# SHIRIKA PLAN



*Adelle Mubalama, a Congolese refugee and tailor, runs her own shop after starting with a single sewing machine. Today, she employs and trains other refugees, including women, supporting her family through her work. ©UNHCR/Charity Nzomo*

## What is the Shirika Plan

The Shirika Plan is a Government of Kenya-owned and led initiative, implemented in close collaboration with national and county governments. It represents a pioneering approach to transforming the refugee camps in Dadaab and Kakuma into integrated settlements, now designated as municipalities, where refugees are included in public services and development frameworks as part of a comprehensive, community-wide development plan.

## Why is the Shirika Plan a pioneering approach to refugee inclusion?

Established more than three decades ago, Kenya's refugee camps have historically operated under a humanitarian assistance model. The Shirika Plan marks a fundamental shift in refugee management, moving away from long-term humanitarian dependence toward inclusion, development, and opportunity, and enabling refugees to become part of broader, community-wide development frameworks.

## What will be the impact?

More than 1.2 million refugees, asylum-seekers, and members of host communities in Dadaab and Kakuma are expected to benefit from sustainable socio-economic inclusion under the Shirika Plan. Given that the majority of people living in and around the former camps subsist below the international extreme poverty line of USD 3.00 per day, the scale of need is substantial. At the same time, the potential to improve lives, foster integration, and support the emergence of resilient and thriving communities is significant.

In collaboration with | UNHCR The UN Refugee Agency

The Shirika Plan will transform the lives of refugees and host communities by promoting sustainable socio-economic inclusion through expanded access to essential services, human capital development, economic opportunities, durable solutions and complementary pathways, and strengthened resilience to climate-related shocks.

## What does socio-economic inclusion mean under the Shirika Plan?

Under the Shirika Plan, socio-economic inclusion represents a transformative opportunity to improve the lives of refugees while easing pressure on host communities. It requires a decisive shift away from subsistence-based programming toward sustainable inclusion and durable solutions.
Achieving this transition demands a whole-of-government and whole-of-partners approach, underpinned by strong collaboration with development partners, multilateral development banks, international financial institutions, and both public and private sector financiers. These partnerships are essential to enable government-led delivery of essential services and to support sustainable socio-economic inclusion through a whole-of-government, whole-of-partners, and whole-of-society approach.

## What is the approach and financing strategy of the Shirika Plan?

The Shirika Plan is structured as a phased, long-term transition spanning twelve years. It comprises a four-year transition phase (2024-2027), followed by four years of stabilization (2028-2031), and a final four-year phase focused on resilience and sustainability (2032-2035).

The initial transition phase focuses on establishing an enabling regulatory and policy environment, transforming refugee camps into municipalities, and integrating refugees into Kenya's national systems and local service delivery frameworks. It also supports county-level economic development plans in Turkana and Garissa, the host counties for Kakuma and Dadaab, respectively.

The Shirika Plan is underpinned by a well-structured and diversified financing strategy, relying on coordinated resource allocation across multiple financing streams. These include public sector financing from national and county governments, concessional development assistance, bilateral contributions, public–private partnerships, and engagement with national and international private sector actors.

## What are the pillars of the Shirika Plan?

The Shirika Plan is anchored in six mutually reinforcing pillars: **Systems-building,** which focuses on strengthening government institutions, policies, financing mechanisms, and service delivery systems at the national, county, and municipal levels; **Integrated service delivery**, which supports the transition from parallel humanitarian assistance to a coordinated, government-led humanitarian-development approach across key sectors, including education, health, water, sanitation, waste management, housing, and social protection, enabled through financial inclusion and advanced census systems; **Human capital and skills development**, which integrates refugees and host communities into national education, skills training, and labour market systems to strengthen self-reliance, address local workforce gaps, and support inclusive, long-term economic development; **Sustainable economic development**, which promotes inclusive, climate-resilient local economies through digital and financial inclusion, job creation, market strengthening, and investment attraction; **Climate action and natural resource management**, which integrates refugees and host communities into climate-resilient planning, sustainable land and water management, and environmentally sound service delivery; and **Durable solutions and complementary pathways**, which expand opportunities for local integration, self-reliance, and lawful mobility, while supporting voluntary repatriation where conditions permit, in line with international protection standards.

**CONTACT:**


Ms. Diana Odari
National Shirika Plan Coordinator
The Government of Kenya
**dianaodari@refugee.go.ke**

Mr. Takeshi Moriyama
Strategic Partnership Advisor
UNHCR Kenya
**moriyama@unhcr.org**