

## **Mainstreaming Climate Action Agenda Through Green Strategies Within State Corporations' Strategic Plans in Kenya**

*Fredrick Ephraim Khaunya Mukabi*

Kenya School of Government, Embu Campus, Kenya

### **Abstract**

Strategic planning is how organizations define their approaches and make decisions on allocation of resources to realize their strategic goals and hence their vision. In the Kenyan public sector, strategic plans must be aligned to the Constitution of Kenya 2010, Kenya Vision 2030, the Sustainable Development Goals, Medium Term Expenditure Framework III and relevant statutes. In the climate action agenda, the Strategic Plans must be aligned to SDG No. 13 (13.2, 13.3 and 13B), which lay emphasis of incorporating climate change measures in policy, strategy and planning. Like similar regional and global agencies, the Kenyan State Corporations are core in supporting the country's climate action development agenda and hence the need to set strategies for climate action. However, a study of the existing strategic plans depicts a general inaction by the State Corporations to clearly highlight and mainstream climate change as anticipated in the global, regional and national development agenda. This paper, therefore, seeks to assess the extent to which the State Corporations have incorporated the climate action agenda through a green strategy. Using desk research, information is based on thematic grouping and analysis is sought, analysed and compared to knowledge on the influence of these variables in the mainstreaming of the climate agenda in strategic plans. A sample of twenty (20) Kenyan State Corporations is conveniently drawn from the list of 250 State Corporations whose Strategic Plans are available on the website and data derived from analysis of their key results areas and strategic objectives of their respective strategic plans and inference drawn. The findings indicate that most State Corporations do not mainstream climate action change through green strategies within their strategic plans, have limited budget for the climate change agenda, and experience organizational inertia on this agenda. Appropriate change communication strategies on the climate agenda, resource prioritization and removing organizational inertia to mainstream climate action are proposed.

**Keywords:** Climate Action, climate change, green strategic planning, juxtaposing, resources, state corporations

### **Introduction**

According to the World Bank report by De Kleine and Annette (2021) on state-owned enterprises and climate action, state-owned enterprises (SOEs) present a powerful and important policy lever for many governments to implement reforms to achieve their ambitious climate mitigation and adaptation targets. On the one hand, the report says that SOEs are major sources of carbon dioxide (CO<sub>2</sub>) emissions globally, and they are vulnerable to climate change impacts and low-carbon transition risks. On the other hand, SOEs are also some of the biggest investors in the world in

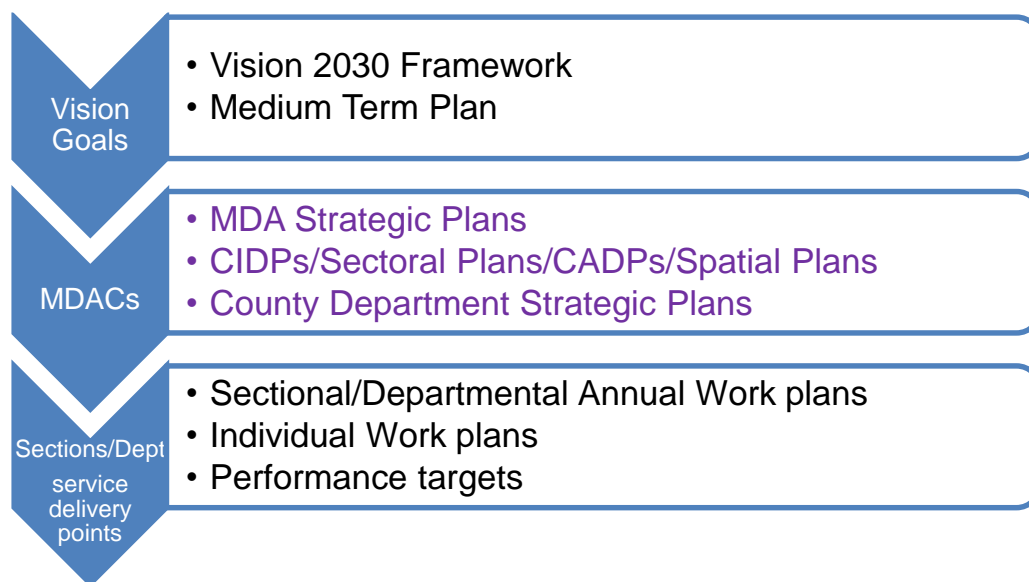
green technology, and among low-and middle-income countries (LMICs), they account for the majority share of infrastructure investment that is essential to both mitigation and adaptation.

Given their ownership stakes, governments are well-positioned to directly influence SOE climate-relevant decisions through ownership, and regulatory and oversight policies, among other fiscal and public financial management reforms, for example, tax, expenditure, and investment policies. The report concludes that there is limited research on the opportunities provided by SOE policy reform to help tackle climate change.

### Strategic Planning in Kenya

In 2001, the Kenyan government developed and launched a strategy for performance improvement in the public service which sought to increase productivity and improve service delivery. A key aspect of this strategy was Results Oriented Management which culminated into the Results Based Management in 2004. This was a deliberate policy to improve performance, service delivery and governance using several instruments such as strategic plans, service delivery standards, citizen service delivery charters, annual work plans, performance contracts, staff performance appraisals and merit-based promotions.

Of all these instruments, the strategic plan is the most pivotal since it links the national development blue-print to the respective Ministries, Departments, Agencies and Counties (MDACs) and hence supports service delivery as illustrated in Figure 1. They are prepared through strategic planning.



**Fig. 1: Key Position of Strategic Plans in Kenya's National Development Blue-print**

Strategic planning is an organization's process of defining its strategy direction, and making decisions on allocating its resources so as to attain strategic goals and includes control mechanisms for guiding the implementation of the strategy in a sequential manner so as to realize the overall organization's vision. It is the process of identifying and selecting the best ways to utilize an organization's resources so as to achieve specific goals while taking into account the external environment in which the organization operates (Webster et al., 1989).

In the Kenyan public service, strategic plans have to be in line with the Constitution of Kenya 2010, Kenya Vision 2030, the Global Sustainable Development Goals (SDGs), Medium Term Expenditure Framework III (MTEF) and the relevant statutes. In view of the Kenya Vision 2030, the public service is core in implementing the strategic plans as derived from the Medium Term Plans (MTP) and MTEF hence the need to prepare and implement the strategic plans to meet the goals. Hence Strategic plans become effective instruments that may be used to effectively alleviate climate change and its effects across all government sectors. This is according to the Revised Guidelines for Preparation of Fifth-Generation Strategic Plans, 2023-2027 issued in June 2023 by National Treasury and Planning.

### **Domesticating Climate Action in Kenya in the Context of Global Initiatives**

The Sustainable Development Goal No. 13 on taking urgent action to combat climate change and its impacts is critical since according to the Sustainable Development Goals Report of 2022 on Goal No. 13, by 2030, an estimated 700 million people will be at risk of displacement by drought alone. Taking deliberate and urgent action to combat climate change and its devastating impacts is therefore an imperative to save lives and livelihood, and key to making the 2030 Agenda for Sustainable Development and its 17 Goals the blueprint for a better future a reality. Strategic plans therefore are pivotal in this realization. On 22 April 2016, Kenya joined other countries that signed the Paris Action that was adopted on 12 December 2015 and came into force in November 2016. The historic Paris Agreement provides an opportunity for countries like Kenya to strengthen the global response to the threat of climate change. But has Kenya made any significant strides?

The World Bank Group has made a commitment to align all its financing operations with the goals of the Paris Agreement in its Climate Change Action Plan 2021-2025. The Paris Alignment of the Bank Group's new financing flows is the most comprehensive institutional undertaking ever done by the Bank Group to reconcile development and climate. This is part of a broader multilateral development bank (MDB) vision to align financing flows with the objectives of the Paris Agreement (Rocha, 2013). The World Bank is on track to align 100 percent of new operations, starting from July 1, 2023. For IFC and MIGA, 85 percent of new operations will be aligned starting July 1, 2023, and 100 percent from July 1, 2025.

With the forthcoming UN Climate Change Conference (COP 27), Simon Stiell, Executive Secretary of UN Climate Change has called on governments to revisit their climate plans and make them stronger in order to close the gap between where emissions are heading and where science indicates they should be this decade (Stiell, 2022). He observed that 'COP 27 is the moment where global leaders can regain momentum on climate change, make the necessary pivot from negotiations to implementation and get moving on the massive transformation that must take place throughout all sectors of society to address the climate emergency'. Stiell urged national governments to come to COP 27 and showcase how they would put the Paris Agreement to work in their home countries through legislation, policies and programs, as well as how they would cooperate and provide support for implementation. He called for nations to make progress at COP 27 in four priority areas: mitigation, adaptation, loss and damage, and finance.

### **The Danish Government Approach**

The Climate Act, approved by the Danish Parliament in June 2020, sets legally binding targets of a 70 percent reduction in GHG emissions by 2030 (compared with 1990) and climate neutrality by 2050 at the latest. In addition, the government must set sub-targets across sectors every five years. For 2025, experts recommend a reduction target of between 50 and 54 percent and a climate action plan, consisting of separate sectoral strategies; this is currently under development. In 2020, most of the strategies such as the strategies for energy and industry, waste, road transport, green public

procurement, sustainable construction and green research were already agreed upon. Furthermore, a comprehensive green tax reform has been proposed (Olsen et al. 2013). In 2021, further agreements were introduced, including the sector strategy for agriculture and forestry. Through these initiatives, Denmark aspires to become one of the most climate-friendly countries in the world. In June 2020, its Parliament overwhelmingly passed a new Climate Law that aims to reduce greenhouse gas emissions by 70 percent below 1990 levels by 2030, with net zero emissions targeted for 2050.

### **The Swedish Government Approach**

Sweden has adopted a whole-of-government approach that is Integrating Paris and SDG targets into state ownership policy. According to the World Bank report by De Kleine and Annette (2021), Sweden has adopted a comprehensive set of climate reforms for the entire State-Owned Enterprises portfolio through its state ownership policy that explicitly tasks enterprises with achievement of the national environmental and climate objectives, including the 2030 Agenda for the SDGs. Enterprises must provide identification, assessment, management, and transparent reporting of climate-related financial risks and opportunities in their operations. Each enterprise is required to analyse the SDGs and identify goals that it has an impact on and can contribute to achieving through its operations. Enterprises identify targets that are then vetted to ensure they align with the Paris Declaration.

### **The African Climate Agenda**

The Africa Union's Agenda 2063 makes it clear that climate-resilient communities and economies are an integral component of the continental vision for an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena. Through the African Union Climate Change and Resilient Development Strategy and Action Plan (2022-2032), it supports the realization of this vision by setting out principles, priorities and action areas for enhanced climate cooperation and long term, climate resilient development. The Strategy provides an outline for harmonized and coordinated actions to respond to the impacts of climate change, thereby supporting planning for the continent's low-emission future.

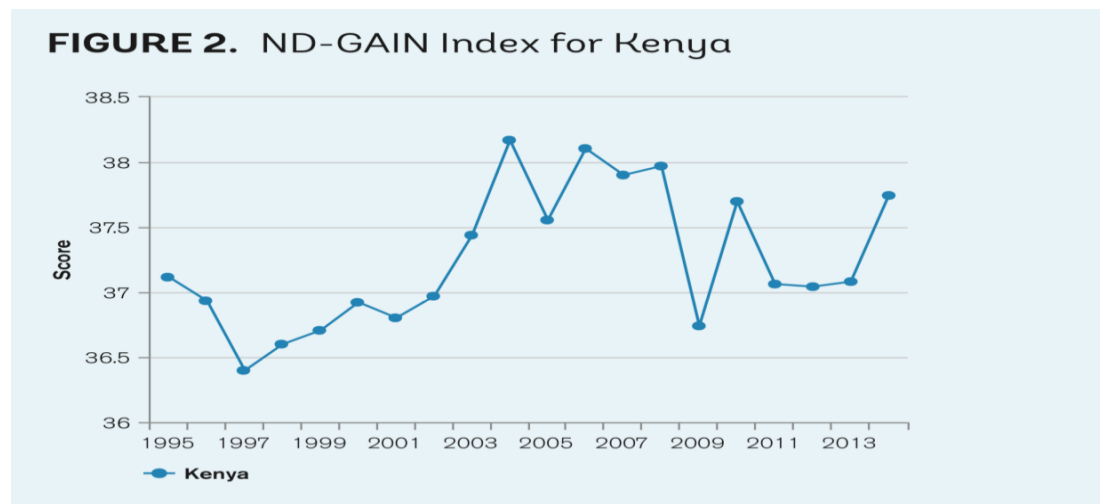
The Strategy defines the main parameters and priorities in building African resilient capacities for adaptation and exploiting the benefits of the mitigation potential of the continent. It seeks to ensure that institutions, strategies, and decisions for climate risk management and climate-resilient development are integrated and implemented as a central aspect of achieving sustainable development, as framed by Agenda 2063 and the United Nations' Agenda 2030.

The Africa Climate Summit 2023 (ACS23) that took place from September 4<sup>th</sup> to 6<sup>th</sup> 2023 in Nairobi was a significant milestone in Africa's efforts to combat climate change. It aimed at bringing nations, organizations and individuals with a shared objective to promote green growth and climate finance solutions for Africa and the rest of the world. The ACS23 summit came against the backdrop of increasing environmental instability in the last 10 years arising from sharp increase in extreme weather events that have caused significant damage to economies ( b, 2023). The summit was a platform for leaders to commit to taking action against climate change and served as a guide for establishing targets and deadlines.

### **Kenya's Global Ranking on Climate Change Vulnerability**

The ND-GAIN Index ranks 181 countries using a score which calculates a country's vulnerability to climate change and other global challenges as well as their readiness to improve resilience. This index aims to help businesses and the public sector better identify vulnerability and readiness in order to better prioritize investment for more efficient responses to global challenges. Due to a

combination of political, geographic, and social factors, Kenya is recognized as highly vulnerable to climate change impacts, and is ranked 152 out of 181 countries in the 2019 ND-GAIN Index (Kee et al. 2010). The more vulnerable a country is, the lower their score, while the more ready a country is to improve its resilience, the higher it will be. Globally, Norway has the highest score and is ranked first. Figure 2 is a time-series plot of the ND-GAIN Index showing Kenya's progress.



**Fig. 2: ND-GAIN Index for Kenya**

### Kenya's Interventions

The Ministry of Environment and Natural Resources developed a National Adaptation Plan (NAP 2015-2030) which is a critical response to the climate change challenge facing the country. NAP is anchored in the Constitution of Kenya and Kenya Vision 2030. It also aligns itself with the Medium-Term Plan (MTP) and Medium-Term Expenditure Framework (MTEF) planning processes. The NAP is also aligned with the Climate Change Act that was enacted into law in May 2016. It is also Kenya's first plan on adaptation, and demonstrates its commitment to operationalize the National Climate Change Action Plan of 2016 by mainstreaming adaptation across all sectors in the national planning, budgeting and implementation processes.

It is in this planning through Strategic Plans that it was envisaged that matters climate action would be given prominence through a mainstreaming approach. This in turn would recognize that climate change is a cross-cutting sustainable development issue with economic, social and environmental impacts. This is reinforced by the second objective of the NAP which is to integrate climate change adaptation into national and county level development planning and budgeting processes.

### Kenya's Institutional Framework for Adaptation

The Government of Kenya is developing a policy and institutional framework to support the country reach its low carbon, climate resilient goals. The government has implemented a number of actions in the National Climate Change Action Plan 2013-2017, including improved drought management and the promotion of renewable energy. The then Ministry of Planning and Devolution included indicators to track progress in mainstreaming climate change in its Second Handbook of National Reporting.

The National Climate Change Council, established in 2016 and housed in the Ministry of Environment and Forestry, is responsible for the coordination of climate change actions, including

mainstreaming climate change in national and county budgets, plans and programmes. The Kenya Meteorological Department is responsible for generating national and subnational information regarding forecasts, seasonal variability, early warnings and agrometeorological bulletins. This information is delivered to the general public and to the climate Change Council and key government institutions such as the Disaster Risk Management Authority. The drafted Climate Change Framework Policy and a National Policy on Climate Finance are expected to provide guidance on mainstreaming to national departments and country governments. To support climate change adaptation, mitigation and resilience pathways, the country can access climate financing through the National Environment Management Authority, which is a National Implementing Entity for the Adaptation Fund and accredited by the UNFCCC Green Climate Fund. Mbutia. (2023) brings out the adverse consequences of not fully implementing the National Climate Change Action Plan 2013-2017.

The Bottom-Up Economic Transformation Agenda, which is the current government development priority strategy is committed to reduce greenhouse gas emissions by 32 percent by 2030 as contained in Kenya's Nationally Determined Contribution (NDC). The Ministry of Environment, Climate Change and Forestry, charged with the role of spearheading climate action through its Draft Strategic Plan of 2023-2027, therefore adopts a Bottom Up 3P solutions with greater focus on the people, planet and profit through prioritizations of biomass energy (wood fuel), agroforestry and solid waste management value chains. This initiative is reinforced by the articles of the Environmental Management and Co-ordination Act, No. 8, of 1999.

The strategic plan also considers the strategy involving modernizing and commercializing the charcoal value chain by adopting modern kilns, decriminalize the charcoal trade, supporting scaling up of clean cooking technologies and promoting youth-owned and operated briquette-making enterprises. To support the solid waste management value chain, the strategic plan also focuses on adopting the Extended Producer Responsibility (EPR) model based on household level separation, organize waste collectors into cooperatives and provide circular economy waste separation sites/infrastructure. Under the agroforestry value chain, the focus is on development of a policy and regulatory framework to attract climate finance funds to facilitate establishment of 5 million acres (20,000 km<sup>2</sup>) agroforestry woodlots in drylands. (MoECCF, SP, 2023).

### **Incorporating Climate Action through Green Strategic Planning**

In the Guidelines on the Preparation of the 5<sup>th</sup> Generation Strategic Plans for MDACs, the State Department for Planning at the National Treasury stipulates that all the Strategic Plans should be aligned to the Fourth Medium Term Plan (2023-2027) of the Vision 2030 and other public priorities. The purpose of the guidelines is also to ensure alignment of MDACs Strategic Plans to the national development agenda and policy priorities as well as regional and international development frameworks such as the Paris Agreement on Climate Action which is now a priority in our national development agenda.

On the sidelines of the 36th Ordinary Session of the African Union, Heads of States and Government Summit in Addis Ababa on 17<sup>th</sup> February, 2023, President Ruto while holding bilateral talks with UN Secretary General António Guterres in Addis Ababa said, '...there is need to review the current financial system to serve its purpose. I don't think reform is the right word. We need a new architecture to respond to climate change'. This new architecture can only be interpreted as infusing climate action priorities within the states and their MDACs broad and specific plans including their strategic plans.

### Theoretical Framework

This study is anchored on the Theory of Change (ToC). According to Anderson (2005), it is essentially an explanation of how a group of stakeholders expects to reach a commonly understood long-term goal. The theory of change approach is a process of project planning and evaluation which maps the relationship between a long-term goal of a project and the intermediate and early changes that are required to bring it about. It encourages a project team or group of stakeholders to explain how the project is understood to reach its goals, and the process through which changes will occur. The approach emphasizes the theory and assumptions underlying the pathway of change from the implementation of selected interventions and activities to intended outcomes. (Conservation International, 2013).

Bours et al. (2014) indicates that ToC is a useful tool for climate adaptation planning since it can connect diverse projects and programmes and enhance linkages across Climate Change Adaptation (CCA) sectors and scales. This is valuable given the multisector (read State Corporations from different sectors) nature of adaptation and the growing array of adaptation investments being made and hence the need for greening the sectoral strategic plans across state corporations.

### Conceptual Model

The question this research poses therefore, is how strategic planning can be used as an effective tool in the realization of the National Climate Change Action Plan through the alignment of goals and strategies. This is summarized in Figure 3 whereby local and global climate action targets are incorporated in sectoral and regional strategic planning processes. This will in turn lead to multi-sectoral climate change interventions that will bring about responsive climate action development initiatives.



**Fig. 3: Conceptual Model for Adoption and Adaptation of Climate Action Initiatives in Green Strategic Planning**

### Methods

Using desk review, a list of sources that provide relevant information for climate action and planning in government as an intervention was made and existing literature on this climate change incident and how it has been incorporated into planning was sought. This was through a systematic review of these reports and documents that had been accessed for purposes of this study. In this case, eleven (11) reviews were sought. These were reviews on: the various UNEP reports; World

Bank reports; UN Vision 2030 Sustainable Development Goals; the Kenya Vision 2030 and all Kenyan plans relating to matters climate action; and various State Corporations' Strategic Plans. These reports are summarized in Tables 1 and 2. The research sources were collated and authentic internal and external data relevant to this research topic put in place to enable the researcher form a sound information base for analysis.

**Table 1: Documents and Reports used to Review Relevant Literature**

No.	Global/Regional/Local Report	Body	Publication year
1.	Paris Agreement in its Climate Change Action Plan 2021-2025.	UN	2021
2.	UN Vision 2030 Sustainable Development Goals	UN	2015
3.	Sustainable Development Goals Report of 2022 on Goal No. 13	UN	2015
4.	Climate Risk Profile: Kenya (2021): The World Bank Group	WB	2021
5.	African Union Climate Change and Resilient Development Strategy and Action Plan (2022-2032)	AU	2021
6.	The Africa Union's Agenda 2063	AU	2015
7.	Kenya Vision 2030	GOK	2008
8.	Kenya National Adaptation Plan: 2015-2030	GOK	2015
9.	The Ministry of Environment and Natural Resources developed a National Adaptation Plan (NAP 2015-2030)	GOK	2015
10.	Climate Change Framework Policy	GOK	2016
11.	National Policy on Climate Finance	GOK	2016



**Table 2: The Sampled State Corporations in the Desk Review**

No.	Kenyan Corporation	State	Classification	Ministry	Planning Cycle
1.	Kenya Development Authority	Tea	Regional development authorities	Agriculture and Livestock Development	2023-2028
2.	Agricultural Development Corporation		Commercial/manufacturing	Agriculture and Livestock Development	2020-2024
3.	Kenya Power		Commercial/manufacturing	Energy	2023-2028
4.	Nuclear Power and Energy Agency (NUPEA)		Commercial/manufacturing	Energy	2020-2024
5.	Kenya Highways Authority	National	Service	Roads and Transport	2020-2023
6.	Kenya Roads Board		Service	Roads and Transport	2023-2028
7.	Moi Teaching and Referral Hospital		Service	Health	2023-2028
8.	Kenya Medical Training College	Medical	Tertiary Training	Education and Health	2018-2023
9.	Commission for University Education		Regulatory	Education, Science and Technology	2019-2023
10.	Kibabii University		Public universities	Education Science and Technology	2020-2022
11.	Kenya Tourism Board		Service	Tourism and Wildlife	2018-2023
12.	Brand Kenya		Service	Tourism and Wildlife	2019-2022
13.	Kenya School of Government(KSG)		Service	Public service, youth and gender	2019-2023
14.	National Youth Service	Youth	Service	Public service, youth and gender	2019-2023
15.	Kenya Bureau of Standards (KBS)		Regulatory	Trade and Industrialization	2022-2027
16.	Competition Authority of Kenya (CAK)		Regulatory	Trade and Industrialization	2022-2024
17.	Kenya Accreditation Service (KENAS)		Regulatory	Trade and Industrialization	2020-2024
18.	Kenya Trade Network Agency (KenTrade)		Commercial/manufacturing	Trade and Industrialization	2024-2028
19.	Office of the Auditor General		Regulatory	The National Treasury	2021-2028
20.	Kenya Insurance Deposit Corporation	Insurance	Financial	The National Treasury	2018-2023

There are approximately 250 State Corporations in Kenya. These corporations are classified in accordance with whether they provide services, involved in manufacturing, regional development bodies, regulatory, tertiary education institutions, public universities or if they are financial. For each of the categories, a sample was conveniently selected through stratified sampling (across the various classes of the corporations), since some of the State Corporations do not have the current strategic plans on their respective websites and yet the data was required to ascertain whether their current strategic plans gave climate action attention.

The information from these various sources was then collated and any duplication removed and then brought together into a summary table that is used for analysis. These various sources of data for review were then used to try and answer the research question as to whether the strategic planning among the MDACs in Kenya gives prominence to climate action as envisaged in the Sustainable Development Goal No. 13 or it is left to the concerned Ministry, Departments and Agencies to implement the proposals and targets in the goal.

### **Results and Discussion**

Each of the identified State Corporations had their respective Strategic Plans reviewed to ascertain the degree of responsiveness to climate action interventions as envisaged in the SDG Goal 13 and subsequent global and local climate action initiatives. An analysis table of the strategic objectives within strategic plans of sampled state corporation is shown on Table 3.

**Table 3: An Analysis of State Corporations' Inclusion of Climate Action in Current Strategic Plans**

No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards Climate Action	Climate Action Alignment
1.	Kenya Tea Development Authority	<ul style="list-style-type: none"> <li>a. To promote climate change mitigation, adaptation and resilience among small holder tea farmers for sustainable tea production</li> <li>b. To improve the economic standards of the small holder tea farmers</li> <li>c. To improve the health of the small holder tea farmers and communities</li> <li>d. To improve access, quality of education and lifelong learning in the tea growing communities</li> </ul>	From Programme Pillar No. a) <ul style="list-style-type: none"> <li>a. To promote climate adaptation mechanisms among the small holder tea farmers</li> <li>b. To promote climate change mitigation to maximize tea production among the small holder tea farmers</li> <li>c. To promote the link between research and policy in climate change</li> </ul>	Yes +	
2.	Agricultural Development Corporation	<ul style="list-style-type: none"> <li>a. To build a sustainable financial resource base</li> <li>b. To continuously improve customer satisfaction</li> <li>c. To increase productivity in all enterprises</li> <li>d. To strengthen institutional capacity to be able to achieve the mandate</li> <li>e. To institutionalize corporate governance mechanisms and culture</li> <li>f. To conduct our business in a manner that preserves and conserves environmental sustainability</li> </ul>	From KRA No. f) <ul style="list-style-type: none"> <li>a. To achieve 1% forest cover in all our farms by practicing agro forestry</li> <li>b. To protect riparian areas</li> <li>c. To adopt appropriate solid and affluent management practices</li> <li>d. To establish mechanisms for green energy</li> </ul>	Yes +	

No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards	Climate Action Alignment
3.	Kenya Tourist Board	<ul style="list-style-type: none"> <li>a. Innovative culture</li> <li>b. Powerful magical brand</li> <li>c. Effective sales system</li> <li>d. Effective partnership with private sector</li> <li>e. Organizational change and performance</li> <li>f. Establishing sustainable funding</li> </ul>	None		No
4.	Brand Kenya	<ul style="list-style-type: none"> <li>a. To develop, diversify and brand Kenya's export products</li> <li>b. To develop and diversify Kenya's export markets</li> <li>c. To manage Image and reputation of the Kenya Brand</li> <li>d. To strengthen institutional capacity for Brand.KE to deliver on its mandate.</li> </ul>	None		No
5.	Kenya Power	<ul style="list-style-type: none"> <li>a. Improved energy generation mix that that is efficient, reliable and competitively priced</li> <li>b. Increased customer connectivity to a customer base of over 9 million customers</li> <li>c. To improve electricity supply quality that exceeds customer expectations, reduce cost of doing business and increase sales revenue</li> <li>d. A modern, efficient, and responsive electricity system infrastructure that encompasses electricity demand growth</li> <li>e. A robust distribution system that facilitates achievement of the 5,000+MW generation expansion plan</li> <li>f. Good corporate governance and management for enhanced efficiency and service</li> <li>g. Diversified business revenue leveraging on the existing assets and innovation</li> <li>h. To give reasonable return to shareholders for their investment</li> </ul>	None		No
6.	Nuclear Power and Energy	<ul style="list-style-type: none"> <li>a. To ensure readiness of key nuclear power infrastructure</li> <li>b. To have an adequate and supportive legal and regulatory framework</li> <li>c. To inculcate nuclear safety culture among the key stakeholders</li> </ul>	None		No

No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards	Climate Action Alignment
	Agency(NUP EA)	<ul style="list-style-type: none"> <li>d. To increase stakeholder's awareness and support of NuPEA's mandate</li> <li>e. To champion use of safe, efficient and sustainable energy systems</li> <li>f. To enhance uptake of new technologies and innovations in the energy and petroleum sectors</li> <li>g. To ensure availability of skilled and competent human capital in the Energy and Petroleum Sector</li> <li>h. To enhance good corporate governance</li> <li>i. To promote a positive corporate image</li> <li>j. To have a versatile, competent, highly performing and motivated workforce</li> <li>k. To enhance efficiency and effectiveness in service delivery</li> <li>l. To enhance financial sustainability of the Agency</li> </ul>			
7.	Kenya National Highways Authority (KENHA)	<ul style="list-style-type: none"> <li>a. Development of roads and enhancement of network capacity and quality</li> <li>b. Securing and Preservation of Road Assets</li> <li>c. Environment and Social Sustainability</li> <li>d. Enhancement of Institutional Framework and Capacity</li> <li>e. Effective Resource Mobilization</li> <li>f. Strengthen Corporate Governance</li> </ul>	From KRA c): a. Strategic Objective: To ensure environmental sustainability and promote social interests b. Strategy: Promote environmental conservation and management		Yes +
8.	Kenya Medical Training College (KMTC)	<ul style="list-style-type: none"> <li>a. Quality of training</li> <li>b. Staff development</li> <li>c. Research, innovation and consultancy</li> <li>d. Linkages, collaboration and partnerships</li> <li>e. Development of infrastructure and other facilities</li> <li>f. Information and Communications Technology (ICT)</li> <li>g. Income generation and resource mobilization</li> </ul>	None		No

No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards	Climate Action Alignment
		h. Marketing, Communications and Brand recognition			
9.	Moi Teaching and Referral Hospital	<ul style="list-style-type: none"> <li>a. Providing Responsive High Quality, Low-cost, Multi-Specialty Healthcare and Management Systems.</li> <li>b. Enabling Environment for Healthcare Training, Research and Development &amp; Innovation.</li> <li>c. Strengthening Strategic Partnerships and Collaborations.</li> <li>d. Providing Excellent Care and Exceptional Customer Experience.</li> <li>e. Creating a Sustainable Revenue Base</li> </ul>	None		No
10.	Commission for University Education (CUE)	<ul style="list-style-type: none"> <li>a. Re-engineering quality assurance processes</li> <li>b. Enhancing quality monitoring of universities</li> <li>c. Providing evidence-based policy advisories</li> <li>d. Promoting corporate image and branding</li> <li>e. Institutionalizing the use of ICT</li> <li>f. Enhancing human resource management</li> <li>g. Enhancing resource mobilization and financial management</li> <li>h. Enhancing the institutional planning</li> </ul>	None		No
11.	Kibabii University	<ul style="list-style-type: none"> <li>a. Promote and Maintain Excellence in Teaching and Learning</li> <li>b. Support and Sustain Advancement in Research, Innovation, Partnerships and Linkages</li> <li>c. Enhance Administrative, Financial and Human Resource Management Systems</li> <li>d. Invest in Strategic Marketing and Public Relations</li> <li>e. Expand, Maintain and Improve Physical Facilities and Infrastructure</li> <li>f. Provide Quality Health Care Systems</li> </ul>	None		No
12.	Kenya School of Government	<ul style="list-style-type: none"> <li>a. To develop and implement relevant training programmes</li> <li>b. To promote research, scholarship and innovation</li> <li>c. To enhance evidence-based research advisory services.</li> <li>d. To expand consultancy services to support delivery of quality services</li> <li>e. To develop suitable infrastructure.</li> </ul>	From all the strategic objectives aligned to the core mandate: a. Develop and implement Climate Change		Yes +

No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards	Climate Action Alignment
		<ul style="list-style-type: none"> <li>f. To enhance corporate visibility and positioning of the school</li> <li>g. To enhance good corporate governance and management in the School</li> <li>h. To strengthen the human resource capacity of the school</li> <li>i. To ensure financial sustainability of the school</li> </ul>	<ul style="list-style-type: none"> <li>a. program for National and County Governments</li> <li>b. Develop and use in class case studies on climate change</li> <li>c. Organize conferences and symposia on Blue Economy</li> <li>d. Strive to continuously improve its processes and efficient waste management</li> <li>e. Develop and implement programs on Environmental Impact Assessment</li> <li>f. Disseminate knowledge and information on environmental conservation</li> </ul>		
13.	Kenya Bureau of Standards (KEBS)	<ul style="list-style-type: none"> <li>a. Promotion of MSMEs for enhancement of their competitiveness</li> <li>b. Establish and operationalize imports destination inspection</li> <li>c. Promote consumer protection from substandard products, protect the environment and create a level playing ground for economic operators</li> <li>d. Institutional Capacity: To strengthen KEBS institutional capacity to enhance productivity and ensure efficient and effective services delivery</li> </ul>	From the KRA on Institutional capacity: Contribute to climate change mitigation and adaptation		Yes

No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards	Climate Action Alignment
14.	Competition Authority Of Kenya (CAK)	Strategic objectives: a. Delivering Effective Enforcement b. Research and Advocacy c. Visibility and Organizational Sustainability	None		No
15.	Kenya Trade Network Agency (KenTrade)	a. Improving trade environment and ease of doing business b. Solutions development and management c. Financial Sustainability d. Visibility and organizational strengthening e. Customer Service	None		No
16.	Office of the Auditor General (OAG)	a. Enhance the Quality of Audit Services for Improved Management of Public Resources. b. Position OAG for Greater Relevance and Credibility to Stakeholders c. Be a Model Organisation for Effective Service Delivery	None		No
17.	Kenya Insurance Deposit Corporation (KIDC)	a. Enhance early detection and timely intervention of risk exposure b. Increase the ratio of fund to total deposit from 2.7% in to 3.4% by 2023 c. Increase the value of deposits covered from 8.75% in 2018 to 16% by 2023	None		No
18.	Kenya Roads Board (KRB) Draft 5 Year Strategic Plan, 2023 – 2028	a. KRA 1: Management of the Road Fund. b. KRA 2: Oversight and Coordination of the Road Network. c. KRA 3: Strengthen Institutional Capacity	None		No
19.	Kenya Accreditation	a. Accreditation and Assessment b. Knowledge Transfer and Advisory	None		No



No.	State Corporation	Thematic/Priority area/Strategic Objectives/Strategies	Specific Outlined Climate Action	Strategies Towards	Climate Action Alignment
	Service (KENAS)	<ul style="list-style-type: none"> <li>c. Marketing, Communication and Advocacy</li> <li>d. Financial Sustainability</li> <li>e. Internal Business Processes</li> <li>f. Institutional Capacity and Governance</li> </ul>			
20.	National Youth Service	<ul style="list-style-type: none"> <li>a. Empower the youth</li> <li>b. Enhance sustainable socio-economic development</li> <li>c. Enhance stakeholder relations</li> <li>d. Creating an enabling environment and high-performance culture</li> </ul>	None		No

The findings on which state corporations have included climate actions in their current strategic plans are summarized in Table 4.

**Table 4: Degree of Alignment of State Corporations' Strategic Plans to Climate Action**

No.	Degree of State Corporations' incorporation of climate action in Strategic Plans	No.	%
1.	Planning strategies <b>SIGNIFICANTLY ALIGNED</b> to climate action	3	15
2.	Strategic Planning <b>NOT SIGNIFICANTLY</b> aligned to climate action	5	25
3.	Strategic Planning <b>NOT ALIGNED</b> to climate action	12	60
4.	<b>Total</b>	<b>20</b>	<b>100</b>

Out of the 20 State Corporations sampled, only 5 had their planning strategies aligned to the climate action goals as captured in the UN Vision 2030 Sustainable Development Goals. This constitutes 25 percent of the State agencies. Out of the 20 agencies, only 3 (15%) had significantly incorporated climate action initiatives (that is Yes +) in their Key Results Areas, Thematic Areas and Strategic Objectives as well as aligned activities and work processes. The rest of the sampled corporations did not have evidence of introducing climate action activities in their processes, hence no evidence of green strategic planning.

These findings imply that there is no policy framework around greening the strategic plans and the decision to green the state corporations' strategic plans is purely at the discretion of these organizations. This leaves only the mandated Ministry of Environment, Climate Change and Forestry alongside its State Corporations such as NEMA the sole responsibility in addressing climate challenges as targeted in SGD No. 13. This may only be supported through Executive Orders and Policy guidelines that may not anchor the initiatives within the strategic plans of state corporations in Kenya.

## Discussions

From these findings, the issue then is whether the government priorities on climate action through the Bottom-Up Economic Transformation Agenda, can be addressed under the current state where State Corporations are not supporting this agenda through the deliberate planning processes. Are they able to demonstrate that they are committed to reduce greenhouse gas emissions by 32 percent by 2030 as contained in Kenya's Nationally Determined Contribution (NDC)? Can the government through State Corporations therefore effectively adopt a Bottom Up 3P solutions with greater focus on the People, Planet and Profit through their prioritizations of in strategic planning actions? To what extent, for example, do these state corporations support the solid waste management value chain in their strategic plans and generate focus on adopting the Extended Producer Responsibility (EPR) model? This model should be based on organizational level waste separation and practice green and circular economy in their leadership, managerial and operational activities including establishment of green office plans and buildings alongside other infrastructure.

The agroforestry initiatives and value chain initiatives by these State Corporations should be guided through the development of a policy and regulatory framework on Strategic Planning.

This should be able to help attract climate finance funds to support the establishment of 5 million acres agroforestry woodlots by these agencies in drylands.

These findings are corroborated through the World Bank research article on low- and middle-income nations by De Kleine and Annette (2021), which reports that with complex mandates, State Owned Enterprises' (State Corporations) incentive structures may not reflect government climate objectives. They generally often face a more complex governing structure and set of incentives than private sector companies and that SOEs are tasked with public service mandates that might overlook climate action initiatives. They argue that SOEs could play a major role in decarbonization and adaptation to climate change impacts since SOEs and their governments are positioned to directly influence climate-relevant decisions. This is especially so in the context of SOE public service delivery (PSD) mandates and corporate social responsibility (CSR) mandates.

Mayor. and Rajavuori (2017) also observe that the role that state owned enterprises (SOEs) play a limited role in climate action since their planning models are skewed towards their mandates. They can, therefore, play a role in promoting climate change mitigation which extends beyond the regulation of private actors. They observed that state-owned enterprises (SOEs) dominate sectors which are critical to a transition towards a carbon-neutral economy, particularly so in emerging economies. They said that states could use their ownership policies to induce efforts towards climate change mitigation and therefore should always use this opportunity to lead by example. The framework for non-market approaches to sustainable development should further explore and raise awareness on the role that state ownership policies play in climate change mitigation.

De Kleine and Annette (2021) further report that Sweden has adopted a comprehensive set of climate reforms for the entire state-owned enterprises portfolio through its state ownership policy that explicitly tasks enterprises with achievement of the national environmental and climate objectives. This includes the 2030 Agenda for the SDGs. This has greatly mainstreamed climate action activities across different sectors as represented by the state-owned enterprises.

### **Conclusion and Recommendation**

From these findings, it can be concluded that most state corporations in Kenya do not infuse local, regional and global climate action proposals in their strategic plans and hence the phenomenon is given a peripheral slot in the plans, strategies and budgets. Green strategic planning is therefore not demonstrated in majority of the state corporations' plans. This is, therefore, left to the concerned Ministry or State Agency to request for incorporation into the annual performance contracts which is not sustainable for effective adoption and adaptation of climate change interventions. The state corporations may not have been obligated to do so but considering the adverse effects of climate change, there was need to infuse climate action targets as envisaged in the Africa Climate Summit 2023 in Nairobi.

It is, therefore, recommended that a performance management policy and productivity measurement framework to be reviewed. This should compel all state corporations in Kenya to incorporate climate action priorities applicable to their respective mandates and work environment through Green Strategic Planning. This in turn should be able to help mainstream climate change interventions across all sectors and regions in the country. This would ensure attraction of climate funding to state corporations across different sectors in line with the discussions and resolutions of the Africa Climate Summit 2023.

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