

**A UN framework
for the immediate
socio-economic
response to
COVID-19**

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**Immediate socio-economic response to COVID-19 for Kenya: A
framework for integrated policy analysis and support**

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1 Introduction

On 31st December 2019, the World Health Organization (WHO) was informed of a cluster of cases of pneumonia of unknown cause detected in Wuhan City, Hubei Province, Peoples' Republic of China. This was subsequently confirmed as an outbreak of a new type of coronavirus, 2019 novel Coronavirus (2019-nCoV) by the National Health Commission, Peoples' Republic of China and the WHO. COVID-19 being a novel virus and as the outbreak continues to evolve, research is ongoing to better understand its dynamics of transmission and improve case management among others. COVID-19 has the potential to cause many infections through human-to-human transmission and lead to a significant number of severe cases that could overwhelm the health care system, substantial deaths, and impact other socio-economic aspects of daily lives. However, if persons infected are detected in a timely manner and rigorous infection control measures applied, the likelihood of sustained human-to-human transmission can be reduced.

As of 11th May 2020, the Coronavirus Worldometer shows that the number of infected cases globally was 6,483,230 with recorded 383,084 deaths, and 3,089,528 recovered patients.¹ In Kenya, the number of infected cases was 2,093 with 71 deaths and 499 recovered patients. Public health experts have consistently warned that the novel coronavirus outbreak presents a unique public health threat to the African continent. Gilbert, Pullano, Pinotti, et al. (2020) use two indicators to determine the capacity of countries to detect and respond to cases: preparedness, using the WHO International Health Regulations Monitoring and Evaluation Framework; and vulnerability, using the Infectious Disease Vulnerability Index. Based on their analysis, Egypt, Algeria, and South Africa had the highest importation risk, and a moderate to high capacity to respond to outbreaks. Nigeria, Ethiopia, Sudan, Angola, Tanzania, Ghana, and Kenya had moderate risk with variable capacity and high vulnerability.²

Furthermore, it is widely thought the economic fallout for the continent is likely to be severe and long-lasting. Many African countries have a high dependence on commodity exports to China, relatively weak sovereign balance sheets, high debt burdens and volatile currencies, among numerous other external fragilities. The disease's negative impact on the world economy has already translated into a decline in demand for the primary products that Africa exports, such as oil from Angola and Nigeria and rare minerals from Democratic Republic of the Congo. The UN Economic Commission has revised its Africa growth forecast from 3.2% to a contraction of 2.6% in a worst case scenario as a result of the coronavirus.³ Among other things, the decline is due to disruption of global supply chains and a crash in oil prices that will cost up to US\$65 billion in export revenues.⁴ Furthermore, tourism has been adversely affected, as international travelers stay home, hurting the economies of South Africa and Kenya, among others. Investors, confronted with a litany of unknowns about the disease and its consequences, are fleeing from emerging markets, at least for the time being.

The short and medium-term socio-economic impacts of COVID-19 are devastating. However, the gravity of the present moment should not be opaque to the fact that many of the factors that are worsening the effects of the pandemic were already present in the global and regional context, and at the national level as well. For that reason, the response to the health crisis should be accompanied by reflection, followed by appropriate action, to avoid perpetuating unsustainable courses of action such as those pursued until now.

The foregoing suggests that the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) provide a pathway for countries to "build back better" after the COVID-19 crisis, according to UN Secretary-General António Guterres. These global goals urge countries to address challenges in poverty,

¹ <https://www.worldometers.info/coronavirus/#countries> (last updated: June 03, 2020, 13:05 GMT).

² Gilbert, M., Pullano, G., and Pinotti, F., et al. (2020) "Preparedness and vulnerability of African countries against importations of COVID-19: a modelling study," *Lancet* 2020; 395: 871–77.

³ United Nations Economic Commission For Africa (17 April 2020). "COVID-19 in Africa: Protecting Lives and Economies," Available at https://www.uneca.org/sites/default/files/PublicationFiles/eca_covid_report_en_rev16april_5web.pdf

⁴ United Nations Economic Commission For Africa (13 March 2020). "ECA estimates billions worth of losses in Africa due to COVID-19 impact," Available at <https://www.uneca.org/stories/eca-estimates-billions-worth-losses-africa-due-covid-19-impact>

health, inequality, environmental sustainability and many other areas, while vowing to leave no one behind, with a deadline of 2030.

Many of the SDGs address both the current crisis as well as longer-term needs including:

- Good health and well-being (SDG 3);
- Water and sanitation (SDG 6);
- Ending hunger (SDG 2);
- Decent work and economic growth (SDG 8);
- Quality education (SDG 4);
- Gender equality (SDG 5);
- No poverty (SDG 1);
- Affordable and clean energy (SDG 7)
- Ending inequalities (SDG 10);
- Climate Action (SDG 13);
- Sustainable cities and communities (SDG 11);
- Sustainable Consumption and Production (SDG 12);
- Peace, justice and strong institutions (SDG 16); and
- Partnership for the Goals (SDG 17);

Grounded on the SDGs and *leaving no one behind*, the *UN framework for the immediate socio-economic response to COVID-19* provides the blueprint for the UN urgent socio-economic response based on UN Secretary General *report - Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19* in Kenya. As noted in the Secretary General report, the COVID-19 pandemic is not just a health crisis but a multidimensional crisis – i.e., health crisis, care crisis, economic crisis, governance crisis environment and climate crisis. Therefore, an effective response must address all these crises in Kenya based on *the UN framework for the immediate socio-economic response to COVID-19* five pillars:

- i. Health First: Protect and Strengthen the Health System: The health system is being overwhelmed by demand for services generated by the COVID-19 outbreak.
- ii. Protect People: Social Protection and Basic Services: The COVID-19 crisis impacts the Kenya’s poorest and most vulnerable.
- iii. Protect Jobs and Economic Recoveries: COVID-19 has plunged the world economy into a recession with deep consequences and historical levels of unemployment and deprivation in Kenya.
- iv. The Macroeconomic Response and Multilateral Coordination: A major global economic recession is underway, along with the possibility of a financial crisis, with major implications for vulnerable population groups and households in Kenya.
- v. Social Cohesion and Community Resilience: The impact of COVID-19 on the life of rural and urban communities is set to be massive, particularly in poor and densely populated urban areas and slums in Kenya.

[See Figure 1 for a graphic representation of the impact and objectives on page 13 and Table 1.1 - Mapping of the Five Pillars of the UNDS Socio-Economic Response and the MTP III Sector Plans on page 14]

This Kenya socio-economic response to COVID-19 is guided by the UN Secretary-General’s “Shared Responsibility, Global Solidarity” report, and the associated “UN framework for the immediate socio-economic response to COVID-19” under the overall leadership of the UN Resident Coordinator (RC) with the World Health Organization (WHO) coordinating the health response, and United Nations Development Programme (UNDP) taking the technical lead in the socio-economic response. At the same time, is also informed by the respective policy decisions of participating IFIs on the COVID-19 response.

Furthermore, it outlines the UN’s strategic response to the pandemic and forms the basis of engagement with other partners in particular government (both at national and sub-national levels, International Financial Institutions (IFIs), Development Partners, private sector and Civil Society Organizations (CSOs) in a coordinated manner while laying a solid foundation to build back better especially, the government in pursuit of a coordinated response while at the same time laying firm foundation for future recovery efforts.

It should be noted that the framework presents only one part of the envisaged two strands of work as part of the immediate socio-economic response – the other strand being immediate programmatic response and recovery activities. The framework will build on UN, national and sub-national governments, private sector, CSOs and other communities COVID-19 responses that may not be grounded in the UN framework but are reflective of viable responses. Furthermore, the domestication of the framework has been developed against the realisation that the pandemic is still evolving and thus there is a need for learning on the current COVID-19 responses, flexibility and adaptability as more data on the pandemic becomes available.

2 Guiding Principles

The immediate socio-economic response is guided by the following principles:

- i. **National ownership and leadership:** The response is to be nationally owned and government-led and aligned to the Kenya Vision 2030⁵ and medium-term plan development objectives as outlined in the Medium-Term Plan III, 2018 – 2022. The immediate socio-economic response takes cognizance of the efforts of the Government of Kenya through both national and county governments, the overarching responsibility for the coordination of the COVID-19 response has been vested with the National Coordination Committee on the Response to the COVID-19 Pandemic (NCCRCP) chaired by the Cabinet Secretary for Interior and National Coordination of Government, with other Ministries. Departments and Agencies having specific coordination roles for the recovery strategies. These mandates at different levels need to be coordinated for effective implementation and execution of the socio-economic response.
- i. **Integrated Policy Solutions:** Based on the UN Secretary General report - Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19, the framework is aimed at offering a suite of integrated policy solutions⁶ which are coherent and multidimensional; maximizing synergies, analyzing impact, managing trade-offs and addressing bottlenecks in supporting Kenya in its efforts to respond to the pandemic and the SDGs thus providing a pathway to “build back better” after the COVID-19 crisis. The framework will be anchored on the UNDAF/Cooperation Framework, 2018-2022⁷ which is the UN’s support to Kenya to achieve sustainable development by eradicating poverty in all its forms and dimensions by keeping people out of poverty; safeguarding development gains, accelerating structural transformations for sustainable development through innovative solutions that have multiplier effects across the SDGs; and building resilience to crises and shocks. The framework is also anchored on Kenya’s human rights obligations and commitments and will derive interventions from relevant recommendations from various human rights mechanisms.
- ii. **Leave No One Behind (LNOB):** The socio-economic response should consolidate and safeguard the progress made towards the SDGs while ensuring that the country makes significant progress on the goals where it is stagnating or regressing while ensuring that no one is left behind and that the furthest

⁵ The Kenya Vision 2030 is implemented through the Government’s five-year MTPs, aims to transform Kenya into a “newly industrializing, middle-income country providing a high quality of life to all its’ citizens in a clean and secure environment.”

⁶ Integrated solutions that address poverty, inequality, governance, climate change, gender equality, human rights, social cohesion and community resilience.

⁷ General Assembly resolution 72/279 elevated the United Nations Development Assistance Framework (UNDAF) (now renamed the United Nations Sustainable Development Cooperation Framework hereafter Cooperation Framework - CF) as “the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development.”

behind are reached first. This can only be achieved where there is adequate data and information and deeper and granular analyses carried out by asking the right questions and seeking the correct answers to a number of questions including: who is being left behind and why? In which sectors are they being left behind? What assets do they have access to and how can they participate effectively in the response process? How can the response process be inclusive and accountable?

- iii. **A Nexus Approach:** The wide extent and coverage as well as the multifaceted nature of the effects of the pandemic call for a nexus approach, that is the response should comprise of policy interventions and programmatic actions which straddle the continuum of inter-connections and inter-relationships between immediate humanitarian response, stabilization and long-term sustainable development.
- iv. **Inclusive Partnerships.** It is important than ever to include local governments, civil society, community-based organizations (CBOs) and the private sector as pivotal players in any discussions at the national and local levels aimed at mobilizing and sensitizing the population to combat the COVID-19 pandemic. Their voices must be heard, and their actions enabled to reach out to all people, particularly vulnerable groups.
- v. **Focus on Results.** As financial resources are limited, responses must be guided by results in order to have a greater impact and reach the people most in need.
- vi. **Transparency and Accountability** are at the core of working together effectively. The fast-changing nature of the crisis requires an uninterrupted exchange of knowledge and lessons learnt to adapt responses rapidly and ensure public support and co-operation.

Throughout the response, the guiding reference will be the 2030 Agenda for Sustainable Development and its central promise to **‘leave no one behind.’** Hence, the UN support to Kenya, from assessment to programming, from policy advice to advocacy will be driven by the following guiding questions:

Our purpose	The UN’s guiding questions
Tackling the immediate emergency	<ul style="list-style-type: none"> ✓ Who has been left out and why, when devising the country’s health and socio-economic response measures? ✓ How many are there and where do they live?
Focusing on the social impact and the economic response	<ul style="list-style-type: none"> ✓ Which barriers keep people beyond the reach of infrastructure, employment, services, jobs and other socio-economic response measures? Are stimulus measures addressing equity issues?
‘Recovering better’	<ul style="list-style-type: none"> ✓ How can those who are excluded, marginalized and vulnerable come into the fold? How can they be made more resilient to shocks and crises? ✓ How can the responses help remove and avoid exacerbating structural drivers of exclusion, inequalities and discrimination?

Therefore, a quick but comprehensive mapping of those most at risk of being left behind is critical, building upon monitoring and analysis undertaken by the UNCT and partners, including civil society, to inform responses. This includes assessing how they are disadvantaged by the multiple forms of inequalities and discrimination. The information will be collected from the rapid household budget and enterprise surveys being undertaken by the Kenya National Bureau of Statistics (KNBS), including existing socio-economic, institutional and geographic realities that predate the crisis and the reach of current responses.

3 The Five Pillars Approach of the Socio-Economic Response Framework



This integrated framework is aimed at *inter alia*, protecting the rights of people adversely affected by the pandemic, with particular focus on the most vulnerable groups and those at risk of being left behind. It is founded on five pillars that fall under different ministries as follows:

- Health First: Protecting Health Services and Systems during the Crisis (Ministry of Health);
- Protecting People: Social Protection and Basic Services (Ministry of Labour and Social Protection);
- Economic Response and Recovery: Protecting Jobs, Small and Medium-Sized Enterprises, and Informal Sector Workers (The National Treasury and Planning and Ministry of Industry, Trade & Co-operatives);
- Macroeconomic Response and Multilateral Collaboration (The National Treasury and Planning); and
- Social Cohesion and Community Resilience (Ministry of National Interior and Coordination of National Government and Ministry of Devolution and ASALs).

The five pillars are connected by a strong environmental sustainability and gender equality imperative to build back better. Human activity has altered virtually every corner of the Earth, bringing humans into contact with new vectors: seventy-five percent of all emerging infectious diseases in humans cross from animals. The deterioration of ecosystems, and the biodiversity within them – from habitat loss and modification, agricultural development, climate change, pollution, unsustainable consumption and production and overexploitation of species – is increasing the risk of zoonotic disease pandemics. Therefore, a healthy planet is critical to the ability of countries, including Kenya, to rebound from the COVID-19 pandemic and to prevent future zoonotic diseases. Incorporating environmental dimension into the response and recovery efforts by the government can increase resilience to future crises by ensuring a healthy environment that backs healthy people.

The framework is based on the premise that the response to the health crisis should be accompanied by reflection, followed by appropriate action, to avoid perpetuating unsustainable course of action such as those pursued until now. Based on this, the 2030 Agenda for Sustainable Development and the 17 SDGs provide a pathway for countries to “**build back better**” after the COVID-19 crisis. These global goals urge countries to address challenges in poverty, health, inequality, and many other areas, while vowing to **leave no one behind**, with a deadline of 2030.

4 Framing the Analytical Work

At the macro level, a pivotal pillar of the socio-economic response is deeper research and analysis of the impact of the pandemic on the Kenyan economy and population, including the transmission channels as a prerequisite for the identification of the policy levers for effecting the necessary response measures and charting the possible recovery pathways. There are two distinct, albeit related, aspects to policy analytical work at the macro level. First, is a detailed and comprehensive analysis of the socio-economic impact, how the impact of COVID-19 and related measures (including movement restrictions, supply chain disruptions, supply and demand shocks) are transmitted to the economy, who is affected and why and what can be done to mitigate the impact. This will be super-imposed on the pre-Covid-19 scenario as a means of delineating the specific impact of the pandemic.

Secondly, is an integrated policy scenario analysis identifying policy levers and options and pathways to recovery including the impact on the SDGs.

At the sectoral level, the response framework will be informed by sectoral analyses, building on a number of on-going and/or completed pieces of analytical work, and drawing from the efforts and experiences of the government, the UN system, World Bank, IMF, African Development Bank, Development Partners, constitutional commissions, private sector, research institutions, CSOs and Community Based Organizations. The response will thus build on the existing large body of knowledge and ideas, and where necessary, fill in existing knowledge gaps.

The response framework therefore has the following seven strategic objectives:

- i. **Strategic objective 1:** To review the pre-pandemic socio-economic situation and inequalities impacting upon SDG implementation in Kenya ;
- ii. **Strategic objective 2:** To review existing analytical studies in all the five response pillars to determine their adequacy for informing the response and gaps, if any;
- iii. **Strategic objective 3:** To undertake a quick sectoral policy analysis to fill in any noted gaps;
- iv. **Strategic objective 4:** To undertake an integrated analysis of the socio-economic effects of the COVID-19 pandemic;
- v. **Strategic objective 5:** To undertake an integrated policy scenario analysis to identify the plausible policy responses;
- vi. **Strategic objective 6:** To evolve a framework for integration of the identified policy responses; into the national and sectoral development policies and plans and the UN programmatic frameworks; and
- vii. **Strategic objective 7:** To promote partnership building and capacity development.

5 Strategic Approach

The framework outlines the principles and operational imperatives for integrated policy analysis and support for effective socio-economic response to the COVID-19 pandemic in Kenya. Its development is informed by a dual imperative of responding urgently to stem the impact, and help governments and populations build a better future based on the principles of the UN SG's global call: Aim at protecting people and planet; preserve gains across all the SDGs; ensure equality; promote transparency, accountability, and collaboration; increase solidarity; and place the voice, rights and agency of people at the centre.

Beyond the socio-economic response, the framework should also be viewed as an integral part of the UN response which also includes the Humanitarian and Health components. It is critically important therefore, that the framework is viewed as part and parcel of an integral whole, that is, a comprehensive suite of responses to the pandemic and not as a standalone intervention. The framework should also be viewed as part of the UN's strategic offer to Government of Kenya (GOK) aimed at responding to and addressing the adverse effects of the pandemic and laying a firm foundation for a more inclusive, resilient, equitable and sustainable recovery process and the realization of the national development vision and objectives. A key element of the framework implementation process will, therefore, be effective engagement with all stakeholders, especially the affected populations, the government, development partners and the academia and policy research entities- national and regional centres of excellence.

6 Strategic Response Objectives

6.1 Strategic objective 1: Background study of the pre-COVID-19 socio-economic situation

The analytical work will need to be built on a clear understanding of the national development context based a quick scan of the socio-economic conditions obtaining prior to the pandemic. This initial review is necessary as it will help in delineating the socio-economic challenges which existed prior to the pandemic and thus not attributable to the pandemic *per se* and/or those which may have been exacerbated by the pandemic. The idea of

this type of analysis is not simply to delineate the pre-existing challenges but rather to utilize the opportunity presented by the proposed response to address such challenges in a holistic manner.

6.2 Strategic objective 2: Review of completed and on-going analytical work

There are a number of national institutions, including government ministries, agencies and departments as well as UN Agencies that are already engaged in analytical work across the five pillars of the socio-economic response. This on-going and/or completed work provides a useful entry point for information gathering or deepening collaboration and partnership. Some of these analyses are enumerated in the table below.

(NB: Table to completed by the UN Technical staff) – See more detailed SERP UNCT Mapping Tool for SRAs

Pillar	MDAs, UN agencies and other organisations responsible	Completed and/or on-going analytical work	Research gaps and/or new areas requiring further work
Health			
SRA 2: Outcome 2.2	UNICEF, UNEP, UNDP, Ministry of Health, CoG	PPE and health systems, management of COVID-19 contaminated waste	
	WHO, Ministry of Health, CoG	Coordination of the health response	
Social Protection and other social issues			
SRA Outcomes 2.2-2.7	UNICEF, WFP, ILO, UNDP, UNESCO Ministry of Labour and Social Protection Social Protection Working Group	Social protection sector review and advisory note Education Disability	
	UNDP, UNHABITAT, UNEP	Urban resilience, supporting sustainable infrastructure and cities	
	UN Women, Department of Gender Affairs	GEWE	
	UNDP, FAO, IFAD, WFP, Ministry of Agriculture, The National Drought Management Authority (NDMA), CSOs	Rural resilience-building	
	UNICEF, Ministry of Health	WASH	
	UNESCO, UNICEF	Education and disability	
	IOM, UNHCR	Migration and displacement Refugees	
	UNFPA, UN Women	GBV; SRH; Data	
	WFP, FAO, IFAD	Hunger and food security	
	OCHA	HRP and coordinating humanitarian response	
	FAO	Food and Nutrition – HRP and	

		various other related analyses	
Jobs and enterprise development			
SRA Outcome 3.1-3.3	UNDP, UNEP, UNIDO, ILO, FAO, Ministry of Labour and Social Protection, Ministry of Industry Trade and Cooperatives, Ministry of Agriculture, Mining, KEPSA, KAM	Rural livelihoods; Youth enterprise; informal sector, MSME Policy; Artisanal mining, Green growth	Aid for Trade
	ILO, UNEP, Ministry of Labour and Social Protection	Green Jobs; Youth enterprise; Better Work Programme	
	FAO, UNEP, Ministry of Environment and Forestry	Food security and livelihoods, Sustainable Agriculture including Eco-System Based Agriculture (EBA)	
	UNDP, UNEP	Low Emission Development Strategy and Climate Promise, scale up and accelerate sustainable consumption and production, and promote new green jobs	
Macroeconomics			
Not included in the UNDAF	UNDP, UNICEF, UN Women, ILO, World Bank, IMF, AfDB, National Treasury and Planning, Ministry of Labour and Social Protection, KNBS, CBK	MTP III; INFF; fiscal space analysis; budget analysis; tax policies; debt sustainability analysis; SDGs-based budgeting	
Social cohesion			
SRA Outcome 2.8	UNDP, FAO, NDMA	Rural resilience	
SRA Outcome 1.3	UNDP, RCO, UN Women, Ministry of Interior, National Cohesion and Integration Cohesion (NCIC), CSOs	Peace Building	
SRA Outcome 1.1	UNDP; OHCHR, RCO; KNCHR, CSOs	Human rights: monitoring and analysis of human rights impacts of COVID-19 on vulnerable communities and groups; human rights-based data collection and indicators	

		(working with KNCHR and KNBS); engagement with civil society on human rights, governance and civic space; rule of law and accountability.	
SRA Outcome 1.1	UNDP, OHCR, UN Women, RCO, IEBC, CSOs	Elections	

6.3 Strategic objective 3: Sectoral policy analysis to fill in any noted gaps

Kenya has a long history of preparing good policies. The challenge, however, remains lack of effective implementation of the same. Based on a review of the existing policy analytical work, it will therefore, be important to analyse existing gaps, if any, and importantly, identify factors hampering policy implementation.

6.4 Strategic objective 4: Analysis of the socio-economic effects of the COVID-19 pandemic

Whereas there are a number of transmission channels and impact of the pandemic that are generally agreed upon, it will be necessary to conduct an in-depth study to determine, scientifically and objectively, the impact of the pandemic on different sectors of the Kenyan economy, socio-economic and gender groups as well as geographic areas. An integral part of such analyses would be a determination of the source and nature of vulnerabilities that afflict various groups and geographic areas.

Kenya faces a number of macroeconomic challenges including limited fiscal space for financing MTP III and the SDGs. At the macro level, there will be an analysis of the macroeconomic implications of the response efforts, identifying gaps and challenges with a view to contributing to building a firm foundation upon which the country's recovery can be built.

Moreover, it is now widely acknowledged that the gains made across many SDGs will be eroded with the already strained health system being further burdened, the weak social protection system further eroded pushing more people into poverty, resilience systems across all sectors being weakened; and educational outcome deficits being magnified, particularly among the poor who are not able to engage with e-learning, among many other effects. And while there could be initial environmental gains due to reduced anthropogenic activity, there is a risk that, in the medium to long-term, environmental degradation could be accelerated as economic activities pick up post the pandemic. This is in addition to the expected spike in pollution and contamination from hazardous wastes, such as personal protective equipment, electronics and pharmaceuticals; volumes of wastewater and massive use of detergents, disinfectants and antimicrobial solutions during efforts to address COVID-19.

6.5 Strategic objective 5: Scenario analysis to identify the plausible policy responses

Based on an assessment of the socio-economic impacts of the pandemic and the national development objectives, there will be a need for identification of the public policies and programmes needed for recovery; an assessment of the impact, in isolation and in combination, of their synergies, and a determination of their associated costs. Following identification of policy options and associated costs, the next step would be to estimate the public investment requirements for implementing policy options and interventions needed for socio-economic recovery and assessing the implications of alternative policy choices, recovery pathways and financing strategies. The determination of public investment costs will already factor in existing programmes and funds and will focus therefore, on the funding gap.

The results of the analysis would then form the basis of elaborate policy advocacy with key stakeholders, many of whom will already be engaged with the process from the onset for the purpose of buy-in. It is noteworthy to mention that the pandemic will lead to a transformational shift in the business of development and international relations and that 'normal' will look fundamentally different post-Covid-19. As such, while remedial strategies

will need to be devised, they will not necessarily be developed within the parameters of ‘what was’ pre-Covid-19, that is, countries are most likely to adopt different development pathways, engendering ‘abnormal’ or ‘business unusual’ strategies. Given an already weakened pre-Covid-19 environment, the strategy ambitions will ideally leapfrog ground zero and aim for more aspirational outcomes. Implementation of policy recommendations will be key to the recovery itself. As such, a phased approach is proposed, with urgent and foundational issues being tackled upfront, and implementation starting in the very short term.

6.6 Strategic objective 6: Integrate policy responses into the national and sectoral development policies and plans as well as UN programmatic frameworks

The recovery is to be nationally owned and government led. Beyond the analysis, the strategy will be integrated into and aligned to the MTP III, 2018-2022 and country integration plans (CIDPs) which have mainstreamed SDGs and Agenda 2063. In this way, the recovery will be part of the national and county development frameworks, implementation and monitoring of the SDGs and Agenda 2063. It follows, logically, from the foregoing that the implementation, monitoring and reporting of progress or the lack of it towards the socio-economic recovery will be embedded in the national and county monitoring and evaluation frameworks and will not require an additional structure.

To kick start the recovery, it will be necessary to convene a high-level briefing dialogue session with high-ranking government officials around the need for recovery and specifically, the UN offer in order to secure the necessary buy-in at the appropriate level. This would be followed by technical level meeting(s), bringing together all stakeholders, to devise a clear roadmap for the process and agree on roles and responsibilities. These would logically be followed by a series of sectoral impact analyses to discuss the results of such analyses prior to finalising the sectoral background papers. At the same time, a scenario working group would be working on integrated policy analysis identifying the critical policy levers, complete with their costings, and determining possible scenarios into the future associated with different policy choices. The results of these analyses would then be used in drafting the recovery strategy prior to the same being validated and adopted by all stakeholders followed by integration of the strategy into the MTP III and CIDPs and their monitoring and evaluation frameworks.

The importance of a partnership approach cannot be overemphasized. It will therefore be essential to engage a wide range of partners across various sectors and given the envisaged ‘new normal’, non-traditional partners will be particularly sought. To add to the richness of the partnership as well as the required consultative ethos, input and solutions will also be crowdsourced by way of various media to ensure buy in beyond Government alone, but also among the general public. The public voice will also help to ground the analysis in empirical realities and insights which are not always visible and also often missed in traditional studies.

6.7 Strategic objective 7: Partnership strengthening and capacity development

Socio-economic recovery is one of the three pillars of UNSG’s COVID-19 pandemic response plan cascading from the Headquarter level to regional and country levels. The other pillars are Humanitarian (UN-OCHA-led) and Health (WHO-led). UNDP, as the lead on the socio-economic recovery pillar will work closely, under the leadership of the UN RC, with the other UN Agencies as well as the IFIs, to support national socio-economic recovery efforts in line with the long-term development vision and objectives. Academic and research institutions, private sector, civil society organisations, the public, and other local players will also be engaged in the strategy development and implementation process for the purpose of leveraging their resources, expertise and knowledge. In performing the integrator function, UNDP will play a key convening role in the recovery efforts led by the GOK and coordinated by the UN Resident Coordinator.

Capacity building/development, especially in socio-economic impact assessment and integrated policy scenario analysis and costing, will be an integral part of the process. Capacity building activities will mostly be conducted virtually and where and when possible via face-to-face training sessions.

Figure 1: Impact and Objective of participating multilateral partners’ support to Kenya on COVID-19

Impact: Kenya is supported to overcome the immediate and medium-term adverse health, social, economic, and SDGs consequences of the COVID 19 pandemic and is well positioned for a robust and sustainable recovery

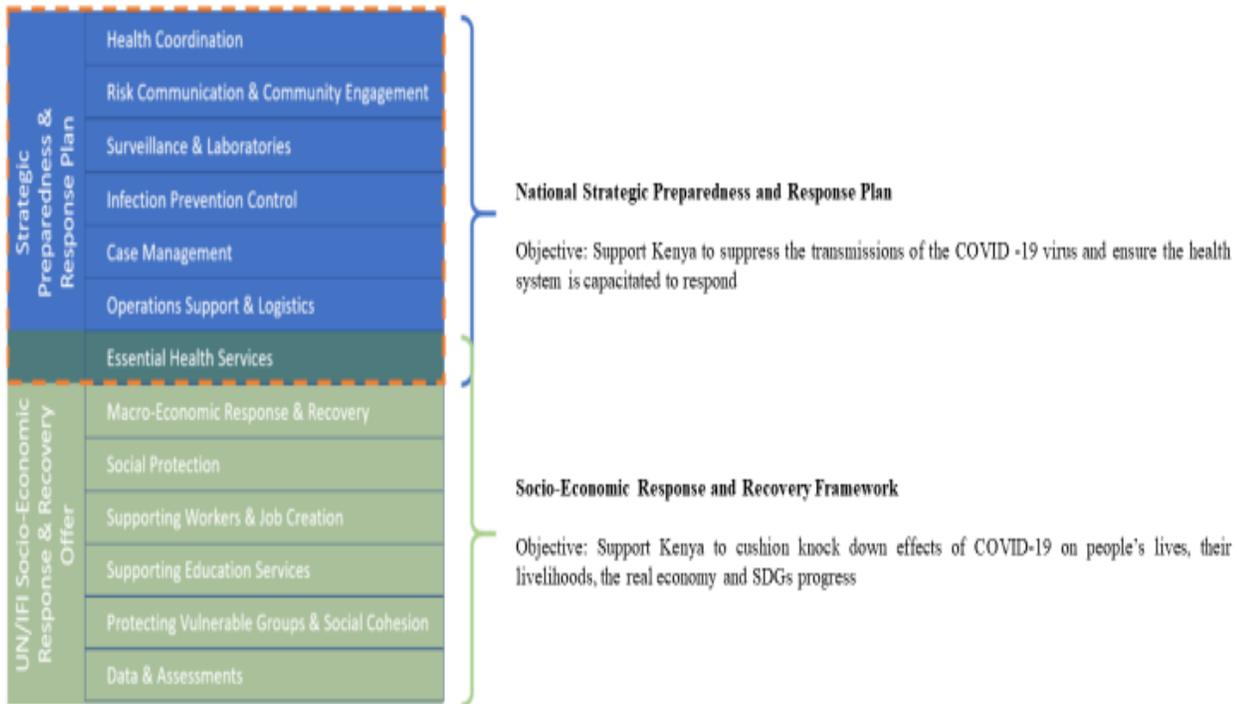


Table 1.1 Mapping of the Five Pillars of the UNDS Socio-Economic Response and the MTP III Sector Plans

THIRD MEDIUM TERM PLAN 2018-2022

Pillar	Sector	Comments
Health First: Protecting Health Services and Systems during the Crisis	<ol style="list-style-type: none"> 1. <u>SECTOR PLAN FOR HEALTH 2018-2022.</u> 2. <u>SECTOR PLAN FOR HIV AND AIDS 2018-2022</u> 3. <u>SECTOR PLAN FOR POPULATION, URBANIZATION AND HOUSING 2018-2022.</u> 	Overlaps with ensuring that essential health services are available and protecting health systems
Protecting People: Social Protection and Basic Services	<ol style="list-style-type: none"> 1. <u>SECTOR PLAN FOR GENDER, YOUTH AND VULNERABLE GROUPS 2018-2022</u> 2. <u>SECTOR PLAN FOR SPORTS, CULTURE AND THE ARTS 2018-2022</u> 3. <u>SECTOR PLAN FOR EDUCATION AND TRAINING 2018-2022.</u> 	Overlaps with helping people cope with adversity, through social protection and basic services
Economic Response and Recovery: Protecting Jobs, Small and Medium-Sized Enterprises, and Informal Sector Workers	<ol style="list-style-type: none"> 1. <u>SECTOR PLAN FOR BPO/ITES 2018-2022</u> 2. <u>SECTOR PLAN FOR MANUFACTURING 2018-2022.</u> 3. <u>SECTOR PLAN FOR TOURISM SECTOR 2018-2022.</u> 4. <u>SECTOR PLAN FOR TRADE 2018-2022.</u> 5. <u>SECTOR PLAN FOR LABOUR AND EMPLOYMENT 2018-2022.</u> 6. <u>SECTOR PLAN FOR BLUE ECONOMY 2018-2022.</u> 7. <u>SECTOR PLAN FOR OIL AND OTHER MINERALS 2018-2022.</u> 8. <u>SECTOR PLAN FOR ENVIRONMENT, WATER, SANITATION AND REGIONAL DEVELOPMENT 2018-2022.</u> 9. <u>SECTOR PLAN FOR AGRICULTURE AND LIVESTOCK 2018-2022.</u> 10. <u>THEMATIC PLAN FOR CLIMATE CHANGE</u> 	Overlaps with protecting jobs, supporting small and medium-sized enterprises, and the most vulnerable productive actor
Macroeconomic Response and Multilateral Collaboration	<ol style="list-style-type: none"> 1. <u>SECTOR PLAN FOR FINANCIAL SERVICES SECTOR 2018-2022.</u> 	Overlaps with guiding the necessary surge in fiscal and financial stimulus to make macroeconomic policies work for the most vulnerable and strengthening multilateral and regional responses
Social Cohesion and Community Resilience	<ol style="list-style-type: none"> 1. <u>SECTOR PLAN FOR NATIONAL VALUES AND ETHICS 2018-2022</u> 2. <u>SECTOR PLAN FOR GOVERNANCE, JUSTICE AND RULE OF LAW 2018-2022</u> 	Overlaps with promoting social cohesion and investing in community-led

	<ol style="list-style-type: none"> 3. <u>SECTOR PLAN FOR PUBLIC SECTOR REFORMS 2018-2022</u> 4. <u>SECTOR PLAN FOR SECURITY, PEACE BUILDING AND CONFLICT RESOLUTION 2018-2022.</u> 5. <u>SECTOR PLAN FOR DEVOLUTION 2018-2022.</u> 6. <u>THEMATIC PLAN FOR DISASTER RISK MANAGEMENT.</u> 7. <u>SECTOR PLAN FOR INFORMATION, COMMUNICATION AND TECHNOLOGY 2018-2022</u> 8. <u>SECTOR PLAN FOR LAND REFORMS 2018-2022.</u> 9. <u>SECTOR PLAN FOR ENDING DROUGHT EMERGENCIES 2018-2022.</u> 10. <u>SECTOR PLAN FOR INFRASTRUCTURE 2018-2022.</u> 11. <u>SECTOR PLAN FOR SCIENCE, TECHNOLOGY AND INNOVATION 2018-2022.</u> 	<p>resilience and response systems</p>
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COVID-19 Socio-economic Response Mapping Tool – SERP UNCT Mapping Tool (Attached)