



REPUBLIC OF KENYA

SHIRIKA PLAN

SHIRIKA PLAN FOR REFUGEES AND HOST COMMUNITIES



MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

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SHIRIKA PLAN FOR REFUGEES AND HOST COMMUNITIES

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ABBREVIATIONS AND ACRONYMS

BETA	-	Bottom-UP Economic Transformation Agenda
BoM	-	Board of Management
CBC	-	Competency Based Curriculum
CIDP	-	County Integrated Development Plan
CRRF	-	Comprehensive Refugee Response Framework
DRDIP	-	Development Response to Displacement Impacts Project
DRR	-	Disaster Risk Reduction
DRS	-	Department of Refugees
EAC	-	East Africa Community
GCR	-	Global Compact on Refugees
GDP	-	Gross Domestic Product
GISEDP	-	Garissa Integrated Socioeconomic Development Plan
ICT	-	Information Communication Technology
IFI	-	International Financial Institutions
IGAD	-	Intergovernmental Agency for Development
KEMIS	-	Kenya Education Management Information System
KISEDP	-	Kalobeyei Integrated Socioeconomic Development Plan
KNEC	-	Kenya National Examination Council
KUCCPs	-	Kenya Universities and Colleges Central Placement System
MDA	-	Ministries, Departments, and Agencies
MIS	-	Management Information System
MTP	-	Medium Term Plans
MoE	-	Ministry of Education
NGO	-	Nongovernmental Organizations
OAU	-	Organization of African Unity
RLO	-	Refugees Led Organizations
RPL	-	Recognition of Prior Learning

SDGs-	-	Sustainable Development Goals
SNRM	-	Sustainable Natural Resource Management
SWOT	-	Strengths, Weaknesses, Opportunities, and Threats
TSC	-	Teachers Service Commission
TWG	-	Technical Working Group
UN	-	United Nations
UNHCR	-	United Nations High Commissioner for Refugee

DEFINITIONS OF TERMS

Climate Resilience: The ability of communities, systems, and economies to anticipate, absorb, and adapt to climate-related impacts.

Cross-Border Initiatives: Collaborative efforts involving multiple countries to address shared challenges such as refugee movement, trade, or resource management.

Disaster Risk Reduction (DRR): Measures and strategies that minimize vulnerabilities and reduce the impact of natural and human-induced hazards.

Durable Solutions: Long-term strategies to resolve the status of refugees, which include voluntary repatriation to their home countries, local integration in host countries, or resettlement in third countries. Durable solutions aim to ensure refugees can lead safe and dignified lives.

Host Community: The population living in the refugee hosting counties, sub-counties, and municipalities.

Human Capital Development: Initiatives that enhance the Education, skills, Health, and capabilities of individuals, enabling them to contribute effectively to economic growth.

Humanitarian-Development Nexus: The interface between humanitarian relief efforts and long-term development initiatives. The UN advocates for this approach to create synergies and ensure sustainable, long-term solutions in crisis-affected areas.

Integrated Services: The coordinated and unified delivery of essential services such as Education, Health, water and sanitation, and infrastructure that serve both refugees and host communities.

Integrated Settlements: Areas where host communities and refugees live together in shared spaces with equitable access to social services, including Health, Education, WASH, Housing, and Infrastructure, among others.

Integration: for Shirika's Plan, integration means socioeconomic inclusion.

Public-Private Partnerships (PPP): Collaborations between public entities and private sector companies to finance, build, and operate projects that serve public interests.

Refugee: According to the 1951 Convention Relating to the Status of Refugees and its 1967 Protocol, a refugee is a person who is outside their

country of nationality or habitual residence due to a well-founded fear of persecution based on race, religion, nationality, membership in a particular social group, or political opinion, and who cannot return safely.

Social Protection: Policies and programs that reduce poverty and vulnerability by promoting access to health care, social insurance, and social assistance.

Socioeconomic Inclusion: Efforts to ensure refugees and members have equal access to economic opportunities, Education, healthcare, and other social services as envisioned by Vision 2030, BETA, and SDGs. Through Socioeconomic inclusion envisioned under the Plan, refugees, and host communities will live together in harmony, sharing services and opportunities. Successful socioeconomic inclusion will foster social cohesion, mutual respect, and shared access to economic, social, and cultural benefits.

Whole-of-Government Approach: A strategy where all government departments and agencies coordinate their efforts to achieve a unified policy goal.

FOREWORD



Kenya has hosted refugees from its inception as an independent state with the numbers increasing significantly from 1990 onwards. The increase in the numbers was due to the influx of refugees mainly from East, Horn of Africa and the Great Lakes Region. The Refugee situation was initially viewed as a temporary occurrence and that the situation in the countries of origin would normalize for them to return. Thirty-five years later, the numbers have increased to over 800,000. As the

numbers increase, so do the challenges and complexities of hosting refugees.

To make migration more manageable in the 21st century, we must rethink our approach to forced displacement by moving away from a humanitarian to a development approach, strengthening international cooperation, adopting sustainable financing models that emphasize burden and responsibility-sharing, leveraging on private sector contributions and addressing the root causes of large-scale refugee movements through peacebuilding interventions in the countries of origin.

The shift is to apply development-oriented approaches to refugee management to address the challenges brought about by the current models. The New York Declaration of 2016 calls for new ways of addressing the movement of refugees and host communities which were formalized through the Global Compact on Refugees (2018). In 2020, our journey towards implementing the Global Compact on Refugees started with the adoption of the Kenya Comprehensive Refugee Response Framework called SHARE (Support for Host Communities and Refugee Empowerment).

Building on the SHARE, IGAD declarations together with past and ongoing programmes such as Kalobeyei Socio-Economic Plan (KISED), Garissa Socio-Economic Development Plan (GISED), Kenya Development Response to Displacement Development Project (KDRDIP); the Shirika Plan adopts a development-oriented approach linking Humanitarian, Development and Peace (HDP). The Refugees Act (2021)

and the Refugees (General) Regulations, 2024 provide for the protection of Refugees and Asylum Seekers as well as addressing the needs of Host Communities. Under Shirika, services and opportunities ranging from Education, Water Sanitation and Hygiene (WASH), Healthcare, Access to jobs and livelihoods, and social protection will not only focus on one community but will be delivered equally to the Host Communities and Refugees in the spirit of leaving no one behind. Going forward, the Government intends to take the lead and ensure accountability, eliminate parallel service delivery systems and ensure that projects and programmes benefit the host communities and refugees.

As we work on Shirika, durable solutions outlined in the 1951 Refugee Convention require simultaneous implementation. The Kenyan Government envisions a situation where the Plan will have the potential not only to enhance the lives of Refugees and Host Communities through socio-economic inclusion, resilience, and self-reliance but also create a positive knock-on effect on Refugee protection and streamlined service delivery, setting a benchmark for sustainable and predictable Refugee management in Kenya and beyond. As we adopt and roll out the implementation of Shirika, we must remember that the Great Lakes Region, East and Horn of Africa is still facing violent conflicts and support to countries of origin to attain peace and rebuild should also be prioritized for successful return of refugees through voluntary repatriation.

The implementation of this plan will require concerted efforts from development partners, donors, UN Agencies, International Financial Institutions, International and National Non-Governmental Organizations, Community Based Organizations, Host Communities and Refugees. We also call on non-traditional resettlement countries to assist in sharing the responsibility and easing the burden.



Hon. Onesimus Kipchumba Murkomen, E.G.H.

CABINET SECRETARY FOR INTERIOR AND NATIONAL
ADMINISTRATION

PREFACE



Kenya has stood in history as a beacon of hope for those fleeing conflict, persecution, national disasters and hardship from the African region and beyond. We have opened our borders and offered sanctuary to refugees and asylum seekers through the open-door policy. As we continue to remain steadfast in our international obligation, regional commitments and humanitarian duty, we come to recognize that long-term displacement requires innovative and sustainable long-term solutions.

The Shirika Plan seeks to transform refugee management from a purely humanitarian aid-based model to a development-centered approach. Shirika, meaning “cooperation” in Kiswahili, captures the spirit of this plan of building a future of shared inclusion, dignity, and resilience: It seeks collaboration across Government, counties, host communities, NGOs, International Financial Institutions (IFIs), development partners, private sector and refugees themselves.

This plan is a vision, a roadmap for transforming refugee camps into integrated settlements, where refugees can access services such as education, healthcare, economic opportunity, and social services, just like the Kenyan citizens. It is a bold step toward creating self-reliant refugees and host communities that contribute meaningfully to Kenya’s economy and enrich our social fabric.

Under the leadership of the State Department for Immigration and Citizens Services and in alignment with our national development goals; Vision 2030 and the Bottom-Up Economic Transformation Agenda, the Shirika Plan integrates our constitutional principles with global frameworks such as the 2018 Global Compact on Refugees and the Sustainable Development Goals.

The plan will require resources, political goodwill, continuous dialogue, trust and commitments among all stakeholders. We envision a more secure Kenya, inclusive communities, and a regional model for refugee inclusion and shared prosperity.

I wish to extend our gratitude to the individuals, institutions, and communities who contributed their insights, experiences, resources and expertise to the development of this Plan.

Shirika Plan reaffirms Kenya's international obligation and duty to humanity and long-term region and commitment to hosting of refugee and asylum seekers.

A handwritten signature in blue ink, appearing to read 'Belio Kipsang', with a long, sweeping underline.

Dr. Belio Kipsang, PhD., C.B.S.

Principal Secretary

State Department for Immigration and Citizen Services

ACKNOWLEDGEMENT



The development of Shirika Plan is the result of an inclusive process that took the whole of Government and whole of Society approach and comprised a wide range of stakeholders. It is in this regard that the Ministry of Interior and National Administration (MINA) through the State Department for Immigration and Citizen Services and the Department of Refugee Services (DRS), recognizes the

critical engagements and inputs of various stakeholders, and their tireless efforts towards the finalization of the Plan.

The Plan has been made possible through the able leadership of the Cabinet Secretary together with Principal Secretaries in key and relevant State Departments, Honourable Members of the National Assembly and the Senate, Excellency Honourable Governors from the refugee hosting Counties of Garissa, Turkana and Nairobi; County Assemblies from hosting Counties, Ministries, Departments and Agencies and the County Governments.

I am grateful to the development partners, International Donors, UN Agencies, International NGOs, PBOs, the Private Sector, RLOs, CBOs, host communities and refugees for their critical inputs that have shaped the Plan. A Special thanks to the United Nations High Commissioner for Refugees (UNHCR), for providing technical and financial support.

In addition, I wish to acknowledge the National Steering Committee led by the Principal Secretary, State Department for Immigration and Citizen Services, the Technical Committee made up of key technocrats from Ministries, Departments and Agencies and County governments, the Joint Secretariat drawn from staff of DRS and UNHCR, for their tireless efforts towards the realization of Shirika Plan.

I appeal to all our stakeholders to support the Government of Kenya, going forward to operationalize and implement Shirika Plan, a novel and transformative approach towards sustainable refugee management.

A handwritten signature in blue ink, appearing to read 'John Burugu', with a large circular flourish on the left and a vertical line extending downwards on the right.

JOHN BURUGU

Commissioner for Refugee Affairs

CHAPTER ONE

1.1 INTRODUCTION

The Shirika plan is Government of Kenya's pioneering plan aimed at fostering the socioeconomic inclusion of refugees and host communities; transitioning them from humanitarian aid to development-focused approaches. The Plan promotes the spirit of self-reliance and resilience as prescribed by the Declaration of Global Compact on Refugees (2018).

The Word "Shirika" comes from the Swahili word *Ushirika* which means coming together.

Shirika Plan is within the context of years of collective efforts by the Government of Kenya to transform the refugee response model in close partnership with the United Nations (UN) and development partners. The plan aligns with Kenya's Bottom-up Economic Transformation Agenda (BETA) and Vision 2030 aspirations. It draws from the success of previous integration initiatives by a multiplicity of stakeholders including development partners and government agencies at both levels. The Kalobeyei Integrated Socioeconomic Development Plan (KISDEP) in Turkana and the Garissa Integrated Socioeconomic Development Plan (GISDEP) in Garissa are some of the initiatives that have informed the Shirika plan.

Shirika plan aligns with Kenya's Medium-Term Plan (MTP-IV) and the County Integrated Development Plans (CIDPs) of Turkana and Garissa as well as the Comprehensive Refugee Response Framework (CRRF) and pledges made by the Government of Kenya at the Global Refugee Forum (GRF-2023).

This collaborative effort among development partners, the government of Kenya, and other stakeholders adopts the whole of society, whole-of-government and whole-of-donor-partner approach. Interventions in the plan are arranged into six thematic pillars. These thematic areas will guide interventions under the plan. The pillars include; systems building, integrated services, human capital and skills development, climate action and natural resource management, sustainable economic development, and durable solutions.

Shirika plan aims to onboard refugees into government service delivery systems including, Education, WASH, Health and Nutrition, and Housing. The plan also seeks to establish a coordinated information management sharing mechanism in order to avoid duplication of interventions and uncoordinated responses.

1.2 Background of the refugee situation in Kenya

The arrival of refugees in Kenya can be traced back to the colonial period. After independence, the Government set up a Secretariat under the Ministry of Home Affairs to handle refugee registration, documentation, and settlement programs. However, in the early 1990s, Kenya experienced a sudden influx of refugees fleeing coups and conflicts in neighboring countries such as Sudan, Somalia, and Ethiopia.

By 1992, Kenya had over 420,000 refugees, mainly from Somalia, who were fleeing the war that led to the fall of the Government of the then Somali President Siyyad Barre. To accommodate the influx, Government opened fifteen temporary refugee camps to enable the UNHCR and other agencies to offer humanitarian assistance to refugees. The temporary refugee camps were located in Mandera, Banissa, Elwak, Ifo, Hagadera, Dagahaley, Swaleh Nguru, Utange, Marafa, Hatimy, Jomvu, Kakuma and Thika.

In 1998, due to congestion and operational difficulties, the Government consolidated the refugee camps by transferring refugees to the Dadaab and Kakuma refugee camps, which remain active to date. Currently, Kenya has two gazetted refugee camps, namely, Dadaab and Kakuma, as well as the Kalobeyei refugee settlement located near Kakuma refugee camp.

As of end February 2025, the total population of refugees and asylum seekers in Kenya was 836,907. Dadaab refugee camp hosts 423,674, and Kakuma refugee camp hosts 302,372. Urban areas of Nairobi, Mombasa, Eldoret and Nakuru host 110,861 refugees.

Management practices for refugees and the attendant legal frameworks have been evolving over the years. The Refugee Secretariat under the then Ministry of Immigration and Registration of Persons was established in the early 2000s to address refugee issues. In May 2007, the Department of Refugee Affairs (DRA) was established upon enactment of the Refugee Act of 2006.

The Refugee Act No. 10 of 2021 came into force in February 2022 replacing the 2006 statute. The Act provides new and additional opportunities, rights, protection, and solutions for refugees in Kenya. Further, the Refugee Act Number 10 of 2021 recognizes the contributions made by refugees to Kenya's development and provides refugees with access to documentation to facilitate employment and the establishment of businesses.

Enactment of the Act demonstrates Kenya's commitment to the protection of refugees and asylum-seekers and to finding lasting solutions to their problems.

The Republic of Kenya acknowledges its humanitarian obligations towards refugees and is committed to upholding their rights, ensuring their protection, and promoting their well-being.

1.3 Rationale of Shirika Plan

In the early 1990s, Kenya's initial response to the refugee influx was to address an emergency that demanded immediate response even in the absence of a clear policy and legal framework. Subsequently, the immediate Government response was the creation of the Department of Refugees Affairs (DRA) which has since been upgraded to the current Department of Refugee Services (DRS).

The Department of Refugee Services is responsible for management of refugee matters including coordinating activities and programs and offering protection and assistance to refugees and asylum seekers. The department offers services including reception, registration and documentation.

In the Shirika plan, the department of Refugee Services will facilitate support in implementation of the plan and will be responsible for policy implementation, resource mobilization, liaison with key stakeholders, technical and capacity support and management of the Shirika plan management information system. The department will also be responsible for reporting, monitoring and evaluation, and ensuring proper resource tracking toward activities in the plan.

Currently, parallel service provision exists, where UN agencies and implementing partners serve refugees in camps while national and county governments cater to host communities. There are also a lot of uncoordinated efforts, leading to duplication and resource inefficiencies.

The Shirika Plan seeks to harmonize service delivery under a government-led model, with support from donors and partners. The Plan also seeks to attract new non-traditional donors and private sector involvement for long-term sustainability.

1.4 Vision

“An integrated and self-reliant ecosystem, fostering socioeconomic inclusion and sustainable development for refugees and host community”

1.5 Objectives

The listed objectives will guide the Plan:

1. Facilitate the transition to government-led, development-oriented, and integrated services.
2. Strengthen the capacity of government institutions to serve refugees and host communities.
3. Enhance resource mobilization in support of integration in the spirit of burden sharing.
4. Promote socioeconomic inclusion of host communities and refugee for enhanced self-reliance and resilience.

1.6 Guiding Principles

The Plan will be guided by the following principles:

1. **Human Rights:** Kenya is committed to upholding the human rights and dignity of all refugees, per international law and standards.
2. **Non-Discrimination:** Refugees shall not be discriminated against based on race, ethnicity, religion, nationality, gender, or any other grounds.
3. **Protection:** Kenya shall provide refugees with effective protection against persecution, violence, discrimination, and other threats to their safety and well-being.
4. **Solidarity:** Kenya recognizes the importance of international solidarity and burden-sharing in addressing the global refugee crisis.
5. **Sustainability:** Refugee assistance and protection programs shall be designed and implemented in a manner that promotes self-reliance, resilience, and long-term solutions.
6. **Equity and Inclusivity:** Kenya shall ensure that host communities and refugees have equal access to opportunities, resources, and essential services.
7. **Partnership:** To enhance the effectiveness of refugee response efforts, collaboration with relevant stakeholders, including government agencies, civil society organizations, international organizations, and the private sector.

1.7 Scope of the Plan

The National and County governments will implement the proposed initiatives in the Shirika plan in collaboration with development partners, humanitarian agencies, the private sector, International Financial Institutions (IFIs), Nongovernmental organizations (NGOs), Public

Benefit Organizations (PBOs), and Civil Society Organizations (CSOs). Initiatives in this Plan will target the population living in the refugee hosting Counties, sub-counties, and municipalities. The Plan will be implemented in phases, with the initial phase spanning four years. The Plan focuses on social and economic inclusion for refugees, asylum seekers, and host communities.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This chapter presents the legal and institutional frameworks that have been in place over time in the management responses to the refugee crisis. It also identifies the gaps and areas for legal and policy reforms required to implement the Shirika plan and the lessons learned.

2.1 Review of the Existing Policy and Legal Framework

The legal framework for refugees in Kenya is founded in several international conventions, including the 1951 Convention Relating to the Status of Refugees and the 1967 Protocol (ratified by Kenya in May 1966 and November 1981, respectively), which obligates the state to grant asylum to persons seeking protection, the 2016 New York Declaration and the 2018 Global Compact on Refugees.

Regional conventions include the 1969 Organization of African Unity (OAU) Convention Governing the Specific Aspects of Refugee Problems in Africa - ratified in June 1992; the IGAD Policy Framework on Refugee Protection; the Nairobi Declaration under the auspices of IGAD on durable solution for Somali refugees and reintegration of refugees in Somalia; the Djibouti Declaration on Regional Refugee Education; the 2019 Kampala Declaration on jobs and livelihood and the Mombasa declaration on refugees accessing Health.

At the national level, Kenya's legal framework aligns with international obligations. Article 2(5) and (6) of the Constitution of Kenya incorporates international law into the domestic legal system, ensuring that ratified treaties, including refugee conventions, are part of Kenyan law. Although the Constitution does not explicitly mention refugees, its Bill of Rights guarantees fundamental freedoms and non-discrimination, respect for human rights, and extending protection to all individuals, including refugees.

Kenya enacted the Refugees Act No. 10 of 2021, which came into effect in February 2022, providing the primary legal basis for refugee protection in Kenya. The Act recognizes refugees' rights to work, access to Education, and own property, shifting away from past encampment policies.

This legal evolution reflects Kenya's changing refugee landscape from an open settlement approach before 1991 to a camp-based policy in the 1990s and now towards a more integrated settlement.

In order to meaningfully include refugees in our country's socioeconomic ecosystem, there will be need for new legal and regulatory frameworks in various sectors and review of existing ones.

2.2 Institutional Framework

The Refugee Act No. 10 of 2021 has established three main institutions for refugee management in Kenya. The three institutions under the Act include the Department of Refugee Services, whose main function is to manage and coordinate all refugee affairs, including reception, document, and protection of all asylum seekers and refugees; the Refugee Advisory Committee, whose main function is to advise the cabinet secretary on National policies for refugee management in Kenya; and the Refugee Status Appeals Committee whose main function is to hear and determine appeals from the decisions of the Commissioner for Refugee Affairs (CRA) emanating from Refugee Status Determination processes. Support for host Community and Refugee Empowerment (SHARE) was also adopted in the spirit of burden sharing and easing pressure on the host countries. Refugee (General) Regulations 2024 were enacted for full implementation of the Refugee Act No. 10 of 2021.

The implementation of the Shirika plan requires a mechanism for regular policy review that will ensure the legal framework remains adaptable to evolving refugee and host community needs. Continuous evaluation will help refine strategies, address emerging challenges, and enhance the Plan's long-term effectiveness.

The implementation of Shirika plan initiatives will be spearheaded by the Department of Refugee Services (DRS) and will adopt a whole of government approach. This approach will create synergy to support the implementation of appropriate national and county-level initiatives to underpin a right-based and sustainable socioeconomic inclusion of host communities and refugees. This plan calls for the engagement of various national and county-level ministries, departments, and agencies to deliver on their respective mandates.

Key Challenges:

The Shirika plan seeks to address the following challenges that may be a hinderance to realization of the plan:

- i. Legal, Regulatory, and Policy Barriers: Divergent policy and legal frameworks barring full access to socioeconomic inclusion limit access to banking, mobile money services, and business development services;

- ii. Lack of a Government owned integrated refugee management system;
- iii. Uncoordinated refugee management approaches leading to duplication of services/parallel service delivery systems;
- iv. Disparities between host communities and refugees;
- v. Infiltration of criminal and terror elements within the camp and urban areas;
- vi. Unsustainable of Humanitarian approaches;
- vii. Coordination/Duplication of services;
- viii. Diminishing numbers and quotas for 3rd country resettlement.

CHAPTER THREE

SHIRIKA PLAN STRATEGIC INTERVENTIONS AND IMPLEMENTATION FRAMEWORK

3.1 Overview

The Shirika Plan contains six key pillars whose implementation will be phased. The phased approach will ensure a gradual buildup of regulatory frameworks, systems, and capacities for the inclusion of host communities and refugees into government service systems.

3.2. Pillars of the Shirika Plan

3.2.1 Pillar 1: Systems' Building

Under this pillar, efforts will be made to strengthen critical national and county-level institutions' capacities to ensure equity, equality, and inclusion in transforming refugee camps into integrated settlements.

This pillar focuses on creating an overall enabling environment in line with its vision and objectives. In the systems building, reforms in current legal, regulatory, and policy frameworks will be undertaken, necessitated by the Refugee Act No. 10 of 2021, the Government's aspirations for Vision 2030, and the Bottom-up Economic Transformation Agenda

The Shirika Plan's whole-of-government approach requires mapping the legal, regulatory, policy, and capacity gaps and implementing a gradual plan to address these gaps through a well-deliberated and consultative process to ensure ownership and sustainability of the reforms.

3.2.1.1 Legal and Policy Reforms

The Shirika plan seeks to establish clear implementation measures that explicitly outline the rights and responsibilities of all stakeholders involved in achieving the Plan's objectives. This includes provisions for land tenure, property rights, and dispute resolution mechanisms to ensure a secure foundation for integrated settlements.

The effective implementation of the Plan will require the following strategic interventions:

- A Comprehensive National Refugee Policy
- Operationalization of a Refugee management information system (database)
- Capacity building of DRS and line MCDAs (human, technical, and financial interventions)

- A robust Resources mobilization strategy
- Harmonization of laws and policies
- Establishment of coordination mechanisms for accountability and proper targeting
- Onboarding of refugees' services into government systems

3.2.1.2 Peace Building Initiatives

Peaceful coexistence for host communities and refugees within the Shirika Plan requires a comprehensive and collaborative approach, aligning with international best practices and Kenya's legal frameworks.

Proposed strategic interventions include:

- i. Enhanced peaceful coexistence by strengthening community-based protection mechanisms and promoting targeted interventions for refugees and the host communities;
- ii. Enhanced security screening of new arrivals, including identification of risks, threats, and separation of combatants from civilians;
- iii. Support initiatives by actors including faith-based organizations to contribute to peace-building efforts and investments in socioeconomic infrastructure for refugees and host communities;
- iv. Strengthening law enforcement capabilities in refugee-hosting areas to empower them to effectively maintain security, respond to incidents, and address criminal activities;
- v. In collaboration with relevant government agencies, mainstream refugee children's issues, policies and laws;
- vi. Pursue Peace Building initiatives and capacity building under the auspices of IGAD for Member States.

3.2.2 Pillar 2: Integrated Services

This pillar aims to enhance the well-being and self-reliance of host communities and refugees through integrated services. It emphasizes equitable access to basic services such as Education, Health, Housing, WASH, electricity, Social Protection, and energy.

This pillar aligns with international and national frameworks such as the Global Compact on Refugees (GCR) and the Comprehensive Refugee Response Framework (CRRF). It also aligns with the national and county governments' development plans.

The Plan transitions from subsistence programming toward resilience and sustainable service delivery, impactful investments, and proper intervention targeting.

3.2.2.1 Education

Policy Context

The Government of Kenya is committed to ensuring equitable access to quality education for all children, in line with the constitutional mandate and international obligations. The 2010 Constitution of Kenya enshrines Education as a basic human right and mandates free and compulsory basic Education for every child. Key national frameworks reinforcing governments commitments include the Basic Education Act of 2013, the National Education Sector Strategic Plan (NESSP), and the Refugee Act, No. 10 of 2021.

Regionally under IGAD, Kenya is a signatory to the Djibouti Declaration of 2017, which underscores the provision of inclusive and quality Education for refugees and host communities.

Education Service Delivery in Refugee and Host Communities

The majority of refugee and asylum-seeker children access education in Dadaab, Kakuma, and Kalobeyei Settlement, where UNHCR primarily manages education services in collaboration with other partners.

As of February 2025, there are 107 basic education institutions: 41 pre-primary, 51 primary, and 15 secondary schools, serving approximately 158,000 refugee learners. An increasing number of refugee learners are accessing public and private Education outside the camps with 30,000 learners are enrolled in public schools integrated into national programs. Even in the wake of increasing enrollment, only 3% of refugee learners have access to higher Education, including TVETs and university opportunities through scholarships.

The plan seeks to liaise MoE to establish a coordination desk at the Ministry for refugee inclusion and to strengthen the institutional capacity of MoE officers to manage and support refugee institutions.

Key Challenges in Refugee and Host Community Education

- Overcrowded classrooms due to high enrolment and insufficient infrastructure.
- Shortage of qualified teachers, particularly under the Teachers Service Commission (TSC).

- Low transition rates to tertiary Education
- Overage refugee children.
- High numbers of out-of-school children, especially in Turkana and Garissa counties.
- The poor quality of roads and the long distances that many learners must travel to reach schools are barriers to access, particularly for the youngest learners.
- Many host community schools lack sufficient boarding facilities to accommodate learners who live far from schools.
- Insufficient support materials for learners with disabilities, including hearing aids,
- Gender disparities in enrollment.
- Weak coordination between relevant government agencies, implementing partners and the Ministry of Education.
- Additional challenges include language and culture, degree of integration, cultural and gender views on Education, and administrative barriers.

Key Interventions

Promoting equitable access to quality education and training for all refugee and host community children and youth by addressing key barriers to basic Education for refugee and host community children and youth through the following activities;

- Strengthening of school meals programs.
- Provision of bursaries and scholarships for learners from refugees and host communities.
- Provision of sanitary pads for girls and dignity kits for learners in both refugee and host community children enrolled to schools.
- Provision of safe learning environments and psychosocial support for learners coping with traumatic or stressful experiences.

Improve and expand education and training facilities and infrastructure in refugee-hosting sub-counties through the following activities;

- Construct and equip additional classrooms, WASH facilities, and laboratories schools in refugee the integrated settlements.

- Rehabilitate existing classrooms, WASH facilities, and laboratories in schools.

Enhance the quality of education services for refugee and host community learners by providing teaching and learning materials and supporting Competency-based Curriculum delivery and assessment through the following activities;

- Provision of adequate teaching and learning materials to all schools in refugee and host community schools.
- Support access to CBC assessment and examinations for refugee learners, including subsidy for examination costs and capacity for administration of exams in line with KNEC regulations.

Recruitment and deployment of TSC teachers in refugee and host community schools. Strengthen and promote digital learning and work skills in refugee and host community schools.

Strengthen the governance and management of education institutions in refugee-hosting areas through the following activities;

- Register refugee camp schools as public institutions in accordance with the Basic Education Act 2013.
- Register all refugee learners in KEMIS.
- Support access to the KUCCPS database for refugee learners and enhance KUCCPS career guidance for refugee and host community learners.
- Include refugee and host schools in national education programs to promote equitable access to Education.

Expected outcomes

1. Refugee and host community children benefiting from quality and equitable Education.
2. Refugee learners are included in national education databases and systems and managed in line with national policies.

3.2.2.2 Health

The Kenyan Constitution guarantees the right to Health as a fundamental human right. The delivery of health care services is a shared responsibility between the national Government and the county governments.

Porous borders with inadequate surveillance infrastructure continues to pose a threat of disease outbreaks and pandemics. Populations in camps

often experience high cases of malnutrition, disease outbreaks, cross-border diseases of international interest, a high number of unvaccinated children, and an uncoordinated patient referral system.

The national and county governments, in collaboration with partners, invest in supporting interventions in public health emergency response, vaccination immunization, and disease outbreak response.

Refugee-hosting health facilities in Kakuma and Dadaab

Sub-county	Community Units	Dispensaries	Health Centres	Level- IV Hospitals	Total
Dadaab	-	8	1	1	10
Kakuma	-	5	3	2	10
Total	-	13	4	3	20

Source: Ministry of Health, 2025

The 13 level II facilities, four (4) level III facilities, and four (4) level IV facilities are not adequately resourced to cater to the refugee populations within the camps, currently estimated at 836,907 people.

The Shirika Plan seeks to facilitate the following:

- i. Adequate staffing of health facilities;
- ii. Expansion of existing health facilities and development of additional facilities to match WHO standards;
- iii. Enrolment of refugees and surrounding host communities into SHIF and issuance of SHIF cards as per selection criteria.

3.2.2.3. Housing and Infrastructure

The National and County Governments are working to develop quality, sustainable infrastructure and settlements to support economic development and ensuring host communities and refugees live in dignity.

Refugee hosting counties have been experiencing a high rate of urbanization, necessitating the need to meet the growing needs of urban dwellers through existing spatial planning and infrastructure development, including the quantity and quality of housing in line with SDG-9 and SDG-11.

Garissa County for example has witnessed significant population growth due to natural increase and rural-urban migration driven by devolved services. Over the past 30 years, the influx of refugees has also boosted the

urban population in the Dadaab and Fafi sub-counties. The refugee camps in these areas have evolved into urban spaces, necessitating the need for expansion of socioeconomic infrastructure.

The roads linking the refugee camps to major towns are in poor condition, with the main Garissa-Dadaab-Liboi trunk road only accessible in the dry season. This lack of viable infrastructure hampers the area's connectivity to market centers, limiting its economic potential.

Like Garissa, Turkana County is on an upward trend of significant urban development. The growth is driven by spatial growth, new investment opportunities, including the LAPSSET project, and the reclassification of Lodwar and Kakuma as municipalities.

Kakuma refugee camp is currently congested, with limited space to accommodate new arrivals. The Kalobeyei settlement too has surpassed its maximum capacity according to the spatial Plan. With approximately 3,000 new arrivals seeking asylum in Kakuma monthly, the shirika plan seeks to coordinate efforts to secure new spaces for hosting these refugees under a settlement approach.

Key Challenges housing challenges Shirika plan seeks to address Include:

- Unregulated urbanization is occurring in the refugee-hosting sub-counties.
- Unadjudicated settlements.
- Untapped private sector potential and the lands and housing sector.
- Poor road and transport networks.
- Road encroachment is occurring in settlement areas.

Interventions

The Shirika Plan seeks to provide solutions for economic development that influence the integration of host communities and refugees.

This will be achieved through the development of physical infrastructure, proper Spatial planning, infrastructure development, and urban governance.

Other intervention that the plan seeks to achieve include;

- Balancing demands for development with the need to protect the environment.
- Achieve social and economic goals about the integration of the host and refugee communities.
- Conduct a socio-political, economic, spatial, and environmental baseline survey to identify physical and land use planning challenges and prioritize interventions based on community needs.
- Prepare an urban development framework to guide urbanization within refugee camps and neighboring towns, including regeneration planning.
- Provide a land use management framework for suitable land and resource allocation models.
- Provide an environmental management and protection frameworks.
- Establish waste management systems for refugees and host communities.
- Improve road connectivity and accessibility through an integrated transportation system and service infrastructure, including major trunk roads, rural access roads, urban centers, areas within camps, and electrical, fiber, and sewer lines.
- Develop the skills and capacity of different local-level stakeholders in urban management and governance processes.
- Conduct flood susceptibility mapping and explore innovative rainwater harvesting systems and management techniques to safeguard existing infrastructure.
- Advocate for sustainable housing technology within the settlements.

3.2.2.4 Water and Sanitation

Kenya's Constitution 2010 and the Water Act 2016 affirm access to safe water as a fundamental human right. Different Counties have enacted legislative frameworks to govern water management.

Garissa and Turkana Counties, are among the 28 arid regions which face significant water shortages, especially during the dry season. Outdated infrastructure, limited capacity, reliance on fossil fuels, and limited livelihood further exacerbate this situation.

The Dadaab Refugee Operation relies on the Merti aquifer, with 28 operational boreholes supplying water to over 370,404 individuals. The average daily per capita water within the camps is 21 liters. Currently, water service operations within the camps are managed by UNHCR, with local market committees running boreholes and automated water collection points.

The Garissa sewerage system is under expansion and is not connected to Daadab Refugee Camp. The proportion of the population using pit latrines in Garissa County has increased to 49.7%, with most households sharing latrines or resorting to open defecation.

Only 48.2% of households in Turkana County have access to safe drinking water, and 24.3% have access to improved sanitation. Most people in Turkana West obtain their water from various sources, including unprotected dug wells (43%), piped schemes (13.8%), boreholes (18%), water kiosks (8%), and surface water (14.7%). In Kakuma town, water service coverage is 36.4%, with 63.6% of the population not adequately served.

Key Challenges:

Infrastructure and Equipment

Existing borehole water supply schemes are worn out, and auxiliary structures such as elevated steel tanks and water kiosks require repairs. Additionally, there are no structures to capture surface run-off water and provide irrigation equipment and facilities.

Sanitation and Waste Management

Open defecation is prevalent, with slow adoption of improved sanitation services for both refugees and host communities. Poor solid and liquid waste management practices are prevalent among host communities and refugees.

The Shirika Plan seeks to ensure an integrated water, sanitation, and hygiene (WASH) service delivery system in refugee s and settlements.

The Plan prioritizes the operationalization and strengthening of water companies and supporting community water management structures for host and refugee communities. These interventions support access to water for household and agricultural purposes among refugees and host communities, including schools, markets, and other shared facilities.

Specific interventions in the shirika plan include:

- i. Implementing effective and context-specific social and behavioral change interventions for improving sanitation and hygiene in line with refugee and host communities;
- ii. Strengthening technical and institutional capacities of waste management and invest in establishing sustainable waste management systems;
- iii. Improving the capacity of water utilities in the administration, governance, and management of water and sanitation services;
- iv. Improving Sanitation Services and ensuring equitable access to improved sanitation services for safe disposal of human waste and solid waste management by investing in innovative and durable sanitation facility models.

3.2.2.5 Energy and Electricity

As stated in the Kenya Vision 2030, safe and reliable access to energy, cooking fuel, and lighting is a basic need for everyone. However, access to clean energy remains low among refugees and host communities.

The refugee-hosting areas are not connected to the national electricity power grid, which is a major challenge to socioeconomic development among host communities and refugees and causes security concerns.

Key Challenges:

Environmental and Resource Conflicts

- Environmental degradation and resource competition lead to conflicts between refugees and host communities, particularly over firewood.
- Wood fuel remains the primary cooking energy in the refugee camps, negatively impacting the environment.

Safety and Protection Incidents

- Women and girls are exposed to incidences of GBV while in search of firewood.
- Limited investment exists in the development and expansion of alternative energy sources in tandem with the rehabilitation of the physical environment to support safe, clean, and sustainable resource consumption.

Specific Interventions under the Shirika Plan include:

- i. Promoting the adoption of safe renewable energy technologies that minimize waste, reduce environmental and indoor pollution, and are accessible to impoverished households in refugee and host communities;
- ii. Providing support to the private sector in promoting safe, renewable, and efficient energy technologies and establishing green belts in refugee and host community settlements;
- iii. Provision of solar lamps and streetlights;
- iv. Incorporating waste disposal, management, and recycling strategies in cross-cutting sectors within refugee-hosting areas.

3.2.2.6 Social Protection and Inclusion

The Shirika plan envisages a situation where host communities and refugees equitably benefit from social protection measures instituted at both levels of Government. The Plan calls for Action for integrating refugees into the National Social Protection Systems.

There are ongoing programs to consolidate refugee data into an Enhanced Single Registry, extension of social health protection and maternity cash benefits to refugees and host communities, the integration of informal refugee workers into the NSSF (Haba Haba), the expansion of social insurance to the informal/rural economy including refugees, and the implementation of a pilot cash transfer scheme for older persons aligned with the Government's 70+ Inua Jamii National Safety Net Program (NSNP).

More Interventions under the Shirika plan on social protection will include:

- i. Enactment of a legal framework for the inclusion of all individuals, including refugees, in National Safety-Net

Programmes, and lobby for dedicated financial resources to support their successful integration;

- ii. Establishing mechanisms that enable refugees with professional skills and trades to exercise their rights, facilitating their engagement in formal and self-employment within the labor market;
- iii. Recognize and certify integrated community groups, facilitating their self-sufficiency through capacity building and fostering social and economic inclusion through strategic partnerships and collaboration with key government initiatives;
- iv. Progressively establish measures to alleviate practical barriers to inclusion in consultation with partners and refugees;
- v. Promotion of sports, culture, arts, and heritage by establishing cultural centers promotes peaceful coexistence;
- vi. Strengthening the capacity of national and county protection providers and supporting the authorities in providing specialized services to refugees and host communities;
- vii. Providing protection and solutions for refugees and support to members of host communities through set targets and specific objectives for their inclusion within the national services and processes;
- viii. Mainstream youth empowerment, social inclusion, and meaningful engagement for peaceful coexistence.

3.2.3 Pillar 3: Climate Action and Natural Resource Management

Kenya has experienced severe climatic changes in the past that have increased in frequency and intensity. Since 1992, the influx of refugees has resulted in changed land use and degradation, leading to a reduction of communal grazing areas. The Combined shrinking of grazing areas, drought, and ecological degradation have escalated land degradation.

The Shirika Plan integrates climate action and natural resource management to create sustainable solutions for host communities and refugees. Recognizing the increasing pressures that climate change places on natural resources, the Plan emphasizes environmentally sustainable practices to mitigate environmental degradation and build long-term resilience.

Key initiatives include reforestation and afforestation programs to restore degraded land, soil, and water conservation techniques to improve

agricultural productivity and the adoption of climate-smart farming practices to enhance food security for refugees and host communities.

Additionally, the Shirika Plan promotes renewable energy solutions such as solar power and clean cooking technologies, reducing reliance on firewood and minimizing deforestation in refugee and host communities. Sustainable waste management systems are introduced to protect water sources and improve sanitation.

Importantly, the Shirika Plan fosters collaborative, community-led initiatives that bring host communities and refugees together to manage shared natural resources equitably. These efforts strengthen social cohesion and align with Kenya's national climate policies, reinforcing sustainable development and climate resilience as core pillars of the Plan.

Shirika Plan Approach and Interventions

Host communities and refugees will be supported to undertake climate-smart actions such as tree planting, assisted natural regeneration, and sustainable tree-cutting practices. Degraded lands will be rehabilitated through agroforestry, focusing on fruit trees, woodlots, and fodder crops.

Community-based natural resource management will be strengthened, building capacity in rangeland management and solid waste recycling among refugees and host communities. Integrated landscape approaches ensure environmental restoration is linked with livelihoods, enhancing environmental consciousness and accountability.

3.2.4 Pillar 4: Human Skills and Capital Development

The Shirika Plan recognizes human capital development as a key driver of development, emphasizing the knowledge, skills, and capacities individuals build to contribute meaningfully to society. The Government launched the National Skills Development Policy to provide market-oriented training to young people.

In support of this effort, policies such as the Basic Education Policy, Technical and Vocational Education and Training (TVET) Policy, Youth Development Policy, Recognition of Prior Learning Policy, and Nairobi City County's Community Development Policy have been developed to provide equitable access and capacity enhancement for Kenyans and refugees.

Despite these efforts, refugees and asylum seekers continue to encounter barriers to access to TVET and other learning institutions. These barriers include low education levels, limited access to technology, and financial

challenges. The lack of technology hinders refugees' participation in remote work.

The Shirika Plan seeks to address issues by prioritizing the delivery of digital and vocational skills training to refugees and host communities. These efforts are intended to close the digital divide and improve access to quality education and employment opportunities. The Plan intends to address disparities between camp-based and host community training institutions through infrastructure support, capacity enhancement of trainers, and provision of learning materials.

The Refugee Act 2021 aligns Kenyan laws with international standards, opening pathways for refugee inclusion in human capital development initiatives under the Shirika Plan. This framework promotes equitable access to vocational Education and training for refugees and host communities, fostering economic empowerment.

Considering the scale and magnitude of investment required, the Shirika Plan proposes that development partners share the financial burden with the Kenyan Government. The participation of humanitarian partners is critical to ensure the development of human skills and capital under the plan.

The Shirika Plan anticipates that national and county governments will receive funds from development partners to provide services to refugees and host communities;

The Shika plan also seeks to Expand access to non-formal, TVET, university, and adult education in refugee-hosting sub-counties through the following intervention;

- Provide Accelerated Education and other non-formal programs that are aligned with national guidelines and Competency-Based Education.
- Establish Adult and Continuing Education Centers (ACE) for refugees and host communities.
- Certify skilled refugee and host community in line with the Recognition of Prior Learning (RPL) Policy.
- Facilitate recognition of foreign qualifications and ratification of UNESCO regional and global conventions on Higher Education.
- Expand scholarship opportunities for access to tertiary Education for both refugees and host communities.

- Provide Open Distance and e-learning (ODeL) opportunities to enhance access to Education and training at all levels.

3.2.5 Pillar 5: Sustainable Economic Development

Since the establishment of the Dadaab refugee camps in 1991, UNHCR and its partners have been delivering basic services to the refugee population through a “care and maintenance” approach. However, the need for long-term, sustainable solutions has become increasingly urgent due to limited resources and the prolonged nature of displacement. The presence of refugees has enhanced business and trade opportunities for the host community in Garissa County.

The Shirika plan seeks to align with the CIDP priorities of the host counties, the GISED Trade and KISED to address the following:

1. **Reducing Business Obstacles:** Mitigating legal, regulatory, and administrative barriers to business development and refugee economic inclusion.
2. **Enhancing Trade:** The focus is boosting trade through product and market development.
3. **Facilitating MSME Growth:** The aim is to stimulate the growth of new and existing Micro, Small, and Medium Enterprises (MSMEs).
4. **Generating Data and Evidence:** This is done through economic and market research.

The implementation of the above-proposed interventions under the Shirika Plan for self-reliance and economic development is expected to result in: -

- Improved market infrastructure, including water and sanitation services and access roads in main market areas.
- More favourable land access policies for host communities and refugees encourage meaningful economic investments.
- Enabled and improved access to affordable credit and loan facilities for MSMEs and expanded allocation of revolving funds to cover refugees and the host community.
- Provision of business and enterprise development skills and financial Education.
- Strengthened research and policy development.
- Setting up accessible information centres (*Biashara* centres) to enhance MSME's capacities.

- Opening the region to the wider regional trade and export for county-produced products.
- Strengthened institutions and markets, and Increased participation of the private sector.

3.2.6 Pillar 6: Durable Solutions and Complementary Pathways

This pillar delves into the multifaceted landscape of durable solutions and complementary pathways for refugees in Kenya. Its primary objective under the shirika plan is to enhance innovative approaches to nurturing resilience, Socio-economic integration, and sustainable development for both refugees and the host communities.

Focus Areas	Activities
1. Voluntary Repatriation	<p>Develop and implement information campaigns to educate refugees about the conditions in their home countries.</p> <p>Provide reintegration assistance such as financial support, housing, and job placement services.</p> <p>Collaborate with international organizations to monitor the conditions in the countries of return and ensure sustainable reintegration.</p>
2. Resettlement	<p>Identify and assess refugees who need resettlement.</p> <p>Coordinate with third countries willing to accept refugees and facilitate their transition.</p> <p>Provide post-resettlement support to help refugees adapt to their new environment.</p> <p>The Government, in liaison with embassies, shall seek more resettlement quotas in addition to the ones allocated.</p> <p>–Promote Advocate for the rights of refugees in their host countries.</p>
3. Local Socio-economic Integration	<p>–Implement programs that promote social cohesion between refugees and host communities.</p> <p>–Provide language training and vocational skills training to enhance refugees’ employability.</p> <p>–Collaborate with educational institutions in third countries to provide scholarships for refugees.</p> <p>–Work with businesses in third countries to create</p>

4. Complementary Pathways	job opportunities for refugees. –Coordinate with third countries to admit refugees on humanitarian grounds. –Encourage individuals, communities, and organizations in third countries to sponsor refugees.
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3.3 Implementation of the Shirika Plan

The Shirika plan will be implemented in three phases as follows;

Transition Phase

This phase will focus on a comprehensive review and reform of the existing regulatory and policy frameworks, building the capacities of line ministries, departments, and agencies at the national and county levels, and smooth implementation of the Shirika Plan's building blocks.

Stabilization Phase

This phase will focus on building upon the foundational reforms instituted during the transition phase. Including It emphasizes strengthening institutional capacity, enhancing financial management practices, and fostering an environment conducive to growth and development.

Resilience Phase

Post stabilization, the resilience phase aims to fortify SHIRIKA's financial structure against future uncertainties. It underscores the diversification of revenue streams, investment in research and development for sustained innovation, and establishment of strategic partnerships to bolster organizational resilience. This phase ensures that SHIRIKA is well-positioned to navigate future challenges with agility and adaptability.

3.4 Shirika Plan's Phased implementation approach



3.5 Enablers of the Shirika Plan

The implementation of the shirika Plan will be premised on key enablers, including comprehensive screening, refugee processing, and database management.

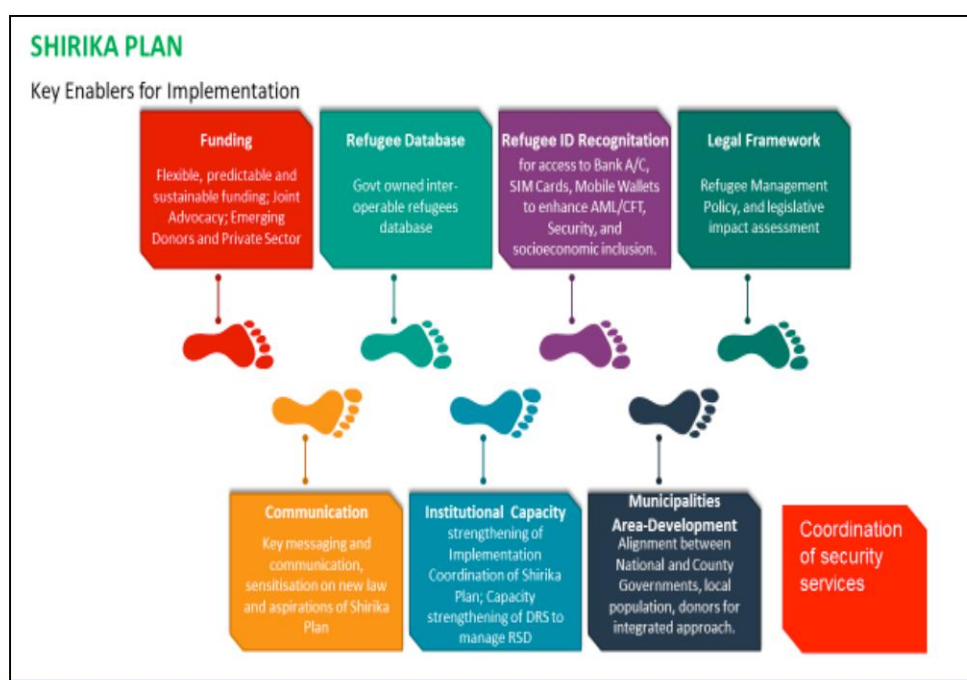


Figure 3.1: Shirika Plan Enablers

CHAPTER FOUR

PLAN COORDINATION AND INSTITUTIONAL FRAMEWORK

4.0 Overview

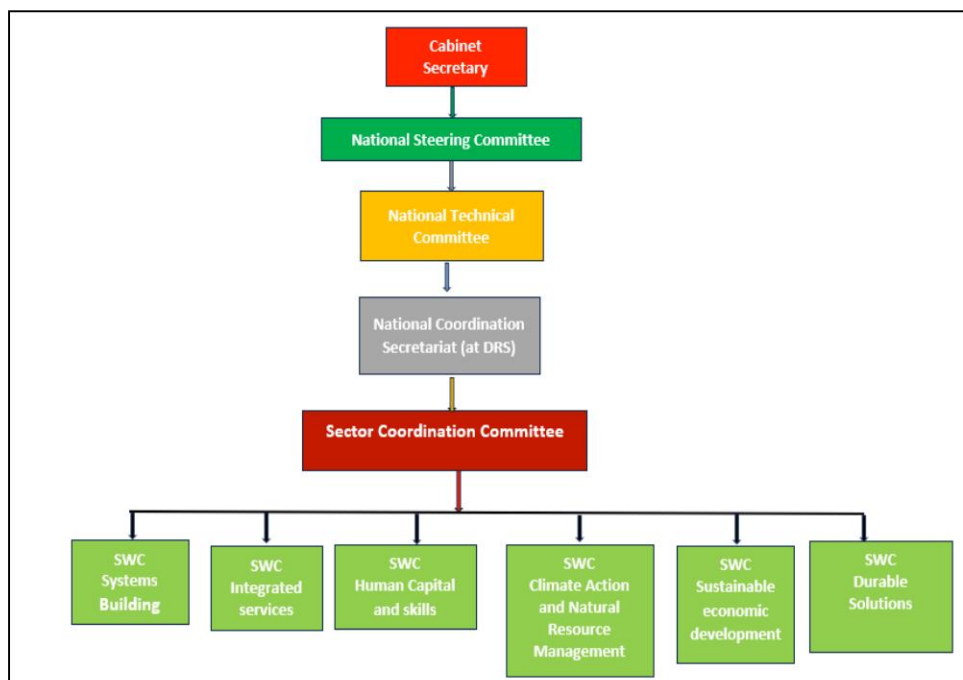
This chapter contains details on the Policy Coordination Mechanism, Institutional Framework, Stakeholder Engagement Mechanism, Communication Strategy, Dispute Resolution Mechanism, Financial and Resource Mobilization Strategies, and Risk Management Strategies.

4.1 Shirika Plan Coordination Mechanism

The Shirika Plan coordination mechanism takes cognizance of the whole-of-Government, whole-of-development-partners, and a whole-of-society approach with different stakeholders playing their roles under a coordinative mechanism spearheaded by the Department for Refugee Services.

The Plan is committed to fostering holistic solutions in response to protracted refugee situations. It recognizes the importance of good governance structures and processes across various governance levels. Governance and decision-making are acknowledged as the cornerstone of its success. The Plan advocates for governance systems that embody the principles of good governance, participation, transparency, responsiveness, and accountability.

The representation of all stakeholders defines the Shirika Plan's governance structure. The structure defines the role and accountability mechanisms for resources and results, and the coordination structure will be as follows;



Cabinet Secretary

The cabinet secretary responsible for refugee matters, provides leadership and guides the implementation of the Shirika Plan.

National Steering Committee

The national steering committee comprises Principal Secretaries from relevant state departments, the three governors of the refugee hosting counties, namely (Garissa, Turkana, and Nairobi), and two Members of Parliament (1 representing Garissa and 1 representing Turkana). The Committee will be chaired by the principal secretary responsible for Refugee Matters.

National Technical Committee

The National Technical Committee comprises members appointed by the National Steering Committee. The membership is drawn from line ministries, departments, and agencies at the National and County levels. On a need-basis, the Committee can co-opt experts from various stakeholders (Donors, UN agencies, IFIs, I/NGOs, Refugees, RLOs, Private sector) to provide technical input.

National Coordination Secretariat

The Secretariat, domiciled at the Department of Refugee Services, will facilitate and support the implementation of the Shirika Plan. The Secretariat will be responsible for policy implementation, resource mobilization, liaison with key stakeholders and actors, overall program management, and technical and capacity support.

The Secretariat will also be responsible for custody of the Shirika plan management information system, monitoring, evaluation, and reporting, and ensuring proper resource tracking toward activities under the Plan.

Sector Coordination Committees

The sectoral Committee will comprise MCDAs at the county /municipal /camp level, Donors, UN agencies, IFIs, I/NGOs, Refugees, RLOs, CBOs, Business community, Private sector, Refugees, and Host communities' representatives. The Camp Manager and the Municipal Manager will co-chair the Committee. This Committee will be responsible for prioritizing and harmonizing initiatives within the sectors to avoid Duplication and inefficiencies.

Sector Working Committees

The sector working group, which will provide technical inputs for implementing the Shirika Plan, will be led by the respective MCDAs and co-chaired by DRS.

Stakeholder mapping and their roles

Every organization or ministry plays a distinct role in the successful execution of the Shirika Plan with a wide range of sectors, including infrastructure, public services, healthcare, education, legal and financial inclusion. The table below presents Key players in legal and policy reforms regarding host community development and refugee inclusion:

S/No.	INSTITUTION NAME	ROLE
1.	Ministry of Interior and National Administration	Lead ministry for the implementation and security coordination of the Shirika Plan.
2.	Office of the Attorney General and Department of	To support and guide legal and policy reforms.

S/No.	INSTITUTION NAME	ROLE
	Justice	
3.	Ministry of National Treasury and Economic Planning	For reforms in laws related to the financial inclusion of refugees
4.	Ministry of Public Service, performance and delivery management.	For reforms in policies related to access to public services by host communities and refugees and gender and affirmative action.
5.	Ministry of Lands, Public Works, Housing and Urban Development	For reforms in laws and policies that may be necessary for the development of new municipalities, i.e., Dadaab and Kakuma.
6.	Ministry of Information, Communication and The Digital Economy	For reforms in laws related to digital inclusion of refugees and access to mobile services. Facilitates digital inclusion by expanding connectivity, enhancing digital literacy, and promoting access to digital services and economic opportunities for refugees and host communities.
7.	Ministry of Education	For reforms in laws and policies related to the inclusion of refugees into the national education system
8.	Ministry of Health	For reforms in laws and policies related to access to health services by refugees
9.	Ministry of Labor and Social Protection	For reforms in laws and policies related to access to equal labor and social protection services.
10.	Ministry of Energy, Roads and Infrastructure	For reforms and policies related to the development of infrastructure in refugee-hosting areas, including energy, roads, and public infrastructure.

S/No.	INSTITUTION NAME	ROLE
11.	Ministry of Environment, Climate Change and Forestry	For policies and reforms related to environmental sustainability and climate change adaptation in refugee-hosting areas.
12.	Ministry of Agriculture and Livestock Development	For reforms and policies relating to agriculture and livestock in refugee-hosting areas.
13.	Ministry of Co-operatives and MSME Development	To support and promote economic opportunities for host communities and refugees through co-operatives and MSMEs (Micro, Small, and Medium Enterprises).
14.	Ministry of Foreign Affairs	To engage with international organizations, foreign governments, and stakeholders on refugee issues and policies.
15.	County Governments	To ensure the inclusion of host communities and refugees in county-level development plans and promote devolution of refugee-related services through the implementation of projects at the county level that support the socioeconomic integration of refugees and host communities.
16.	Ministry of Lands, Public Works, Housing and Urban Development	To handle land use, planning, ownership, and access for refugees and host communities.
17.	Ministry of Water, Sanitation and Irrigation	Responsible for ensuring the provision of safe, reliable, and sustainable water supply, sanitation services, and irrigation infrastructure to support improved health outcomes and agricultural productivity in municipalities and settlements.

S/No.	INSTITUTION NAME	ROLE
18.	Ministry of Youth, Sports, Culture and Creative Arts	Promotes social cohesion and youth empowerment through structured programs in sports, culture, and the creative economy, fostering integration and community engagement.
19.	Ministry of Environment, Climate Change and Forestry	Leads efforts in environmental conservation, climate change mitigation and adaptation, and the promotion of sustainable forestry practices in refugee-hosting areas.
20.	Ministry of Energy and Petroleum	Ensures access to affordable, clean, and sustainable energy solutions, including renewable energy, to reduce environmental impact and support socioeconomic activities.
21.	Ministry of East African Community (EAC), the ASALs, and the Regional Development	Provides strategic leadership in coordinating regional development initiatives, infrastructure investment, and cross-border integration and solutions, with a focus on arid and semi-arid lands (ASALs).
22.	Relevant Non-State Actors	To collaborate with government institutions and play a key role in the implementation of refugee-related projects, advocacy, and community-based initiatives.
23.	UN Agencies led by UNHCR	Offer technical expertise, funding, and international policy guidance in refugee protection, humanitarian and development assistance, and the transition towards sustainable, development-oriented solutions.
24.	Development Partners	Provide financial resources, technical assistance, and strategic support to facilitate the implementation of the

S/No.	INSTITUTION NAME	ROLE
		Shirika Plan.
25.	I/NGOs	Implement programs and services that support refugee and host communities' welfare and advocacy and contribute to capacity-building and community resilience.
26.	Private Sector	Catalyzes economic growth by investing in local enterprises, creating employment opportunities, and supporting innovation and entrepreneurship among refugees and host communities.

4.2 Communication Strategy

The Communication Strategy for the Shirika Plan aims to raise awareness, mobilize required resources, build support from all stakeholders, and promote inclusive messaging around the Plan's objectives.

The strategy will involve developing clear and compelling messages about the Plan's objectives, impact, and progress using various communication channels for different audiences.

4.3 Dispute Resolution Mechanism

The Shirika plan will establish a structured and inclusive dispute resolution mechanism that recognizes the diverse interests of stakeholders, including refugees and host communities, development partners, the private sector, and the Government (at national and county levels).

The following approaches will be adopted in the dispute resolution mechanism:

- **Community-Based Resolution Mechanisms:** Encouraging mediation through local leaders, elders, and community peace committees to promote dialogue and amicable solutions.
- **Multi-Stakeholder Mediation Panels:** These will bring together government representatives, refugee leaders, host communities (or their representatives), and development partners to facilitate dispute resolution.

- **Joint Service Management Committees:** These will oversee equitable access to resources and services while addressing related concerns.
- **Regular Consultative Forums:** Organizing structured engagements among stakeholders to address grievances as they arise to foster collaboration.
- **Legal and Institutional Safeguards:** Adhere to existing international and national legal frameworks in dispute resolution and access formal legal recourse where other alternative dispute resolution mechanisms are unsuccessful.
- **Monitoring and Evaluation:** Establish a continuous review process to assess the effectiveness of dispute resolution and make necessary improvements.

4.4 Finance and Resource Mobilization Strategies

This resource mobilization strategy is designed to ensure the successful implementation of the Plan. By leveraging various tools and competencies and securing funding from diverse sources, the Government of Kenya can achieve its goal of transforming refugee camps into integrated settlements, thereby promoting the sustainable socioeconomic inclusion of refugees and host communities.

This strategy aligns with Kenya's Bottom-up Economic Transformation Agenda and Vision 2030 aspirations, and it is built on the achievements of the Government of Kenya in refugee management. It also aligns with the Medium-Term Plan (MTP-IV), Global Compact on Refugees (GCR), Comprehensive Refugee Response Framework (CRRF), and the pledges of the Government in the Global Refugee Forum (GRF-2023).

This resource mobilization strategy outlines the tools and competencies required to successfully enable the Government of Kenya to mobilize resources for the implementation of the Shirika Plan. To ensure accountability and prudent use of resources, all partners will have engagement frameworks with the Department of Refugee Services.

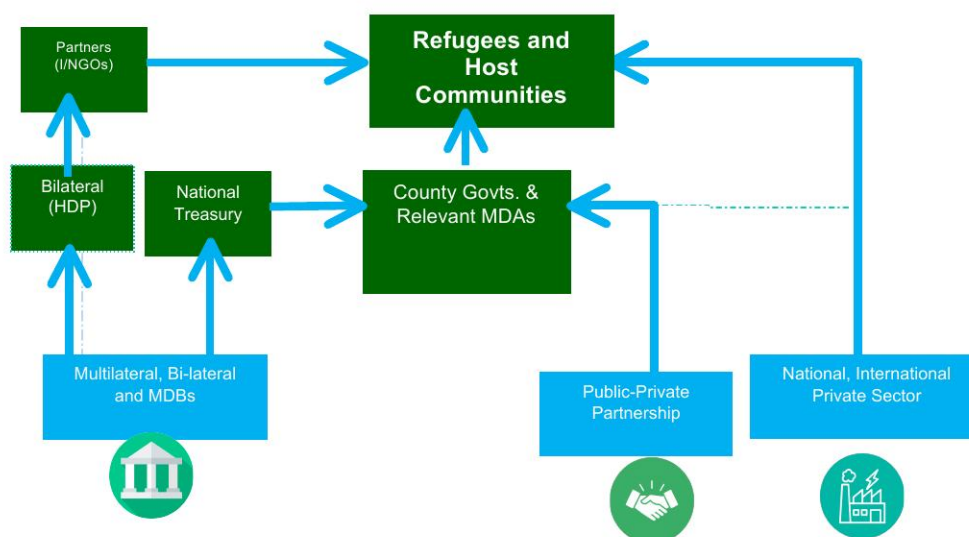
Goals

Goal: The primary goal of this strategy is to ensure sustainable funding for the implementation of the Plan.

The objectives include:

1. **Mobilizing Resources:** Secure sufficient funding from diverse sources to implement the Plan.
2. **Strengthening Partnerships:** Foster strong relationships with bilateral and multilateral donors, development partners, UN Agencies, multilateral development banks, international financial institutions, and the private sector.
3. **Promoting Resource Inclusivity:** Ensure that host communities and refugees equitably access national and county-level resources.

The diagram illustrates the flow of resources, collaboration, and coordination among different entities involved in supporting refugees and host communities.



1. **Bilateral and Multilateral Development Banks (MDBs):** These institutions provide financial support and resources through the National Treasury.
2. **Bilateral Agencies (HDP):** These agencies, often representing foreign governments, collaborate with international and non-governmental organizations (I/NGOs) and provide funding and resources through the National Treasury and other partners involved in refugee support.
3. **National Treasury:** The National Treasury receives funding from bilateral agencies and MDBs and allocates resources to various MCDAs for implementing programs aimed at supporting

refugees and host communities.

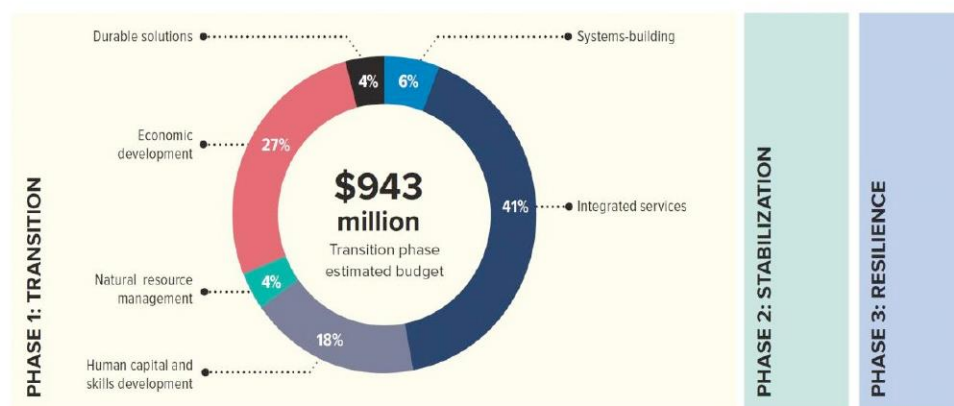
4. **County Governments and Relevant MDAs:** These government bodies are crucial in coordinating and managing the resources received from the National Treasury. They work directly with host communities and refugee implement projects and provide essential services.
5. **Public-private partnerships (PPPs):** These partnerships involve collaboration between government bodies and private sector companies. PPPs bring additional resources, expertise, and innovation from the private sector to support refugee and host community programs.
6. **Refugees and Host Communities:** host communities and refugees are the primary beneficiaries of this coordinated effort. Resources and services flow to them from national and county governments, private sector partnerships, development partners, and other collaborative efforts.

Resource Requirements

The estimated budget for the four-year transition phase until 2027 is expected to cost \$943 million. It includes the estimated resource requirements for GISDEP and KISDEP, as well as budgetary estimates for communication.

Sector working Committees will develop work plans and budgets which will form a comprehensive costing plan. The estimated budget per pillar is as below: -

1. Systems Building	USD 60 M
2. Integrated Services	USD 382 M
3. Human Capital and Skills Development	USD 167 M
4. Climate Action and NRM	USD 41 M
5. Economic Development	USD 257 M
6. Durable Solutions	USD 36 M



4.5 Risk Management Strategies

The Shirika Plan Risk Analysis is essential for identifying, assessing, and mitigating potential risks in the Plan's implementation for refugees and host communities. Given the complexities of large-scale transformative initiatives, this analysis addresses risks across operational, financial, political, social, and environmental dimensions, ensuring early identification and proactive management of potential threats.

By evaluating both internal and external risks, the analysis provides a strategic framework to inform decision-making, protect the welfare of refugees and host communities, and support the Plan's long-term success. The accompanying risk matrix, which outlines mitigation measures, will be periodically reviewed and updated to maintain its relevance and effectiveness.

Risk Category	Description	Likelihood	Impact	Mitigation Strategies
Refugee influx	Sudden increase of new asylum seekers and refugees	High	High	Strengthening regional stability, enhancing border management, enhancing legal and policy frameworks, and enhancing hosting capacity.
Security Risks	Possible infiltration by criminals or extremists, cross-border conflicts, proliferation of small arms, contraband trade, and strain on law enforcement.	Moderate to High	High	<ul style="list-style-type: none"> Strengthening border security. Strengthening vetting processes, intelligence sharing, and Capacity building of law enforcement agencies Community policing and investments in social cohesion and counter-violence extremism programming.
Economic Risk	Economic recession and reducing resources for humanitarian operations due to multiple conflicts and disasters around the world	Medium to Moderate	Medium to Moderate	<ul style="list-style-type: none"> Effective use of available resources through a well-coordinated government-led development approach. Investment to support

Risk Category	Description	Likelihood	Impact	Mitigation Strategies
				<p>system building and institutional strengthening at all levels to create a conducive environment.</p> <ul style="list-style-type: none"> Comprehensive resource mobilization strategy
Social and Cultural Challenges	Sociocultural integration challenges, including language barriers, cultural norms, intolerance towards diverse faiths, identities, nationalities	Moderate	Moderate	Community sensitization, social cohesion, peace programming, mediation, and conflict resolution initiatives.
Environmental Impact	Deforestation, water shortages, poaching and waste management challenges in refugee settlements.	High	Moderate to High	<ul style="list-style-type: none"> Sustainable resource management, reforestation and improved infrastructure and Effective enforcement. Cross-border programming
Political and Diplomatic Concerns	Diplomatic tensions, internal political polarization, and border security issues.	Moderate	High	<ul style="list-style-type: none"> Diplomatic engagement, regional cooperation, and clear refugee policies. Cross-border

Risk Category	Description	Likelihood	Impact	Mitigation Strategies
Public Health Risks	Spread of viral diseases, endemics, and pandemics.	Moderate	High	Strengthened preventive healthcare services and sanitation, medical screening, vaccination programs, and improved living conditions.
Protracted Stay and Dependency	Long-term refugee presence, over-reliance on aid, and difficulties in voluntary repatriation.	High	High	Development-oriented refugee policies, livelihood programs, and durable solutions such as resettlement and socioeconomic inclusion.

Conclusion

The Government of Kenya affirms its commitment to the successful implementation of the Shirika Plan, cognizant of the imperative of political goodwill at all levels, reliable resources from the international community, and synergies and cooperation of stakeholders within the refugee space.

SHIRIKA PLAN

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HOST COMMUNITIES



OFFICE OF THE PRESIDENT
MINISTRY OF INTERIOR & NATIONAL ADMINISTRATION
STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICES
DEPARTMENT OF REFUGEE SERVICES

