

Kenya Defence Forces as an Enabler to The Achievement of Kenya's Vision 2030

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Abstract- Implementation of Kenya vision 2030 is ongoing having been launched on 10 June 2008. 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. The Kenya Defence Forces (KDF) being a key enabler must therefore play a key role in support of the implementation and realization of the vision. However, previous empirical studies have failed to effectively establish the role of KDF in achievement of Kenya Vision 2030. This therefore calls for policy makers to make policy intervention that would lead to strengthening of KDF role in implementation of Kenya's Vision 2030 projects. The objective was to examine the role of KDF as an enabler to the achievement of Vision 2030. This study was guided by system theory and the expectancy theory. The study applied an exploratory research design and the study was conducted in Nairobi City County and its surrounding areas where KDF are involved in the implementation of various Vision 2030 projects. 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. These ministries included; Ministry of foreign and diaspora affairs; Ministry of interior and coordination of national government; Ministry of environment and forestry; Ministry of water, sanitation and irrigation; Ministry of road transport and public works; Ministry of information, communication and digital economy; Ministry of health; Ministry of education. The study applied a purposive sampling technique to select a total of 84 respondents as the sample size of the study. The study concludes that the KDF needs to be strengthened in terms of human and budgetary resources. 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. Long-term, there ought to be a budget, staff, and resources that are unmistakably distinct from operational resources. 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. To ensure that a

Command is fully responsible for the nation's social economic development programmes, restructuring the current KDF organization should be priority. Additionally, more KDF employees will need to be hired to work in the department. This will necessitate the procurement of additional equipment intended for Kenya's Vision 2030 projects implementations. This will further promote employment of skilled youths in the country thereby creating employment opportunities.

Index Terms- Kenya Vision 2030; KDF; Pillars; Sustainable Development.

I. INTRODUCTION

Worldwide a number of the countries that have realized sustained development over the years have Vision that guide them in their development agenda. Examples of countries with well-specified visions are Singapore, Abu Dhabi, Nigeria, Rwanda, and Kenya among others. In the process of analysing these visions, it is important to focus on the role of the military in development as an element of national power. 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 Vision 2030, while still accomplishing its other fundamental responsibilities.

The Kenya Vision 2030 spans the period from 2008 to 2030. It was introduced on June 10, 2008, following a rigorous, inclusive, and interactive stakeholder consultation process, with the goal of transforming the nation into a newly industrialized middle-income country by 2030, offering a good standard of living to all of its residents.¹ Three pillars serve as the foundation for the vision: the economic, social, and political. The economic pillar seeks to maintain a sustainable growth rate of 10% per year over a period of 17 years beginning in 2008; the social pillar seeks to create a cohesive and just society; and the political pillar seeks to ensure a people-centred, issue-based, result-oriented, and

¹ Elsje Fourie. "Model students: Policy emulation, modernization, and Kenya's Vision 2030." *African Affairs* 113, no. 453 (2014): 540-562.

demographically accountable political system.² KDF falls under the category of the social pillar due to its responsibility toward ensuring the safety of the public within Kenya's borders. Each pillar includes specific goals to reach by 2030, as well as plans and initiatives to put into action during the initial five-year phase. To support the pillars, the Kenyan 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, in Kenya's vision 2030, the Delivery secretariat was constituted and mandated to coordinate the implementation of this flagship project across all sectors.

Any nation's ability to accomplish its development goals with the help of its military remains essential. The Kenya Army, Kenya Air Force, and Kenya Navy make up the three branches of the Kenyan armed services. According to Kenya's 2010 Constitution's Article 241, the three services are constitutionally recognized. The Defence forces must defend and uphold the Republic's territorial integrity and sovereignty, and they must work with other authorities in times of emergency or disaster.³ 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 LAPPSET 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. Due to their importance as a critical enabler, the Kenya Defence Forces must support the vision's implementation and realization in a significant way. One of the reasons towards under- utilization of the Military is due to its size compared to other countries in the world. Secondly, 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. Previous empirical studies have failed to effectively establish the role of KDF in achievement of Kenya Vision 2030. This has therefore made it difficult for policy makers to make policy intervention that would lead to strengthening of KDF role in implementation of Vision 2030 projects.

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 most pronounced in developing and less developed nations,

where social, economic, and political development are urgently needed to increase citizens' standards of living. 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. The militaries which are well skilled must be utilized. in the development of a country as fully as possible when not involved in active service.

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 stakeholders to partner with the government. Kenya's Vision 2030 has been marked by large scale investments in strategic projects. Such programmes require to be securitized in order to apply the military efforts directly in creating the conducive environment for the projects to contribute to the national development. The contemporary global threat in form of terrorism remains a major concern regionally and the Kenya involvement in Somalia has increased the likelihood of large-scale attacks targeting Kenya vision 2030 flagship projects. Further the military has capabilities which can also be deployed in the development of the country. These capabilities include infrastructural development capabilities within the Engineer Corps, Marine capabilities within the Navy and technical capabilities within the Airforce.

II. LITERATURE REVIEW

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.⁴ 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 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.⁵ 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

² 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).

³ Kenya Constitution 2010.

⁴ Andrew Tan. "East Asia's Military Transformation: The Revolution in Military Affairs and its Problems." *Security Challenges* 7, no. 3 (2011): 71-94.

⁵Tan.

others.⁶The achievement of complete international and domestic security involves various aspects. For example, improving the infrastructural capabilities of the armed forces to enable their ability 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.

Armed forces participating in development projects inevitably divert limited human and material resources from being used for crucial defence needs. Even in Israel, where the military now plays a significant role in society, there was significant opposition to the idea of the military serving a social purpose when the country was founded in 1948, especially given that Israel was facing a serious threat to her survival from neighbouring Arab states. Nevertheless, in Israel, as elsewhere, such opinions have tended to be overcome by the arguments in favour of a developmental role for the military. The rationale for this is because past experience has demonstrated that the armed services may contribute significantly to society without significantly degrading their ability to carry out their military missions. The Egyptian military has had access 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. Additional significant objectives and goals of the Egyptian armed forces includes, 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.⁷

In Nigeria, the military had a role to contribute to the building of a peaceful, equitable, harmonious, and just society. The goal was to be undertaken through some techniques that benefit the public. First, the improvement of the defence capabilities of the military would ensure that the Nigerian Army was well equipped to fight off any external threats. Hence, assuring the safety and security of the public, which results in peaceful co-existence. 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.⁸ 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. Hence, raising a similar issue that the KDF encounters with the lack of proper guidelines on the economic and societal development initiatives that they should be supporting.

III. CONCEPTUAL FRAMEWORK

The system theory and expectation theory approaches serve as the foundation for this journal. The failure of strategies is attributed by the systems theory approach to strategic management to the successive domination of various reductionist approaches to strategic management.⁹ According to the thesis, partial methods to strategic management neglect the fact that modern organizations are embedded, complex, and dynamic. Hence, implementing agencies benefit from adopting the system approach by being better able to comprehend their customers, anticipate environmental reactions, determine resource needs, and coordinate strategic efforts. 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.

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.¹⁰ According to this view, governments take action because they believe it will result in the long-term progress and eventual prosperity they seek.¹¹ According to this theory, people change their behaviour depending on their calculations of expected outcomes and their perception of the relationship between performance outcomes and job motivation.¹² 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 perceived association of Kenya with middle-income countries by the year 2030 is clearly explained using the

⁶Low.

⁷ Helen Chapin Metz, ed. *Egypt: A Country Study* (Washington, DC.: Library of Congress, 1991).

⁸ 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.

⁹ Jan-Peter Vos. "Strategic management from a systems-theoretical perspective." *Advances In Organization Studies* 14 (2005): 365.

¹⁰ 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.

¹¹ 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.

¹² 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.

theory. 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.

IV. RESEARCH METHODOLOGY

The study applied an exploratory research design and the study was conducted in Nairobi City County and its surrounding areas where KDF are involved in the implementation of various Vision 2030 projects. The study applied a purposive sampling technique to select respondents from a targeted population comprised of a total of 188 government officials in 8 ministries where KDF is involved in implementation of various Vision 2030 projects. These ministries included; Ministry of foreign and diaspora affairs; Ministry of interior and coordination of national government; Ministry of environment and forestry; Ministry of water, sanitation and irrigation; Ministry of road transport and public works; Ministry of information, communication and digital economy; Ministry of health; Ministry of education. The researcher gathered both primary and secondary data. Questionnaires and a key informant interview guide were utilized to obtain primary data. Secondary data was sourced from published government reports and documents posted on government websites, journals, conference reports, academic books, newspapers, magazines, and periodicals.

V. FINDINGS AND DISCUSSIONS

This section delves into KDF as an enabler of the implementation of Kenya's Vision 2030 with a focus on the specific pillars of Vision 2030; its involvement and the attendant achievements of the vision 2030.

5.1 KDF Involvement in the Pillars of Vision 2030

Examining the three main pillars is essential in determining how the KDF can support Kenya's Vision 2030. The strategy will help in comprehending how the KDF can support the three pillars of the economy, politics, and society. As a result, it is ensured that the three pillars' main objectives can be reached in accordance with the vision's plan. The primary function, secondary function, and collateral functions are the three main roles that the Kenya Defence Forces play in accordance with its mission and strategy. The neutralization of any military threat against Kenya's territorial integrity and sovereignty as well as the general populace is one of the KDF's major and secondary duties. The collateral functions of the KDF include the preservation of property, health, and life, provisions of essential services, disaster management and response, and support to any state departments for the socio-economic development of the 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 departments and funding that assist in socio-economic projects means that the manpower and resources have to be diverted from other departments. The disparity raises some questions regarding KDF's capacity to

contribute fully to the accomplishment of Vision 2030's goals and objectives.

5.1.1 The Economic Pillar

KDF can assist 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, medical, aviation, and engineering. 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, there are problems which limit the effectiveness of KDF in accomplishing the goals 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 indirectly. 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 funding for KDF to allow it to employ more people and positively contribute towards economic growth.

5.1.2 The Political Pillar

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. Infrastructure is a key part of the political pillar that Kenya's 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, and school renovations. In 2017 the Government launched 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.

However, KDF 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.

5.1.3 The Social Pillar

The collateral function of the KDF includes its involvement in socio-development programs. The aim of these initiatives is to support the growth and development of different communities across the nation. 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 overall quality of life for inhabitants and communities around the country can be improved by the upgraded infrastructure. It is therefore integral for additional efforts to be geared towards increasing the social output of the KDF through additional funding and access to more personnel.

5.2 KDF Achievements in Supporting Kenya's Vision 2030

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 not been profitable since its founding in the 1950s. The move sought to end the long streak of losses that the commission had been enduring over the years. Currently the Meat Commission is able to pay farmers within 72 hrs and has turned profitable for the country.

KDF has continued the legacy of the military's efforts in supporting civilian matters. The current record of the military is connected to the efficiency and effective delivery of public projects. In addition to heading KMC operations, the KDF has also engaged in other civic duties such as guiding the National Security Telecommunications Service (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 2020.¹³ The railway line had been non-operational for over two decades. The military is also working on the Nakuru-Kisumu railway line. The Kenya Navy Engineers are also responsible for aiding in 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 working on the refurbishing of the Kisumu port.

KDF has improved schools and other facilities that promote public wellbeing. The military has been prioritizing the renovation of KDF-sponsored schools. The Corps of Engineers reformed 31 schools within 90 days at a total cost of Ksh129 million. KDF has also build a 7,500-capacity sports centre called Ulinzi Sports Complex with modern sporting facilities. Further, the military has constructed four regional hospitals in Isiolo, Eldoret, Nakuru and Nairobi. This is in addition to a Wellness Centre in Langata. The medical facilities are in line with the Big 4 Agenda's Universal Health Coverage (UHC) pillar, which places a strong emphasis on preventative healthcare as the nation prepares for the countrywide roll-out of UHC, which is essential to realizing the Kenya Vision 2030.¹⁴

On environmental matters, 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.

In order to establish medium-sized businesses, the KDF has engaged in research and development. The Food Processing Factory and the Kenya Ordnance Factory Company are the primary factories. The Food Processing Factory process agricultural food products for use by the Defence forces in operation areas and peace time locations. This has enabled farmers to have a ready market for their produce. The Kenya Ordnance Factory Corporation has been involved in manufacturing spare parts for industrial machines and weapons. Rift Valley Textiles mills has been a beneficially for it does not require to import parts that can be manufactured locally. All these efforts are geared towards political, social, and economic growth.

VI. CONCLUSION

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 the KDF's primary duties of defending the nation against threats to the state's sovereignty as long as it does not impede military readiness. The Defence Forces' involvement in programmes to combat poverty and promote economic development should be a top priority. 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 personnel and equipment in order to be successful in all of these endeavours. To ensure that a Command is fully responsible for the nation's social economic development programmes, restructuring the current KDF organization should be priority. 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. Long-term, there ought to be a budget, staff, and resources that are unmistakably distinct from operational resources. The revenue from such operations should be to be reinvested to increase the budget for Civil Military Cooperation.

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