



# Government of Kenya **SHIRIKA** Plan (**S**ocioeconomic **H**ubs for **I**ntegrated **R**efugee **I**nclusion in **K**enya)



As a government, we are committed to creating an enabling environment that supports the socio-economic inclusion of refugees and the collective efforts to build the resilience of host communities. This approach aims to reduce reliance on humanitarian help from host governments and other humanitarian agencies, and to make refugees self-reliant and important players in the growth of host countries' economy."

*H.E. Dr. Musalia Mudavadi,  
The Prime Cabinet Secretary, Government of Kenya  
(speaking at the Shirika Plan High-Level Dialogue on World Refugee Day 2023)*





## **Background:**

Kenya has generously hosted refugees and asylum seekers for decades. The country remains the fifth largest refugee-hosting country in Africa and the thirteenth largest asylum country in the world, with over 612,413 registered refugees and asylum-seekers as of end of 31 May 2023. In addition, there are over 100,000 unregistered asylum-seekers who have been profiled and are undergoing formal registration by the Government. The vast majority reside in the camps, including over 253,757 in Dadaab (Garissa County) and nearly 264,239 in Kakuma (Turkana County). About 94,417 refugees reside in Nairobi and other urban areas.

The Government of Kenya, in line with the Global Compact on Refugees (GCR) and its Comprehensive Refugee Response Framework (CRRF), in collaboration with its partners has taken concrete steps through number of initiatives to improve the socioeconomic conditions and inclusion for refugees, and support building resilience of host communities. The Refugees Act of 2021 provides a better legal framework for the protection and solutions for refugees. The Act, which came into force in February 2022, provides new and additional opportunities particularly the equitable access to rights-based services (e.g., rights, protection, solutions) for refugees in Kenya. The development of the Regulations to operationalize the Act is at an advanced stage.

## **The SHIRIKA Plan:**

The Shirika Plan is the Government of Kenya's pioneering innovative approach for the Refugee management in Kenya and is aimed at transforming the refugee camps into integrated settlements supporting the socioeconomic inclusion of refugees and hosting communities in Garissa, Turkana, and urban areas. The Government has already designated Kakuma and Dadaab as the municipalities. The Plan, mirroring the GCR, aims to: (i) ease the pressure on refugee-hosting communities in Garissa, Turkana, and urban areas by mobilizing additional financial, technical, and material support in the spirit of responsibility sharing; (ii) facilitate the transition from refugee camps set up to integrated human settlements and robust economic hubs; (iii) enhance refugee and host community socio-economic inclusion for enhanced self-reliance and resilience; (iv) facilitate the transition of refugee basic service delivery from humanitarian-led approach to government systems.

**“The Shirika Plan is a forward leaning and progressive policy that presents an exciting opportunity to create a greatly improved protection environment for refugees and change the ‘refugee narrative’ not only in Kenya but throughout Africa and beyond”**

*Mr. Filippo Grandi,  
High Commissioner, UNHCR*

*(speaking at the Shirika Plan High-Level Dialogue on  
World Refugee Day 2023)*

Accordingly, the plan, through its area-based Humanitarian-Development-Peace investments, lays out the transition process promoting inclusion and facilitating self-reliance, community-led economic development, and peaceful co-existence. As such, it includes a wide range of sectors such as education, health and nutrition, adequate housing, WASH, livelihoods and self-reliance, social protection, sustainable natural resource management, including climate change and DRR, energy, and durable solutions etc.

The Shirika Plan is being developed using a multi-stakeholder consultative approach and key stakeholders include refugees, host communities, county governments, line ministries, humanitarian and development agencies, international financial institutions, donor governments, the private sector, and civil society.

The Shirika Plan is built upon the existing initiatives such as Support for Host Community and Refugee Empowerment (SHARE) (Kenya's Comprehensive Refugee Response Framework), the Kalobeyi Integrated Socio-Economic Development Plan (KISED) and the Garissa Integrated Socio-Economic Development Plan (GISED). The Plan is in line with the Government of Kenya's 2030's transformative agenda and County's (Turkana and Garissa) integrated development plans (CIDPs).

Importantly, besides enhancing the collective efforts towards achieving SDG 2030 agenda and the AU Agenda 2063, the Shirika Plan contributes to the various international and national commitments made by the Government of Kenya, and operationalizing the various IGAD declarations on forced displacement:

- The 1951 United Nations Convention relating to the Status of Refugees (1951 Convention) and its 1967 Protocol.
- The 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa (AU Convention).
- The Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees and its Comprehensive Plan of Action (March 2017).
- The Djibouti Declaration on Regional Conference on Refugee Education (December 2017).
- The Kampala Declaration on Jobs, Livelihood and Self-reliance for Refugees, Returnees and Host Communities (March 2019), and;
- The Mombasa Declaration on Refugee and Cross Border Health Initiatives (December 2022).



## **SHIRIKA Plan, Components:**

**(1) Strategic Directions** that reflects a broad-based consensus and shared approach on the transformation of refugee camps into integrated settlements and includes the perspectives of key stakeholders and lessons from the various initiatives across the humanitarian-development-peace nexus in refugee-hosting areas in Garissa and Turkana counties as well as in Nairobi and other urban areas.

A clearly articulated financing strategy – possibly in a form of a compact – outlines an approach to increase financial, technical, and material support to the refugee response and to the economic development of refugee-hosting areas, and to ensure the optimal and impactful use of financial and other resources. It also details on the coordination architecture for the implementation of the Shirika Plan.

**(2) Implementation Plan** with time-bound, costed, and concrete activities to operationalize the Shirika Plan. To avoid the risk of “reinventing the wheel”, KISED and GISED, which have been prepared using extensive multi-stakeholder processes as part of the county integrated development plans (CIDPs), will be used as the building blocks of the Shirika Plan. A light process to develop a complementary plan to address the needs of urban refugees and capacity strengthening of central and county government agencies is a key component of the implementation plan.

**(3) Communications Strategy** The Government of Kenya and UNHCR are jointly developing a Communications Strategy, which will include: (i) a Shirika Plan website; (ii) multi-media content production; (iii) social media and local and international media engagement, and (iv) target audiences, including refugees, host communities, development actors, private sector, international community.

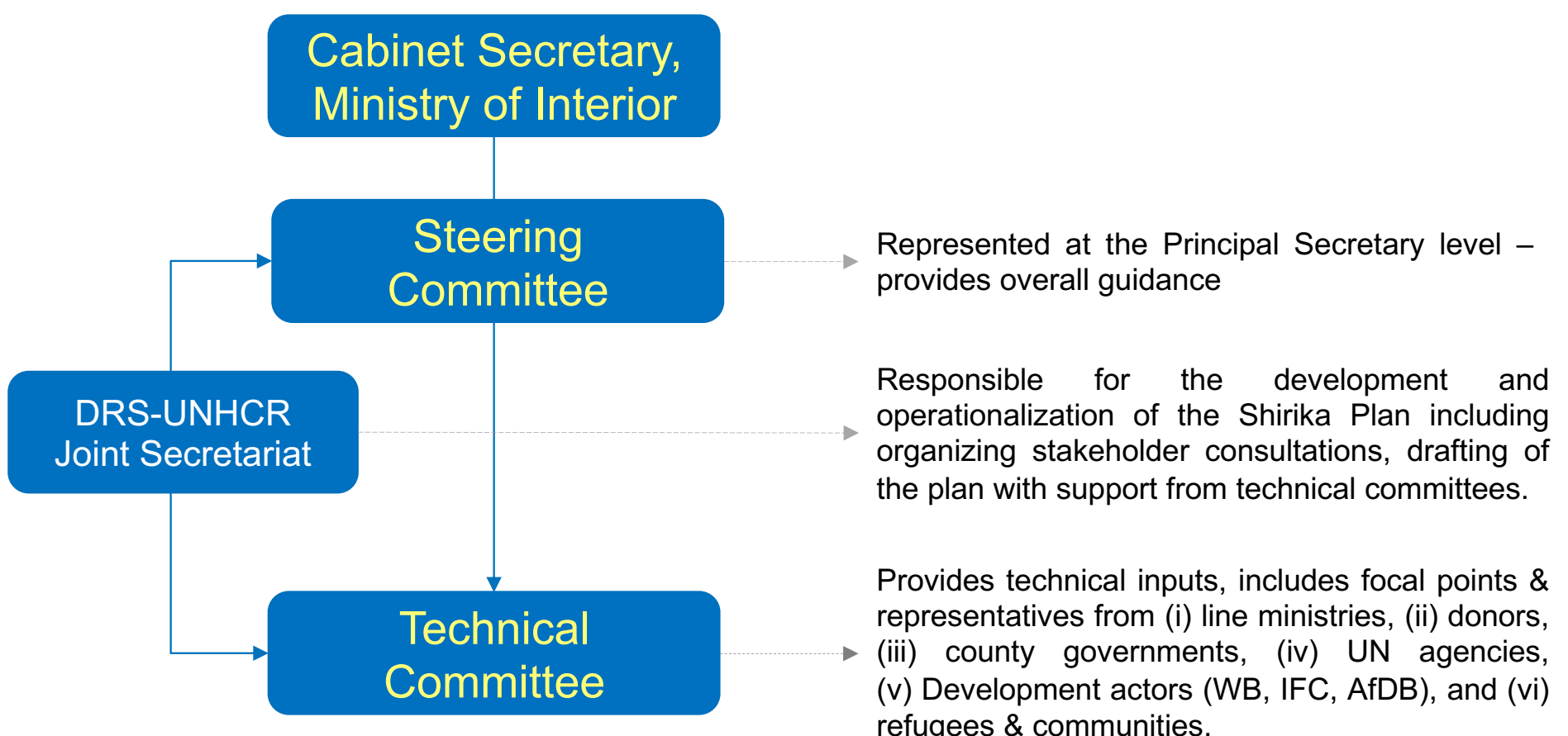
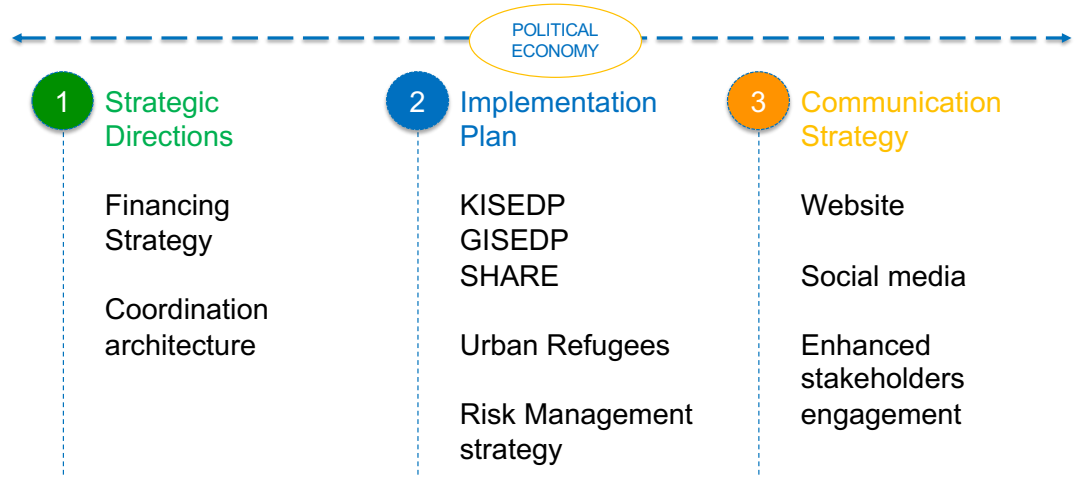
An overarching analysis of **political economy** will further inform and guide the Shirika Plan development & its operationalization.

Importantly, the *Whole of Government* and *Whole of Society* approaches are integral parts of the Shirika Plan.

## **Shirika Plan Coordination Structure:**

The Shirika Plan coordination is under the Cabinet Secretary of the Ministry of Interior. A **Steering Committee**, comprising of Principal Secretaries from the line ministries, provides the overall guidance for the development of the Shirika Plan and its operationalization. The **Technical Committee** consisting of line ministry focal points and representatives of various stakeholders are responsible for providing the technical inputs. These include focal points & representatives from (i) line ministries, (ii) donors, (iii) county governments, (iv) UN agencies, (v) Development actors (WB, IFC, AfDB), and (vi) refugees & communities.

A **Joint DRS-UNHCR Shirika Plan Secretariat** is responsible for the development and operationalization of the Shirika Plan including organizing stakeholder consultations, drafting of the plan with support from technical committees.





# Shirika Plan: An Update



## Shirika Plan Envisioned components:

The development of the Shirika Plan is within the context of years of collective effort to transform the refugee response model in Kenya and to implement innovative approaches, building on the existing frameworks and initiatives that serve as its building blocks. Further, *Whole of government, Whole of society, Leaving No One Behind, and Delivering As One* are plan’s integral part.

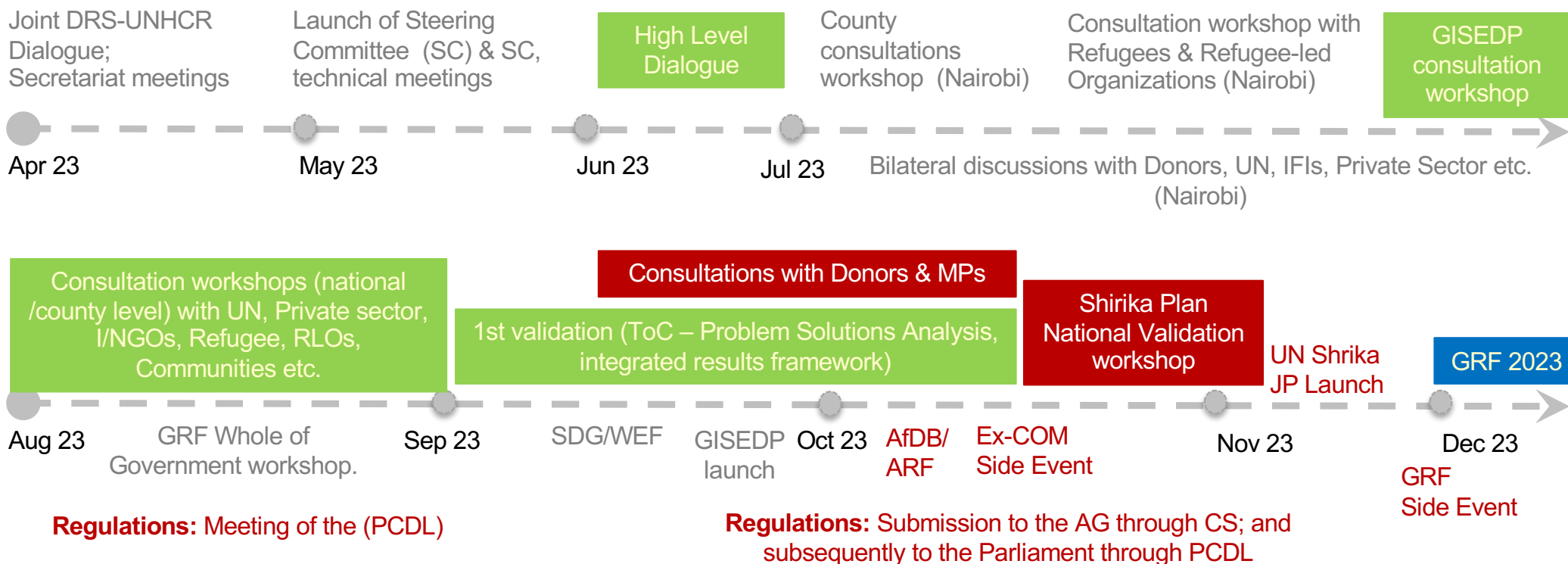
The Shirika plan includes six (6) envisioned key components. The first component mainly focuses on the **Systems-building** and enabling policy frameworks to strengthen national institutions to ensure equity, equality, and inclusion. **Integrated Services Delivery** is the second component focusing on the equitable access to all services. The third component focuses on **Skills Development** for community-led market-driven development. **Natural Resource Management including Climate Change and DRR** is the fourth component aimed at sustainable environmental management. The fifth component of **Sustainable Economic Development** focuses on the rural and urban businesses development, economic infrastructure, technological development etc. **Durable Solutions and complementary pathways** forms the core sixth component that focuses on voluntary return, advocacy, coordinated assessments, and cross-border initiatives.



- 1. Systems-building and enabling policy frameworks:** Policy and legal frameworks, effective institutions, Rule of Law and Justice
- 2. Integrated services:** Education, Health, Shelter, Water, Sanitation, Electricity, Social Protection
- 3. Skills Development:** Market-based Livelihoods and technical trainings, Market development, Financial services
- 4. Natural Resource Management:** Sustainable natural resource management, resilient agriculture, Environment, Climate Change, Disaster Risk Reduction.
- 5. Sustainable Economic Development:** Population, Technology, Economic infrastructure, Rural and urban businesses and markets development
- 6. Durable Solutions and Complementary Pathways:** Voluntary return, advocacy, Cross-border assessments, Resettlement

## Shirika Plan timeline and key milestones:

The Shirika plan inception started with the joint DRS-UNHCR dialogue in April 2023, and followed by the launch of the Shirika Plan Steering Committee in May 2023. Since then, the Shirika Plan socialization and sensitization started at all levels. The “High Level Dialogue” event on World Refugee Day attended by the High Commissioner and Principal Cabinet Secretary is a major milestone. Since then, consultation processes are ongoing at county and Nairobi levels with various stakeholders. Consultations conclude and the Shirika Plan will be submitted to the Cabinet by October 2023 and to be launched during November 2023 with two important high-level events will follow; side-events at UNHCR’s Ex-COM (October) and the Global Refugee Forum (December).







# Shirika Plan: An Update



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