

Strategic Framework For Multi-Dimensional Approach

Enhancing capabilities in
preparedness, response and
sustaining resilience for COVID-19
pandemic in Kenya.



ACAL COVID 19
THINK TANK
NAVIGATING THE IMPACT.

Introduction and Context

The outbreak of a new coronavirus disease, now called COVID-19 and sometimes referred to as novel coronavirus or 2019-nCoV, was recently identified. WHO declared COVID-19 a pandemic on March 11, 2020 and it balanced the certainty that the coronavirus will inevitably spread to all parts of the world, with the observation that governments, businesses, and individuals still have substantial ability to change the disease's trajectory.

By the end of March 2020, more than 175 countries and territories have reported cases of COVID-19, including in Europe and America. Governments, including Kenya, have launched unprecedented public-health and economic responses and the situation evolves by the day.

The Kenya government is working closely with experts and partners to rapidly enhance preparedness and response to the impact of COVID-19 and to provide timely advice on measures to protect people's health and prevent the spread of this outbreak. However, the misinformation, rumors, confusion, and the rapidly changing nature of the outbreak are big problems. However, the country currently an integrated and comprehensive approach to addressing the pandemic in the right direction towards preparedness, response, and achieving long term community resilience from the impact of COVID-19.

ACAL framework provides a multi-dimensional approach that can be used in Kenya to provide guidance in preparing and responding to COVID-19 pandemic. This multi-dimensional approach to proposes eight clusters to addressing the impact of COVID-19, namely Public Health; Education; Food Safety and Security; Economic and Business; Spatial Planning and Climate Change; Social Services, Humanitarian, Conflict, and Security; Water and Sanitation and; Knowledge Management and Communications.

The multi-stakeholder and multi-sector approach are aimed at mitigating the economic, social and health impacts of this crisis, and to safeguard progress made towards achieving Vision 2030, the Big Four Agenda, and Sustainable Development Goals. It has adopted various approaches recommended by various UN agencies and other international organizations in handling situations of pandemics, disasters, and emergencies.

COVID 19 Pandemic and Adaptive Leadership

The ongoing coronavirus (Covid-19) pandemic is posing unprecedented challenges to leadership across the world. The pace at which policymakers, practitioners and researchers react to this emerging and complex crisis will make a profound difference to people's lives and livelihoods.

But how can we ensure effective, collective decision-making based on emerging evidence, changing trends and shifting scientific understanding, all in the face of considerable uncertainty regarding the cause, spread, and impact of COVID-19 pandemic?

Recent experience highlights the need for adaptive leadership in national and global responses to the coronavirus outbreak. A case for the application of adaptive leadership principles is timely since it inculcates the capability mind-set of being open and transparent about learning, using collective decision-making processes and building trust with communities and individuals. As leaders around the globe work to provide leadership in these challenging times, each day will present new or recurring leadership challenges. Some lessons learned from prior outbreaks may serve as useful guideposts. However, the coronavirus outbreak has, in important respects, presented unprecedented challenges. Therefore, leaders will draw on wisdom from prior experiences while learning, in real time, lessons from today. One aspect of adaptive leadership is for leaders to focus attention (their own and that of others) on four central elements of leadership practice in these times. These elements are 1) situational awareness, 2) decision making, 3) communication, and 4) energy. In each area, it is suggested that leaders should focus on asking the right questions rather than having all the answers.

National Preparedness and Response Approach

The coronavirus outbreak is first and foremost a human tragedy, affecting hundreds of thousands of people. It is also having a growing impact on the global and national economy

In Kenya, 2020 marked the beginning of a Decade of Action towards the Sustainable Development Goals (SDGs), Vision 2030, the Big Four Agenda, and implementation County Integrated Development Plans (CIDPs). However, with the COVID-19 pandemic, the national, local, and institutional context for development has fundamentally changed, in terms of scope, depth, and speed.

The country faces the greatest socio-economic shock in a generation. This pandemic is not only a health crisis, but also a social, humanitarian, security, governance, and development crisis that is threatening to leave deep social, economic and political scars for years to come, particularly in areas and regions already weighed down by fragility, poverty and conflict. Kenya recognizes the serious threat that the on-going COVID-19 global outbreak poses on the country. Global movements and interaction between Kenya and affected countries through travel and trade. Additionally, the novel Coronavirus has been confirmed in several countries outside China which have relations with Kenya. Affected countries are putting in containment measures to control the spread of COVID-19.

The Government of Kenya, in fulfilling its primary role of protecting the lives of its vulnerable citizens during disasters and reducing their exposure to risk through preparedness, led the setting up of National Coronavirus Disease Committee (NCDC), comprising of multi-stakeholder and multi-disciplinary team members. The overall responsibility of NCDC is to provide adaptive leadership in mobilizing action and collective approach toward addressing the preventive measures to reduce risk of transmission of COVID-19 in Kenya and enable the country respond effectively, comprehensively, in a coordinated, consistent, and timely manner.

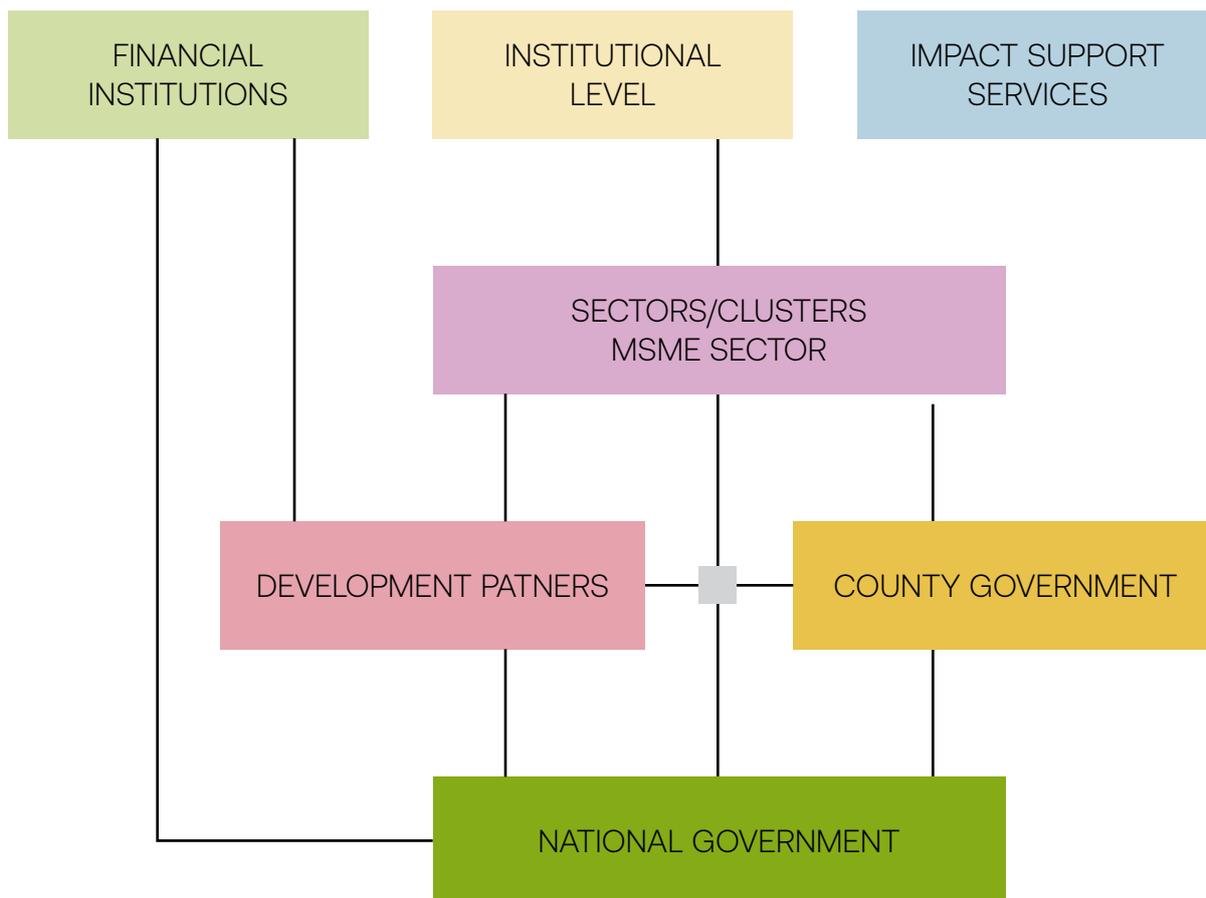


Figure 1: Strategic Preparedness and Response Framework for Covid-19 in Kenya

The global nature of the pandemic reinforces the importance of a coordinating and collaborative approach: communities, counties, sectors, industry, countries, and global institutions. As Kenya and the world respond to COVID-19, it appears like there is a trade-off to be made: either save lives or save livelihoods.

There emerges the dilemma - getting the virus under control and saving lives is, or saving livelihoods. This is what brings the need for a coordinated and synergistic need of working closely together: to help protect the health of people; and to help protect the health of the local, county, national, regional, and global economy.

This approach recognizes that protecting public health and protecting the economy and putting people back to work, go hand in hand. There is, thus, need to do both without compromising the country's development agenda and national security obligations. As the government and the international community provide financial and non-financial support that are desperately needed, the place of health interventions is put at the top of the priority list: getting resources to doctors, nurses, hospitals, the purchase of medical equipment, and to help the most vulnerable people (humanitarian support).

At the same time, this is expected to go together with support for economy-wide priorities (restore and strengthen demand and supply value chains): to reduce unemployment, minimize bankruptcies and, over time, build the recovery for businesses, including Micro, Small, and Medium Enterprises (MSMEs).

The health crisis and the health of economy are intertwined and hence requires the implementation of policies that protect both lives and livelihoods. A robust response from the government and stakeholders is required to prevent the virus (health) crisis becoming an economic, social, and security crisis as well.

COVID-19 and the Multi-Dimensional Approach to Preparedness and Response

It is recommended that for the country to have a comprehensive approach to deal with the COVID-19 pandemic, an adaptive management approach is required so as to facilitate novel approaches in understanding and addressing the various dimensions of the pandemic and steering the country to a state of normalcy and continuity.

The proposed eight (8) Sectors (see Figure 2) are expected to provide both strategic and technical guidance and advice on the viable adaptive approaches required to comprehensively deal with the risks and response mechanisms required to deal with the COVID-19 challenges in the short, medium, and long term basis.



Figure 2: Multi-Dimensional Approach for Preparedness and Response to COVID-19 Pandemic

Public Health

The COVID-19 pandemic is placing significant strains on health systems, essential public services and communities globally, including Kenya.

Before, the health services, here in Kenya, as in most parts of the world, were focused on individual care. But now they have to start thinking about public health in an outbreak context instead. Making that sort of change is difficult for any health service.

They have to change how they think and act, a complete change of approach. In addition, a common factor in epidemics is the high number of patients who arrive at hospitals all at the same time. This can have a negative impact on even well-developed healthcare systems, which are not used to coping with these kinds of numbers every day. Adapting to this is not easy. So, the best impact we can have now is advising the healthcare systems about the different approaches, strategies and practices that must be employed when confronting a pandemic like the coronavirus.

Sub-Clusters

- Planning & Coordination
- Epidemiology & Surveillance
- Case Management and Services
- Health Personnel & Services

Goal: The main goal of this sector is to prevent, rapidly detect and effectively respond to any COVID-19 pandemic outbreak to reduce morbidity and mortality in the country.

The specific objectives include:

- Enhance Coordination and Leadership for COVID-19 preparedness and response.
- To raise public awareness and community engagement in all counties and sectors.
- To strengthen surveillance and Screening at Points of Entry
- To strengthen Laboratory Capacity to detect COVID-19
- To build capacity of Health Care Workers on Highly Infectious Diseases - COVID-19
- To Equip quarantine units
- To finalize and equip the Infectious disease treatment centres (ITCs) and assess their readiness
- To mobilize Coronavirus supplies, equipment and pre-position them.
- To conduct simulation exercises to test and improve the Preparedness and Response Plan
- Undertake effective Case Management

Economy and Business

Enterprises thrive in a business environment that is conducive to their development and growth. It is therefore important to not only provide assistance to enterprises and their support organisations but also put in place a conducive regulatory, policy and institutional environment that enables enterprises to start up, expand and sustain themselves.

The crisis has already transformed into an economic and labour market shock, impacting not only supply (production of goods and services) but also demand (consumption and investment).

Disruptions to production, initially in Asia, have now spread to supply chains across the world, including Kenya. All businesses, regardless of size, are facing serious challenges, especially those in the aviation, tourism and hospitality industries, with a real threat of significant declines in revenue, insolvencies and job losses in specific sectors. Sustaining business operations will be particularly difficult for Small and Medium Enterprises (SMEs).

Following travel bans, border closures and quarantine measures, many workers cannot move to their places of work or carry out their jobs, which has knock-on effects on incomes, particularly for informal and casually-employed workers. Consumers are unable or reluctant to purchase goods and services. Given the current environment of uncertainty and fear, enterprises are likely to delay investments, purchases of goods and the hiring of workers. Prospects for the economy and the quantity and quality of employment are deteriorating rapidly.

Given these situations, the government of Kenya will need to be both targeted and creative in its response to the crisis. The government will also need to foster intense and closely aligned collaboration with the private sector and development partners.

Sub-Clusters

- Manufacturing
- Transport & Logistics
- Accommodation, Food, & Beverage Services
- Financial Services
- Micro & Small Enterprises

Goal: The overall goal of the sector is restoring business continuity and sustainable operations

Objectives

- Facilitate the assessment of damage on businesses and economy caused by COVID-19 pandemic
- Support business recovery, growth and development
- Protect workers in the workplace
- Stimulate the economy and labour demand
- Support employment and incomes

Education

We are living amidst what is potentially one of the greatest threats in our lifetime to global education, a gigantic educational crisis.

The 2019–20 coronavirus pandemic has affected educational systems worldwide, leading to the near-total closures of schools, universities and colleges. As of March 28, 2020, the COVID-19 pandemic is causing more than 1.6 billion children and youth to be out of school in 161 countries. This is close to 80% of the world's enrolled students. We were already experiencing a global learning crisis, as many students were in school, but were not learning the fundamental skills needed for life.

The World Bank's "Learning Poverty" indicator – the % of children who cannot read and understand at age 10 – stood at 53% of children in low-and middle-income countries – before the outbreak started. This pandemic has the potential to worsen these outcomes even more if we do not act fast.

What should we be worried about in this phase of the crisis that might have an immediate impact on children and youth? (1) Losses in learning (2) Increased dropout rates (3) Children missing their most important meal of the day. Moreover, most countries, including Kenya, have very unequal education systems, and these negative impacts will be felt disproportionately by poor children. When it rains, it pours for them.

The mission of all education systems is the same. It is to overcome the learning crisis we were already living and respond to the pandemic we are all facing. The challenge today is to reduce as much as possible the negative impact this pandemic will have on learning and schooling and build on this experience to get back on a path of faster improvement in learning.

As education systems cope with this crisis, they must also be thinking of how they can recover stronger, with a renewed sense of responsibility of all actors and with a better understanding and sense of urgency of the need to close the gap in opportunities and assuring that all children have the same chances for a quality education. As schools remain closed, interventions will focus on reaching out to school-going learners at home and preparing for re-opening.

Sub-Clusters

- Pre-Primary
- Primary
- Secondary
- TVET Institutions and Colleges
- Universities

Goal: To ensure that teaching and learning continues through innovative solutions and creating an enabling environment in communities with special attention given to orphans and vulnerable children in the school-going age groups.

Specific Objectives

- Coordination and communication: To strengthen coordination with other clusters (Health, Water and Sanitation and within the cluster
- Awareness raising, behaviour changes and capacity building: To intensify awareness raising and behaviour changes for prevention and management of COVID-19 amongst teachers, learners and communities.
- Safety and decongestions (when schools are open): To promote safety of learners and teachers.
- Continuous learning (when schools are closed): To ensure continuity of teaching and learning during the possible closure of schools.

Food & Safety

Strengthening food production and distribution systems is key to fighting hunger and entails helping tackle diseases wherever they emerge in humans, animals, plants or the environment.

The COVID-19 is a global health crisis, and ACAL is playing a role in assessing and responding to its potential impacts on people's life and livelihoods, local, national, regional, global food trade, markets, food supply chains and livestock. At ACAL we believe that this will allow the country to anticipate and mitigate possible disruptions the pandemic may trigger for people's food security and livelihoods, avoiding panic-driven reactions that can aggravate disruptions and deteriorate the food and nutrition security of the most vulnerable.

According to FAO (2001) "Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life".

Therefore, achieving food security requires that the aggregate availability of physical supplies of food is sufficient, that households have adequate access to those food supplies through their own production, through the market or through other sources, and that the utilization of those food supplies is appropriate to meet the specific dietary needs of individuals. It is thus important that the country develops tools to support policy analysis and address the impact of COVID-19 on food and agriculture, value chains, food prices, food security across the country.

Sub-Clusters

- Food Security
- Agriculture
- Fishing
- Dairy and Livestock

Goal: To ensure that the food value chain is functional with minimal disruptions and provide live saving food assistance to food insecure urban, semi-urban and rural households affected by the impact of COVID-19

Specific Objectives

- Ensure enhanced food availability is achieved in sufficient quantities and consistently available to all individuals within the country, either through household production, other domestic output, commercial imports, or food assistance.
- Food utilization is proper with sufficient energy and essential nutrients, potable water, and adequate sanitation.

Social Services, Conflict & Security

Understanding the socioeconomic impacts of the pandemic is crucial, including elements of social cohesion and conflict sensitivity, and gender inequality and gender-based violence.

Although needs assessments and analysis are seriously constrained by restricted mobility and avoidance of social interactions, available knowledge should inform a review of existing humanitarian operations, a reprioritization and adaptation to implement the most urgent actions, and the identification of critical gaps.

COVID-19 is already starting to expose fractures, prejudices and weaknesses among many marginal or conflict-affected populations in households, communities, socio-economic groups, rural-urban conflict, and border conflict among others.

Existing discrimination against certain groups is intensifying as some groups are perceived to be spreading the virus. In Tanzania, for instance, the population from Dar es Salaam have been blamed for importing the virus from infected city to other towns or rural areas, creating potentially serious implications for communal tensions and a challenge for those organizing a comprehensive response.

In some other places in the globe, prejudices between villages and along religious lines are being amplified, and hate speech is spreading online. Where relationships between local communities and authorities are already strained (i.e. from urban neighbourhoods in India to rural parts of Southeast Asia) official health advice on COVID-19 has been rejected. Addressing these fears and prejudices is challenging but not impossible.

Development actors must ensure that pandemic mitigation efforts do not backfire by exacerbating current problems or unintentionally stoking violence. Further steps can proactively seek to dispel rumours, build common understanding, and ease tensions.

Sub-Clusters

- Community Development
- Guidance & Counselling
- Humanitarian
- Security

Goal: The overall goal of this sector is to reduce threats and protect the affected populations, and other all vulnerable groups from violence, stigma, exploitation, abuse and neglect during the COVID-19 pandemic period and ensure that human rights are respected and observed.

Specific Objectives

- To provide mental health and psychosocial support (MHPSS) and stigma prevention for all affected populations
- To ensure the provision of relevant logistics and operational support to the humanitarian community and relevant stakeholders involved in COVID-19 response activities.
- To provide social services including child protection services for children quarantined or left without care provider
- To strengthen Social protection services for economically vulnerable households affected by COVID-19
- To enhance risk mitigation of gender-based violence and all forms of violence, abuse, exploitation and neglect, including the risks for people in isolation and quarantine
- Advocate for inclusion of specific rights, needs and vulnerabilities of women, girls, and children, including persons with disabilities and elderly in prevention, early detection, care and treatment strategies and programmes implemented by other clusters.
- To ensure that all security officers and conflict and peace building actors are well informed and trained about the pandemic including their role in prevention and control

Water & Sanitation

Safely managed water, sanitation, and hygiene (WASH) services are an essential part of preventing and protecting human health during infectious disease outbreaks, including the current COVID-19 pandemic.

One of the most cost-effective strategies for increasing pandemic preparedness, especially in resource-constrained settings, is investing in core public health infrastructure, including water and sanitation systems. Good WASH and waste management practices, that are consistently applied, serve as barriers to human-to-human transmission of the COVID-19 virus in homes, communities, health care facilities, schools, and other public spaces.

Safely managed WASH services are also critical during the recovery phase of a disease outbreak to mitigate secondary impacts on community livelihoods and wellbeing. These secondary impacts—which could include disruptions to supply chains, inability to pay bills, or panic-buying—have negative impacts on the continuity and quality of water and sanitation services, the ability of affected households to access and pay for WASH services and products (for instance, soap, point of use water treatment or menstrual hygiene products) and the ability of schools, workplaces and other public spaces to maintain effective hygiene protocols when they re-open.

If not managed, secondary impacts can increase the risk of further spreading water borne diseases, including potential disease outbreaks such as cholera, particularly where the disease is endemic.

Sub-Clusters

- Water Services
- Hygiene Services

Goal: The overall goal of the WASH sector program is to contribute to the reduction of morbidity and mortality caused by Coronavirus through providing timely and appropriate preventive and response WASH services/activities in areas that are affected by and are at risk of Corona outbreak.

Specific Objectives

- To provide safe water supply in adequate quantities to affected population in Emergency Treatment Units and other transit centres and surrounding communities.
- To provide gender responsive sanitation and hygiene facilities.
- To promote hand washing with soap in collaboration with public sector, private sector, and civil society organizations
- To ensure a coordinated WASH response to the Corona virus outbreak with other service providers at national, county and sub county levels – particularly with the health colleagues to avoid duplication of effort; contradictions and for leveraging of use of resources,
- To ensure effective Information management and sharing about the WASH response to the Corona outbreak.
- To preposition adequate Health and WASH supplies to respond to perceived outbreaks of Coronavirus.

Spatial Planning & Climate Change

Spatial planning plays a major role in creation of a healthy environment through creation of order, safety and enforcement of public health for resilience.

The physical layout of spaces has exacerbated the spread of COVID-19, minimizing opportunities for social distancing that has been a core response to COVID-19 globally. Such spaces include streets, markets, public transport termini, schools, among others, contributing largely to some government responses such as lockdowns and movement restrictions.

The poor planning for the provision of infrastructural services for the poor has created distinct spatial populations that are most-at-risk from the COVID-19 pandemic, further marginalizing them. During the resultant lock-down periods, the planning of urban areas without neighborhood open spaces has inhibited the opportunities for improved mental health of citizens through sports, walks and runs in such common spaces. The lack of proper transportation planning for strengthening of urban-rural linkages to sustain food production and supply has resulted in socio-economic strain to food security.

Climate change and COVID-19 are two very different challenges, but they do have some key things in common. Both are global - they do not respect national boundaries - and both require countries to work together to find solutions. The global community has shown that it can act to address a crisis, with governments, businesses and individuals taking measures and changing behaviours in response to the pandemic. When we work together, even small personal actions when put together, like physical distancing, can make a big difference, helping us to overcome huge challenges.

Sub-Clusters

- Informal Settlements
- Multi-Modal Transport System Design
- Urban Service Delivery

Goal: To provide spatial planning solutions to prevent and control the spread of COVID-19 and strengthen community resilience to climate change

Specific Objectives

- To coordinate development of immediately implementable spatial planning designs to minimize exposure to and spread of COVID-19.
- To advocate for revised spatial planning approaches to minimize future risks of COVID-19 outbreaks and spread in urban and rural spaces.
- Ensure and coordinate the development of short, medium, and long-term urban planning and resilience guidelines and compliance frameworks for COVID-19.
- Ensure the development of climate change adaptation and mitigation framework to the impact of COVID-19 pandemic

Knowledge Management and Communication

As the global pandemic forces countries into continued lockdown and entire industries into crisis management, this situation has revealed a range and scale of organizational and personal challenges that has been unleashed across the workforce.

The novel strain of coronavirus, COVID-19, has created a watershed moment in civic, economic, political and organizational terms. As governments strive to protect the public, the economy and their essential workers, entire industries are buckling and families are locked down in their homes trying to juggle work and domestic commitments on remote and as best they can.

The COVID-19 pandemic has also triggered an unprecedented demand for digital health and technology solutions and has revealed successful solutions such as for population screening, tracking the infection, prioritizing the use and allocation of resources, and designing targeted responses among others. Technology can also be used through COVID-19 preparedness and response efforts through new collaboration and knowledge sharing, to deliver targeted solutions through a coordinated effort to support sectors and businesses facing stages of the epidemic in different ways and different times.

COVID-19 is pushing organizations to rapidly operate in new ways, and systems resilience is being tested as never before. As businesses juggle a range of new systems priorities and challenges— business continuity risks, sudden changes in volume, real-time decision-making, workforce productivity, security risks—leaders must act quickly to address immediate systems resilience issues and lay a foundation for the future.

Sub-Clusters

- Research
- ICT
- Communications
- Monitoring and Evaluation
- Learning

Goal: The overall goal of the cluster is to help organizations and individuals demonstrate the agility to adjust, innovate and manage this rapidly evolving situation.

Specific Objectives

- To strengthen the institutional research and innovation capacity
- To ensure effective business continuity and crisis management
- To Development an effective Enterprise Resilience and Agility
- To facilitate enterprise capacity to connect systems, people, processes and information in a dynamic business environment
- To improve public communication in understanding the COVID-19 pandemic and its short, medium, and long term impact in the society

Conclusion Way Forward

The developed framework and approach requires research and measures needed to support the communities and sectors to prepare for and respond to COVID-19.

In many cases, the national government will be well placed to implement these measures with minimal support. In other cases, partners may be best placed to implement measures where there is a gap in capacity, either on a national or subnational level, in support of national government.



NOW IS THE
TIME.

CHANGE THE GAME.

ACAL is an innovation leader, propelled by the imperative to reimagine solutions to our clients' large-scale and complex challenges. We are a small company with big ideas, and for over a decade, we have been essential partners to some of the biggest organizations in Kenya. And yet, our innovation philosophy hinges on four small beliefs. Innovation is necessary for sustainable growth. Building new value is about more than just building new things. New ideas are born from experience. And the brightest future belongs to those organizations who adapt and change.

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