NAIROBI CITY COUNTY



NAIROBI COUNTY REFUGEE INTEGRATION AND COMMUNITY BUILDING STRATEGY (NCRIS)

2025-2030

Nairobi County Refugee Integration and Community Building Strategy (NCRIS)

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Foreword



Nairobi City County has always prided itself on our unwavering commitment to inclusivity, diversity, and respect for human rights. These values are not just important to us; they are non-negotiable and form the bedrock of our social fabric. As an urban area and the Capital City of the Republic of Kenya, we have consistently been a sanctuary for refugees displaced by conflict, persecution, or violence. This is in tandem with our Manifesto, which promises a more equitable and inclusive society. This is done by affording the residents a decent standard of living, covering basic needs such as food, housing, and healthcare, and specifically focusing on the most vulnerable segment of the county's population, which refugees and host communities fall under.

Today, the world faces an unprecedented global refugee crisis, with millions forced to flee their homes annually, seeking refuge within our borders. As a County, we must uphold our values and provide aid and protection to those in need, including our residents.

This Strategy is not just a plan; it is a comprehensive framework that unequivocally outlines our commitment to providing refugees and host communities with a safe haven, ensuring their access to essential services such as healthcare, education, and employment, and actively promoting their integration into our communities. The Strategy acknowledges and confronts refugees' unique challenges, aiming to bolster their resilience, preserve their dignity, and empower them to autonomy in tandem with the host communities.

It is firmly grounded in the principles of international law, human rights, relevant regional declarations, and national laws and regulations. It reflects our unyielding shared values as a Country and as a County. It is the outcome of extensive consultations with our County Officials, UN Agencies, Donors, NGOs, civil society organisations, refugee communities, and other stakeholders, signifying our collective commitment to upholding our responsibilities towards refugees and the host communities.

We are confident that this Strategy, building on the successes of KISDEP and GISDEP from Turkana and Garissa Counties, respectively, will set a standard for other Urban Counties hosting refugees and enhancing their integration with the host communities. We are resolute in our belief that it will inspire others to join us in our relentless efforts to protect refugees and host communities and uphold human rights. Together, we will make an enduring impact and establish a more just and compassionate Nairobi County and Country for all.

H.E. Sakaja Arthur Johnson, E.G.H

H.E. SAKAJA ARTHUR JOHNSON, E.G.H
GOVERNOR, NAIROBI CITY COUNTY GOVERNMENT

Let's Make NAIROBI WORK

Preface



It is with immense honor that I present the Nairobi County Refugee Integration and Community Building Strategy (NCRIS). This Strategy represents a cornerstone in our collective efforts to ensure that Nairobi thrives as a city of inclusivity, opportunity, and shared prosperity.

As the hub of Kenya's economic and cultural vitality, Nairobi County is home to over 100 thousand refugees who have enriched our communities with their skills, talents, and resilience. This Strategy recognizes that their potential, when properly harnessed, can greatly contribute to Nairobi's socio-economic development. It reflects Nairobi's leadership in shaping durable solutions that respond to urban refugee dynamics while ensuring no one is left behind.

The NCRIS embodies Nairobi County's commitment to empowering both refugees and host communities by improving access to skills development, promoting inclusive economic growth, and fostering social cohesion. It emphasizes innovation, collaboration, and the importance of equipping all individuals with the tools they need to achieve their aspirations.

I extend my heartfelt gratitude to H. E the Governor, Sakaja Arthur Johnson, H. E the Deputy Governor Muchiri Njoroge and my fellow County Executive Committee Member for their unwavering support and approval of this Strategy. I also deeply appreciate our stakeholders—including government agencies, humanitarian partners, private sector actors, and community groups—who have walked with us on this journey. Your dedication and contributions underscore the power of partnerships in addressing pressing challenges and driving transformative change. Special appreciation goes to the members of the technical working group for putting together this strategy.

As we embark on the implementation of this Strategy, I call on all stakeholders to remain steadfast in advancing talent, skills development, and care for all. Together, we can cultivate an environment where everyone, regardless of their origin, has the opportunity to excel and contribute meaningfully to our society.

Brian Mulama

BRIAN MULAMA
COUNTY EXECUTIVE COMMITTEE MEMBER,
TALENT, SKILLS DEVELOPMENT AND CARE
NAIROBI CITY COUNTY

Message and Acknowledgement



The Nairobi County Refugee Integration and Community Building Strategy (NCRIS) marks a pivotal step in our collective journey toward building an inclusive, cohesive, and prosperous Nairobi, where all residents—regardless of their origin—have the opportunity to thrive.

This Strategy acknowledges that embracing diversity is not just an ethical imperative but also a catalyst for socio-economic growth. It outlines a roadmap for ensuring that refugees and host communities alike benefit from improved access to skills development, economic opportunities, and pathways for social integration.

I am honored to oversee the implementation of this transformative Strategy. It is my mission to ensure that its goals translate into meaningful actions and measurable outcomes for individuals and communities across Nairobi County. The NCRIS aligns seamlessly with national and international frameworks, including Kenya's Refugees Act of 2021 and the Comprehensive Refugee Response Framework, reaffirming our commitment to equitable and sustainable urban development.

The development of this Strategy was made possible through the collaboration and dedication of a wide array of stakeholders. I extend my deepest gratitude to the County Executive Committee Member Brian Mulama for his visionary leadership in steering this process. I am also grateful to the consultant Mr. Allan Mukuki for his guidance, candid opinion and commitment throughout the process. Special thanks to staff of the Nairobi City County under the leadership of the Director- Youth Affairs and Talent Daniel Ngari, Deputy Director-Youth Affairs Wainaina Muiruri and Assistant Director-Youth Affairs Susan Kimani for coordinating the development of this strategy. I also recognize the significant contributions of government agencies, humanitarian organizations, private sector actors, and community leaders who have shaped this document into a bold yet practical plan for action.

As we move forward, I call on all stakeholders to work hand-in-hand to bring this Strategy to life. By embracing innovation, fostering partnerships, and committing to shared goals, we can unlock the potential of every resident and build a Nairobi County that is not only inclusive but also resilient and forward-looking. Together, let us create a future where everyone has the opportunity to excel, contribute, and belong.

Oscar M. Igaida

OSCAR M. IGAIDA
COUNTY CHIEF OFFICER – YOUTH, TALENT & SPORTS
NAIROBI CITY COUNTY

Glossary of Terms and Acronyms

AU	African Union
CIDP	County Integrated Development Plans
CRRF	Comprehensive Refugee Response Framework
CYEC	County Youth Empowerment Centre
DRS	Department of Refugee Services
DTB	Diamond Trust Bank Kenya
KCB	Kenya Commercial Bank
EAC	East African Community
ECDE	Early Childhood Development Education
GDP	Gross Development Plan
GISDEP	Garissa Integrated Socio-Economic Development Plan
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information, Communication Techology
IGAD	Intergovernmental Authority on Development
IRC	International Rescue Committee
KISDEP	Kalobeyei Integrated Socio-economic Development Plan
KPI	Key Performance Indicator
KRA	Key Result Areas
MOU	Memorandum of Understanding
MSEA	Micro and Small Enterprise Authority
NCCG	Nairobi City County Government
NCCK	National Council of Churches of Kenya
NCRIS	Nairobi County Refugee Integration Strategy
NGO	Non-Governmental Organisation
OAU	Organisation of African Unity
OECD	Organization for Economic Co-operation and Development
PESTLE	Political, Economic, Social, Technological, Legal and Environment
RCK	Refugee Consortium of Kenya
RLO	Refugee Led Organisation
SDG	Strategic Development Goals
SHARE	Support for Host Community and Refugee Empowerment
SHOFCO	Shining Hope for Communities
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SO	Strategic Objective
TVET	Technical and Vocational Education and Training
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
VTC	Vocational Training Centres
YMCA/YWCA	Young Men's Christian Association/ Young Women's Christian Association

Executive Summary

Nairobi County takes great pride in its diverse population, which includes over 102,000 refugees as of May 2024. However, this number could be even higher due to data gaps. Hence, almost 90% of the urban refugee population seeks refuge in Nairobi, reflecting the county's need to create an unwavering commitment to a safe, diverse, and inclusive community.

The strategy outlines Nairobi County's dedication to providing refugees with a secure and welcoming environment, ensuring access to essential services, and facilitating their integration into host communities. This approach aims to build on successful practices and responses within the county while aligning with Kenya's broader commitments to the Comprehensive Refugee Response Framework, IGAD's Nairobi Declaration, and the Global Compact on Refugees, among other obligations.

Furthermore, this Strategy aims to uphold the safety, dignity, and self-reliance of refugees and asylum seekers while also promoting the well-being of host communities in line with international and regional standards. It is a crucial step towards advancing Nairobi's goal of enhancing social well-being and human productivity for inclusive development.

This Strategy complements the National Government's consideration of the significant impact of displacement and the need for a harmonised approach to refugee responses in Kenya. It is informed by comprehensive assessments and consultations that have shed light on the multifaceted challenges faced by the County in managing specific refugee situations, highlighting the necessity for a strategic and coordinated response to create a welcoming haven for refugees. It acknowledges the County's efforts and innovations in addressing refugees' unique challenges and aims to leverage successful approaches while proposing key action areas.

Chapter 1: Introduction

1.1 The Approach: Institutional/Global Framework

This Strategy seeks to help NCCG develop its comprehensive refugee integration and community-building strategy (NCRIS), which ensures the harmonious coexistence of refugees and host communities and fosters social cohesion, economic development, access to essential services, and long-term stability of both asylum seekers and refugees living in the County.

With the Kenyan government seeking to transform elements of its refugee management through a settlement approach that seeks to encourage more developmental and cross-cutting responses to enable refugees to enjoy more rights and leverage on various policy shifts such as the 2021 Refugee Act, it is critical to remember the importance of the urban context. The experience of urban refugees has much to teach about promoting self-reliance and economic opportunity for displacement-affected communities. There is a need to rethink and explore viable alternatives for refugees living in urban areas to respond to the Shirika plan and effect more favourable outcomes for refugees and host communities, especially at the county level.

This Strategy is aligned with the broader refugee framework at a national, regional, and international level. This provides a platform for seamless integration into Kenya's broader socioeconomic development agenda. Hence, this Strategy operates within the legal parameters set by the Government, fostering constructive collaboration rather than duplication of efforts. This Strategy is anchored on various laws at an international, regional, and national level as follows:

1.1.1 Kenya Vision 2030

Kenya's long-term development agenda is housed in the Kenya Vision 2030 policy blueprint. This blueprint seeks to make Kenya a newly industrialised, "middle-income country providing high-quality life for all its citizens by 2030." Vision 2030 is anchored on three economic, social, and political pillars.

- The Economic pillar aims to provide prosperity for all Kenyans through an economic development programme to achieve an average Gross Domestic Product (GDP) growth rate of 10 % per annum.
- The Social pillar: seeks to build "a just and cohesive society with social equity in a clean and secure environment", and
- The Political pillar aims to realise a democratic political system founded on issue-based politics that respects the rule of law and protects the rights and freedoms of every individual in Kenyan society.

In implementation of this plan:

- NCCG will contribute to the realisation of the Economic pillar through the inclusion of refugees in the improvement of access to education, vocational training, trading facilities, & other employment opportunities for refugees, who will, in turn, support the County through economic contribution via payments of county taxes and rates and by extension the national government.
- NCCG will also contribute immensely towards the Political Pillar through fostering a sense of belonging & shared identity.
- Finally, the NCCG will support the social pillar by fostering mutual understanding & appreciation of diverse backgrounds.
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1.1.2 Bottom-Up Economic Transformation Agenda

The Bottom-Up Economic Transformation Agenda (2023- 2027) is a development approach that aims to foster inclusive economic growth and reduce inequalities by uplifting the grassroots population and small-scale enterprises. This includes allowing refugees access to opportunities, markets, education, health services, and county services generally.

1.2 Kenyan Legal and Policy Framework

The primary sources of refugee law in Kenya include:

1. The 1951 Convention Relating to the Status of Refugees and its 1967 Protocol (Kenya joined in May 1966 and November 1981, respectively).
2. The Organization of African Unity (OAU) Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969 (Kenya ratified in June 1992).

Other international commitments that Kenya is party to include:

1. The New York Declaration.
2. The Global Compact on Refugees.

Regional commitments made by Kenya include:

1. The Nairobi Declaration; [1]
2. The 2017 Djibouti Declaration on Regional Refugee Education; [2]
3. The 2019 Kampala Declaration[3] and
4. The IGAD Policy Framework on Refugee Protection.

1 This plays a critical role in shaping refugee responses across the region.
2 Intergovernmental Authority adopted This on Development (IGAD), which calls for quality Education. Standards and inclusion of Refugee Children into national education systems.

3 This is on Jobs, Livelihoods and Self-Reliance, which provides a framework to support the GCR objectives and supports refugees and their hosts to achieve self-reliance.

In 2023, at the Global Refugee Forum in Geneva, the Republic of Kenya further made the following pledges that outline Kenya's commitment to refugees, with pledges that mark its roadmap from 2023 to 2027. Kenya is determined to elevate her efforts through a comprehensive approach that empowers displaced populations:

1. **SHIRIKA Plan** - Kenya's transformative initiative that transforms refugee camps into integrated settlements. This innovative approach seeks to ensure the socio-economic inclusion of refugees and host communities, a testament to our commitment to shared prosperity.
2. **Refugee Documentation and Access to Services** to enhance the registration processes and service accessibility for refugees.
3. **Health equity** with a promise to provide equitable, sustainable, and accessible quality healthcare to refugees and host communities.
4. **Socio-economic protection** to include refugees in the social protection systems.
5. **Integrated development planning centred** on the continued strengthening of government processes.
6. **Eradication of statelessness** as every individual deserves legal identity and the rights that come with it.
7. **Implementation of Education and Training Strategy** for Refugees and Host Communities in Kenya.

The refugee documentation and access to services, health equity, socio-economic protection, integrated development planning, and the education and training strategy pledges all speak to the 4 main objectives outlined by the County for the development of this Strategy.
At a national level, the Constitution of Kenya later domesticated these instruments and the Parliament of Kenya through the Refugees Act, 2006, which was replaced on February 23, 2022, by the new Refugees Act of 2021.[4]

The Refugees Act 2021 spells out the rights and obligations of Kenya's refugees and asylum seekers. Subject to the Refugee Act 2021 provisions, all refugees and asylum seekers in Kenya are entitled to rights provided for and subject to the duties contained in the UN Convention, its Protocol and the OAU Convention, and all the laws in force in Kenya. [5]

At the national level, several enactments and policy proposals have been undertaken. They include the preparation of the Kenya CRRF 2021, enforcing the Refugees Act 2021 and its regulations, implementing the constitution of Kenya 2010 and relevant human rights protection laws.[6] Preparing this plan is also a step in the right direction. Its activities align with the fourth medium-term plans and the third generation of the County Integrated Development Plan (CIDP) for the counties hosting refugees and asylum seekers.

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4 Refugee Act, 2021, http://kenyalaw.org:8181/exist/kenyalex/actview.xql?actid=No.%2010%20of%202021

5 Section 28 (1), Refugees Act (Act No. 10 of 2021).

6 The Constitution of Kenya 2010, the Kenya Citizenship, and Immigration Act, 2011, the Kenya Citizens and Foreign Nationals Management Service Act 2011, the Counter-Trafficking in Persons Act 2010, the Children's Act No.8 of 2001, the penal code and the Criminal procedure Code, Witness Protection Act, Cap. 79 Laws of Kenya, Extradition (Contiguous and Foreign Countries) Act, Cap. 76, Extradition (Commonwealth Countries) Act Cap. 77, Immunities and Privileges Act, Cap. 179 Laws of Kenya, the Prevention of Terrorism Act 2012, the Proceeds of Crime and Anti-Money Laundering Act 2009, Security Laws Amendment Act 2014, National Government Coordination Act, 2013, the Registration of Persons Act, 2015, Prevention, Protection and Assistance to Internally Displaced Persons and Affected Communities Act, 2012, Access to Information Act, 2016, Kenya National Commission on Human Rights Act, 2011, Ethics and Anti-corruption Commission Act, 2011, Labour Institutions Act, 2007, Employment Act, 2007 and the Prevention of Organized Crime Act, 2010.

The Refugee Act of 2021 also establishes three bodies for managing refugee affairs: the Department of Refugee Services (DRS), the Refugee Advisory Committee, and the Refugee Status Appeals Committee.[7] The DRS is legally responsible for all administrative matters about asylum seekers and refugees in Kenya, coordinating refugee-related programs, and managing all operational aspects of refugee protection and assistance.

In addition, the Refugee Advisory Committee is charged with advising the Cabinet Secretary on refugee management policies. Lastly, the Refugee Status Appeals Committee is responsible for determining appeals against any decisions regarding applications for recognition.
To its credit, the Refugee Act recognises the importance of paying special attention to vulnerable people.

Kenya's Comprehensive Refugee Response Framework (CRRF) - Support for Host Community and Refugee Empowerment (SHARE) and its Action Plan builds on the existing legal frameworks, policies, strategies, and plans. It plans a comprehensive refugee response for Kenya .[8] The CRRF incorporates all the Kenyan government's international, national, and regional commitments and outlines what these commitments mean for their ongoing implementation strategy.

The CRRF rests on three pillars:

1. Enhancing the protection provided for asylum seekers and refugees.
2. Providing for the immediate and ongoing needs of asylum seekers, refugees, and host communities; and
3. Promoting regional cooperation and international responsibility sharing in realising durable solutions for refugees.

The SHIRIKA Plan is also built upon the existing initiatives that serve as its building blocks. It adopts a Whole of society approach that goes beyond the traditional involvement of governments and humanitarian agencies, incorporating the private sector, development partners, civil society, and local communities in a collaborative effort to ensure a more comprehensive and effective response. Central to the SHIRIKA Plan are measures to enable refugees to become self-sufficient. This involves facilitating access to education, health, employment, and other opportunities contributing to their well-being and livelihoods. Additionally, the SHIRIKA Plan acknowledges the strain that large refugee populations can place on shared resources and host communities and takes proactive measures to provide community support to build resilience. By prioritising sustainable solutions, the SHIRIKA Plan marks a significant shift from a purely humanitarian approach to a more enduring and holistic model that benefits refugees and host communities alike.

The whole-of-government approach also needs to be included at the national and county level. Dealing with refugees is a multidimensional reality that cannot be addressed by one government policy sector alone. To develop and implement effective migration policies and practices, a whole-of-government approach is needed to ensure horizontal and vertical policy coherence across all sectors and levels of government.

7 Section 7, Section 9 and Section 11 of the Refugee Act, 2021.
8 https://refugee.go.ke/wp-content/uploads/2021/03/Kenya-Comprehensive-Refugee-Response-Framework-CRRF.pdf

1.3. East Africa Community Vision 2050

The EAC Regional Vision is to be a globally competitive region based on the principle of inclusiveness and accountability provided for within the EAC Vision 2050.[9] Peace and security within the region are identified as a precondition to attaining this vision, and a harmonised approach is mooted to promote these regional ideals.[10]

1.4. Africa Union Agenda 2063

Africa's Agenda 2063 is the continent's long-term vision to achieve its collective aspirations, "The Africa We Want". It is a strategic framework for the continent's socio-economic transformation over the next 50 years. The Agenda is based on the AU vision of "an integrated, prosperous and peaceful Africa, driven by its citizens and representing a dynamic force in the international arena".

The Agenda has seven aspirations and is being implemented through ten-year implementation plans. This plan will contribute to the Agenda in the following Aspirations:

Aspiration	How NCCG can actualise this
Aspiration 2: An Integrated Continent: Africa seeks unity, integration, and cooperation among African countries and peoples. This includes the free movement of people, goods, and services, and the removal of barriers to trade and investment	Ensuring the removal of barriers to access to markets, employment and documentation for refugees and an end to harassment by county authorities due to a lack of sensitization on refugee issues and documentation.
Aspiration 3: An Africa of Good Governance, Democracy, and Respect for Human Rights: Africa aspires to have accountable, transparent, and inclusive governance systems, with effective institutions and the rule of law. It aims to promote and protect human rights and democratic values.	• Enhance sensitization at the county level to refugee rights and make a great effort to encourage social cohesion and community awareness of refugee matters. • Streamline the recognition process of refugee documentation at the county level to ensure their legal status and access to essential services. • Enhance sustainable government structures at a county level on matters involving refugees. • Inclusion of refugee input in functions/decisions of things that involve them.
Aspiration 5: An Africa with Strong Cultural Identity, Common Heritage, and Values: Africa seeks to promote and preserve its rich cultural heritage, diversity, and identity. It aims to harness African values, traditions, and knowledge systems for social cohesion and development.	Championing social cohesion and cultural integration of refugees in the host communities.
Aspiration 7: An Africa as a Strong, United, and Influential Global Partner: Africa aims to enhance its global relevance and influence by strengthening its partnerships and engagements with other regions and global actors. It seeks to assert its voice and interests on global issues.	Developing partnerships with various actors in the private sector, national government, humanitarian actors/donors, Community Networks, Public Benefit Organisations, and developmental partners for purposes of developing durable solutions for refugees.

9 East African Community vision 2050: regional vision for socio-economic transformation and development, EAC, 2015, paragraph 9.3, available at http://repository.eac.int/handle/11671/567

10 East African Community vision 2050: regional vision for socio-economic transformation and development, EAC, 2015, paragraph 9.3, available at http://repository.eac.int/handle/11671/567

1.5. United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a universal set of goals, targets, and indicators in the UN's post-2015 sustainable development agenda, launched at the Sustainable Development Summit in September 2015. There are seventeen SDGs, and UN member states are expected to use them in framing their agendas and political policies over the next 15 years.

The service through this Strategy will contribute to the SDGs in several ways:

SDG	How NCCG can actualise this
SDG 1: No Poverty: End poverty in all its forms and ensure social protection for all.	Access to Markets for refugees for purposes of accessing livelihood opportunities to be able to fend for themselves
SDG 2: Zero Hunger: End hunger, achieve food security, improve nutrition, and promote sustainable agriculture.	By NCCG providing the ability for refugees to access food like any NCCG resident
SDG 3: Good Health and Well-being: Ensure healthy lives and promote well-being for all at all ages.	Enhancing Refugee Access to health in county hospitals and clinics.
SDG 4: Quality Education: Ensure inclusive and equitable education and promote lifelong learning opportunities for all.	Enhancing refugee access to education at all levels as well as essential skills for their livelihood and well-being
SDG 5: Gender Equality: Achieve gender equality and empower all women and girls.	Affirmative action for refugees with consideration on matters of gender mainstreaming and topics around SGBV and cultural limitations
SDG 6: Clean Water and Sanitation: Ensure access to water and sanitation for all and improve water quality.	Ensuring refugees have access to clean water and Sanitation in their places of residence
SDG 8: Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	Ensure that there are less barriers for refugees to access decent work and gainful employment
SDG 16: Peace, Justice, and Strong Institutions: Promote peaceful and inclusive societies, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.	Ensure refugees have access to the dispute resolution mechanisms should they feel or get aggrieved
SDG 17: Partnerships for the Goals: Strengthen the means of implementation and revitalise the global partnership for sustainable development.	Enhance partnerships with the private sector, international donors, and government entities to develop durable solutions for refugees at county level

1.6. The Urban Socio-Economic Context

1.6.1. Urban Refugees in Kenya (Focus on Nairobi County)

Kenya has long been known for its humanitarian spirit and is currently subject to the increased urbanisation of refugees within its borders. Over 16% of Kenya's registered refugees reside in urban areas, with a significant concentration settling in Nairobi County.[11] This analysis delves into the specific context of urban refugees in Kenya, focusing on national and county-level perspectives in Nairobi. It explores the drivers of this trend, the challenges urban refugees face, and potential areas for a more comprehensive response.

11 UNHCR, 'Understanding the socioeconomic conditions of refugees in urban areas of Kenya' - https://www.unhcr.org/sites/default/files/legacy-pdf/62c420664.pdf on 22 March 2024.

1.6.2. Kenya's Encampment Policy

The policy on urban refugees in Kenya has shifted towards accommodating refugees in urban centres like Nairobi. This has led to positive outcomes such as increased registration, access to healthcare, and education for refugees in Nairobi.[12] However, as will be discussed subsequently – challenges persist – including the need for improved housing, infrastructure, and services for refugees and the local population. Efforts to support urban refugees in Nairobi have included establishing community outreach worker programs to provide vital links between UNHCR, partner agencies, and local officials. These workers play a crucial role in responding to refugee needs, such as negotiating releases from detention and identifying vulnerable individuals requiring special support.

1.6.3. Drivers of Urbanization of Refugees in Kenya

From the international and regional perspectives, specific key drivers towards the urbanisation of refugees in Kenya exist. For example, when you look at the Somali refugees, South Sudanese refugees and the Congolese refugees, limited resources and overcrowding have led to some of them choosing Nairobi despite the uncertainties of urban life in a new country.[13] Furthermore, some have been quoted as drawn to the city's vibrant informal economy, hoping to find work and establish a livelihood, even if it means facing precarious working and safety conditions.[14] Moreover, others have been reported to often rely on pre-existing community networks to find housing, navigate unfamiliar bureaucracies, and access necessities. [15]

1.6.4. Unique Challenges for Urban Refugees in Kenya

Urbanisation of refugees has shown itself to have numerous benefits at all levels for the refugees, but like any others, urban refugees in Kenya face a multitude of challenges:

- Access to Healthcare: Urban refugees in Nairobi face key barriers when trying to access healthcare, including challenges related to documentation, limited access to government health facilities due to registration issues, high costs of private healthcare, lack of health insurance, and language barriers.[16] Specifically, many refugees in Nairobi struggle to access healthcare due to their undocumented status, which excludes them from the national health insurance scheme.[17] These documentation issues have generally been attributed to lengthy delays in obtaining official refugee status and multiple documents issued as proof of registration, leading to some refugees

12 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 32 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.

13 The East African, 'Refugees to mix with locals in Kenya's plan to close two camps' The East African, 11 May 2023 -< https://www.theeastafrican.co.ke/tea/news/east-africa/refugees-locals-to-mix-as-kenya-closes-camps-4230896> on 20 March 2024.

14 ReliefWeb, 'Uganda – Regugee influx (UNHCR)(ECHO Daily Flash of 17 Aug 2023), ReleifWeb, 17 August 2023 -< https://reliefweb.int/report/uganda/uganda-refugee-influx-unhcrecho-daily-flash-17-aug-2023> on 13 March 2024.

15 Betts A, Omata N, Sterck O. (2018). 'Refugee Economies in Kenya' Refugee Studies Centre, University of Oxford -< https://www.rsc.ox.ac.uk/files/files-1/refugee-economies-in-kenya> on 30 March 2024

16 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 18 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.

17 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 32 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.

lacking official documentation, hindering their access to vital services.[18] Given the situation presented, refugees in Nairobi typically rate their health status as poor or very poor, with long-term and newly arrived refugees reporting similar proportions in this regard.[19] Common health issues experienced by refugees in Nairobi include pre-existing chronic conditions such as asthma, hypertension, HIV, diabetes, pneumonia, injuries, and reproductive health issues.[20]

- Access to Education: The main challenges faced by refugee children in Nairobi in accessing education include high absentee rates due to caretaking responsibilities or work, behavioural issues from past trauma, financial barriers for school supplies and lunch, and potential difficulties in enrolling without proper documentation. [21]Recommendations to address these challenges include providing psycho-social counselling, offering scholarships, ensuring access to public services for unregistered refugees, and developing closer relationships with local authorities.[22] Additionally, efforts should focus on identifying and supporting vulnerable groups like unaccompanied minors and providing safe housing and empowerment programs. [23]

- Access to Housing and Basic Infrastructure: Urban refugees in Nairobi face key barriers when trying to access housing and basic infrastructure,[24] including discrimination from landlords, high housing costs, inadequate shelter with crowded living conditions, lack of access to clean energy, and insufficient infrastructure for water, sanitation, and energy services.[25] These barriers contribute to poor living conditions and hinder refugees' well-being in the city.

- Access to the Labour Market: Refugees face challenges in accessing the labour market due to various factors. Discrimination is a significant barrier, as refugees may face prejudice and bias from employers and local communities.[26]

18 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 17 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
19 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 18 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
20 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 18 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
21 Campbell E, Crisp J, Kiragu E. (2011). 'Navigating Nairobi: A review of the implementation of the UNHCR's urban refugee policy in Kenya's capital' UNHCR, 28.
22 Campbell E, Crisp J, Kiragu E. (2011). 'Navigating Nairobi: A review of the implementation of the UNHCR's urban refugee policy in Kenya's capital' UNHCR, 29.
23 Campbell E, Crisp J, Kiragu E. (2011). 'Navigating Nairobi: A review of the implementation of the UNHCR's urban refugee policy in Kenya's capital' UNHCR, 30.
24 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 7 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
25 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 22 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
26 ReBuild (2022). 'An analysis and evaluation of refugee related policies and legislation' ReBuild, 23 -< https://reliefweb.int/report/kenya/analysis-and-evaluation-refugee-related-policies-and-legislation-october-2022#:~:text=Rather%20than%20focusing%20on%20a,relation%20to%20these%20key%20challenges.> on 31 March 2024.

Additionally, the need to recognise foreign qualifications poses a challenge, as refugees' educational and professional backgrounds may not be acknowledged in the host country.[27] Language barriers hinder refugees from effectively communicating and engaging in the labour market, limiting their job opportunities.[28] Moreover, refugees often need more information about their right to work, including the legal procedures and requirements for obtaining employment in the host country.[29] specific programs and initiatives are in place to support refugees in accessing the labour market, education, and justice services, including mobilising funding for refugee education and ensuring vulnerable urban refugees are included in programming.[30]

- Documentation: There has been a national and county challenge in the recognition of refugee documentation. This has created a significant barrier for refugees to, for instance, access formal financial services, which, together with other barriers such as bank accessibility, can limit refugees' functional access to financial services. It also impairs their ability to access county services and also exposes them to harassment by County Askaris especially due to lack of sensitization of refugee documentation therein.

- Negative attitudes and perceptions by host community of refugees due to lack of proper awareness and sensitization on matters refugees. These challenges are further exacerbated by resource allocation issues and the dispersed nature of urban refugees, which make it difficult for the Kenyan government and humanitarian organisations to accurately assess needs and allocate resources effectively.[31] In Nairobi, limited funding for social services creates tensions with host communities competing for scarce resources, such as affordable housing and job opportunities.[32] This is further contributed to by the need for more accurate data on the urban refugee population in Nairobi, making it difficult for the county government to plan and implement targeted programs to address their specific issues, such as the previously discussed education access for refugee children.[33]

To overcome these barriers, refugees typically employ certain coping mechanisms, such as seeking assistance from community-based organizations, relying on informal networks for housing, utilizing traditional remedies for healthcare, and engaging in income-generating activities to afford healthcare and housing costs.[34]

27 ReBuild (2022). 'An analysis and evaluation of refugee related policies and legislation' ReBuild, 24 -< https://reliefweb.int/report/kenya/analysis-and-evaluation-refugee-related-policies-and-legislation-october-2022#:~:text=Rather%20than%20focusing%20on%20a,relation%20to%20these%20key%20challenges.> on 31 March 2024.
28 ReBuild (2022). 'An analysis and evaluation of refugee related policies and legislation' ReBuild, 25 -< https://reliefweb.int/report/kenya/analysis-and-evaluation-refugee-related-policies-and-legislation-october-2022#:~:text=Rather%20than%20focusing%20on%20a,relation%20to%20these%20key%20challenges.> on 31 March 2024.
29 ReBuild (2022). 'An analysis and evaluation of refugee related policies and legislation' ReBuild, 28 -< https://reliefweb.int/report/kenya/analysis-and-evaluation-refugee-related-policies-and-legislation-october-2022#:~:text=Rather%20than%20focusing%20on%20a,relation%20to%20these%20key%20challenges.> on 31 March 2024.
30 ReBuild (2022). 'An analysis and evaluation of refugee related policies and legislation' ReBuild, 28 -< https://reliefweb.int/report/kenya/analysis-and-evaluation-refugee-related-policies-and-legislation-october-2022#:~:text=Rather%20than%20focusing%20on%20a,relation%20to%20these%20key%20challenges.> on 31 March 2024.
31 UNHCR, 'Africa – UNHCR global focus', UNHCR, 2019 -< https://reporting.unhcr.org/sites/default/files/gr2019/pdf/03_Africa.pdf> on 23 March 2024.
32 Ali j, imabna D, Ocha W. 'The refugee crisis in Kenya: Exploring refugee-host community causes of tensions and conflicts in Kakuma refugee camp' Journal of Internationaol Relations and Foreign Policy, 27.
33 UNHCR, 'Kenya – Refuees and asylum seekers in urban areas' Global Focus, 2020 -< https://reporting.unhcr.org/kenya-refugees-and-asylum-seekers-urban-areas-21> on 31 March 2024.
34 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastrustructure', iied, 7 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.

While these are reported to be somewhat effective, they may only sometimes provide sustainable solutions to the complex challenges faced by refugees in Nairobi.

1.6.5. The Case of Nairobi County

Nairobi County naturally bears the brunt of the influx of urban refugees. Here, the national challenges are amplified, creating a complex situation for both refugees and host communities:

- Overstretched Social Services: Nairobi's already strained social services, such as healthcare and education, are further burdened by the influx of refugees. Hospitals like Kenyatta National Hospital, Mbagathi Hospital and Mama Lucy Hospital often struggle to meet the needs of both refugees and citizens due to limited resources and overcrowding.[35] Schools in low-income neighbourhoods with high refugee populations face challenges in accommodating additional students, potentially straining teacher resources and classroom capacity. [36]

- Informal Settlements and Housing Challenges: Many urban refugees in Nairobi reside in overcrowded and precarious informal settlements, such as Kibera, Kawangware, Mukuru kwa Reuben and Mathare.[37] These settlements often lack basic infrastructure like sanitation and clean water, creating significant health risks for residents. The high cost of formal housing in Nairobi makes it an out-of-reach option for most refugees, pushing them towards these informal settlements,[38] However, it must be noted that the housing challenges faced by urban refugees are similar to those of Kenyan residents in informal settlements.[39]

- Livelihood Insecurity: Finding decent employment opportunities is a major challenge for urban refugees in Nairobi. Language barriers, lack of formal qualifications, and discrimination in the job market make it difficult for them to secure stable work. Further, Kenyan restrictions on refugees' engagement in formal work have resulted in low-paid work and precarious shelter for urban refugees in Nairobi.[40] Many refugees' resorts to the informal sector, which can be precarious and exploitative, offering low wages and limited job security. Somali refugees in Eastleigh, for instance, often find themselves trapped in low-paying jobs with little chance of advancement, hindering their ability to achieve economic self-sufficiency.[41]

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35 ReliefWeb, 'Refugees in Kenya shun health services due to mistrust' Xinhua, 13 April 2006 -< https://reliefweb.int/report/kenya/refugees-kenya-shun-health-services-due-mistrust-official> on 22 March 2024.
36 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastructure', iied, 18 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
37 Refuge Point, 'Urban refugee protection', -< https://www.refugepoint.org/our-work/urban-refugee-protection/> on 22 March 2024.
38 Muindi K. Mberu B. (2019), 'Urban refugees in Nairobi: Tackling barriers to accessing housing, services and infrastructure', iied, 32 < https://www.iied.org/10882iied#:~:text=In%20our%20study%20of%20refugees,of%20documentation%20and%20language%20barriers.> on 22 March 2024.
39 Omata N. (2010). 'Refugee livelihoods: a comparative analysis of Nairobi and Kakuma camp in Kenya' Disasters, 45(1) -< https://onlinelibrary.wiley.com/doi/10.1111/disa.12451) on 30 March 2024.
40 Omata N. (2010). 'Refugee livelihoods: a comparative analysis of Nairobi and Kakuma camp in Kenya' Disasters, 45(1) -< https://onlinelibrary.wiley.com/doi/10.1111/disa.12451) on 30 March 2024.
41 Odhowa A. (2010) 'The influence of urban refugees on housing conditions in Eastleigh estate in Nairobi' University of Nairobi, 17.

- Institutional Structure: There is the lack of a coherent institutional structure within NCCG to deal with matters refugee protection holistically. There is need to establish such a structure for a top-down approach when it comes to dealing with refugee matters and a coordinated approach therein.

However, it has not been all bad for Nairobi County, through the unified business permit, the refugees have been able to enjoy a seamless approach towards securing this permit without difficulties and showing the need for inclusion of refugee documentation in all county services therein.
Furthermore, with a significant number of refugees working in the informal sector, they have contributed to the county revenue in one way or another and thereby increasing county revenue streams and this speaks to their positive contribution to the County economy.
Also, at the County level, there is the Inclusivity, Public Participation and Customer Service Sector which specifically is involved in public engagement, citizen engagement and customer service; city culture, arts and tourism and gender and inclusivity all of which are part of the four objectives identified by NCCG as key strategic issues to be highlighted in this Strategy. This speaks to the County's approach on matters inclusivity and cohesion.

At a partnership level, NCCG, together with IRC have an MOU that is involved in various objectives which is a good practice; these include:

1. Education, Children and Social Services
2. Sports Promotion and Development
3. Inclusion of the refugees in the County Youth Empowerment Centre (CYEC)
4. Provision of child-friendly services in childcare facilities, county children rehabilitation institutions, and ECDE Centres.
5. Inclusion of refugees in formulating and developing city-county government policies and legislation (e.g., laws, regulations guidelines), development planning and budgeting, and service delivery processes.
6. Trade and Entrepreneurship

Non-Governmental Organisations have also played a key role in the sensitization of NCCG officials on matters refugees and host communities and this speaks to the institutional capacity building needed at county level on these matters.

There is also an opportunity for the private sector, development partners, and humanitarian actors to partner with the county to ensure that some of these challenges are addressed and the quality of life of refugees improved in the county. This also adds an opportunity for Nairobi County to offer leadership on refugee matters, especially in the context of refugees living in urban areas.

1.7. County Integrated Development Plan (CIDP)

Under the NCCG CIDP (2023-2027), under the approach of 'Linkages with Kenya Vision 2030, other plans, and international obligations' NCCG acknowledges the national development Agenda/ Regional/International Obligations under the Refugee Act 2021 and the Aspiration//Goal of inclusion of refugees in the socio-economic development of Kenya. The County intervention in this CIDP and light of the aforementioned aspiration is geared towards promoting sports for social integration and cohesion.

This speaks to the County acknowledging the role it has to play in ensuring that refugees are included and involved in the socio-economic development of the County and Kenya. It acknowledges the role that Counties have to play in supporting the National Government's approaches to refugee protection.

While refugee matters are a preserve of the Nation Government as per the Refugee Act, 2021, the Act also provides for the roles of Counties in the management of refugees as follows:

- **Section 8 (2) (u)** recognises the Commissioner for Refugee Affairs' function to coordinate, where relevant, in collaboration with **county authorities**, all services and activities provided to refugees and asylum seekers by implementing agencies.
- **Section 28 (2)** recognises the power of the relevant Cabinet Secretary to designate specific counties to host refugees through notice in the Gazette and consultation with the relevant **county governments.**
- **Section 30** recognises the need to work with the national and **county Government** authorities within and around the designated areas to ensure the protection of the environment and the rehabilitation of areas that have been designated areas.
- **Section 35** requires the Commissioner to liaise with the national and **county governments** to ensure that refugee matters are considered in the initiation and formulation of sustainable development and environmental plans.

These show that the Countries that host refugees have a role to play in their protection as residents of those countries.

In relation to the CIDP, two success stories can be outlined herein from Garissa County and Turkana County. These plans are part of the Counties CIDP, which would be a plausible approach for Nairobi County as well:

1. GISDEP—The Garissa Integrated Socioeconomic Development Plan (GISDEP) is a practical effort to integrate refugees into County Integrated Development Plans (CIDPs) and comprises measures to strengthen healthcare, education, water supplies, sanitation and hygiene, spatial planning, infrastructure, agriculture, livestock breeding, environmental protection, sustainable energy, the private sector, and the protection of vulnerable groups.
2. KISDEP—The Kalobeyei Integrated Socio-Economic Development Plan (KISEDP) is a 15-year comprehensive multi-sectoral and multi-stakeholder initiative to benefit refugees and members of host communities. It aims to bridge the gap between humanitarian assistance and development in response to the increasing needs, risks, and vulnerabilities faced in new and protracted displacement situations.

1.8. Scope and Methodology

This plan was prepared through the NCCG initiative in collaboration with development partners, which developed the Terms of Reference and appointed a consultant and a technical working group to develop this strategy. The consultant conducted various Key Informant Interviews, Focus Group Discussions, and Participatory Forums, received input, and prepared the initial strategy.
The Stakeholder Mapping was as follows:

1. Government of Kenya
2. Nairobi City County Government
3. UN Agencies
4. NGOs and CSOs
5. Donors
6. Private Sector
7. Academia
8. Refugee Led Organisations
9. Refugee Community Based Organisations
10. Community Leaders and Refugees

The Strategy was thereafter circulated to the Technical Working Group and key stakeholders who reviewed it and provided inputs, which were incorporated. The document was validated and submitted to NCCG before being finalised, published, launched, and disseminated.

Chapter II: Objectives and Implementation

This chapter outlines the Key Result Areas (KRAs), objectives and strategies, which will guide NCCG in implementing its mandate. It also presents the outcomes of the strategic objectives, outcome indicators, and annual projections for the next three years.

2.1. Strategic Issues

The NCCG has identified the following four strategic issues that need to be resolved or addressed to achieve the expected impact and proposed strategic direction in service delivery. These are divided into four main objectives towards the refugee integration & community-building strategy;

1. Enhance Economic Opportunities: Improve access to education, vocational training, trading facilities, green skills & other employment opportunities
2. Promote Social Cohesion: Foster a sense of belonging & shared identity.
3. Improve Access to Social Services: Access to healthcare, education, skills development, social services and enhance environmental sustainability
4. Cultural Exchange & Understanding: Foster mutual understanding & appreciation of diverse backgrounds.

The narrative below summarizes insights gathered from meetings and discussions with various stakeholders, including refugees, community hosts, government officials, donors, academic professionals, and NGOs as an overview of the challenges faced by refugees in Nairobi City County and proposals given for improving the refugee integration. The key findings highlight documentation issues, employment obstacles, limited access to social services, discrimination, and harassment. Proposed solutions are herein highlighted, the desired outcomes to enhance refugee integration in the County.

2.2. Main challenges faced by refugees:

Through the various engagements, interviews and forums, several challenges arose on refugee integration and community building approaches in Nairobi County.

2.2.1. Documentation Issues:

- Refugees struggle to obtain Refugee IDs and legal recognition, hindering their access to essential services and employment opportunities.
- Lack of proper documentation exposes refugees to discrimination and harassment by government officials and locals.

2.2.2. Employment Obstacles:

- Refugees encounter difficulties in obtaining work permits and business licenses, limiting their economic opportunities.
- Employment validation issues invalidate refugee employment, exacerbating socio-economic challenges.

2.2.3. Limited Access to Social Services:

- Documentation barriers prevent refugees from accessing healthcare, education, and other essential services.
- Discrimination and harassment further hinder refugees' access to social services and opportunities for socio-economic inclusion.

2.2.4. Discrimination and Harassment:

- Refugees face discrimination and harassment from government officials, law enforcement, and members of the local community.
- Lack of awareness and sensitivity about refugee issues contributes to negative attitudes and behaviours towards refugees.

2.3. Proposed Solutions and Recommendations:

From the various stakeholder engagements, some of the proposed solutions and recommendations from the interviews and forums included:

2.3.1. Streamlining Documentation Processes:

- Implement measures to simplify and expedite the documentation process for refugees, ensuring they have access to essential services and employment opportunities. and promote legal recognition for refugees' identification documents.
- Devolve registration and documentation processes to the county level to improve efficiency and accessibility for refugees.
- Enhance awareness and sensitivity training for government officials and the public on refugee documentation.

2.3.2. Creating Pathways to Employment and Education:

- Facilitate access to work permits and business licenses for refugees to enhance their economic opportunities.
- Provide scholarships, vocational training, and employment opportunities specifically tailored for refugees.

2.3.3. Improving Access to Social Services:

- Ensure equitable access to healthcare, education, and other essential services for refugees, regardless of documentation status.
- Sensitisation and Awareness: Conduct awareness campaigns to educate government officials and the public about refugee rights, documentation procedures, and the importance of inclusion.
- Psychosocial Support: Establish psychosocial support centres to address refugees' mental health and well-being needs, facilitating their integration and resilience.

2.3.4. Enhancing Collaboration and Support:

- Strengthen collaboration between the County Government, Refugee-Led Organizations (RLOs), NGOs, and other stakeholders to support refugee integration.
- Partnership with Private Sector: Collaborate with the private sector to provide job opportunities, financial services, and support for refugee-owned businesses.
- Establish community centres or support hubs to provide refugees with information, resources, and psychosocial support.

2.4. Desired Outcomes:

Some of the desired outcomes enumerated from the different engagements include:

2.4.1. Socio-economic Inclusion:

- Enable refugees to integrate into the local community and contribute to its socio-economic development.
- Reduce barriers to employment, education, and entrepreneurship for refugees.

2.4.2. Improved Access and Recognition:

- Enhance access to documentation, services, and opportunities for refugees to ensure their legal recognition and socio-economic inclusion.
- Foster a supportive environment that promotes community acceptance, inclusion, and diversity.

The strategy had identified 7 priority areas;

1. Trade & Enterprise
2. Education & Skills Training
3. Healthcare & Social Services
4. Housing & Infrastructure
5. Community Engagement & Cultural Exchange
6. Inclusive Development Plans & Policies
7. Legal Information & Enforcement

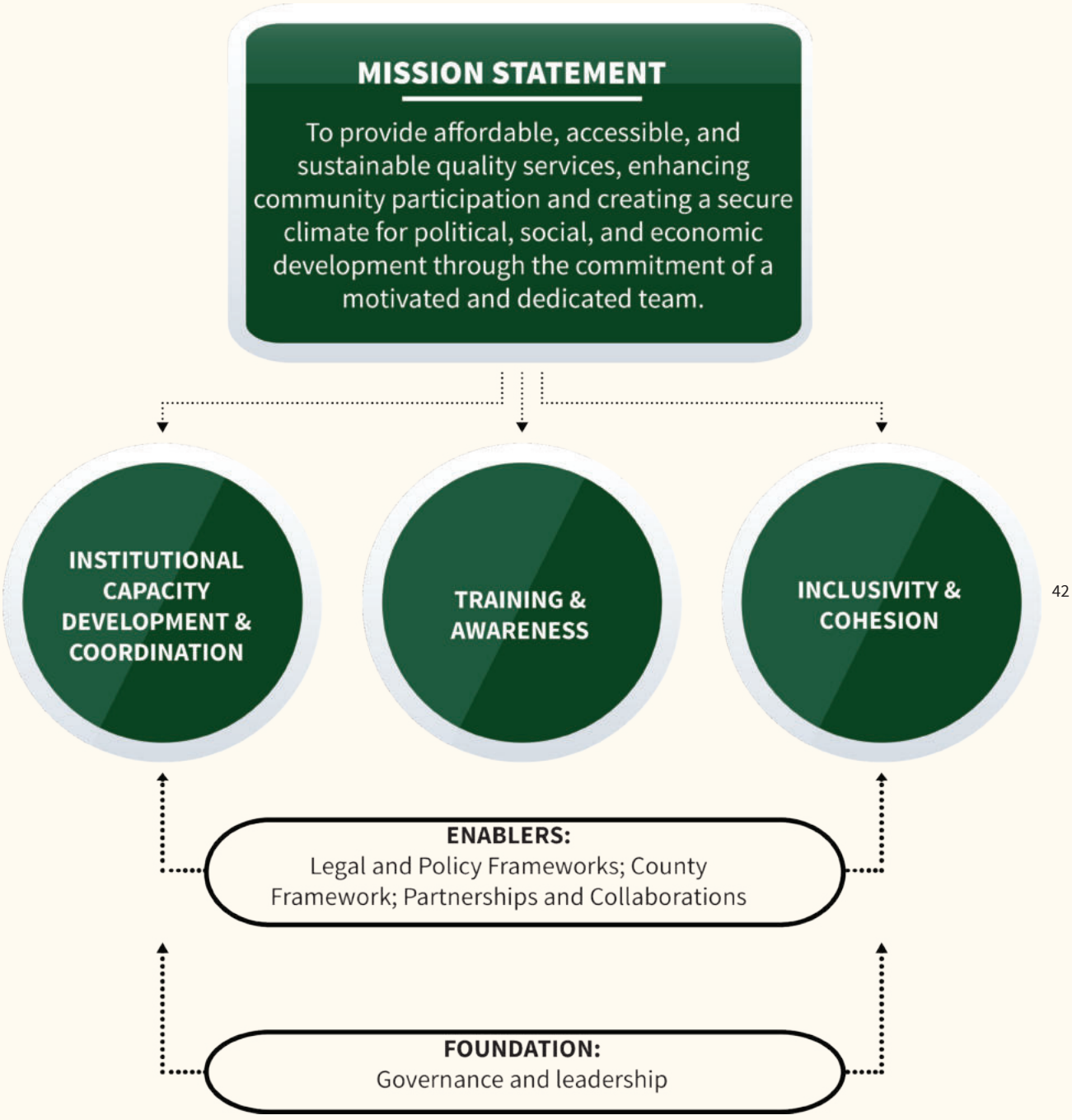
The table below highlights the cross-cutting strategic issues and the Strategic goals therein in relation to dealing with the issue:

Table 1: Crosscutting Strategic Issues and Strategic Aims

Cross-Cutting Strategic Issues	Strategic Aims
Documentation Issues	Ensure refugee documentation is recognized at county level to increase compliance in line with the National government directives.
Employment Obstacles	Ensure refugees have pathways to employment opportunities within the county.
Limited Access to Social Services	Ensure refugees have access to social services in the county.
Discrimination and Harassment	Promote social cohesion between refugees, county officials and host communities to increase compliance and inclusion of refugees.
Policy, Legal, Regulatory and Institutional Frameworks	Strengthen county legal and regulatory framework to create an inclusive environment for refugees.
Climate Change and Environmental sustainability	Enhance sustainable environmental management, disaster risk reduction, green economy and urban smart agriculture.
Planning and Budgeting	Ensure refugee matters are included in planning and budgeting.
Partnerships and Collaboration	Create partnerships and enhance collaboration for effective service delivery.
Public awareness, communication, and sensitization	Increase awareness on refugee matters.
Refugee Data Interoperability	Enhance data sharing between DRS, UNHCR and NCCG for planning and enhanced service delivery.
Institutional Capacity	Strengthen county systems and structures to respond to refugee issues to enhance sustainability.

2.5. Key Result Areas

Through the identified cross-cutting strategic issues and goals, NCCG has identified three (3) Key Result Areas (KRAs), several strategic objectives and strategies on which implementation will occur, performance measured, and results communicated or reported.



42

Table 2: Priority Area, Proposed Action and KRAs

Based on the cross-cutting strategic issues and the 7 identified priority areas to actualise the 4 main strategic issues towards the Comprehensive Refugee Integration & Community-Building Strategy; the following table provides the priority areas, the focus area in the relevant priority area and which Key Result Area it relates too in terms of the strategy blocks as provided under Key Result Areas.

42 https://countytoolkit.devolution.go.ke/public-participation

Priority Area	Proposed Action	Key Result Areas
Trade & Enterprise	• Create awareness on the regulations for refugees and host communities' and their access to business permits in micro & informal businesses. • Undertake sensitisation forums for county government officials on recognition of refugee documentation for purposes of trade and enterprise in the County. • Undertake sensitisation for the host communities on refugees and refugee documentation, including refugees themselves, and on matters of coexistence in the trade and enterprise space in the County. • Underline the necessity of recognizing refugee documentation in county government payment systems, as it can streamline financial transactions and enhance economic participation. • Consideration of refugees and host communities during stalls & market space allocation. • Essential services provision in trading areas & low-income settlements. • Create job opportunities for refugees and host communities (in local businesses) • Enhance entrepreneurship training & provision of micro-loans to refugee-owned businesses. • Encourage the inclusion of refugees and host communities in market committees. • Coordination of the departments under the Business and Hustler Opportunities Sector in achieving this priority area. • Enhance the utilisation of the existing markets especially in refugee settlement areas within the county.	• Institutional Capacity Development & Coordination • Training & Awareness • Inclusivity & Cohesion
Education and Skills Training	• Awareness creation and sensitization of available education services and opportunities (early childhood development education and vocational training) for refugees and host communities. • Undertake sensitisation forums for county government officials of childcare, education and skills training for refugees and host community. • Inclusion of refugees and host communities during admission into County ECDE, vocational training institutions & in Youth Empowerment Centres. • Inclusion of refugees and host communities in county youth empowerment programmes. • Provision of industrial linkages for refugees and host communities' members after vocational training. • Explore possibilities of providing refugees and host communities with opportunities including scholarships and capitation. • Provision of childcare services for refugees and host communities. • Create opportunities for participation in co-curricular activities. • Enhance partnerships with development partners in the provision of education services to refugees and host communities. • Capacity enhancement through Training of Trainers in the relevant Talent, Skills Development and Care Sector and departments. • Mobilise for additional resources for infrastructure for education and childcare facilities. • Undertake technological and innovation trainings in relation to refugees and host communities.	• Institutional Capacity Development & Coordination • Training and Awareness • Inclusivity & Cohesion

Priority Area	Proposed Action	Key Result Areas
Healthcare & Social Services	• Ensure access to healthcare services in County health facilities for refugees and host communities. • Undertake sensitisation forums for county government officials on refugees and host community access to healthcare and social services. • Increase and equip healthcare facilities in areas with high refugee populations. • Ensure access to mental health services and psycho-social support and care for refugees and host communities. • Enhance Social Integration Programs in areas with refugee population through Community Engagement and Outreach Programs • Enhance Child Protection and Welfare Services. • Encourage Livelihood Support through community empowerment programmes. • Capacity Enhancement through Training of Trainers in the Health, Wellness & Nutrition and the Talent, Skills Development and Care Sectors and their departments. • Coordination between the county and humanitarian actors in the space of social services. • Enable the recruitment of Community Health Promoters from the refugees and host communities' population.	• Institution Capacity Development & Coordination • Training & Awareness • Inclusivity and Cohesion
Housing & Infrastructure:	• Enable access to specific social housing solutions for both refugees & host communities. • Capacity enhancement through Training of Trainers in the Built Environment and Urban Planning Sector and the relevant departments.	• Inclusivity and Cohesion
Community Engagement & Cultural Exchange	• Marking international calendar days (Organize cultural festivals, art exhibitions, & sports events to promote interaction & understanding and collaboration on community projects and volunteer initiatives.) • Cultural exchange (hold community trade exhibitions and inclusion in the national trade fair) • Mentorship and empowerment of CBOs (Provide cultural sensitivity and diversity training to members of the host community, including local businesses, schools, healthcare providers, and government agencies.) • Exchange programs • Community-led dialogue forums, including existing structures (Strengthen the capacities of refugees and host communities, including their leadership and peace structures on peacebuilding and conflict transformation.) • Sensitization of duty bearers (Strengthen and encourage interactions and platforms for dialogue including interfaith dialogue between refugee & host community including their leaders to promote tolerance within the community. • Multi stakeholder outreaches • Provide language classes and interpretation services to facilitate communication between refugees and host community members. • Raise awareness about refugee concerns and promote positive narratives through educational campaigns, media outreach, and community forums to challenge stereotypes and misconceptions about refugees and host communities.	• Institution Capacity Development & Coordination • Training & Awareness • Inclusivity and Cohesion

Priority Area	Proposed Action	Key Result Areas
Inclusive Development Plans & Policies	• Inclusion of refugees, marginalized & vulnerable groups in the formulation & development of County policies, legislation, & plans. • Develop accessible community structures & online platforms for continuous engagement in service delivery. • Develop and enhance county systems to take into consideration refugee interests • Inclusion in Community Participation Structures such as Neighbourhood Associations. • Identifying and strengthen already existing structures and leadership.	• Institution Capacity Development & Coordination • Training & Awareness • Inclusivity and Cohesion
Legal Information & Enforcement	• Provide legal assistance in matters such as trading permits, business licensing & compliance to local by-laws. • Promote for refugee rights & inclusion at the local & national levels in terms of decision-making on matters that involve them. • Ensure refugees understand their rights and have access to justice and legal remedies in cases of discrimination, exploitation, or human rights abuses. • Strengthen linkages to foster synergy and collaboration with stakeholders in advocating for refugee matters.	• Training and Awareness
Policies and procedures for dealing with refugees as vulnerable persons in NCC	• Promote compliance with the relevant refugee management policies and procedures as provided for by the National Government.	• Institutional Capacity Development & Coordination
Working with several partners in actualising refugee access to services	• Enhance collaboration with relevant partners on s refugee access to services. These could be from the Private-sector, development partners and humanitarian actors.	• Institutional Capacity Development & Coordination
Mapping of refugees and acknowledgement of their details at a national and county level	• Initiate a mapping exercise to know where refugees are living within Nairobi County. • Ease of recognition of refugees for social services.	• Institutional Capacity Development & Coordination
Resource allocation	• Allocate resources in the county to duly registered and recognized refugees. • Need for a clear policy framework to appropriate county funds towards refugee programs.	• Institutional Capacity Development & Coordination
Public awareness and communication	• Enhance adherence to the Refugee Act and Relevant laws. • Educate the county leaders, and the public on matters involving refugees.	• Training and Awareness

2.6. Strategic Objectives

Here, ten strategic objectives are identified from the Focus Areas (within the three Key Result Areas as provided in the detailed table above – each KRA has its table below) to achieve the set vision, mission, and strategic goals. These objectives are the foundation for guiding NCCG's actions and initiatives, ensuring a focused and measurable approach. Effective implementation of these objectives will drive NCCG towards achieving its strategic goals and fulfilling its mandate sustainably and responsibly. An outline of the 5-year projection for the formulated strategic objectives outlining the specific outcomes and projected results that NCCG aims to accomplish within the implementation period.

KRA 1: Institutional Capacity Development & Coordination							
			Projections				
Strategic objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
SO1: To enhance capabilities of staff to undertake specialized tasks related to refugee management in Nairobi County	Improved Service Delivery	• Number of Specialized tasks undertaken by staff • Number of refugees assisted					
SO2: To increase capacity to accommodate all and emerging functional roles	Effective Service Delivery	• Level of stakeholder satisfaction • Number of stakeholders involved					
SO3: To promote sustainability of operations	Enhanced service delivery	Level of stakeholder satisfaction					
SO4: To reach out and deliver services to more refugees in Nairobi County	Increased service seeking behaviour	Number of ward offices established to assist refugees					

KRA 2: Training & Awareness							
			Projections				
Strategic objective	Outcome	Outcome Indicator	Y1	Y2	Y3	Y4	Y5
SO5: To increase knowledge and awareness on refugee matters	Increased sensitization and awareness	Increased awareness at the County level and in the public					
SO6: To enhance capability of staff to perform their duties	Quality Services Offered	Level of stakeholder satisfaction					

KRA 3: Inclusivity and Cohesion							
			Projections				
Strategic objective	**Outcome**	**Outcome Indicator**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**
SO7: To promote inclusion of refugees in matters that involve them and public participation as well	Increased involvement of refugees	Number of refugees involved in public participation forums on matters that involve them					
SO8: To have cohesion building activities such as football matches or communal engagement between host communities and refugees	Increased cohesion	More awareness on matters refugees in the host communities					
SO9: To enhance collaboration and support	Strengthened collaboration between the County Government, Refugee-Led Organizations (RLOs), NGOs, and other stakeholders to support refugee integration.	Level of stakeholder involvement and initiatives					
SO10: To establish community centres or support hubs to provide refugees with information, resources, and psychosocial support.	Increased refugee involvement and partnerships with relevant players to assist them integrate in their societies	Increased refugee involvement with their host communities.					

2.7. Strategic Choices

This section cascades the KRA and the Strategic Objectives and proposes specific approaches/ activities to undertake to achieve the Key Result Area and the resultant Strategic Objective therein, as highlighted in the previous table.

Table 3 Strategic Objectives & Approaches/Activities

KRA	Strategic Objective	Approaches/Activities
KRA 1: Institutional Capacity Development & Coordination	SO1: To enhance capabilities of staff to undertake specialized tasks related to refugee management in Nairobi County	• Train NCCG staff members on matters related to refugee rights and management
	SO2: To increase capacity to accommodate all and emerging functional roles	• Develop a lean secretariat of experts to amalgamate the management of refugee affairs at County level from across all departments within NCCG
	SO3: To promote sustainability of operations	• Ensure continuous professional training of county officials with DRS on matters of refugee management. • Budget on planning for refugee champions and activities relating to refugees
	SO4: To reach out and deliver services to more refugees in Nairobi County	• Inclusion of refugees in service delivery in the county • Appointment of refugee champions at the grassroots level to assist articulate refugee matters to the secretariat.
KRA 2: Training & Awareness	SO5: To increase knowledge and awareness on refugee matters	• Conduct caravans at the county level and barazas to educate the host community on matters of refugee rights and affairs.
	SO6: To enhance capability of staff to perform their duties	• Enhance continuous training of NCCG staff on matters of refugee affairs. • Ensure public participation forums are also conducted for refugees especially on matters that affect them.
KRA 3: Inclusivity and Cohesion	SO7: To promote inclusion of refugees in matters that involve them and public participation as well	• SO7: To promote inclusion of refugees in matters that involve them and public participation as well
	SO8: To have cohesion building activities such as sports matches or communal engagement between host communities and refugees	• Promote sports for social integration and cohesion. • Encourage joint barazas between refugees and the host community so as to build a sense of integration between them.
	SO9: To enhance collaboration and support	• Encourage the development of partnerships with the private sector to enable development of durable solutions for refugees. • Enhance collaborative efforts with the national government on refugee management. • Enhance partnerships with development partners for refugee support at county level. • Enhance partnerships with humanitarian actors to offer support to refugees at county level. • Encourage partnerships with (I) NGOs to help assist with refugee assistance at county level.
	SO10: To Establish community centres or support hubs to provide refugees with information, resources, and psychosocial support.	• Enhance information dissemination to refugees on matters that affect them. • Investing in informational content on refugees on social media, billboards in areas that refugees are found etc.

Chapter III: Programmatic Components and Resources

As a follow through to the previous chapter, NCCG has identified 7 Priority Areas that will be considered in developing this strategy and that align with the focus areas analysed. This chapter focuses on which relevant NCCG Departments would deal with the provided for Proposed Actions what resources are available, what resources are needed to actualise the focus area and who are the potential partners for each provided for focus area.

Priority Area	Proposed Action	Relevant NCCG Department	Resources Available	Resources Needed	Potential Partners
Trade & Enterprise	• Create awareness on the regulations for refugees and host communities' and their access to business permits in micro & informal businesses. • Undertake sensitisation forums for county government officials on recognition of refugee documentation for purposes of trade and enterprise in the County. • Undertake sensitisation for the host communities on refugees and refugee documentation, including refugees themselves, and on matters of coexistence in the trade and enterprise space in the County. • Underline the necessity of recognizing refugee documentation in county government payment systems, as it can streamline financial transactions and enhance economic participation. • Consideration of refugees and host communities during stalls & market space allocation. • Essential services provision in trading areas & low-income settlements. • Create job opportunities for refugees and host communities (in local businesses) • Enhance Entrepreneurship training & provision of micro-loans to refugee-owned businesses. • Encourage the inclusion of refugees and host communities in market committees. • Coordination of the departments under the Business and Hustler Opportunities Sector in achieving this priority area. • Enhance the utilisation of the existing markets especially in refugee settlement areas within the county.	• Trade and Industrialisation • Trade licensing • Markets • Liquor • MSMEs • Cooperatives+	• County Aggregation Industrial Park • Kariokor leather market • Unified Business Permit Entrepreneurship Training for Groups • Biashara Fund • 52 markets, Mutuini under construction, • +Training in cooperatives	Capacity building for refugees @ Kshs 6,000	• State and Non-state Actors • NRG • RLOs

Priority Area	Proposed Action	Relevant NCCG Department	Resources Available	Resources Needed	Potential Partners
Education & Skills Training:	• Awareness creation and sensitization of available education services and opportunities (early childhood development education and vocational training) for refugees and host communities. • Undertake sensitisation forums for county government officials of childcare, education and skills training for refugees and host community. • Inclusion of refugees and host communities during admission into County ECDE, vocational training institutions & in Youth Empowerment Centres. • Inclusion of refugees and host communities in county youth empowerment programmes. • Provision of industrial linkages for refugees and host communities' members after vocational training. • Explore possibilities of providing refugees and host communities with opportunities including scholarships and capitation. • Provision of childcare services for refugees and host communities. • Encourage participation in co-curricular activities. • Enhance partnerships with development partners in the provision of education services to refugees and host communities. • Capacity Enhancement through Training of Trainers in the relevant Talent, Skills Development and Care Sector and departments. • Mobilise for additional resources for infrastructure for education and childcare facilities. • Encourage technological and innovation trainings in relation to refugees and host communities.	• ECDE • VTC • Youth Affairs	• 230 ECD centres • 11 VTCs • ECDE Capitation (Kshs. 3,200 per child annually • School MEALS program (Dishi na County) Kshs 9,000 per child annually • Bursaries Kshs 5,000 per child annually and Scholarships Kshs 53,000 per student annually (High school) • Co-curricular activities (2 Million) • Capacity enhancement (Kshs 1.000,000)	• 16 million for 5 additional classrooms (3.2 per class) • Kshs 14M per day care centre • VTC fees and start up tool kits (technology and innovation) @ Kshs 100,000 per student • Kshs 1 M for co-curricular activities annually • Capacity enhancement and sensitisation Kshs 3M annually • ECDE grants 3,200 per child annually • School meals Kshs 9,000 per child annually • High School scholarships Kshs 100,000 per student annually)	• State and Non-state Actors • NRG • RLOs

Priority Area	Proposed Action	Relevant NCCG Department	Resources Available	Resources Needed	Potential Partners
Healthcare & Social Services	• Ensure access to healthcare services in County Health facilities for refugees and host communities. • Undertake sensitisation forums for county government officials on refugees and host community access to healthcare and social services. • Increase and equip healthcare facilities in areas with high refugee populations. • Ensure access to mental health services and psycho-social support and care for refugees and host communities. • Enhance Social Integration Programs in areas with refugee population through Community Engagement and Outreach Programs • Enhance Child Protection and Welfare Services. • Encourage Livelihood Support through community empowerment programmes. • Capacity Enhancement through Training of Trainers in the Health, Wellness & Nutrition and the Talent, Skills Development and Care Sectors and their departments. • Coordination between the county and humanitarian actors in the space of social services. • Enable the recruitment of Community Health Promoters from the refugees and host communities' population.	• Relevant department(s) of health • Public health department • Children's departments • Family and social welfare services • Community Development department • Youth affairs department • County department of gender and disability mainstreaming • Health Wellness and Nutrition	• 30 County social halls • xx Health centres • Community Health Promoters • Social workers • Child Protection volunteers • Community Units spread across the County and linked to operational County health facilities • 119 operational health facilities (Level 2 to Level 5) • County allocated funds • Operational Mental health Unit in some of the County Health facilities • Availability of Trainer of Trainers (ToTs) in various fields • Partners who support the Sector in various programs • Active Community Units • Nairobi City County Community Health Services Acts, 2019 in place	• More social hall facilities on areas where land is available • Infrastructure needs at the social halls to support their functionality • Sensitization of the workforce/ personnel working at the county and community levels on refugee issues • Awareness and sensitization of refugee and host communities on available services and peaceful co-existence • Funding/financial resource towards health and social services provision • More budget for health products & technologies (medicines) • Recruitment of more healthcare workers • Equipping and staffing of one new health facility • Recruitment of more psychological staff • Conference facilities • Funds to establish more community units (mapping training and equipping)	• State and Non-state Actors • NRG • RLOs

Priority Area	Proposed Action	Relevant NCCG Department	Resources Available	Resources Needed	Potential Partners
Housing & Infrastructure:	• Enable access to specific social housing solutions for both refugees & host communities. • Capacity Enhancement through Training of Trainers in the Built Environment and Urban Planning Sector and the relevant departments.	• Built Environment and Urban Planning • Mobility and Works	• Existing County houses • Informal Settlement Upgrading framework • Affordable housing framework	• Financial Support • Government support • Community engagement • Regulatory support	• Development Partners • State and Non-state Actors • NRG • RLOs
Inclusive Development Plans & Policies	• Inclusion of refugees, marginalized & vulnerable groups in the formulation & development of County policies, legislation, & plans. • Develop accessible community structures & online platforms for continuous engagement in service delivery. • Inclusion in Community Participation Structures such as Neighbourhood Associations. • Identifying and strengthen already existing structures and leadership.	• Finance and Economic Planning • County Attorney • Inclusivity, Public Participation and Customer Service • Boroughs and Sub County Administration • Nairobi City County Assembly	• CIDP • County Government Manifesto • County Annual Budgets • Annual Development Plans •	• Conduct County household surveys (specific to Nairobi county metrics) • Civic Education Engagement •	• State and Non-state Actors • NRG • RLOs
Legal Information & Enforcement	• Provide legal advisory in matters such as trading permits, business licensing & compliance to local by-laws. • Promote for refugee rights & inclusion at the local & national levels in terms of decision-making on matters that involve them. • Ensure refugees understand their rights and have access to justice and legal remedies in cases of discrimination, exploitation, or human rights abuses. • Strengthen linkages to foster synergy and collaboration with stakeholders in advocating for refugee matters.	• Office of the County Attorney • Security and Compliance • Public Participation and Citizen Engagement	• Stadia • Social Halls • Technical Staff from relevant departments • National Policy on registration of refugees • Constitution of Kenya • International, National and County Legal Frameworks • Churches	• Funds • Fliers • Banners • Public Address Systems • Tents and seats • Vehicles or transport • Refreshments • Facilitators • Roads shows • Working with the children's departments to ensure all CCI admissions acquire court orders. • Working with different ministries to Strengthen linkages that foster synergy and collaboration with stakeholders in advocating for refugee matters. • Capacity strengthening of government officers on the rights of refugees.	• State and Non-state Actors • NRG • RLOs

Priority Area	Proposed Action	Relevant NCCG Department	Resources Available	Resources Needed	Potential Partners
Community Engagement & Cultural Exchange:	• Marking international calendar days (Organize cultural festivals, art exhibitions, & sports events to promote interaction & understanding and collaboration on community projects and volunteer initiatives.) • Cultural exchange (hold community trade exhibitions and inclusion in the national trade fair) • Mentorship and empowerment of CBOs (Provide cultural sensitivity and diversity training to members of the host community, including local businesses, schools, healthcare providers, and government agencies.) • Exchange programs • Community-led dialogue forums, including existing structures (Strengthen the capacities of refugees and host communities, including their leadership and peace structures on peacebuilding and conflict transformation.) • Sensitization of duty bearers (Strengthen and encourage interactions and platforms for dialogue including interfaith dialogue between refugee & host community including their leaders to promote tolerance within the community. • Multi stakeholder outreaches • Provide language classes and interpretation services to facilitate communication between refugees and host community members. • Raise awareness about refugee concerns and promote positive narratives through educational campaigns, media outreach, and community forums to challenge stereotypes and misconceptions about refugees and host communities.	• Community development • Security and compliance • Sports • Talent • Youth and recreation • Inclusivity/ communication • Libraries • Green Nairobi	• 30 social halls • 5 county Libraries • 42 sports grounds • 5 parks • 2 innovation hubs/ studios	• IEC Materials (including flyers, kits, banners, t-shirts, information booklets) • Band • Communication and mobilization • Refreshments • Radio/TV Shows	• State and Non-state Actors • NRG • RLOs

Chapter IV: Implementation Arrangement

NCCG will spearhead the implementation of this Strategy through the relevant departments. This chapter provides the implementation plan, which includes an action plan, annual work plan and budget. Further, it outlines the coordination framework, encompassing the institutional framework, and competence development, coordination structure systems, and procedures. The chapter also addresses the risk management framework, highlighting the need to identify and mitigate potential risks.

4.1. Implementation Plan

4.1.1. Action Plan

The action plan serves as a detailed roadmap that lays out the key elements necessary for the successful execution of the Strategy, including the strategic issues, strategic goals, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets, and the responsibility for executing the activities.

4.1.2. Annual Work-plan and Budget

The NCCG will align annual work plans with annual budgets, ensuring that all strategic plan activities are adequately funded and resources optimally allocated.

4.1.3. Performance Contracting

NCCG, in undertaking performance contracting, incorporates activities from its costed Annual Work Plans. This integration aims to align individual and departmental performances with the Strategic Objectives outlined in the Strategic Plan. This will promote accountability and transparency within the Office, facilitate a systematic review of achievements, challenges and areas for improvement and enable effective monitoring and evaluation of progress towards the desired outcomes. Individual performance targets aligned with the specific objectives of the Strategic Plan will be set between respective staff members and their departmental heads.

These targets will be assessed annually through performance appraisal tools, with monthly monitoring and quarterly reviews. The Performance review tool will appraise employees' performance, ensuring effective service delivery and attaining NCCG's strategic objectives. This tool will facilitate regular feedback, goal setting, and performance evaluation, promoting a culture of accountability and continuous improvement among staff members. This approach ensures that individual performance is aligned with the overall goals of the Strategy.

4.2. Partnership and Coordination

Refugee Management at a County level is not only a County endeavour but one that aligns with the provided for refugee framework and management. Effective coordination and strong partnerships with DRS and UNHCR are essential for the successful implementation of this Strategy.

4.1.4. Institutional Framework

4.1.4.1. Organisation Structure

To actualise this strategy and properly consult and cooperate on matters of refugee management at the county level with the national government, a structure would need to set up by the executive arm of the county. Through a coordinated approach, the relevant departments would then report to the set-up unit that would then advise a holistic approach in the context of a whole-of-government approach.

4.1.4.2 Coordination Mechanism

The Nairobi County Refugee Integration and Community Building Strategy (NCRIS) is implemented and supported by various partners led by NCCG l. The NCRIS partnerships and coordination framework will strive to strengthen strategic and operational collaboration at all levels to ensure better outcomes for the host and refugee communities in Nairobi County. This will lead to combining and leveraging complementary resources in a strategic and transparent manner together with the private sector, the international community, and UN agencies.

The NCRIS is guided by the Refugee Act, 2021 and is aligned to the Shirika Plan currently under development. The initiative is coordinated in line with the devolved system of government under the Constitution of Kenya. The NCRIS' coordination structure includes the county government, department of Refugee Services and UN agencies in its Steering Committee and in the Technical Working Group, the national government will be represented by the Department for Refugee Services under the Ministry of Interior and National Administration. The Nairobi City County Government will lead the coordination structures under the overall leadership of the Nairobi County Governor. The strategy's overall implementation oversight lies with the Sector of Talent, Skills Development and Care. The strategy's coordination framework will be adapted to emerging trends and changes as needed, such as the introduction of any County By-laws, and any other legal or policy shifts in Kenya.

The coordination and implementation of the NCRIS will involve development actors that provide financial and in-kind support, and various governmental and intergovernmental development cooperation agencies and bodies. The County will also ensure the active participation of various academic and policy institutes, philanthropic agencies and development oriented and humanitarian non-governmental organizations. Programmatic and technical discussions will be coordinated through county government-led thematic areas within the technical working group.

In order to effectively facilitate the collaboration and coordination of the various stakeholders, and to provide the required level of support and strengthen technical and institutional capacities at the county level and to further nurture existing partnerships, the NCRIS mechanism outlined below will provide all partners with a platform to effectively share information and design, plan, develop, implement and monitor progress of multi-year and multi-sectoral activities that strengthen the humanitarian-development nexus and contribute to the overall success of the initiative.

Steering Committee

A steering committee will provide the necessary oversight and guidance on policy matters for the NCRIS. It will be led by the Nairobi City County Government with membership from: Department of Refugee Services, UN-HABITAT, UNHCR, and 2 members each from the Refugee Donor Group (RDG) and the NGO Refugee Group (NRG).

NCRIS Technical Working Group

A Technical Working Group, chaired by the County Chief Officer-Youth, Talent has been developed to oversee the overall implementation of the NCRIS, with membership from representatives of: Department of Refugee Services, Nairobi City County, UN Agencies, NGOs and CSOs, donors, private sector, intergovernmental relations liaison person, academia, Refugee Led Organization and host community representatives.

NCRIS Secretariat

The secretariat will be responsible for daily implementation of the strategy activities and developing the calendar of meetings, activities and events. It will be led by the Director Youth Affairs with membership drawn from relevant departments of the county and may co-opt external partners as members on need basis. The secretariat shall facilitate effective information sharing among all stakeholders, provide technical guidance support for the implementing departments, lead monitoring and evaluation, and manage the flow of information including the coordination of progress reports. The Secretariat will also be responsible for providing the necessary support and act as the liaison for both the Steering Committee and the Technical Working Group.

4.1.5. Staff Establishment, Skills Set and Competence Development

Successful implementation of the Strategy requires an optimally staffed organisation. NCCG will endeavour to maintain an optimal staff establishment that aligns with its operational needs and the requirements of the Strategy. Regular reviews will assess the staffing levels and adjustments where necessary.

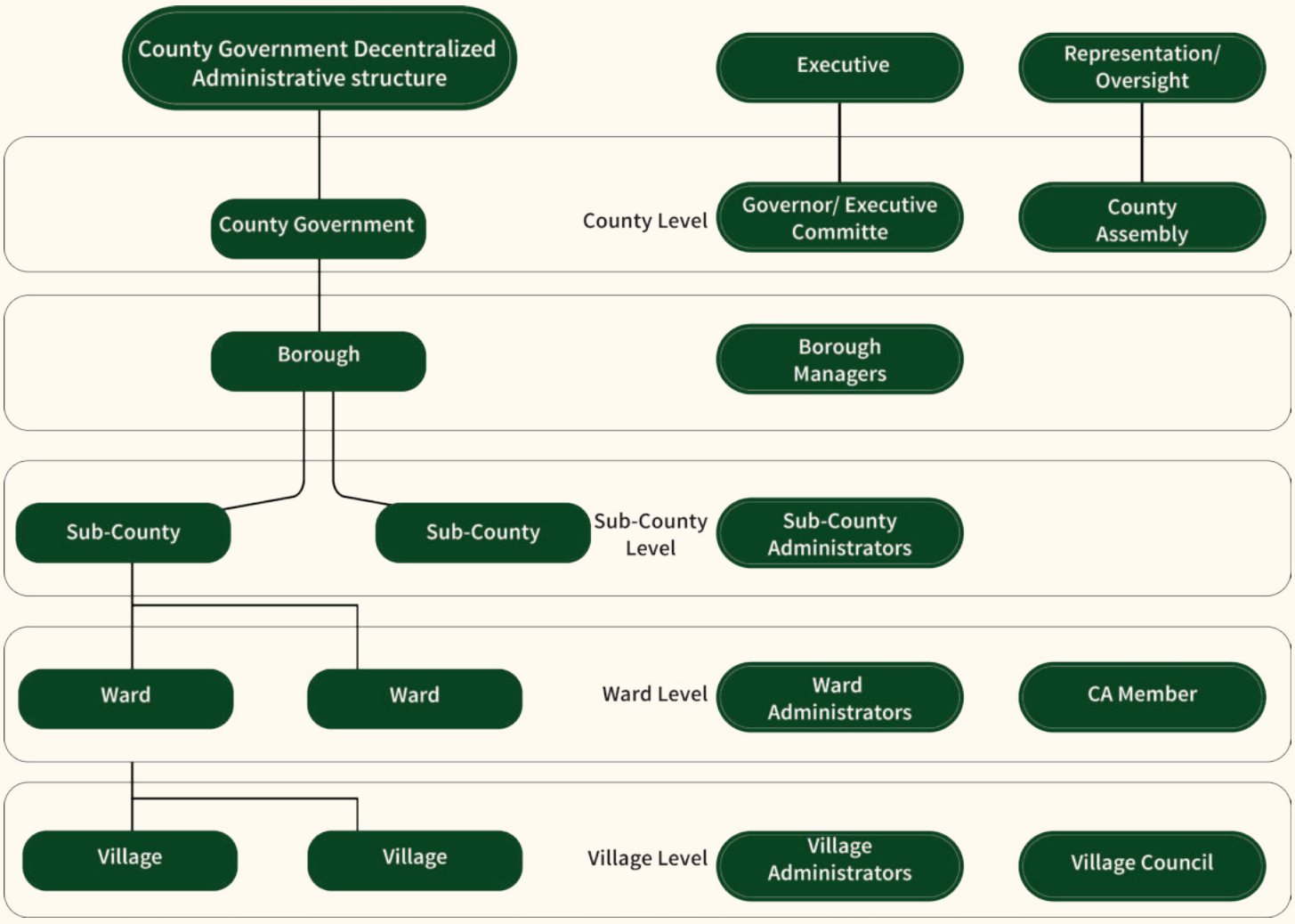
4.1.5.1. Public and Refugee Participation

The County Government, like other state organs, is required by law to put into place regulatory frameworks, structures and mechanisms and provide appropriate spaces for all persons to participate, i.e. women and men of all ages, those with disability and in difficult-to-reach in marginalised areas. And not leaving out refugees who are residents of Nairobi County.

The Governor is the overall head and is responsible for public participation within the County Executive. It is the responsibility of the County Executive Committee, all the departments and all levels of the administration, i.e. the sub-county, ward and village administration, to undertake public participation.

The County Assembly is required to engage the public in its business, with the Speaker having overall responsibility. Members of the County Assembly, as representatives of their ward citizens, play important roles in consulting, presenting views, and advocating for the interests of their constituents.

The sub-county, ward and village administration are important avenues for engagement with the public. See below the administrative structure of the county government and who is responsible for each level



4.1.5.2. Systems & Procedures

As part of the government's digitalisation efforts, NCCG shall continue to automate its business processes and reengineer its systems. This move aims to improve efficiency and effectiveness in service delivery, enhance staff performance, and reduce operating costs. The key points are as follows:

- Digitalisation of Services through the development of online portals and platforms for digital access to services reduces the need for physical interactions and improves turnaround times.
- Reengineering Systems for Technological Advancements by adapting systems and services to accommodate emerging technologies, ensuring up-to-date services for citizens and customers.
- Automation of Internal Processes: Optimizing and enhancing automation in operational processes such as monitoring, evaluation, internal audit, inspections, licensing, billing, and supply chain management. This leads to increased efficiency, reduced costs, and improved accuracy.
- Institutionalizing Knowledge Management: Establishing a knowledge management system to capture and share best practices, identify challenges, document experiences, and disseminate lessons learned.
- Harmonisation of systems with those of the national government would enhance cohesion between the two regarding refugee management.

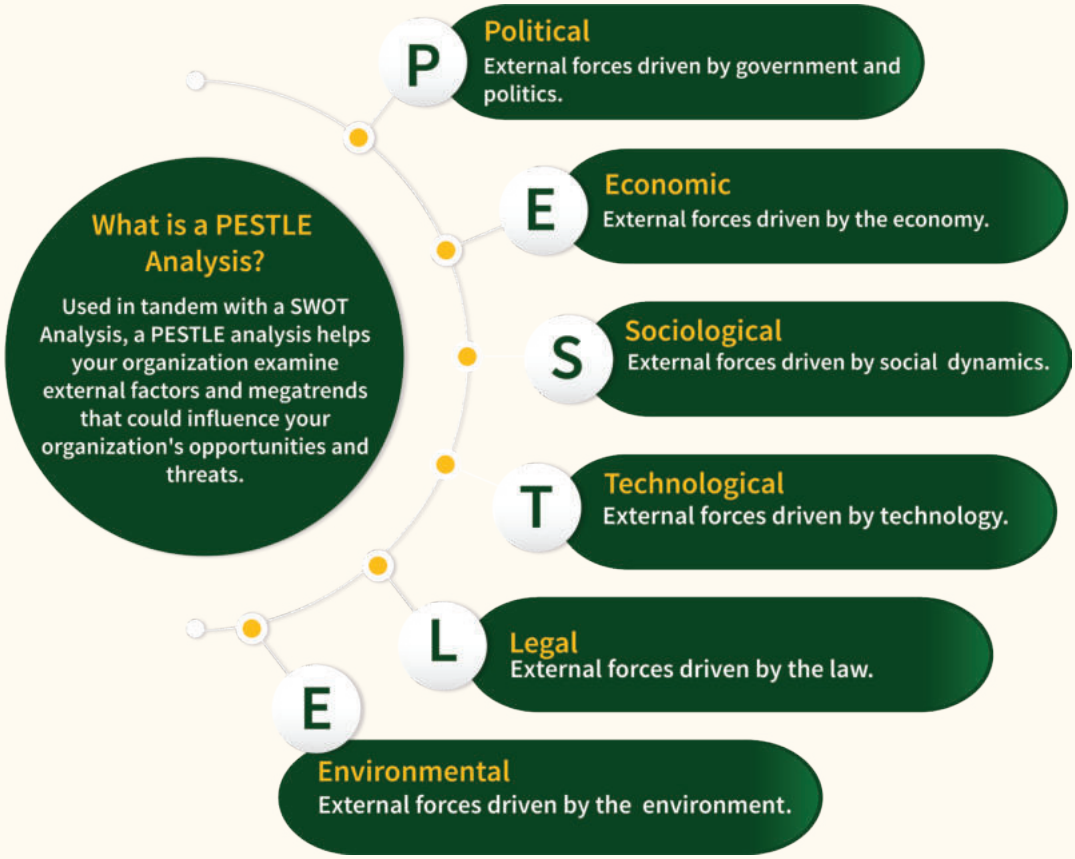
4.1.5.3. Risk Management Framework

Risk management encompasses the identification, analysis, and response to risk factors. Effective risk management means controlling future outcomes as much as possible by acting proactively rather than reactively. This calls for implementing strategic mitigation measures that offer the potential to reduce the possibility of a risk occurring, its potential impact, and its severity.

NCCG shall pursue a strategy of continuous and regular risk assessment of potential risk and instituting corrective mitigation measures. In so doing, NCCG will explore how to achieve an explicit and balanced risk profile in its strategic programmes/projects, including high-risk programming with the potential for transformative impact. Conducting risk analysis and instituting mitigation measures aim to ensure internal processes focus on the key outputs and impacts relevant to the stakeholders' needs. By pursuing this approach, the NCCG will ensure risks do not affect implementation of the strategy for enhanced service delivery.

To undertake a risk management framework, this strategy proposes adopting a PESTLE analysis approach.
PESTLE analysis examines external market factors—including Political, Economic, Social, Technological, Legal, and Environmental—and market trends that might impact NCCG's direction, performance, and position in the overall scheme of refugee protection. Used in tandem with a SWOT analysis, it will help NCCG examine external factors that could influence its opportunities and threats.
This helpful analysis can help assess and plan for what might impact NCCG, either seizing those forces as opportunities or working to mitigate them as threats. Using a PESTLE allows NCCG to look ahead at challenges it may encounter and create strategies to address them.

4.3. Resource Mobilization Plan



Risk	Likelihood	Severity	Overall Risk Level	Mitigation Measures
Mobility issue- Static population for urban planning	High	High	High	There is a need to map the number of refugees in Nairobi County and their locations for ease of urban planning.
Climate change in planning- would the affected be considered?	High	High	High	Given the number of refugees in the county, there is a need to plan for the short, medium, and long term to mitigate emerging issues.
Recognition of Refugee Documents	High	High	High	Internal mechanisms must be undertaken to recognise refugee documentation within all county services.
Dwindling financial situation around the world, might lead to some goals not being actualised.	High	High	High	Seeking alternative sources of funding e.g. donor support
Political will at County Level to recognise refugee issues and plan for them	High	High	High	Lobbying for political will at all levels of the County structures.
Attitude and Awareness Challenges	High	High	High	Awareness creating and sensitization at all levels of NCCG and in the host communities as well.
Coordination Challenges	High	High	High	There is a need under the Executive Arm of the County to establish a coordination mechanism for refugee matters.

This section focuses on the resources needed to implement this Strategy effectively. It details the financial resources required in the initial 3 year-period and ways of mobilising the resources needed.

Table 3 Financial Requirements for Implementing the Strategy.

Financial Year	Estimated Financial requirements
Year 1	202,898,000
Year 2	214,550,700
Year 3	220,015,000
Total	637,463,700

4.4. Resource Mobilization Strategies

The Sector of Talent, Skills Development and Care through the Sub Sector of Youth and Sports to supplement the available resources for implementing this Strategy, NCCG has developed a set of resource mobilisation strategies. These strategies aim to increase NCCG's resource base, reduce its reliance on a single source of funding, and improve its capacity to implement this Strategy effectively.

The following are the key resource mobilisation strategies NCCG should employ.

1. Allocation from the county budget.
2. Strategic collaborations with private sector and industry partners: NCCG will foster strategic collaborations with key sector partners, such as government agencies, industry stakeholders, research institutions and regulatory bodies. By working together, sharing resources, and aligning efforts, NCCG will enhance the effectiveness of its initiatives, leverage existing networks and collectively pool resources together.

4.4.1. Resource Management

NCCG acknowledges the importance of prudent resource utilisation and is committed to ensuring operational efficiency in resource management during the implementation of this Strategy. NCCG will ensure efficient and effective use of resources, reducing waste and maximising the implementation of this Strategy. To achieve this, the following measures will be prioritised:

1. Embracing ICT and digitalisation: The County will harness the power of technology to streamline and automate its systems and processes, leading to increased efficiency and decreased reliance on manual tasks regarding refugees.
2. Fostering innovation: The County will actively encourage and support innovation across all its operations, especially on refugee matters, seeking out and implementing best practices that promote prudent resource management.
3. Diversifying revenue sources: The County will explore opportunities to diversify its revenue streams, enabling more effective resource management and reducing dependence on a single source of income.
4. Effective Planning: Each department within the County will develop comprehensive and timely annual work Plans and procurement Plans, facilitating efficient budget management and activity prioritisation.
5. Expenditure control mechanisms: The County will implement measures to control expenditure growth, including adhering to budgetary constraints, prioritising programs, and reducing non-essential expenses.
6. Implementing austerity measures: The county will adopt austerity measures to optimise resource utilisation, minimise unnecessary expenditures, and ensure efficient use of available resources.
7. Timely financial reporting: The County will commit to timely financial reporting and conducting regular audits, promoting transparency, accountability, and informed decision-making.
8. Compliance with laws and regulations: The County will strictly adhere to relevant laws and regulations, particularly the Public Finance Management Act 2012, to uphold sound financial management practices and maintain legal compliance.
9. Internal Audit and Financial Risk Assurance: The County will proactively evaluate and implement a robust financial risk management framework, identifying and mitigating potential financial risks to safeguard fiscal stability and assurance. The Office will avail of its books of accounts for statutory audits by the Office of the Auditor General.

Chapter V: Monitoring and Evaluation Framework

This chapter provides the monitoring framework that tracks the progress and implementation of the initiatives using performance indicators. The performance standards are used to assess NCCG's effectiveness. It further elaborates the evaluation framework, including mid-term and end-term evaluation, reporting framework, and feedback mechanism. The M&E will be guided by Transparency, Accountability, Participation, Competence, Integrity, and Communications principles.

5.1. Monitoring Framework

To ensure the effective implementation and monitoring of this Strategy the NCCG has outlined several key steps:

- **Regular Progress Reports:** The NCCG will prepare regular progress reports that provide a comprehensive overview of the progress made, highlighting key findings, achievements, and areas requiring attention or improvement.
- **Feedback and Adaptation:** The NCCG will provide feedback on the monitoring results to relevant stakeholders. Monitoring data and insights will inform decision-making, identify areas for improvement, and make necessary adjustments to this Strategy's implementation. Monitoring findings to enhance future planning and implementation efforts will foster a culture of continuous learning and improvement.
- **Tracking Outputs:** Key Performance Indicators (KPIs) will be determined to track outputs and outcomes. The NCCG has objectively identified KPIs from the action plan implementation matrix that align with the goals and objectives of the Strategy. SMART indicators have been selected to provide meaningful insights into the progress and effectiveness of the implemented actions.
- **Establishing Baseline Data:** Baseline data for the identified indicators has been collected and established as of April 2024. This serves as a reference point for comparison and measuring progress over the strategy's implementation period.
- **Continuous Improvement:** The NCCG will develop strategies and mechanisms for continuous improvement in achieving the targeted results.

5.2. Performance Standards

The performance standards followed in the development of the monitoring; evaluation & reporting are based on the OECD criteria for evaluation.

5.3. Evaluation Framework

Evaluation is a crucial component of the strategy process as it helps to assess the progress of the Strategy's implementation, measure the achievement of objectives, evaluate program outcomes, and determine the desired impact. NCCG will conduct both mid-term and end-term evaluations. In the context of this Strategy, Table 3 provides the Outcome Performance Matrix.

5.3.1 Mid-Term evaluation

Table 4 Outcome Performance Matrix

Key Result Area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period

The mid-term evaluation, scheduled to take place after one and a half years of implementation, will provide a comprehensive review of the Strategy's performance. This evaluation will assess the status of the strategic goals, objectives, initiatives, activities, and key performance indicators (KPIs). The findings from this mid-term evaluation will inform decision-making for the second phase of the Strategy cycle, ensuring the Strategy remains aligned with the County's goals and objectives.

5.3.2 End-Term Evaluation

Upon reaching the end of the Strategy period, an end-term review will be conducted. This review will serve as the foundation for the subsequent planning period, guiding the County in developing the next Strategy. The end-term review will provide insights into the overall performance, accomplishments, and areas for improvement, enabling the County to adapt its strategies and priorities for future planning cycles. By conducting these evaluations, NCCG will ensure that the implementation of the Strategy is continuously assessed and refined. This iterative process allows for adaptive management, evidence-based decision-making, and continuous improvement in achieving organizational objectives and desired outcomes.

5.4. Reporting Framework and Feedback Mechanism

NCCG recognises the importance of learning from experiences and adopting best practices. To facilitate effective reporting and documentation, NCCG will utilise the following reporting tools:

a) Quarterly Progress Reporting: Quarterly reporting allows for regular reporting on progress, highlighting achievements, targets, and any variances. It provides a comprehensive overview of NCCG's performance about the Strategy as shown below:

Table 5 Quarterly Progress Reporting Template

			Quarter for the year XXX			Cumulative to Date			Remark	Corrective Action
Expected Output	**Output indicator**	**Annual Target**	**Target**	**Actual**	**Variance**	**Target**	**Actual**	**Actual**		

b) Annual Progress Reporting: Annual progress reporting enables NCCG to assess its annual achievements, compare them with set targets, and evaluate variances. It provides a broader perspective on the progress over the course of the year as shown below:

Table 6 Annual Progress Reporting Template

			Achievement for the year			Cumulative to Date			Remark	Corrective Action
Expected Output	**Output indicator**	**Annual Target**	**Target**	**Actual**	**Variance**	**Target**	**Actual**	**Variance**		

c) Evaluation Reporting: This report evaluates key performance indicators and outcomes related to the strategic objectives. It allows for a comprehensive performance assessment and valuable insights for future planning.

Table 7 Evaluation Reporting Template

Key Result Area	**Outcome**	**Outcome Indicator**	**Baseline**		**Mid-Term Evaluation**		**End-Term Evaluation**		**Remarks**	**Corrective Action**
			Value	**Year**	**Target**	**Achievement**	**Target**	**Achievement**		

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