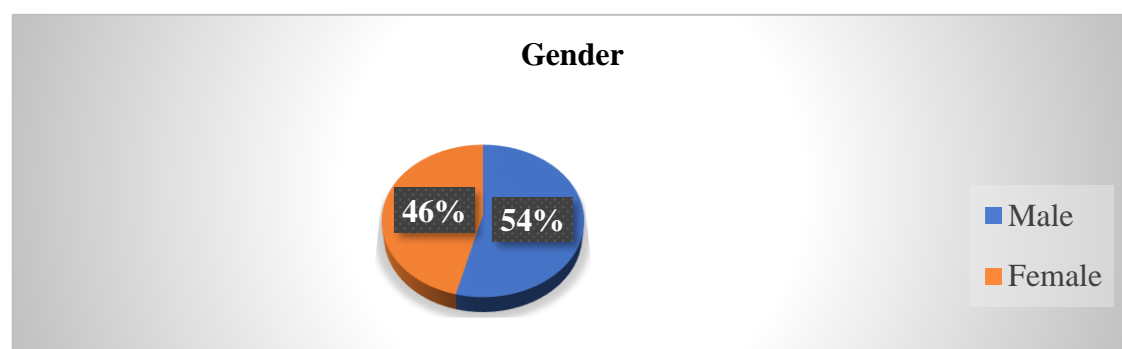


Figure 2: Gender

5.2.2 Respondents Highest Education Level

In order to determine if the study respondents had the necessary knowledge and skills to assess the role of the military as a component of national power in the realization of Kenya's Vision 2030, the study sought to determine the highest education level that each of the study respondents had attained. According to the results of

the analysis shown in Figure 3, the majority of respondents (43%) had graduated from college, followed by (29%) who were still in high school, (17%) who had earned master's degrees, and (11%), who had earned PhDs.

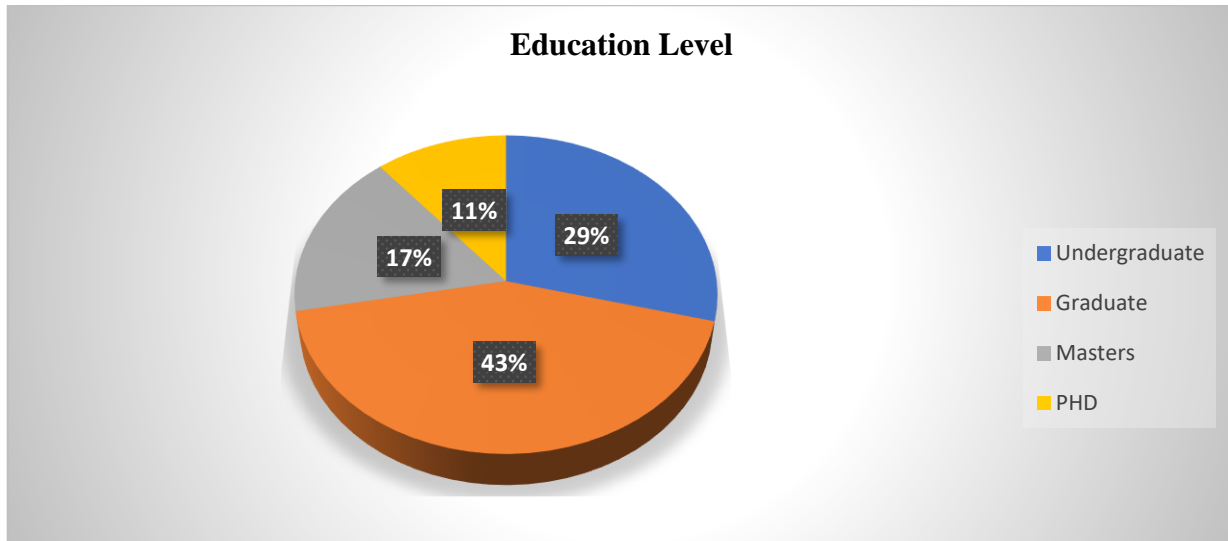


Figure 3: Highest Education Level

This showed that the majority of respondents were capable of possessing the necessary expertise to comprehend the function of the military as a source of national strength in the accomplishment of Kenya's Vision 2030. These results showed that all respondents were highly educated and had no trouble comprehending the study problem. This was in line with Hubbard's contention that respondents who have technical knowledge and skills about the study problem aid in the collection of accurate and reliable data on the issue under investigation.

5.2.3 Field of Work

The investigation established the respondent's prior connected field. Figure 4 reveals that the majority of respondents, 54%, were academics and that 46% of them had previously worked as consultants on Vision 2030.

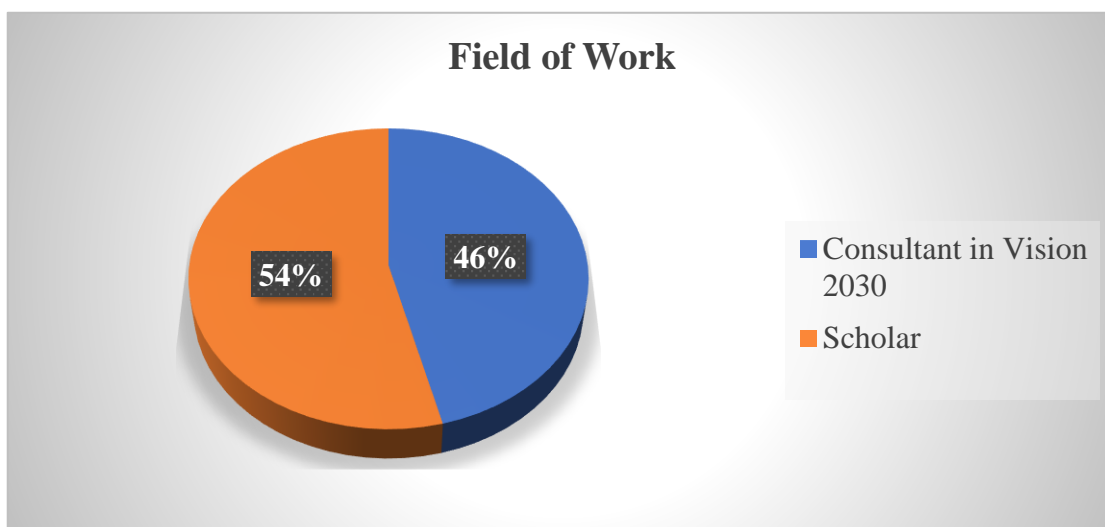


Figure 4: Field of Work

This therefore implied that all respondents clearly understood the Vision 2030 objectives and thus, they gave reliable information on the role of the military as an element of national power in the achievement of Kenya's Vision 2030.

5.2.4 Respondents Current Designation in Security and Development Field

The study determined respondents' current designation in security and development field. Figure 5 shows that majority 46% of the respondents were consultants in vision 2030, 28% were managers and 26% of the respondents were scholars. This therefore implied that all the respondents had played a role in the security and development field and had prior knowledge and expertise on security, development projects and Vision 2030 objectives.

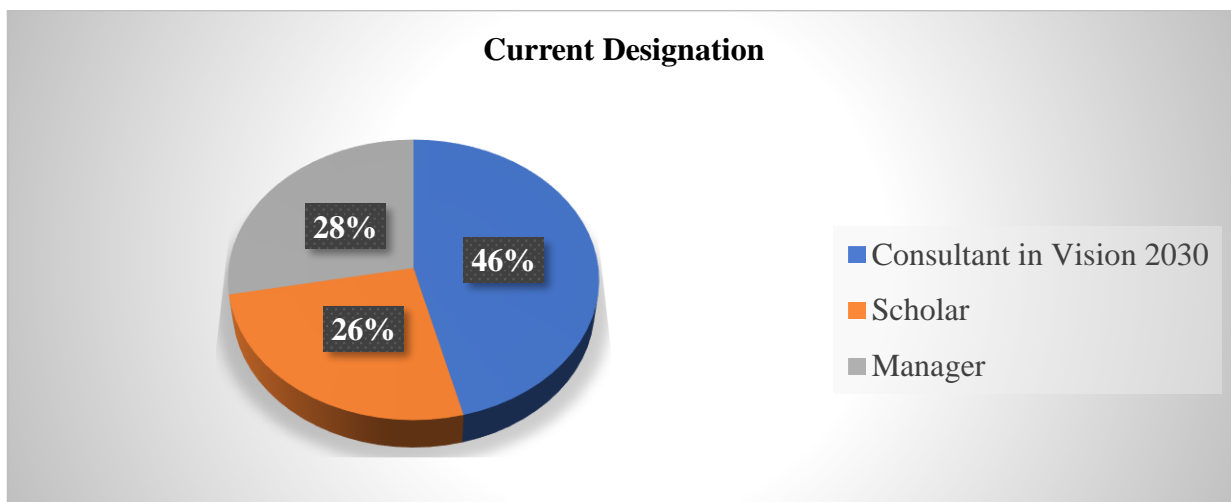


Figure 5: Respondents Current Designation in Security and Development Field

5.2.5 Working Experience

The study determined the respondents' professional backgrounds in the areas pertinent to Vision 2030 project implementation. Figure 6 shows that 57% of the respondents had a respectable and significant amount of job experience between six and ten years. In addition, 43% had a solid 1 to 5 years of work experience.

Work Experience

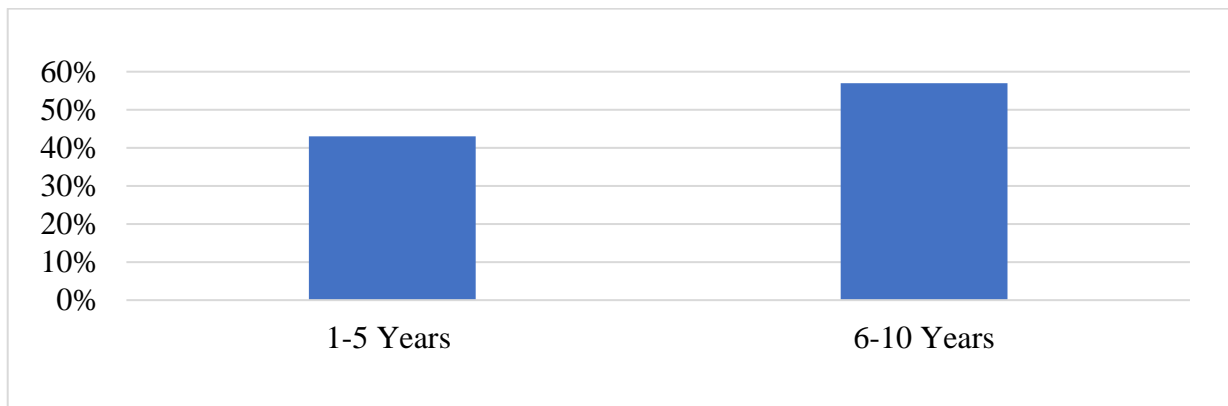


Figure 6: Work Experience

Based on this study about work experience, it is noted that a significant number of respondents had technical knowledge and experience on KDF role in implementation of various Vision 2030 development projects.

5.3 Pillars of Vision 2030 as the trigger for Kenya's development and prosperity

The three pillars of Vision 2030—the economic, social, and political pillars—play a crucial strategic role in achieving the growth and prosperity of the nation. Thus, the goal was to outline the foundational elements of Vision 2030 as the catalyst for Kenya's growth and prosperity.

5.3.1 Pillars of Vision 2030 as the trigger for Kenya's development

The study sought to determine whether Kenya's development and prosperity are sparked by the principles of Vision 2030. Economic, social, and political pillars make up this foundation. Due to a knowledge-based society's unrestricted participation in the global environment, the economic pillar offers a solid and long-lasting foundation for fostering economic development as well as a high level of competitiveness. The study requested the respondents to give their opinion on whether the pillars of Vision 2030 will contribute to the targeted development and prosperity of the country. The findings were as presented in table 4 below.

Table 4: Contribution of Pillars of Vision 2030

Response	Frequency	Percentage
Yes	50	71%
No	20	29%
Don't Know	-	-
Total	70	100%

According to the above table 4, majority of the research respondents (50) 71% noted that the pillars of Vision 2030 will contribute on the targeted development and prosperity of the country. The rest 20 (29%) were of the opinion that the pillars of Vision 2030 will not contribute on the targeted development and prosperity of the country. These findings concurred with finding where its argued that for the country to achieve development goals, strategic alignment and implementation of vision 2030 economic, social and political pillars with public and private organization strategic plans will be of great influence in contributing achievement of the targeted development and prosperity of the country.

5.3.2 Critical Pillars to the achievement of Vision 2030

The critical pillars towards the achievement of Vision 2030 includes; social, economic, and political pillars. All the three classifications have different goals that will cumulatively result in the development of Kenya socially, politically, and economically. The administration made necessary legal and institutional changes to assist in the vision's implementation and also created diverse flagship projects around the nation. The study aimed to understand the most critical pillars towards the achievement of Vision 2030. The findings are as presented in table 5 below.

Table 5: Critical Pillars to the achievement of Vision 2030

Response	Frequency	Percentage
Economic	25	50%
Political	10	20%
Social	15	30%
Total	50	100%

According to the data in table 5 above, the majority of 25 respondents (or 50%) rated economic pillars as the most important one for achieving Vision 2030. With 15 (30%) of the respondents, the social pillar came next, and the political pillar was the last, with 10 (20%) of the respondents saying it makes the least contribution to the realization of Vision 2030. By the year 2030, the three pillars hope to make Kenya a middle-income, highly industrialized country that provides all of its residents with high-quality lives. The three pillars have separate objectives that together are meant to promote Kenya's social, economic, and political development. The reason why majority (50%) of the respondents indicated that economic pillar as the most critical pillar towards the achievement of Vision 2030 is that the economic pillar focuses on advancing the Kenyan

economy up the value chain. Kenya Vision 2030 economic growth is a key part of meeting Vision's 2030 goals of making Kenya a middle-income country. As a result, the pillar seeks to review the current issues and opportunities facing the nation's economic growth.

The social pillar where KDF falls is also a critical pillar towards the achievement of Vision 2030. According to Mwenza and Misati the social pillar aims to address social development challenges such as security, poverty, gender and sexual-based violence, lack of adequate and affordable housing, environmental destruction, police violence, and forced evictions among others.¹¹⁸

The political pillar is crucial to the realization of the 2030 goal. The Republic of Kenya's Vision 2030 First Medium-Term Plan (2008–2012), which states that the political pillar of Vision 2030 strives to establish a democratic political system, is consistent with these findings. Opiyo claims that the goal of Vision 2030 is to create a democratic structure for the nation that directly reflects the hopes and expectations of its citizens. According to Oyugi's research, political pillar wants to see Kenya become a place where discrimination is completely outlawed and equality is ingrained. As a result, Kenyans will go forward as a single nation.

5.3.3 Adequate political will towards the achievement of Vision 2030

Adequate political will plays a major role in creating a favourable environment for achievement of countries development goals. Political will is very important because it relates to a fundamental part of a country's stability in security and national governance. Adequate political will leads to stability in state political organization and has a major effect on state economic and social development plans. The study aimed to understand if there is adequate political will towards the achievement of Vision 2030. The findings are as presented in table 6 below.

Table 6: Adequate political will towards the achievement of Vision 2030

Response	Frequency	Percentage
Yes	20	29%
No	40	57%
Don't Know	10	14%

¹¹⁸ Ezekiel Mbitha Mwenza, and Joseph Akuma Misati. "Kenya's social development proposals and challenges: review of Kenya Vision 2030 first medium-term plan, 2008-2012." (2014).

Total	70	100%
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The above table 6 shows that majority 40 (57%) of the respondents indicated that there was no adequate political will towards the achievement of Vision 2030. 20 (29%) of the respondents indicated that there was adequate political will towards the achievement of Vision 2030. The rest 10 (14%) indicated that they did not know if there was adequate political will towards the achievement of Vision 2030. These findings concur with Oyugi¹¹⁹ where he opined that a major factor that may delay achievement of vision 2030 is lack of adequate political will. According to Oyugi, changes in politics in a country leads to formation of new government structures which fails to be in tandem with previous government systems. This affects stability in governance system which in turn affects creation of stable environment for the implementation of country's development projects. This study was carried out at a time that an incumbent government was being replaced so there are chances the respondents were influenced by political leanings of the day.

5.3.4 Government Strategy of the 'Big Four 'and Bottom Up approach model

Government Strategy of the 'Big Four Agenda aimed to cover 5 years (2018-2022). The idea behind the big four agenda was to implement project and policies that will improve on food security; affordable housing; manufacturing and affordable healthcare. The Big Four and Bottom Up approach model aims to delegate decision making capability from other levels of government to the local community levels. The study thus aimed to understand if the Government Strategy of the 'Big Four 'and Bottom-Up approach model as a development agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030. The table 7 below shows the results.

Table 7: Government Strategy of the 'Big Four 'and Bottom-Up approach model

Response	Frequency	Percentage
Yes	40	57%
No	25	36%
Don't Know	5	7%
Total	70	100%

From the results in the above table 7 above, majority 40 (57%) of the respondents indicated that the Government Strategy of the 'Big Four 'and Bottom-Up approach model as a development Agenda for the next

¹¹⁹Oyugi, P. (2015). Effects of politics on national development

5 years is likely to derail the purpose and progress of Vision 2030. The results also show that a total of 25(36%) of the respondents indicated the Government Strategy of the ‘Big Four ‘and Bottom-Up approach model as a development agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030. The rest 5 (7%) indicated that they did not know if the Government Strategy of the ‘Big Four ‘and Bottom-Up approach model as a development Agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030. These findings are in agreement with Owuor¹²⁰where he argued that the Big four agenda projects diverted much of the resources aimed at implementation of vision 2030 medium term projects. By the year 2021 most of the big four agenda projects and vision 2030 projects were incomplete. The new government came with bottom-up approach which is a rural development method based on the prospects, ideas, projects and initiatives of local communities. This has created conflicting approaches and ideas on how the big four agenda and bottom up approach can be aligned to achieve vision 2030 development goals. In addition, there is conflicting approach on how resources will be acquired and distributed to both development approaches. This results to diversion of much needed resources for the implementation of Vision 2030 projects¹²¹.

5.3.5 Rating the Success of Vision 2030 at the Current Stage

Since the conception of vision 2030 in the year 2002, there have been much success and failures in implementation of vision 2030 development projects. Growth in economy has been a key notable achievement. Country Gross Domestic Product (GDP) grew from Ksh 1.3 trillion in the year 2002 to 7.9 trillion in the year 2017. GDP per capita rose from KSh 27000 to 166,000 in the year 2017. Under the three pillars of Vision 2030, there have been enablers which include Road network growth, power connectivity, ICT, airport performance, security, and provision of health care services.¹²² Therefore, the goal of the study was to determine how successful Vision 2030 is currently. The research findings are as indicated in table 8 below.

Table 8: Rate of success of Vision 2030 at the current stage

Response	Frequency	Percentage
Very successful	10	14%
Less successful	40	57%

¹²⁰Owuor, (2021)

¹²¹<https://vision2030.go.ke/big-four-has-not-replaced-vision-2030/>

¹²²<https://www.capitalfm.co.ke/business/2018/06/10-projects-achieved-since-vision-2030-conceptions/>

Not successful at all	20	29%
Total	70	100%

From the results in table 8 above, majority 40 (57%) of the respondents rated the success of Vision 2030 at the current stage to be less successful. 20 (29%) of the respondents were of the opinion that Vision 2030 at the current stage was not successful at all. Only 10(14%) of the respondents rated the current stage of Vision 2030 as very successful. Most of the respondents explained that most of the development projects that are supposed to leads towards the achievements of vision 2030 have been abandoned by previous governments. Majority of the respondents argued that despite some success in some pillars, there have been a number of hurdles like destruction of some key infrastructures and inadequate resources allocation for implementation of some of the key projects. In the social pillar, success in each sector has been influenced by various factors that affect the implementation of flagship projects such as strengthening of national security, expansion of health infrastructure, development of affordable housing and women empowerment. On security, police population has risen from 1 police officer per 1,150 people in the year 2002 to 1 police officer per 444 people by the year 2021.

In terms of the extension of roads across the nation, there were 8,938 kilometres of paved roads in 2002. The distance gradually grew to 9,612 kilometres in 2012 and then rose to 11,796 kilometres in 2017. In terms of energy connectivity, the nation's installed power capacity was only 1,142 Megawatts in 2002. In 2012, the amount rose to 1,690 Megawatts, connecting 2.3 million Kenyans. 5.9 percent of Kenyans had access to electricity as of 2017, and there were 2,264 installed megawatts. Only 1.07 million Kenyans had mobile phone subscriptions in 2002 in the country. As of 2017, 42.8 million people were estimated by the Vision 2030 board to have mobile phones. Other project that have been successfully completed includes; completion of standard gauge railway, completion of Lamu port project, Establishment of Huduma centres, completion of Thika Superhighway, completion of Nairobi bypasses and development of LAPPSET project. However, the data was collected during a change of government period and thus the sentiments may have been influenced by the politics of the day.

5.3.6 Role of the government to ensure the success of Vision 2030

The government significantly aids in the execution of the development initiatives in vision 2030. A few of the government's responsibilities include fostering an advantageous political environment, attracting international

investors, and providing sufficient cash and resources for project implementation. Thus, the goal of the study was to determine what steps the government should take to make Vision 2030 a success.

Table 9: Role of the government to ensure the success of Vision 2030

Response	Frequency	Percentage
Increase Funding	30	42%
Engage Foreign Investors	20	29%
Improve Political climate	20	29%
Total	70	100%

According to the findings in table 9 above, the majority of 30 respondents (42%) said that the government should enhance funding for development projects related to Vision 2030 in order to ensure its achievement. 20 (29%) indicated that the government should engage foreign investors in development projects. 20 (29%) expressed that the government should improve political climate to initiate a supportive setting for the execution and proper management of all projects within Vision 2030 development plan. Governments play a significant role in starting, coordinating, and making development projects easier to undertake. In addition, it is government role to ensure that there is equitable distribution of development projects in a country and provision of monitoring and control mechanism that ensures that allocated project resources are effectively used for the planned development projects. The government has however, put in place measures aimed at proportionately allocating development projects across the country to spar economic development uniformly.

5.3.7 Derailment of Implementation of Vision 2030 by Political Climate

Changes and lack of stability in political climate remains one of the key challenges hindering the success in implementation of Vision 2030 projects. Changes in politics leads to changes in government and this sometimes affects implementation of projects initiated by previous government. The study thus aimed to determine if the country Political climate has derailed the major phases of implementing Vision 2030. The findings of the research are presented in the table below.

Table 10: Derailment of Implementation of Vision 2030 by Political Climate

Response	Frequency	Percentage
Yes	50	71%

No	20	29%
Don't know	-	-
Total	70	100%

Table 10 above demonstrates that the majority of respondents, 50 (71%) said that the political atmosphere of the country has hampered the implementation of Vision 2030, as opposed to respondents 20, or 29%, who said that the political situation of the country has not hampered the implementation of Vision 2030. Changes in government regimes have affected stability in political climate which frustrates continuity in implementation of Vision 2030 development projects. In addition, new governments come up with new development agendas which undermine implementation of Vision 2030 development projects which were already initiated by previous government regimes.

5.4 KDF and Achievement of Vision 2030

As explained in chapter three, the military remains a critical enabler for any country to achieve its development objectives. The development remains an important milestone in the road to propelling the country into a middle-income country.

Over the last decades, the linkage between security and development has increased significantly. For the country to achieve its development goals, security and stability is key to create an enabling environment which attracts important stake holders to partner with the government. Kenyan military forces have become much more involved in development initiatives during the past 10 years that have typically fallen outside of the purview of the armed forces. This trend has been especially noticeable in developing and less developed nations where social, economic, and political development are desperately needed to improve the standard of living for their population. Thus, the study sought to investigate how KDF functions as a facilitator for the realization of vision 2030.

5.5.1 Securitization of key strategic infrastructural projects

Security is key factor under the Vision 2030 social pillar. Major role of KDF is to provide security to the Kenya Citizens especially by eliminating threats from foreign enemies like terrorists. These terrorists mostly target country's key strategic infrastructures which are vital for country's success in implementation of various development projects. It is therefore important for the government to securitize key infrastructural projects in

the country. The study thus aimed to determine if key strategic infrastructural projects like LAPPSET have been securitized. The findings were as presented in the table below.

Table 11: Securitization of key strategic infrastructural projects

Response	Frequency	Percentage
Adequately securitized	50	71%
Not Adequately securitized	20	29%
Don't Know	-	-
Total	70	100%

The above table 11 shows that majority of the respondents (50) 71% indicated that key strategic infrastructural projects have been adequately securitized. The rest 20 (29%) felt that key strategic infrastructural projects have not been adequately securitized. These findings are in line with UNDP report, that the military has played a major role in securitization of strategic infrastructure projects both in Kenya and across the borders. The KDF has been involved in providing security to major infrastructural projects across the country especially in terrorist prone regions where major projects like LAPPSET are in the implementation stages. The military acts as deterrence to any potential threats targeting such projects and at the same time provide strategic ideas on how best to undertake such projects using an integrated approach.

5.4.2 Involvement of the military in Vision 2030 implementation

All of the pillars have demonstrated the military's role in putting the Vision into action. However, the military's primary function has been to provide national security, which falls under the social pillar. Thus, the purpose of the study was to determine if the Government employed the Military to carry out the Vision. The results are shown in the table below.

Table 12: Involvement of the military in implementation of Vision 2030

Response	Frequency	Percentage
Yes	45	64%
No	25	36%
Don't Know	-	-
Total	70	100%

The above table 13 shows that majority of the respondents (45) 64% of the respondents indicated that the Government involved the Military in the implementation of Vision 2030. The rest 25 (36%) of the respondents felt that Government did not involve the Military during the implementation. KDF besides the primary role of national defence has been engaged in implementation of various development projects such road construction, borehole drilling and provision of health care services.

5.4.3 Roles of the KDF in the process implementing Vision 2030

The role of KDF in successful implementation of vision 2030 has been in all the vision three pillars. The study thus aimed to establish roles the KDF can play in order to successfully plan and implement Vision 2030. The study results are as presented in the table below.

Table 13: Involvement of the military in implementation of Vision 2030

Response	Frequency	Percentage
Technical innovation and Industrialization	25	36%
Employment of the youth	10	14%
Providing security	30	43%
Exploitation of Blue Economy	5	7%
Total	70	100%

The thoughts of respondents regarding the KDF's potential contributions to the effective realization of Vision 2030 are presented in Table 13 above. According to the results, the majority of respondents (30) indicated a role in security provision, (25) indicated a role in technical innovation and industrialization, (10) indicated a role in youth employment, and (5) indicated a role in the exploitation of the blue economy.

These findings imply that KDF can play a major role in provision of technical innovation and industrialization by working in collaboration with technical institutes and universities. The KDF can also play a role in helping in implementation of women and youth empowerment and economic development projects that creates employment opportunities for the youth. The KDF can also play a major role in strengthening national security and training individuals engaged on national security matters. Lastly, KDF can play a significant role

in supporting the implementation and preservation of important projects related to the blue economy, which is an economic system or sector that aims to preserve marine and freshwater environments while using them sustainably to foster economic growth and produce resources like food and energy.

5.4.4 KDF capacity to play a key role in the implementation of Vision2030

KDF capacity to implement vision 2030 projects is dependent on available resources in terms of financial resources, human resources, working equipment's and facilities and infrastructural resources. Thus, the study sought to ascertain whether KDF will be able to play a significant role in the formulation and implementation of Vision 2030 given its current commitment in Somalia. The results of the investigation are presented in the table below.

Table 14: KDF capacity to play a key role in the implementation of Vision2030

Response	Frequency	Percentage
Yes	65	93%
No	5	7%
Don't Know	-	-
Total	70	100%

The perspectives of respondents about KDF's ability to play a significant role in the execution of Vision 2030 are shown in table 14 above. According to the findings, the majority of respondents (65) felt that KDF has the capacity to play a crucial role in the execution of Vision 2030, while (5) 7% of the respondents said KDF has no such capacity. Based on the study's findings, it is clear that the KDF can take part in Vision 2030 project implementation despite its existing commitment to Somalia. KDF has road constructions and borehole drilling machineries, various workshops, skilled manpower, various working equipment's and facilities and well-trained security forces. The only challenge that might affect effective involvement of KDF in vision 2030 projects is its size compared to current engagements and inadequate budgetary allocation.

5.4.5 Recommendations to the Government on funding the KDF to undertake country development projects.

The study aimed determine key recommendations to the Government on funding the KDF to undertake country development projects, given that their budgetary allocation is meant to run the military on its main

role of protecting the country from External threats and its internal budgetary requirements. The results of the findings are as presented in the table below.

Table 15: Recommendations to the Government on funding the KDF to undertake country development projects.

Response	Frequency	Percentage
Allocate Fund to undertake country development projects	60	86%
No allocation of Funds to undertake country development projects	10	14%
Don't Know	-	-
Total	70	100%

The above table 15 majority of the respondents (60) 86% felt that the government should allocate funds to KDF to undertake country development projects, (10) 14% of the respondents were to the opinion that the government should not allocate KDF Funds to undertake country development projects. These findings imply that the government should allocate adequate funds in order to strengthen the KDF capacity to participate in construction of country development projects such as manufacturing factories, borehole drilling, road construction, building of affordable houses and provision of health care services. To ensure that a Command is fully responsible for the nation's social economic development programmes, restructuring the current KDF organization should be priority.

5.5 Opportunities and Challenges in the Use of KDF in Implementation of Kenya Vision 2030

The Kenya Defence Forces have played a major role in implementation of various Vision 2030 medium term projects which have contributed towards improvement of county's political, economic and social developments. Some of these projects include; infrastructural development, Health sector development, technical innovation and industrialization, security enhancement, environmental conservation among many others. The objective was thus to assess the successes and challenges in the use of KDF in implementation of

Kenya vision 2030.

5.5.1 Assessment of the progress of KDF the achievement of vision 2030

The research aimed to determine the progress of KDF the achievement of vision 2030. The findings were as presented in the table below.

Table 16: Contribution of Pillars of Vision 2030

Response	Frequency	Percentage
Less than 50%	22	31%
Above 50%	48	69%
Don't Know	-	-
Total	70	100%

The above table 16 depicts that most of the respondents who are 48 or 69% felt that the assessment of the progress of KDF in the achievement of vision 2030 to be above 50% and (22) 31% of the respondents rated the assessment of the progress of KDF in the achievement of vision 2030 to be less than 50%.

5.5.2 KDF successes while executing Vision 2030 in the Political, Economic and Social Pillars.

The purpose of the study was to quantify the pace at which KDF had succeeded in putting Vision 2030's Political, Economic, and Social Pillars into practice. The research's conclusions are summarized in table 17.

Table 17: KDF successes in the implementation of Vision 2030 in the Political Pillar.

Response	Frequency	Percentage
Less than 50%	20	29%
Above 50%	50	71%
Don't Know	-	-
Total	70	100%

The above table 17 shows that majority of the respondents (50) 71% indicated that the rating of KDF successes in the implementation of Vision 2030 in the Political Pillar is above 50%, followed by (20) 29% of the respondents who felt that it is less than 50%.

Table 18: KDF successes in implementing Vision 2030 based on Social Pillar

Response	Frequency	Percentage
Less than 50%	25	36%
Above 50%	35	50%
Don't Know	10	14%
Total	70	100%

Table 18 above demonstrates that the majority of respondents (35) 50% stated that they rate KDF's success in advancing Vision 2030 based on the social Pillar as above 50%, followed by (25) 36% who stated that it is less than 50% and (10) 14% who stated that they did not know.

Table 19: KDF successes in the implementation of Vision 2030 in the Economic Pillar

Response	Frequency	Percentage
Less than 50%	20	29%
Above 50%	30	42%
Don't Know	20	29%
Total	70	100%

The above table 19 depicts that most of the respondents (30) 42% noted that the rate of KDF successes in the implementation of Vision 2030 in the economic pillar is above 50%, followed by (20) 29% who felt that it is less than 50% and lastly (20) 29% who indicated that they did not know.

CHAPTER SIX

SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

Examining the role of the military as an element of national power in achieving Kenya's Vision 2030 was the main goal of this study. The summary of findings, conclusions, and recommendations are presented in this chapter in relation to the study's specific objectives. This included analysing the foundational elements of Kenya's 2030 Vision as the catalyst for its growth and prosperity, looking at KDF's roles as an enabler in realization Vision 2030, and evaluating the benefits and drawbacks of using KDF to carry out Kenya's Vision 2030.

6.1 Summary of Key Findings

6.1.1 Pillars of Kenya's Vision 2030 as the trigger for Kenya's development

The study found out that Kenya's progress and prosperity are greatly aided by the Pillars of Vision 2030. The three pillars of Vision 2030—the economic, social, and political pillars—play a crucial strategic role in achieving the growth and prosperity of the nation. Majority of the research respondents (50) 71% noted that the pillars of Vision 2030 will contribute on the targeted development and prosperity of the country. The results of the study demonstrated that the foundational elements of Vision 2030 will support the nation's targeted growth and prosperity. According to the study, strategic alignment and implementation of the vision 2030's economic, social, and political pillars with the strategic plans of public and private organizations will have a significant impact on the achievement of the targeted development and prosperity of the nation.

The study findings showed the economic pillar as the most critical pillar towards the achievement of Vision 2030 as it focuses on advancing the Kenyan economy up the value chain. The social pillar where KDF falls in is also critical since it aims to address social development challenges such as security, poverty, gender and sexual-based violence, lack of adequate and affordable housing, environmental destruction, police violence, and forced evictions among others. The political pillar is also of great importance towards achievement of vision 2030 since it aims to create a democratic political system that is issue-based, people-centred, result-oriented and accountable to the public. Majority of respondents 25 (or 50%) rated economic pillars as

the most important one for achieving Vision 2030. With 15 (30%) of the respondents, the social pillar came next, and the political pillar was the last, with 10 (20%) of the respondents saying it makes the least contribution to the realization of Vision 2030.

The study findings revealed that there lacks adequate political will towards the achievement of Vision 2030. Majority 40 (57%) of the respondents indicated that there was no adequate political will towards the achievement of Vision 2030. 20 (29%) of the respondents indicated that there was adequate political will towards the achievement of Vision 2030. The study noted that changes in politics in a country leads to formation of new government structures which fails to be in tandem with previous government systems. This affects stability in governance system which in turn affects creation of stable environment for the implementation of country's development projects.

The study established that the Government Strategy of the 'Big Four 'and Bottom-Up approach model as a development Agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030. Majority 40 (57%) of the respondents indicated that the Government Strategy of the 'Big Four 'and Bottom-Up approach model as a development Agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030. The results also show that a total of 25(36%) of the respondents indicated the Government Strategy of the 'Big Four 'and Bottom-Up approach model as a development Agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030. The study noted that the Big four agenda projects diverted much of the resources aimed for implementation of vision 2030 medium term projects. By the year 2021, most of the big four agenda projects and vision 2030 projects were incomplete.

The study found out that most of the development projects that are supposed to lead towards the achievements of vision 2030 have been abandoned by previous governments. On security, police population has risen from 1 police officer to over 1,150 in the year 2002 to 1 police officer to 444 people by the year 2017. The study noted that there are many projects that have been successfully completed which includes; completion of standard gauge railway, completion of Lamu port project, establishment of Huduma centres, completion of Thika Superhighway, completion of Nairobi bypasses and development of LAPPSET project.

The study found out that that the government has a major role in increasing funding for development projects to ensure the success of Vision 2030. The government should also engage foreign investors in development projects and improve political climate to create a supportive environment for the implementation of Vision

2030 development projects. Majority of respondents, 30 (42%) said that the government should enhance funding for development projects related to Vision 2030 in order to ensure its achievement. 20 (29%) indicated that the government engage foreign investors in development projects. 20 (29%) expressed that the government should improve political climate to initiate a supportive setting for the execution and proper management of all projects within Vision 2030 development plan.

The study identified that the country political climate is a key obstacle of achieving the ambitions of Vision 2030. According to the study, new governments come up with new development agendas which undermine implementation of Vision 2030 development projects which were already initiated by previous government regimes.

6.1.2 Role of KDF as an enabler to achievement of Vision 2030

The KDF has been involved in providing security to major infrastructural projects across the country especially in terrorist prone regions where major projects like LAPPSET are in the implementation stages. The findings showed that KDF can play a major role in provision of technical innovation and industrialization by working in collaboration with technical institutes and universities, women and youth empowerment and economic development projects that creates employment opportunities for the youth. Majority of respondents (65) felt that KDF has the capacity to play a crucial role in the execution of Vision 2030, while (5) 7% of the respondents said KDF has no such capacity. Further, Majority of the respondents (45) 64% of the respondents indicated that the Government involved the Military in the implementation of Vision 2030. The rest 25 (36%) of the respondents felt that Government did not involve the Military during the implementation.

The only challenge that might affect effective involvement of KDF in Vision 2030 projects is its size compared to current engagement and inadequate budgetary allocation.

On allocation of funds to KDF to undertake development projects, majority of the respondents (60) 86% felt that the government should allocate funds to KDF to undertake country development projects, (10) 14% of the respondents were of the opinion that the government should not allocate KDF funds to undertake country development projects

6.1.3 Challenges and opportunities in The Use of KDF in Pushing Forward and implementing Vision 2030

One of the primary objectives was thus to assess the successes and challenges in the use of KDF in regard to Kenya Vision 2030 execution and implementation. The research established the success in the progress of KDF in the achievement of Vision 2030 to be above 50%. The study also noted that KDF opportunities in the social and economic pillar are above 50%.

6.2 Conclusion

On the first objective, which was evaluating the pillars of Vision 2030, the study concluded that Pillars of Vision 2030 (Political, social and economic pillars) are key triggers for Kenya's development and prosperity. The economic pillar is the most critical pillar towards the achievement of Vision 2030. There lacks adequate political will towards the achievement of Vision 2030. This was noted to be a major factor that may delay achievement of vision 2030 goals. The study noted that changes in politics in a country leads to formation of new government structures which fails to be in tandem with previous government systems thus affecting the implementation of country's development projects.

The second objective entailed the examining the role of KDF as an Element of national power in achieving Kenya's Vision 2030. The research concluded that the Role of KDF Element of national power is a key enabler to the realization of vision 2030. The KDF has been involved in providing security to major infrastructural projects across the country especially in terrorist prone regions where major projects like LAPPSET are in the implementation stages. The KDF has been participating in implementation of various development projects such road construction, borehole drilling, provision of health care services and restructuring services to manufacturing companies.

The third objective was to evaluate the potential and problems associated with using KDF to advance the Vision. The research concluded that the challenge which might affect effective involvement of KDF in vision 2030 projects is the size and inadequate budgetary allocation. The study further concluded that KDF has an opportunity in leading implementation of key projects including; infrastructural development, Health sector development, technical innovation and industrialization, security enhancement and environmental conservation.

Overall, the study came to the conclusion that KDF must play a crucial role in obtaining important projects for national development. In order to successfully enable all other sectors to work towards realizing Vision 2030, they require proper budgetary allocation.

6.3 Recommendations

The research proposed that the government restructure the current KDF organization and provide the KDF with appropriate funding to carry out country development projects and ensure that a Command is fully in charge of the nation's social and economic development programs.

The KDF should purchase new equipment for the new Command in addition to enlisting more KDF personnel, both skilled and unskilled, and putting them through military training in advance of deployment to work on national social and economic development projects. Skilled military personnel who leave the service should be employed back into the Command in order to assist the transfer of skills to the unskilled.

The Defence Force should be in charge of projects that have an impact on security and where it is impossible for civilian contractors to conduct business. Given the KDF's role as an enabler of national growth, the military ought to take a more active role in research and development in order to seize the chances that present themselves.

Further, it is recommended that KDF segregate resources for operational readiness from those to be used for economic development projects. It is also recommended that only those development activities that might be outside the purview of the civic companies due to insecurity and accessibility should be open to military participation. Therefore, the Defence Force should undertake main projects when essential infrastructure is lacking in commercial firms and the military's cost-benefit ratio favours it.

According to the study, resource mobilization being a significant obstacle to the realization of the Vision 2030, the government should create effective public-private partnership laws that make it easier for private investors to supply the funding needed for project implementation. Further, fiscal policies to promote resource mobilization should be implemented. Tax concessions should be effectively implemented as a way of motivating the private sector thus making it to contribute to the financing of mid-term plans both at firm and at the national fund levels.

The vision 2030 delivery secretariat policies remain a key challenge on KDF participation in execution and management of various development schemes. The government should design effective policies on how KDF

should be employed in the management of national flagship projects.

KDF should engage more in Research and development. This will boost the availability of skilled labour for the national economy and the Defence forces. The Defence Forces' involvement should not be seen in terms of services provided by specific people, but rather as a collaborative effort by all parties.

Lastly, embed National economic and development blue prints into law through an act of Parliament so that any government that comes to power endeavours to actualise it without having different priorities.

6.4 Areas of Further Studies

The study recommends that similar studies be conducted with a broader focus to involve stakeholders from other sectors and not simply the military role in national development. Second, the report suggests that additional research be done on development strategies that use KDF as a catalyst for broader societal change. Finally, an independent study be conducted on mitigating factors on the challenges that face the implementation of Kenya's Vision 2030.

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APPENDIX I: QUESTIONNAIRE

Dear Respondent,

You are hereby requested to assist in the filling of this questionnaire. The purpose of the questionnaire is to analyze the KDF as an element of national power and a key enabler to the achievement of vision 2030 and no any other purpose whatsoever. You are hereby notified that the information you will provide in respect of this request will be treated with utmost confidentiality and secrecy deserved and will only be disclosed to a third party upon your approval. In case you meet any difficulty while filling the questionnaire then you are free to contact me.

I would be grateful for your positive contribution towards this research through the filling of this questionnaire.

Yours faithfully,

ALEX NDUNGU KIRAGURI

SECTION A: RESPONDENT'S PROFILE

1. What is your gender?

Male	Female

2. What is your level of education?

PhD	Master's Degree	Under Graduate	Postgraduate

3. In which related field have you worked previously?

Consultant Vision 2030	Scholar

4. In which field are you working currently?

Consultant in Vision 2030	Scholar

5. What is your current designation in security and development field?

Consultant	Scholar/Academician	Manager

6. What is your experience in working on the field of Vision 2030?

1-5 years	6-10 years	Non

Pillars of Vision 2030 Contributions to Development and prosperity of the Country

7. Do you think the pillars of Vision 2030 will contribute to the targeted development and prosperity of the country?

Yes	No	Don't Know

8. If Yes, which of the following Pillars do you think is most critical to the achievement of Vision 2030?

Economic	Political	Social

9. Do you think there is adequate political will towards the achievement of Vision 2030?

Yes	No	Don't Know

10. Do you think the Government Strategy of the 'Big Four 'and Bottom Up approach models a development Agenda for the next 5 years is likely to derail the purpose and progress of Vision 2030?

Yes	No	Don't Know

11. How has Vision 2030 been successful up to the current stage?

Very successful	Less successful	Not successful at all

12. Briefly explain your response for question 11 above

13. What should the government do to ensure the success of Vision 2030?

Increase Funding	Engage Foreign Investors	Improve Political climate

14. Briefly explain your response for question 13 above

15. Has the country Political climate derailed the implementation of Vision 2030?

Yes	No	Don't Know

Role of KDF element of National Power as a key enabler to achievement of Vision 2030

16. Do you think the key strategic Infrastructural projects has been securitized?

Adequately securitized	Not Adequately securitized	Do not Know

17. Has the Government involved the Military in the implementation of Vision 2030?

Yes	No	Don't Know

18. What do think are the roles the KDF can play in the successful implementation of Vision 2030?

Technical innovation and Industrialization	Employment of the youth	Providing security	Exploitation of Blue Economy

19. Please comment on the response given in Question 18 above

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20. With the current commitment in Somalia, would you think it has the capacity to play a key role in the implementation of Vision2030?

Yes	No	Don't Know

21. What would be your recommendations to the Government on funding the KDF to undertake country development projects, given that their budgetary allocation is meant to run military on its main role of protecting the country from External threats and its internal budgetary requirements?

Allocate Fund to undertake country development projects	No allocation of Funds to undertake country development projects	Don't Know

22. Briefly comment on your response on Question 21 above.

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Successes and challenges in the use of KDF in implementation of Kenya vision 2030

23. With the current review of the progress of the achievement of vision 2030, how would you assess the KDF role in achievement of the vision?

Less than 50%	Above 50%	Don't Know

24. Comment on your answer in Question 23 above.

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25. How would you rate KDF successes in the implementation of Vision 2030 in the Political, Economic and Social Pillars?

a. Political

Less than 50%	Above 50%	Don't Know

Economic

Less than 50%	Above 50%	Don't Know

Social

Less than 50%	Above 50%	Don't Know

26. Comment on your answer in Question 24 above.

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27. List the successes you know that KDF has achieved in the implementation of Vision 2030.

Political Pillar

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Economic Pillar

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Social Pillar

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28. What would you mention as the challenges that KDF face in the implementation of Vision 2030 in

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30. Comment on any other matter you think might be important to KDF in its endeavour to development in the country.

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REPUBLIC OF KENYA



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06/December/2023.

License No: **NACOSTI/P/22/22298**

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Director General
NATIONAL COMMISSION FOR

SCIENCE, TECHNOLOGY & INNOVATION



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