

REPUBLIC OF KENYA

MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION
STATE DEPARTMENT FOR IMMIGRATION AND CITIZEN SERVICES
DEPARTMENT OF REFUGEE SERVICES

SHIRIKA PLAN
FOR REFUGEES AND HOST COMMUNITIES

SIMPLIFIED VERSION

Introduction

The Shirika Plan is the Government of Kenya's strategy aimed at fostering socio-economic inclusion of host communities and refugees, transitioning from camps to integrated settlements, and from humanitarian aid dependence to self-reliance and resilience.

The Shirika plan has been developed as a sustainable solution to the refugee hosting realities in Kenya. Currently, humanitarian agencies assist refugees in an uncoordinated and fragmented manner. The model used is mainly humanitarian. This Plan aims to harmonize service delivery under a government-led model. It also promotes self-reliance and resilience of host communities and refugees.

Due to reducing humanitarian funding, parallel service provision, donor fatigue and a protracted refugee situation, the Shirika Plan seeks to harmonize service delivery under a government-led model and promote self-reliance.



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Aerial view of Kakuma Refugee Settlement, November 2025.

Why the Shirika Plan

Kenya has hosted refugees for decades under a predominantly humanitarian model that has provided protection but offered limited long-term solutions for self-reliance and inclusion. The Shirika Plan is responding to this challenge by shifting refugee management towards a development-oriented approach that promotes the socioeconomic inclusion of host communities and refugees, integrates refugee services into national and county government systems, reduces duplication of services, and mobilizes sustainable financing. It also aligns Kenya's refugee response with the Refugees Act, 2021, the Global Compact on Refugees, and other national and international commitments aimed at delivering sustainable solutions.

The Shirika Plan will benefit both host communities and refugees through inclusive service delivery. For refugees, the Plan will promote meaningful inclusion in national systems and services, enabling them to participate more effectively in the economy, access opportunities, and contribute to national development

Implementation of the Plan

The Plan will be implemented through a whole-of-government, whole-of-society approach with Government taking the lead in coordinating all stakeholders including UN agencies, humanitarian and development partners, civil society organizations, private sector, host communities and refugees, and other stakeholders.

Objectives of the Shirika Plan

The Plan aims:

i. To facilitate the transition to Government-led, development-oriented and integrated services.

ii. To strengthen the capacity of Government institutions to serve host communities and refugees.

iii. To enhance resource mobilization in support of integration in the spirit of burden sharing.

iv. To promote socio-economic inclusion of host communities and refugees for enhanced self-reliance and resilience.



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Nitunga a Burundian urban refugee farmer holds mature millet ready for harvest in Elgon View Estate, Eldoret, Uasin Gishu County, November 2025.

Pillars of the Shirika Plan

The Shirika plan is structured into 6 pillars. Each pillar represents the services and programs designed to achieve the Shirika Plan's objectives.



Pillar 1 - Systems Building

Focuses on strengthening systems, institutions and laws needed to successfully implement the Plan. It aims to equip national and county Governments, together with other stakeholders, with the capacity and coordination required to support the socio-economic integration of host communities and refugees.

Strategic interventions under this pillar will include to:

- Establish a coherent legal and policy framework for inclusion.
- Strengthen operational and Governance capacity at National and County levels.
- Enhance Peaceful coexistence.

Pillar 2- Integrated Services

This pillar seeks to ensure equitable access to basic services such as education, health, housing, water sanitation and hygiene (WASH), social protection, and energy.

Strategic Interventions under this pillar include to:

- Address key barriers to education and training for refugee and host community learners.
- Facilitate progressive inclusion of refugee learners and education institutions into the national education system.
- Support inclusion of refugees into national and county health systems.
- Develop Spatial Plans in Refugee hosting municipalities.
- Improve access to decent housing / shelter and social infrastructure.
- Develop road infrastructure.
- Strengthen capacity of Counties to provide integrated WASH services.
- Promote and adopt safe, clean and renewable energy.
- Incorporation of wastes disposal, management and recycling strategies in cross-cutting sectors within refugee-hosting communities.
- Strengthen the capacity of national and county social protection service providers to support refugees and host communities.

Pillar 3 - Human Capital and Skills Development

The Shirika Plan recognizes human capital and skills development as a key driver of development, emphasizing that the knowledge, skills and capacities individuals build, enable them to contribute meaningfully to society.

Strategic interventions under this pillar include to:

- Strengthen Technical and Vocational skills training to Refugees and Host communities.
- Strengthening certification pathways through RPL Process and qualification recognition mechanisms.

- Develop infrastructure resources for technical and vocational training.
- Expand access to non-formal, TVET, and adult education in refugee hosting areas.
- Strengthen sports and recreational opportunities.



Pillar 4 - Climate Action and Natural Resource Management

This pillar emphasizes on environmentally sustainable practices to mitigate environmental degradation and build long-term resilience.

Specific interventions under this pillar include to:

- Promote ecosystem restoration.
- Sustainable nature-based value-chains for improved livelihoods.
- Promote clean and renewable energy use and access for household and commercial activities (Solar power, biogas, energy efficient cookstoves).

Pillar 5 - Sustainable Economic Development

This pillar aims to reduce barriers to business, promote trade, improve market infrastructure, and support the growth of micro, small, and medium enterprises (MSMEs). It aims to strengthen economic and market research, and to generate evidence for policy and decision-making. The pillar aligns interventions with County Integrated Development Plans (CIDPs) and area-based plans.

Specific interventions under this pillar include to:

- Promote Financial Inclusion
- Address barriers to business participation by refugees
- Enhance trade by boosting product development and expanding market access.

Pillar 6 - Durable Solutions and Complementary Pathways

The Plan advocates for increased global commitments to addressing refugee challenges and finding lasting solutions.

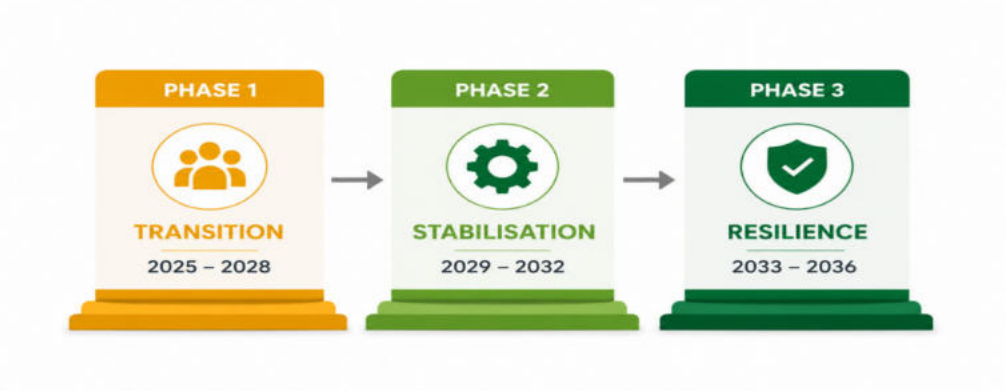
Specific interventions under this pillar include:

- Facilitate complementary pathways for refugees.
- Facilitate voluntary repatriation of refugees



Implementation of the Plan

The Plan will be implemented in three phases.



Transition Phase (2025-2028)

This initial phase focuses on laying the foundation for implementation by reviewing and reforming existing legal, regulatory, and policy frameworks to align with the objectives of the Shirika Plan. Key activities include strengthening the capacity of national and county Ministries, Departments and Agencies (MDAs), establishing governance and coordination mechanisms, mobilizing resources and partnerships, developing implementation systems, and preparing for integrated service delivery.

Stabilization Phase (2029-2032)

The stabilization phase builds on the reforms and systems established during the transition phase. It emphasizes operationalizing integrated service delivery, strengthening institutional capacity, expanding investments in infrastructure and livelihoods, enhancing stakeholder coordination, improving access to public services, and promoting socioeconomic inclusion and self-reliance for refugees and host communities.

Resilience Phase (2033-2036)

The resilience phase focuses on ensuring the long-term sustainability of the Shirika Plan. Key activities include diversifying financing, increasing private sector participation, promoting innovation and research, investing in climate-resilient and inclusive development, strengthening community resilience, institutionalizing integrated approaches within government systems, and fostering continuous learning and adaptive management to respond to emerging challenges and opportunities.



Financing

The Shirika Plan will be financed through a whole-of-society approach in the spirit of burden and responsibility sharing. Successful implementation of the plan will depend on predicable and sustainable financing by the international community, multilateral and bilateral agencies, private sector, and other funding channels.

Delivery of the Shirika Plan

In order to successfully realize the Shirika plan, the National Shirika Coordination Unit based at the Department of Refugee Services will coordinate implementation of programmes under the Plan. The Unit will be responsible for resource mobilization, liaison with key stakeholders, overall program management, and technical and capacity support. The Unit will also be responsible for custody of the Shirika information system, monitoring, evaluation, and reporting, and ensuring proper resource tracking.



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REBUILD Boosting Livelihoods

INTERNATIONAL RESCUE COMMITTEE

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