

KAKUMA REGENERATION STRATEGY

Enhancing Self-Reliance for Refugees and Hosting Communities
in Turkana County, Kenya

September 2023



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Abbreviations

AAK	Architectural Association of Kenya	KADP	Kenya Accountable Devolution Program
ASAL	Arid and Semi-Arid Lands	KeRRA	Kenya Rural Roads Authority
ASDSP II	Agriculture Sector Development Support Programme Phase Two	KES	Kenyan Shilling
CBO	Community Based Organisation	KISED	Kalobeyi Infrastructure Socio-Economic Development Plan
CECM	County Executive Committee Member	KNBS	Kenya National Bureau of Statistics
CFSP	County Fiscal Strategy Paper	KRA PIN	Kenya Revenue Authority Personal Identification Number
CIDP	County Integrated Development Plan	KRC	Kenya Red Cross
CPG	Community Planning Group	KSADP	Kalobeyi Settlement Advisory Development Plan
CRA	Commission on Revenue Allocation	KUSP2	Kenya Urban Support Program Phase Two
CRRF	Comprehensive Refugee Response Framework	LAPSSET	Lamu Port South Sudan Ethiopia Transport
DANIDA	Danish International Development Agency	LVC	Land Value Capture
DRC	Democratic Republic of the Congo	MOU	Memorandum of Understanding
DRS	Department of Refugee Services	MSMEs	Micro, Small, and Medium Enterprises
EAC	East African Community	NACHU	National Cooperative Housing Union
ECD	Early Childhood Development	NEC	Northern Economic Corridor
EEZ	Economic Enterprise Zone	NEMA	National Environment Management Authority
ESA	East and Southern Africa	NGO	Non-Governmental Organisation
EU	European Union	NLC	National Land Commission
EUTF	European Union Trust Fund	NMT	Non-Motorised Transport
FAO	Food and Agriculture Organisation	NSP	National Strategic Plan
FRADI	Fraternity for Development Integrated	NRC	Norwegian Refugee Council
FY	Fiscal Year	NUA	New Urban Agenda
GCM	Global Compact for Safe, Orderly and Regular Migration	OCOB	The Office of the Controller of Budget
GCP	Gross County Product	OSR	Own Source Revenue
GCR	Global Compact on Refugees	PAHs	Polycyclic Aromatic Hydrocarbons
GDP	Gross Domestic Product	PFM	Public Finance Management Act, 2012
GLTN	Global Land Tool Network	PLUPA	Physical and Land Use Planning Act, 2019
HH	Household	PoCs	People (Persons) of Concern
ICRAF	International Council for Research in Agroforestry (World Agroforestry)	PPP	Public Private Partnership
ICT	Information and Communications Technology	PSV/s	Public Service Vehicle/s
IDP/s	Internally Displaced Person/People	PWJ	Peace Winds Japan
IDeP	Integrated Development Plan	RAS	Refugee Affairs Secretariat
IFC	International Finance Corporation	RRR	Resource Recovery and Reuse
INGO	International Non-Governmental Organisation	SACCOs	Savings and Credit Co-Operative Societies
IRC	International Rescue Committee	SBP	Single Business Permit
ISUD	Integrated Strategic Urban Development Plan	SDF	Spatial Development Framework
JRS	Jesuit Refugee Service	SDGs	Sustainable Development Goals
		SDMUAK	Street Design Manual for Urban Areas in Kenya
		SGBV	Sexual and Gender-Based Violence

SMEs	Small and Medium-sized Enterprises
SPA	Special Planning Area
STDM	Social Tenure Domain Model
TVET	Technical and Vocational Education and Training
TWEH	Turkana West Education Hub
UDHR	Universal Declaration of Human Rights
UN	United Nations
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
WASH	Water Sanitation and Hygiene
WASREB	Water Services Regulatory Board
WB	The World Bank
WFP	World Food Programme
WSPs	Water Service Providers
WWDAs	Water Works Development Agencies

Executive Summary

Regeneration is the process of revitalising and unlocking the potential of a community that is being held back due to certain challenges. Kakuma-Kalobeyei is a unique area that faces many challenges; economically, socially, environmentally, and physically and is in need of targeted and holistic regeneration.

The Kakuma Regeneration Strategy is an output of a programme that has been implemented in three phases:

Phase One involved, first, an in depth analysis, in the form of a [Spatial Profile](#), that aims to provide a succinct overview of the Kakuma-Kalobeyei area and is part of a wider set of project initiatives that examine how the socio-economic development of the area can be enhanced and, second, a socio-economic survey designed to establish a baseline understanding of the prevailing socio-economic conditions, the nature of businesses, and the local economic development in Turkana West, as well as the broader trends of urbanisation in North Rift Kenya.

Phase Two involved the development of a five to ten year [Future Vision](#) for the area through a visioning process in which the host and refugee communities of Kakuma-Kalobeyei, the Turkana County Government, and humanitarian and development partners defined the future that they envision for the area. This future encapsulates the positive aspects of Kakuma-Kalobeyei that should be protected and promoted while identifying and addressing the major challenges that the current and future residents face. The process resulted in the development of a future vision statement, map, and goals.

From this overall vision, the specific settlement identified as most in need of regeneration was Kakuma Camp 1. The reasons for the prioritisation of this camp for regeneration include the length of time the camp has been established, the projected number of beneficiaries that would be positively affected by interventions there, and the intensity of the challenges impacting the settlement. These challenges include ongoing struggles with overcrowding and lack of public space, the lack of planning that went into the initial establishment of the camp, and its vulnerability to natural hazards, in particular flooding.

Phase Three of the project has resulted in the development of this detailed regeneration strategy proposal for Kakuma Camp 1, and additional related regeneration strategies proposed within the adjoining communities, which emphasise the core components of the Kakuma-Kalobeyei vision: integration, socio-economic growth, sustainability, and self-reliance. If implemented, the recommended strategies are designed to promote

economic viability, attract external investment, restore degraded environments, and improve the standards of living for the communities of Kakuma-Kalobeyei, refugee and host, in an enduring manner.

The report is organised into six main chapters as follows:

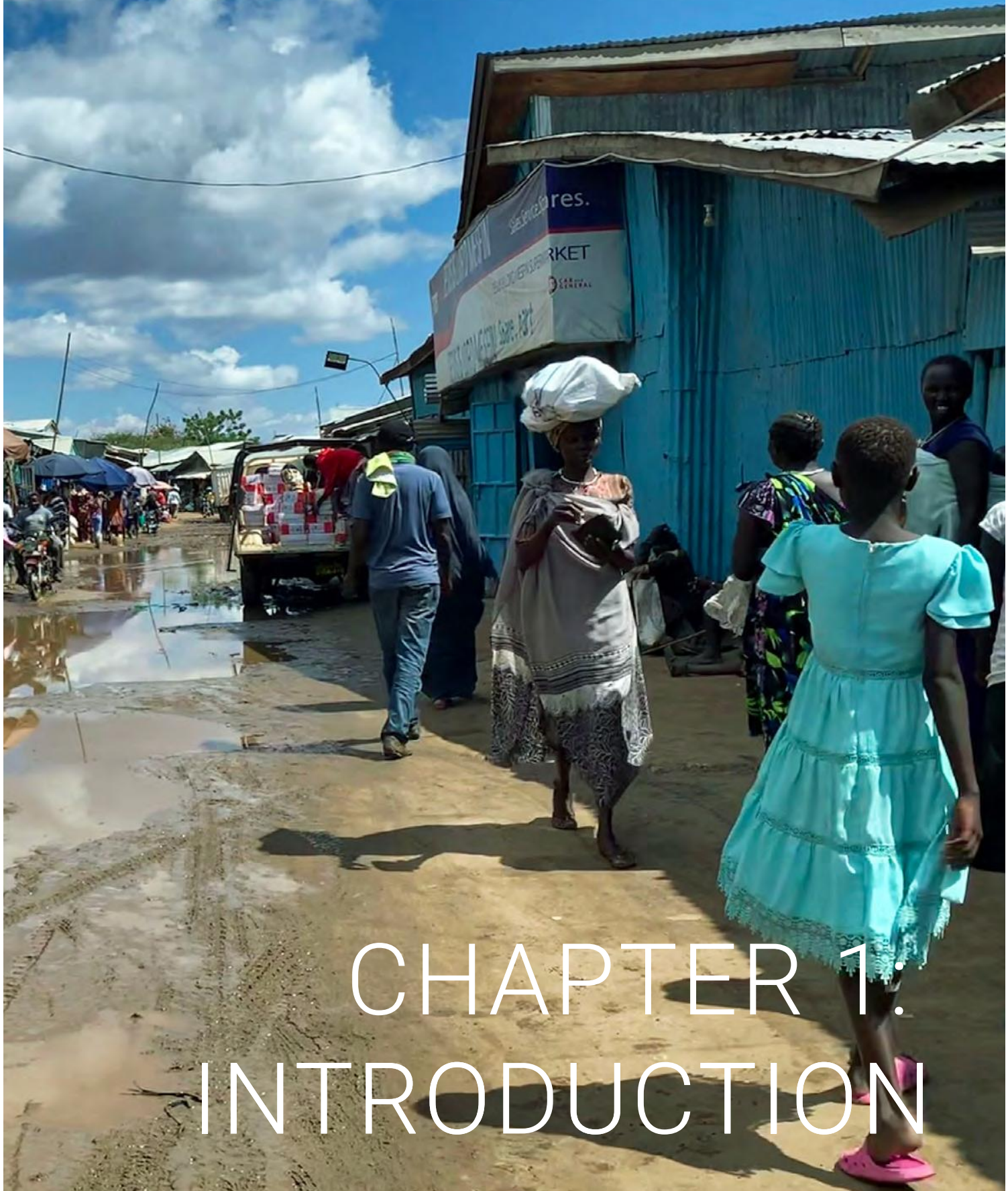
1. [Chapter 1: Introduction](#), which provides a general introduction and background to the study including the programme summary, concept of regeneration, as adapted for the humanitarian-development context, and the planning process and methodology utilised in the creation of this output.
2. [Chapter 2: Policy And Legal Considerations](#), which presents the relevant local, national, and international frameworks and considerations of particular interest in the successful implementation of the described actions and interventions.
3. [Chapter 3: Situational Analysis](#), which presents an updated examination of the relevant conditions in Kakuma-Kalobeyei with a more focused study of Kakuma Camp 1, in particular. Conditions studied include: housing, land, and property, demographics and density, local economic development, public facilities, infrastructure and basic services, environmental conditions and natural hazards, and ongoing and proposed future projects.
4. [Chapter 4: Concept Plan](#), which introduces the proposed regeneration strategies and interventions and their correlation to the previously established future vision and goals. These are introduced first at a conceptual level at the scale of Kakuma-Kalobeyei and then at a more detailed level at the scale of Kakuma Camp 1.
5. [Chapter 5: Action Plan](#), which builds on the concept plan by presenting more tangible and detailed actions for implementation, including recommendations for sequencing and coordination, as well as an overview of financing sources and strategies to support implementation.
6. [Chapter 6: Conclusion](#), which briefly summarises the report and proposes a general way forward, including some of the key considerations for implementation of the proposed regeneration strategy in the current context.



Fig. 1: Community Participants During Strategy Prioritisation Workshop on 19 October, 2022
(Thabit Photography, 2022)



Fig. 2: Ethiopian Market in Kakuma Camp 1 (UN-Habitat, 2022)



CHAPTER 1: INTRODUCTION

1.1 Project Summary

1.1.1 Project Overview

In collaboration with Turkana County Government, the Department of Refugee Services (DRS), host and refugee communities, United Nations partners, and other stakeholders, UN-Habitat has prepared an urban regeneration strategy for Kakuma Refugee Camp and Kalobeyei Settlement, with a particular focus on Kakuma Camp 1. This regeneration strategy is an output of the European Union funded programme, “[Enhancing Self Reliance for Refugees and Hosting Communities in Kenya](#),” under which a range of outputs have already been prepared.

The programme has consisted of three main interconnected phases:

1. **Phase #1: Profiling** – baseline survey and spatial profile
2. **Phase #2: Visioning** – developing a strategic vision and scenario building
3. **Phase #3: Regeneration** – defining regeneration strategies and actions to achieve the previously established vision

Phase 1 - The [Kakuma-Kalobeyei Spatial Profile](#) provides a succinct overview of Kakuma-Kalobeyei and is part of a wider set of project initiatives that examine how the socio-economic development of the area can be enhanced, holistically to benefit both refugees and host communities living in the area. Complementing the Spatial Profile is the [Turkana West Socio-Economic Survey \(Volume I: Report](#)

[on Socio-Economic Conditions](#) and [Volume II: A Report on Businesses and The Local Economic Development](#)), which identifies the socio-economic conditions of the region, in order to design future interventions. These two outputs allow local stakeholders to get a comprehensive spatial understanding of the existing situation as a basis for decision-making, long-term urban development strategies, and infrastructure investment planning.

Phase 2 - The [Kakuma-Kalobeyei Future Vision](#) provides the foundation for this Regeneration Strategy. Through a process of participatory engagement, research and analysis, UN-Habitat prepared a report that diagnoses the critical development challenges of Kakuma-Kalobeyei, including informal and unmanaged development, vulnerability to natural hazards, limited accessibility and connectivity and lack of access to socio-economic opportunities. The report then identifies a collaborative future vision for Kakuma-Kalobeyei, summarised by the vision statement:

“By 2030, Kakuma-Kalobeyei will be a well-connected, integrated and resilient urban centre within a Municipality that ensures clean water and sustainable energy, health and inclusive education and livelihood opportunities for all who live there within a vibrant and diversified economy.”

Along with this vision statement, five vision goals were identified, and are illustrated on a vision map.

Phase 3 - The regeneration strategy phase takes the vision statement and the component goals as a guiding



Fig. 3: Programme Overview: Phases and Outputs

mission, but also acknowledges that this Vision can only be delivered if regeneration is approached in an integrated manner. Stakeholders, who include the Turkana County Government, Kakuma Municipality, UNHCR, implementing partners, private sector actors, and the host and refugee communities, need to take a coordinated approach to the implementation of the proposed actions and interventions. The regeneration component aims at guiding the incremental transformation of the area into sustainable and integrated settlements.

The program overall process has been highly participatory and consultative, adopting an area based approach informed by an integrated design and planning approach that is all inclusive and would result in recommendations that take into consideration the economic, physical, socio-cultural and environmental aspects of the planning area. The planning process was also highly informed by local legislation that influences development in the area. For example the KISEDIP and Turkana County CIDP ensure there is a synergy in growth and investment plans in the area.

1.1.2 Scope

The Regeneration strategy aims to provide a complementary suite of validated interventions and actions that together address existing challenges and spur the economic, socio-cultural, environmental, and physical regeneration of Kakuma.

A specific area of Kakuma-Kalobeyei has been selected in order to provide a greater level of detail for the proposed

interventions presented here. Kakuma Camp 1, which is the oldest and most populous of the refugee settlements, was selected based on an assessment undertaken to determine where the most serious challenges are present and where the greatest impact could be achieved in the near term. By taking a more focused approach, this proposal aims to demonstrate interventions in Kakuma Camp 1 that might eventually be scaled up and replicated throughout Kakuma-Kalobeyei in pursuit of the established Future Vision for the settlement.

However, it is recognised that the communities (both host and refugee) across Kakuma-Kalobeyei are strongly interlinked, and that Kakuma Camp 1 is not the only settlement facing critical challenges that need to be addressed. In fact, many of the challenges identified in Kakuma Camp 1 exist across the region. Therefore, while the focus of this regeneration strategy is Kakuma Camp 1, some recommended strategies outside of this boundary are still included. In addition, by piloting certain regeneration projects in Kakuma Camp 1, there is the potential to scale-up and replicate successful projects within other host and refugee community settlements at a later stage and carry forward the learnings from these initial efforts.

1.1.3 Target Audience

This regeneration strategy is intended to be used by the National Government, Turkana County Government, Turkana West Sub-County Government, UN Agencies, INGOs, NGOs, and CBOs, as well as the Kakuma Municipality Board that is currently being formed.



Fig. 4: Local Government Representatives During the Final Validation Workshop on 13 June, 2023 (UN-Habitat, 2023)

1.2 Concept of Regeneration

1.2.1 Principles of Regeneration

Urban Regeneration includes local policies and strategies designed to overcome the existing urban challenges that natural market forces alone may be insufficient to solve. It is a process that supports sustainable development as a tool to unlock the potential of an urban area that is being held back from positive growth and general progress.¹ Regeneration is generally undertaken as an approach to recovering underutilised assets and redistributing opportunities with the goal of increasing urban prosperity and quality of life for current and future residents.² Regeneration aims to build or restore economic viability, attract external investment, restore degraded physical and natural environments, and improve the living standards of communities in an inclusive, sustainable, and enduring manner. By capitalising on existing but often under-exploited opportunities, a regeneration strategy establishes a multidimensional plan for transforming settlements through improvements that span economic, environmental, social/cultural, physical, and governance dimensions.³

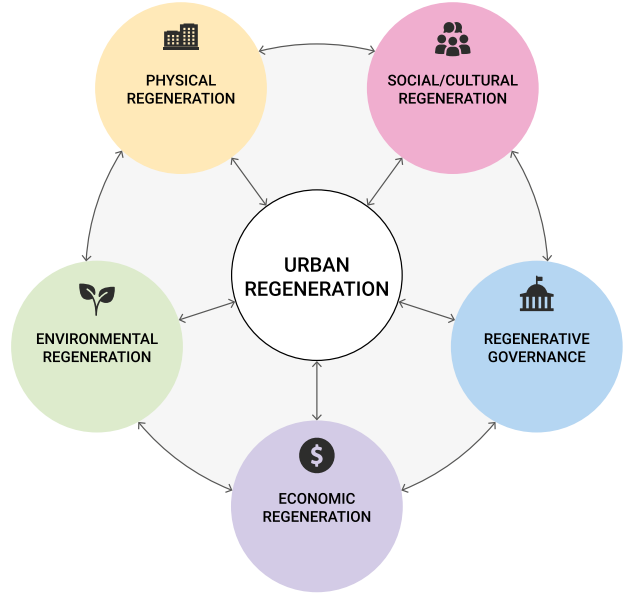


Fig. 5: Traditional Dimensions of Urban Regeneration

Urban Regeneration, which can sometimes also overlap with the related concepts of Urban Renewal, Reconstruction, Revitalisation, Rehabilitation, and Redevelopment, is a more holistic and integrated approach that aims to incorporate the varied goals of these other approaches.⁴ Each of these other concepts have typically had a narrower focus, with Reconstruction primarily concerned with the physical dimension;

Revitalisation with the social, cultural, and economic dimensions; Redevelopment with the economic and governance dimensions; and Renewal with the physical, social, and economic dimensions. Regeneration, however, is generally understood as the broadest approach, as it aims to encompass all of these interrelated concerns, which are each considered vital to achieving sustainable and integrated urban regeneration in any context.⁵

Table 1: Traditional Dimensions of Urban Regeneration

Concept of Urban Transformation ^{6,7}	Dimensional Focus				
	Physical	Economic	Social/Cultural	Environmental	Governance
Reconstruction	●				
Redevelopment	●	●			
Revitalisation		●	●		
Rehabilitation	●			●	
Renewal	●	●	●		
Regeneration	●	●	●	●	●

Social and Cultural Regeneration activities aim to foster community and collaboration, preserve and celebrate cultural and historic heritage, and improve overall quality of life through expanded access to public social services such as affordable housing, education, and healthcare. In addition, efforts made to improve public safety and security further strengthen community participation and the development of a collective social and cultural identity, which can inspire civic pride and promote expanded participation. Cultural institutions such as galleries, theatres, and museums that support the arts while preserving and celebrating cultural heritage alongside safe, accessible, and inclusive public spaces that encourage an active civic life and community engagement for all are also important elements of Social and Cultural Regeneration.

Environmental Regeneration aims to promote responsible management of the natural resources that support a safe, healthy, and prosperous relationship between cities and the lands and environments that they occupy. This includes responsible human, solid, and industrial waste management, alongside the preservation of clean air,

water, and land, and sustainable energy sourcing and consumption. Where previous environmental damage has been done, Environmental Regeneration may often include the rehabilitation of these environmental conditions, as well as the establishment of conservation areas in order to rehabilitate or preserve natural areas. In an era of climate change, Environmental Regeneration should also include strategies of both adaptation and mitigation to protect communities against anticipated and future environmental risks and hazards and limit ongoing contributions to the underlying causes.

Economic Regeneration activities aim to establish conditions that promote business, attract investment, generate municipal revenue through taxation, create employment opportunities, and nurture a skilled workforce with strong and reliable income potential. The goal of Economic Regeneration is to foster an entrepreneurial culture of innovation to support resilient and sustainable livelihoods and the creation of cities and neighbourhoods where people want to live and work. By expanding commercial activity, Economic Regeneration can result in overall reduced unemployment, poverty alleviation, and increased land and property values. Combined, these outcomes may all encourage additional investment and attract outside businesses, which will contribute to sustained growth while raising present standards.

Physical Regeneration, which can sometimes also be understood as Reconstruction, Rehabilitation, or Redevelopment, aims to improve the formal aspects of an urban area, often deploying the tools and techniques of urban planning, engineering, and architecture. The focus of Physical Regeneration is, therefore, on elements of the built environment, including buildings, physical infrastructure, and on management of the inhabited and built-up land itself. Physical Regeneration can involve interventions that address challenges at a wide range of scales from transportation infrastructure that may address connectivity and accessibility challenges at a regional scale to zoning and land management that may affect change at an urban or neighbourhood scale to proper maintenance and rehabilitation of individual buildings and structures that have fallen into disrepair. Strategies may include demolition or clearing where existing elements of the physical environment should be removed or replaced in order to promote redevelopment. In areas of the built environment with a particular assessed historic or cultural value, strategies might also include historic preservation and adaptive reuse as aspects of effective redevelopment.

Regenerative Governance aims to support and promote these various other forms of regeneration from a

policy perspective with the goal of enabling durable and sustainable solutions and the generation of and eventual direction of municipal resources and revenues toward these efforts, as well. Regenerative Governance is achieved with greatest success when efforts are made to encourage active participation by the various affected communities and engaged participants are given agency in the decision-making processes shaping their cities. Regenerative Governance includes each of the systems and actors that guide how collective decisions regarding a city are made and how the information and data that guide those decisions are gathered, analysed, and distributed publicly. Regenerative Governance is a critical tool for successfully implementing any of the goals of Urban Regeneration, and critically, to ensure the durability of any actions taken.

1.2.2 Urban Regeneration in the Humanitarian-Development Context

Although Urban Regeneration efforts may be most commonly undertaken in more well-established urban environments with longer, and perhaps more traditional histories, there is good reason to apply the logic of urban regeneration in protracted humanitarian and development contexts, as well. Wherever urban conditions that resemble those often targeted for regeneration in more traditional settings are present, and especially where governing bodies have begun to adopt the planning and development strategies of a long term settlement, regeneration can offer a pathway to analysing current conditions and developing solutions to the existing challenges all while contributing to efforts to shift toward more durable and sustainable models of human settlement.

Of course, there are unique aspects of regeneration to be considered within the humanitarian- development context of a refugee or IDP camp, and these must be incorporated in any regeneration strategy for Kakuma-Kalobeyei. When first established, humanitarian camps are not intended to be permanent urban settlements, and are typically associated with rapid and often unmanaged growth, inefficient land-use, and short-sighted single-year planning. If planned, they are often planned as temporary camps without the intention of ever developing into more formal urban areas. Furthermore, in the humanitarian context, initial action is typically responding to a particular emergency or crisis in real-time and is therefore more apolitical and focused primarily on needs-based life-saving and protection measures. In that sense, Urban Regeneration is more commonly a tool of development, where action is more long-term and rights-based.

However, in practice, the expectation that refugee camps,

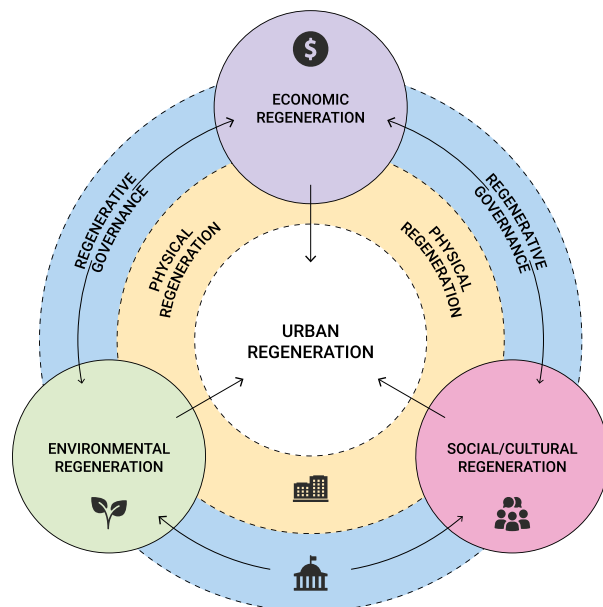


Fig. 6: Integrated Dimensions of Urban Regeneration in the Humanitarian-Development Context

like those established in Kakuma more than thirty years ago, will be temporary and in place for only a short time often does not align with the reality on the ground, where protracted displacement can often require that such settlements remain long beyond their intended or planned lifespan. As time passes, the nature of such settlements naturally evolves and the need for regeneration may become apparent. Within the more traditional context of urban development, regeneration may often encompass areas of a city that have changed use over time, such as industrial zones that have been abandoned or informally developed areas where infrastructure and services have not been well implemented yet. Slum upgrading, for example, might be considered as one form of urban regeneration and also one that might most closely resemble the activities of planning for urban regeneration in the humanitarian-development context. In many ways, humanitarian camps represent one type of urbanism that will inherently require regeneration, if it persists.

For this report, the traditional areas of urban regeneration, as presented in the previous section, have been reframed slightly to reflect an evolved understanding of the relationships between the various components. As the focus of this report is to present a regeneration strategy from an urban planning perspective, it can be understood that the primary themes of Environmental, Economic, and Social and Cultural Regeneration should be largely proposed, managed, and implemented through the tools of Regenerative Governance and be made manifest as Physical Regeneration through various forms of spatial

planning. It is also important, therefore, to understand that these various areas of regeneration are, in fact, intersectional and should not be considered individually, because they can meaningfully affect one another and strategies will often touch multiple dimensions.

As the focus of this report, Kakuma Refugee Camp, for example, was first established over thirty years ago, while the newer Kalobeyei Settlement was established in 2015. The length of time that these settlements have existed, along with the population growth over that time, has resulted in them demonstrating many of the characteristics of emerging urban environments, without previously being recognised as such.

Although some uncertainty generally persists around the future of refugee camps, even ones with histories as long as Kakuma Refugee Camp, as they may be closed at any time, history has shown that it is just as likely that they will remain inhabited as human settlements in one form or another long into the future, even if their status evolves over time. Understanding that, these settlements need to be planned for what they are, which is long-term settlements for communities who envision a meaningful future there for themselves and for their families. Urban regeneration offers many of the tools and strategies for redeveloping a humanitarian settlement and supporting its strategic transition into one that demonstrates the characteristics of sustainable urbanism.

In addition to the typical goals and actions generally associated with urban regeneration, though, there are some additional concerns specific to the Humanitarian-Development context that should also be considered. Critically, Social and Cultural Regeneration activities in this context should prioritise social cohesion, as it is common that disparate communities sharing an area may have differing backgrounds and distinct or competing interests. Therefore, regeneration strategies should promote social integration and cooperation between all present and affected communities where possible, but with a particular focus on relations between refugee (or displaced) communities and hosting communities. In this way, it's also important to build community and nurture the development of a new unified collective sense of place associated with a singular shared urban identity on which to develop civic pride. It is important, though, to still celebrate, represent, and preserve space for all of the present cultures and identities while promoting inclusivity through social and cultural initiatives and institutions.

When considering the environmental dimension in the humanitarian-development context, although strategies largely overlap with those applied in traditional urban regeneration, some of the underlying conditions are often

Table 2: Urban Regeneration in the Humanitarian-Development Context

Conditions for Successful Implementation of Urban Regeneration in the Humanitarian-Development Context		Situation in Kakuma-Kalobeyi
Protracted Situation	Refugee camps and/or settlements have existed for a significant period of time and show no immediate signs of closure or significant population decline as a result of voluntary repatriation, return, or resettlement	Kakuma Refugee Camp has existed for over 30 years, while Kalobeyi Settlement has already existed for 7 years (since 2015)
Political Willingness and Engagement	Local and national government support and participation at all levels	With the conferral of Kakuma as a municipality, government officials have signalled support for the transformation of the affected camps and settlements across Kakuma-Kalobeyi and application of planning principles like urban regeneration in Kakuma Municipality
Social Relations	Good inter-community relations between and within host and displaced communities throughout the settlements	Long-term and generally positive relationships between host and refugee communities in Kakuma-Kalobeyi
Policy Environment	Policy frameworks are in place to provide a concrete foundation to build from, ideally, some of these existing frameworks can help to provide some "guarantee" of continued support/engagement by the relevant stakeholders	Changing local dynamics from county development plans and new municipality established that incorporates the camps in Kakuma, and, as well, national policies such as the anticipated forthcoming Shirika Plan, Kenya's Comprehensive Refugee Response Framework (CRRF), Kenya Refugees Act 2021, etc. (See policy review for further detail)
Economic Activity	The opportunity for the development of economic activities that could support self sufficiency as a settlement transitions away from a reliance on humanitarian aid and intervention and rural agrarian and pastoralist subsistence activities	As has been demonstrated through the undertaken Socio-Economic Survey, Markets Profile, and other reports (e.g., International Finance Corporation's "Kakuma as a Marketplace") undertaken to study the economic conditions in Kakuma-Kalobeyi, there is a vibrant informal economy already present that demonstrates meaningful potential for the regularisation of existing activities and the further development of a strong urban economy

unique. It is common, for example, for refugee and IDP camps to be established in relatively rural areas and those already at relatively higher risk of experiencing environmental hazards. These areas often have limited infrastructure or previous development and are therefore not well-equipped to mitigate these risks or respond to disasters. A large and sudden population influx can be a real shock to the surrounding environments and the host populations that reside there, as well. These are often small rural villages that have long relationships with the existing natural conditions and often depend on livelihoods that are integrally linked to the land (e.g., agriculture, pastoralism, etc.). It is critical, therefore, that Environmental Regeneration, in these cases, focus on land conservation while managing the existing and available natural resources. In addition, it is well understood that displaced communities represent a particularly vulnerable population that may not have been able to build up a resilience to environmental hazards. In fact, environmental drivers will often have played some role in their initial displacement. It is imperative then that efforts be made to improve the capacity of communities to recognise and respond to environmental crises as a key social component of any Environmental Regeneration activities.

From a planning perspective, Environmental Regeneration can often intersect with strategies of Physical Regeneration, as well, demonstrating well that Physical

Regeneration can be an important tool for realising progress in the environmental dimension. In support of both goals, settled areas that are most vulnerable to climate risks should be identified for rehabilitation and affected residents should be prioritised for resettlement. As well, strategies of densification and consolidation of the urban footprint should guide planning activities, especially in areas where exposure to climate risks and environmental hazards is limited, with preference given to areas around existing settlements, facilities, and infrastructure. In order to prevent development in areas that are determined to be unsuitable for human settlement, buffer zones should also be established to reduce exposure to risk and to support the restoration of natural ecologies over time. Measures should also be implemented to limit the growth of any informal settlement, especially in areas where natural hazards present.

From an economic perspective, the primary goal of regeneration should be in supporting the settlement and its residents in a gradual transition away from a reliance on international and humanitarian aid. Activities should include promoting ongoing and expanded efforts to restore, or engender, the settlement's economic viability in order to develop the economic conditions for a self-sustaining urban settlement. In order to enable this transition, though, a number of conditions are critical, including that, through Regenerative Governance,

the relevant local and national governmental bodies grant refugee community members the legal right to work and to move freely. Support should also be given to enable those currently participating in informal economic activities to participate in an emerging formal economy set up to collect revenue, administer

the settlement, and provide services to support further growth and development. Activities should also promote entrepreneurship alongside a culture of enterprise and innovation, including amongst the local population and in all communities (including host and refugee/displaced). As these conditions are met, further attention should be

Table 3: Goals and Actions of Urban Regeneration for the Humanitarian Development Context

Dimension	Typical Goals and Actions	Goals and Actions Specific to the Humanitarian-Development Context
Physical	<ul style="list-style-type: none"> • Support projects and initiatives that encourage reconstruction, rehabilitation, and redevelopment of vacant, degraded, derelict, dilapidated, or otherwise deficient elements of the built environment, including buildings, physical infrastructure, and the inhabited and built-up land • Deploy the tools and techniques of urban planning, engineering, and architecture to improve the formal aspects of an urban area • Address connectivity and accessibility challenges at a local, city, and regional scale by expanding public transportation and improving transportation infrastructure • Implement responsible and effective zoning and land management to optimise land use, guide future development, and affect change at a citywide or neighbourhood scale • Promote proper maintenance and rehabilitation of individual buildings and structures that have fallen into disrepair • Explore strategies of demolition or clearing, as appropriate, where existing elements of the physical environment should be removed or replaced in order to promote redevelopment • Promote historic preservation and adaptive reuse as aspects of effective redevelopment, especially in areas of the built environment with a particular assessed historic or cultural value • Revitalise, expand, and implement new accessible and inclusive public spaces and amenities • Upgrade, improve, and extend physical infrastructure 	<ul style="list-style-type: none"> • Transition any temporary shelters or structures toward more permanent ones • Transition from a camp planning approach to a settlements based approach to urbanisation • Promote densification and consolidation • Adopt urban planning population density standards, as opposed to humanitarian standards
Economic	<ul style="list-style-type: none"> • Foster an entrepreneurial culture of business development and innovation • Establish the conditions to attract businesses and investment • Create employment opportunities to reduce unemployment, alleviate poverty, and raise the overall standard of living • Nurture a skilled workforce with strong and reliable income earning potential • Establish programs and build up the resources to improve skills and employability among local populations • Generate municipal revenue through taxation, fees, and investment • Provide funding for transportation and infrastructure • Attract private investment and improve the confidence of private investors • Promote projects and initiatives to expand commercial activity and contribute to an increase in property values 	<ul style="list-style-type: none"> • Restore (or engender) economic viability - develop the economic conditions for a self-sustaining urban settlement • Promote Entrepreneurship alongside a culture of enterprise and innovation- Amongst local population and in all communities (including host and refugee/displaced) • Reduce reliance on international humanitarian aid • Attract External Investment and Spur Economic Growth - Improve the confidence of private investors to invest in transitioning settlements • Improve the confidence of investors to invest in humanitarian-development contexts • Promote exchange between refugee and host communities • Promote the formalisation of informal economic activities • Work with local and national authorities to establish a process for permitting refugees to work legally

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given to attracting businesses and building confidence in external private investors to see the opportunities that such an emerging economy can represent.

Furthermore, Physical Regeneration should include a transition to more traditional urban planning and development strategies. Population density standards should be adopted that promote more sustainable growth patterns that include strategies of consolidation and densification. Physical infrastructure and facilities

should be brought up to the standards of a municipality and any temporary shelters or structures should, over time, be upgraded or replaced with more permanent ones.

Finally, following the aspirations laid out in “The New Way of Working,” the United Nations has acknowledged the need for humanitarian and development actors to cooperate more closely to leverage their comparative advantages, especially in the context of protracted

Table 3: Goals and Actions of Urban Regeneration for the Humanitarian Development Context (Continued)

Dimension	Typical Goals and Actions	Goals and Actions Specific to the Humanitarian-Development Context
Social/Cultural	<ul style="list-style-type: none"> • Preserve and celebrate cultural and historic heritage and traditions of people and place • Improve overall quality of life through expanded access to public and social services • Improve quality and quantity of educational and healthcare facilities, as well as access to those facilities • Improve quality of and access to affordable and sustainable housing • Promote social equity and inclusion, in particular women, people with disabilities, older populations, children, etc. • Establish safe, accessible, and inclusive public spaces and community centres • Improve public safety and security • Establish cultural institutions such as galleries and museums that support the arts while preserving and celebrating cultural heritage • Inspire civic pride by promoting the development of a collective social and cultural identity • Foster strong relations within and between communities • Encourage an active civic life and foster community engagement • Encourage active community collaboration and participation in decision making and placemaking activities 	<ul style="list-style-type: none"> • Support host and refugee community integration, cohesion, and cooperation • Shift social and cultural facilities from humanitarian to align with local and national standards • Establish and nurture a unified collective sense of place associated with a singular shared urban identity on which to build a civic pride • Promote inclusivity through social and cultural initiatives and institutions • Celebrate and represent all present cultures while seeking to nurture the development of a new unified cultural identity
Environmental	<ul style="list-style-type: none"> • Support a safe, healthy, and prosperous relationship between cities, their residents, and the lands and environments that they occupy • Promote responsible management and consumption of natural resources • Promote responsible human, solid, and industrial waste management, including recycling, composting, and other sustainable practices wherever possible • Prioritise waste management practices and activities that can translate into business and revenue generation opportunities • Promote the preservation of clean air, water, and lands • Promote sustainable sourcing, production, and consumption of energy • Designate conservation areas in order to rehabilitate or preserve natural conditions, where appropriate • Establish, manage, preserve, and maintain urban green belts and other urban green spaces • Rehabilitate, repurpose, and redevelop brownfields and other formerly industrial sites • Develop projects that promote walking, cycling, and public transportation • Implement adaptation strategies to protect communities against anticipated and future environmental risks and hazards and the ongoing worsening effects of climate change • Implement mitigation strategies to limit ongoing contributions to the underlying causes of climate change • Improve resilience of communities and individual residents and develop their capacity to respond to environmental risks and hazards and the effects of climate change 	<ul style="list-style-type: none"> • Wherever possible, previously settled areas that are most vulnerable to climate risks should be identified for rehabilitation and affected residents should be prioritised for resettlement • Promote the densification and consolidation in areas that have been carefully selected to limit exposure to climate risks and environmental hazards, with preference given to areas around existing settlements, facilities, and infrastructure • Establish buffer zones to prevent development in areas that are determined to be unsuitable for human settlement in order to reduce exposure to risk and support the restoration of natural ecologies over time • Implement measures to limit the growth of any informal settlement, especially in areas where natural hazards present

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Table 3: Goals and Actions of Urban Regeneration for the Humanitarian Development Context (Continued)

Dimension	Typical Goals and Actions	Goals and Actions Specific to the Humanitarian-Development Context
Governance	<ul style="list-style-type: none"> • Establish and enforce policies that support and promote Social/Cultural, Environmental, Economic, and Physical Regeneration through relevant policies • Direct municipal resources and generated revenues toward durable and sustainable solutions that promote regenerative activities and initiatives • Encourage active participation by the various affected communities and encourage the creation of neighbourhood strategies and community groups • Ensure that engaged participants have a stake in planning activities and are given agency in the decision-making processes shaping their cities • Establish systems to gather and analyse data to guide collective decision making processes, distribute communications to keep the public informed of proposals, and solicit comments and feedback • Ensure that the priorities of local communities are represented in the development of project ideas and the prioritisation of community services 	<ul style="list-style-type: none"> • Support and enable the transition from a humanitarian camp model to a sustainable integrated settlement, and eventually toward conferral of the settlement as part of a recognised municipality that meets the local and national standards of a city or settlement of its size where political will is present

displacement, as in situations like Kakuma-Kalobeyei, in order to achieve collective outcomes that reduce risks and vulnerabilities, while strengthening resilience. In the context of a settlement in transition, there is a significant opportunity for Regenerative Governance to support, enable, and guide this transition from a humanitarian camp management model to a sustainable and locally governed integrated settlement approach, as has been demonstrated in Kenya with the Kalobeyei Settlement. And, furthering these goals, where the political will is present, as in Kenya, it's desirable that actions be taken to achieve conferral of the settlement as part of a formally recognised municipality that encompasses all communities residing therein and meets the local and national standards of a city of its size.

In the case of the Kakuma Municipality, this process is already well underway with municipal status conferred in 2023 and ongoing efforts to formally set up and establish the functional governance structure and service provision capacity of a municipality of its size. As investments are made into the further development of the municipality and as institutional capacity is strengthened, this transformation will play an important role in the realisation of the strategies presented here and in the overall regeneration of the settlement.



Fig. 7: Community Validation Workshop
(Thabit Photography, 2022)

1.3 Planning Process and Methodology

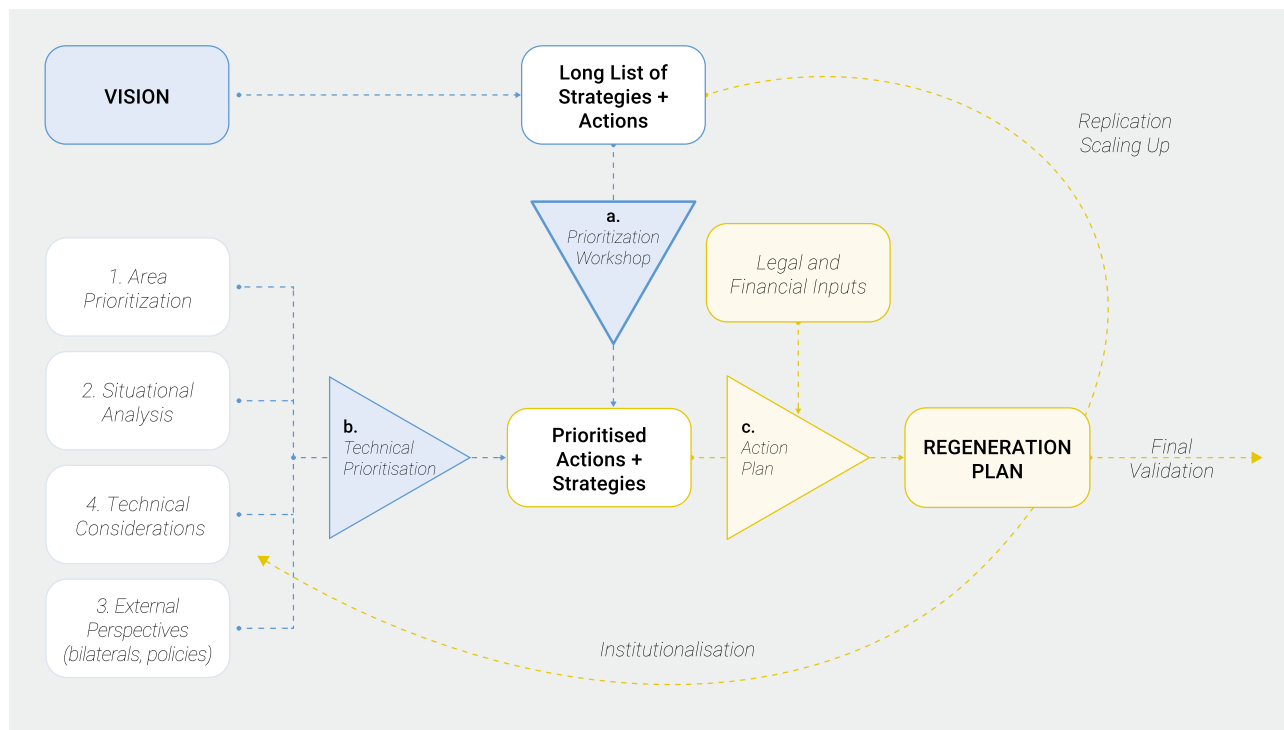


Fig. 8: Planning for Regeneration - Process

The Regeneration plan builds upon the Kakuma-Kalobeyei Future Vision which identified a range of challenges and opportunities throughout Kakuma-Kalobeyei, and established a common vision of what the area could develop into in the next 10-15 years time. Throughout the visioning process, specific strategies and projects arose from the community, county, and agency engagement. A preliminary long-list of regeneration strategies was drafted that spanned all of Kakuma-Kalobeyei and engagement was undertaken with host and refugee community leaders and County Government representatives to weight these strategies based on priority (high, medium, and low) as well as an estimated timeframe for implementation (1-2 years, 3-5 years, or longer).

Simultaneously, a priority area identification assessment was undertaken to identify the area within Kakuma-Kalobeyei most in need of regeneration and also with the conditions that would allow for successful regeneration to occur. Kakuma Camp 1 was identified as the area most in need of regeneration, for a variety of factors including population density, length of time the camp has existed, and vulnerability to natural hazards such as flooding. It also demonstrated the greatest number of high priority and quick-win strategies, as evaluated through community and stakeholder engagement. Once Kakuma Camp 1 was identified as the priority area for

regeneration, a situational analysis was undertaken to establish a baseline understanding of the camp.

Based on an analysis of the stakeholder feedback from the Regeneration Strategy Prioritisation Workshops, findings from the situational analysis, and external considerations, the selected Kakuma Camp 1 regeneration strategies were refined and mapped. After incorporation of feedback from relevant agencies, the regeneration strategies were finally validated by Government officials and community representatives, and the strategy was finalised.

a. Strategies Long-list and Prioritisation Process

The initial step of the Regeneration Strategy involved the formulation of a comprehensive list of potential regeneration strategies and actions organised into 12 key sectors: Spatial Planning, Housing, Environment, Agriculture, Health, Education, Public Services, Energy, WASH (Water/Sanitation/Waste), Information & Communication, Transportation, and Industry and Trade.

This resulted in a long-list of 64 strategies (See [Appendix 1](#)), which was informed by the extensive engagement that was undertaken with Community Planning Groups and stakeholders during the visioning process. In order to synthesise this long list of strategies, Regeneration Strategy Prioritisation Workshops were undertaken with host and refugee community leaders and Turkana County

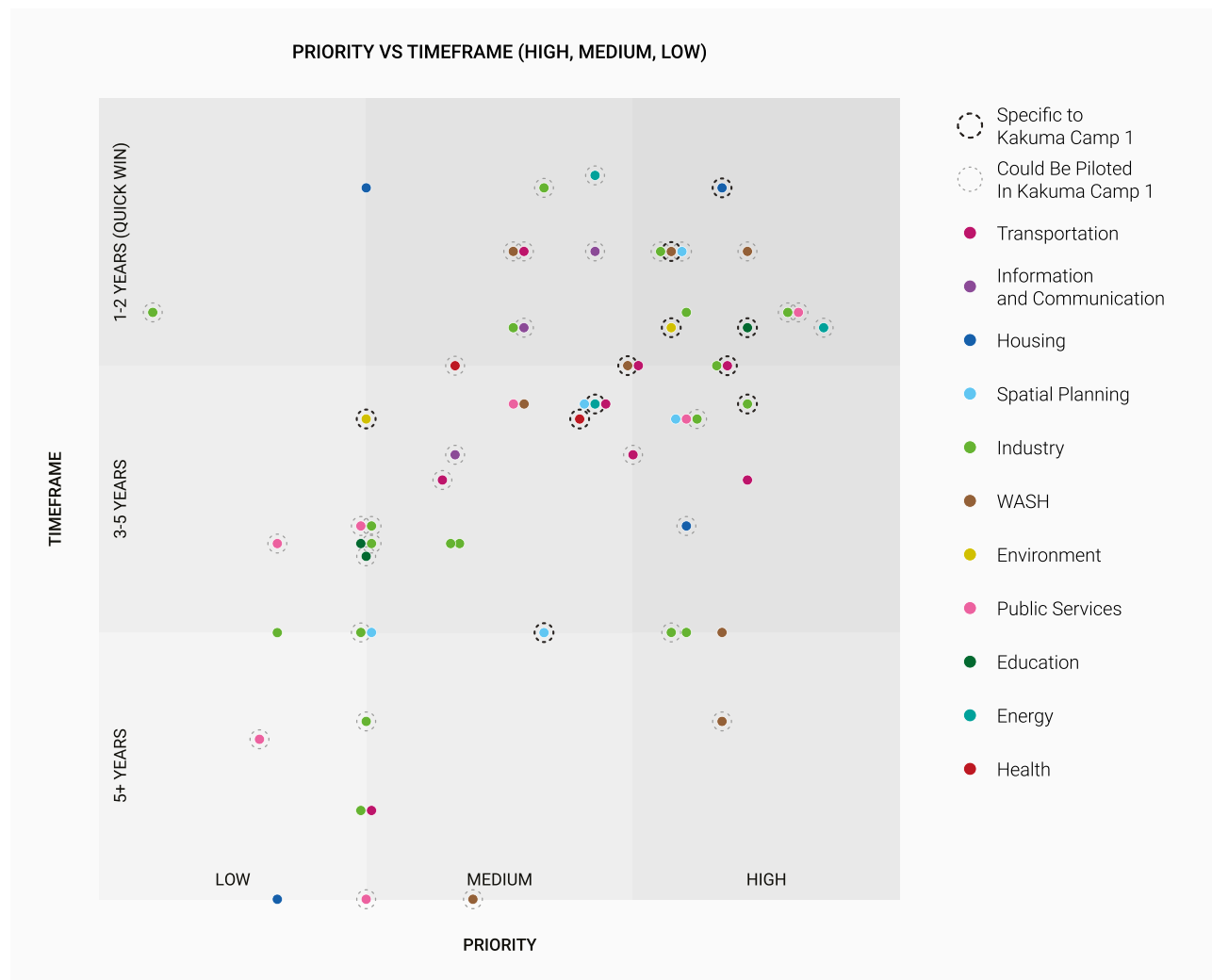


Fig. 9: Workshop Results Organised By Sector and Positioned According to Priority and Timeframe

Government representatives in April 2022. Through the small working group structure of the workshops, participant feedback was gathered on two key measures:

- Priority of strategy (high, medium or low priority)
- Expected timeframe (short, medium, or long term)

The workshop feedback was processed and analysed with the results used to inform the creation of a short-list of prioritised regeneration strategies for final validation. From the preliminary lists of strategies, 15 strategies were selected to be both high priority and achievable on a quick-win timeline based on the feedback from that workshop. With further analysis from the workshop feedback, it is reasonable to believe that each of these strategies could be implemented within the next one to two years while offering a meaningful positive impact.

b1. Priority Area Identification: Targeting a Focus Area For Highest Impact

At the same time as the strategy prioritisation engagement was being completed, a further assessment was also undertaken to determine which Kakuma-Kalobeyei settlement is most suitable to target for initial regeneration. To do this, a selection of existing conditions were considered alongside an analysis of the challenges faced by and the relevance of the proposed strategies to each of the settlements.

Each settlement, including each of Kakuma Refugee Camps (1-4), each of the Kalobeyei Settlements (Villages 1-3), as well as Kakuma Town and Kalobeyei Town were included in this analysis, which considered existing conditions and both the needs and opportunities presented in each settlement. The existing conditions considered included both the number of beneficiaries

that might be impacted, basically the current population size, and the age of the settlement.

Because many of the strategies discussed must be piloted or tested before full-scale roll-out and both need and impact for each may vary from one location to the next, this analysis also considered where the selected high priority/quick-win strategies could be implemented in order to create the greatest impact. For analysis, both the intensity of the challenges impacting the settlements, as determined in the Visioning Phase of this project, and the concentration of proposed High Priority and Quick-Win strategies, as discussed previously, were taken into consideration.

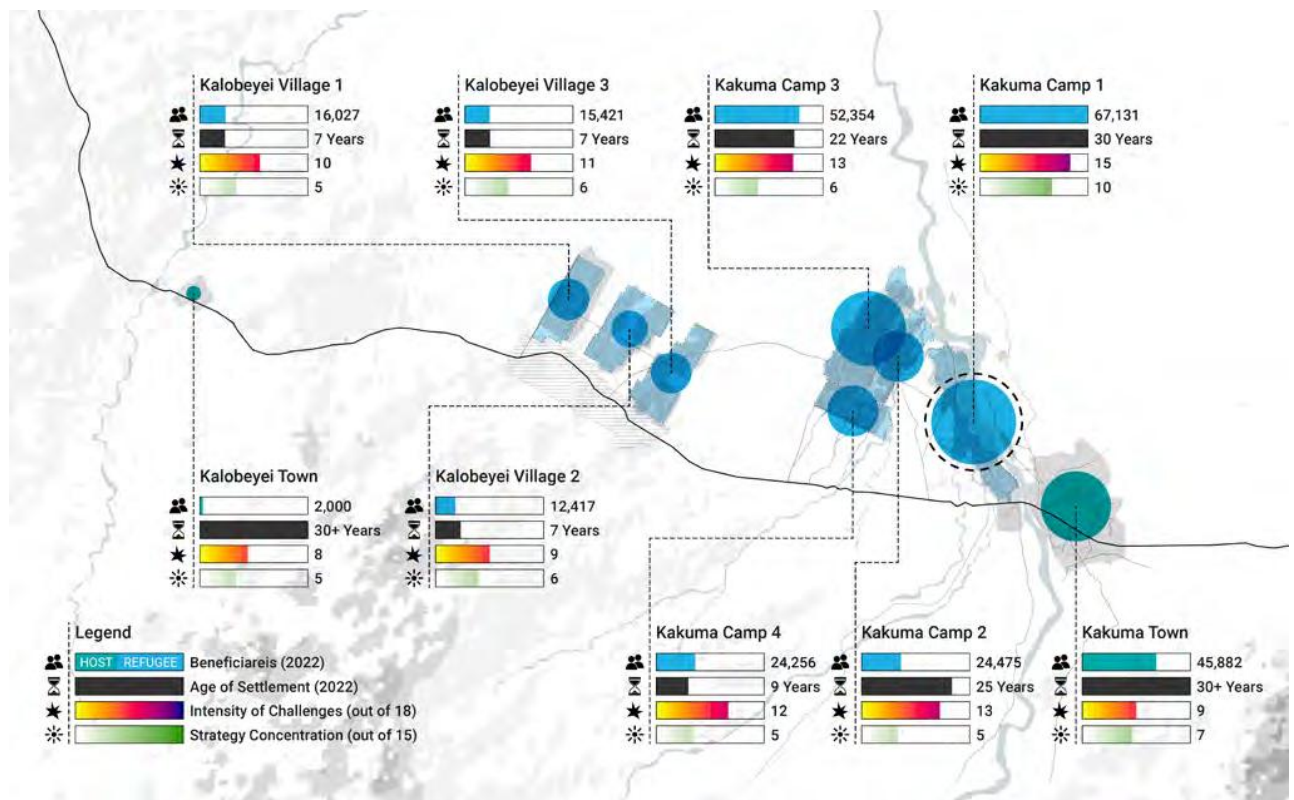
Projected Number of Beneficiaries - The larger the population of a settlement, the greater the impact a regeneration strategy can have, given the number of potential beneficiaries affected. This is particularly important when considering quick-win regeneration strategies. The overall poor levels of accessibility between and within the various parts of Kakuma-Kalobeyei settlements also indicates that proximity to an intervention can be highly correlated with its potential impact.

Age of Settlement - The age of each settlement was taken into consideration, because it was determined to be

directly linked to physical conditions of the infrastructure and structures throughout the settlement and, as well, how long the current residents have been living there. As in the case of any regeneration effort, the existing condition of any urban area can degrade over time and renovation and upgrading are expected in maintaining and improving the quality over time.

Intensity of Challenges Impacting - Based on the challenges identified within the Kakuma-Kalobeyei Visioning Report, the intensity of need in each settlement was individually assessed. While many of the challenges are not spatially contained and span the settlements, some struggle with cascading challenges caused by issues such as overcrowding and lack of planning and are experiencing a greater effect. To calculate this ranking, an indicator for each of the six challenges was determined and the settlements were ranked on a scale of 1-3 to determine where they were felt most dramatically.

Concentration of Proposed Strategies - In compiling the long list of regeneration strategies, each was categorised according to where it should or could be implemented. In many cases, strategies were specific to a geographic location and responded to a particular need. In other cases, strategies responded to challenges experienced across the settlements and could therefore be first implemented with a pilot project or a test case in multiple



Map 1: Kakuma Kalobeyei Settlements Map: Priority Area Identification Results

Table 4: Results of Priority Area Assessment

Settlement	Existing Conditions		Analysis	
	Projected Number of Beneficiaries	Age of Settlement	Intensity of Challenges Impacting (out of 18)	Concentration of Proposed Strategies (out of 15)
	What is the current population size of each settlement? (2022)	When was each settlement first settled?	How seriously each of the settlements has been affected by the challenges identified in the Visioning Phase	How many of the proposed High Priority / Quick-Win Strategies can be implemented or piloted in each settlement?
Kakuma Town	45,882 (#3) (2020 Estimated)	30+ Years	9 (#7)	7 (#2)
Kakuma Camp 1	67,131 (#1 among all settlements)	30 Years - Opened 1992 (#1 among refugee camps/settlements)	15 (#1 among all settlements)	10 out of 15 (#1 among all settlements)
Kakuma Camp 2	24,475 (#4)	25 Years (Opened 1997)	13 (#2)	5 (#6)
Kakuma Camp 3	52,354 (#2)	22 Years (Opened 2000)	13 (#2)	6 (#3)
Kakuma Camp 4	24,256 (#5)	9 Years (Opened 2013)	12 (#4)	5 (#6)
Kalobeyei Town	2,000 (#9) (2020 Estimated)	30+ Years	8 (#9)	5 (#6)
Kalobeyei Village 1	16,027 (#6)	7 Years (Opened 2015)	10 (#6)	5 (#6)
Kalobeyei Village 2	12,417 (#8)	7 Years (Opened 2015)	9 (#7)	6 (#3)
Kalobeyei Village 3	15,421 (#7)	7 Years (Opened 2015)	11 (#5)	6 (#3)

locations. Based on these considerations, the number of strategies that directly related to each settlement or that could be piloted there were assessed to determine where the greatest opportunity presented. Of these, the high priority and quick-win strategies were given particular preference.

The results of this assessment were utilised to identify Kakuma Camp 1 as the priority area for this regeneration strategy based on the combined conditions of its size and age, as well as the challenges and opportunities that present there. As the oldest settlement in Kakuma-Kalobeyei with the largest population, Kakuma Camp 1 is already in need of regeneration. As demonstrated in the findings from the engagement workshops, though, there are also both a high number of strategies that are either connected directly to Kakuma Camp 1 or that can be piloted there due to the existing conditions. In addition, the findings demonstrate that a meaningful proportion of those strategies can be identified as High Priority and achievable on a Quick-Win timeline. Of the compiled short list of 15 high priority / quick-win strategies, 10 of these could be implemented or piloted in Kakuma Camp 1. As a result, it was clear that the selected settlement demonstrates both the greatest need and the greatest potential for successful regeneration to affect meaningful improvements for the greatest number of beneficiaries in the near term.

b2. Situational Analysis

Once Kakuma Camp 1 was identified as the focus for regeneration, a situational analysis was undertaken for this specific camp to establish a baseline understanding of the context. The situational analysis comprised desktop analysis of existing studies and reports as well as GIS analysis of existing infrastructure that required data collection. The thematic areas of the situational analysis comprised Demographics and Culture, Land Governance, Local Economic Development, Public Facilities, Infrastructure and Basic Services and Environment. In addition, ongoing and future projects have been identified.

b3. External Perspectives: Bilateral Engagement & Participatory Process

The regeneration plan process adopted active participatory and consultative exercise from onset to finalisation. Series of bilaterals, focused group discussions, technical consultative meetings and validation were conducted. Participation throughout the process involved development agencies, National and County Government officers, Host and Refugee communities. The stakeholder mapping exercise done at the inception phase was useful in ensuring that all relevant key stakeholders were regularly involved and

Table 5: Summary of Stakeholder Engagement

Date	Type of Engagement	Title / Description	Purpose	Attendees	Location
19 January 2022	Workshop	County Government Regeneration Workshop	Preliminary discussion of Kakuma-Kalobeyei Regeneration Strategy	7	Lodwar
20 January 2022	Bilateral	Bilateral Meeting with FAO	Preliminary discussion with FAO on regeneration strategy and information sharing on FAO's ongoing and upcoming projects	2	Kakuma
20 January 2022	Bilateral	Bilateral Meeting with GIZ	Preliminary discussion with GIZ on regeneration strategy and information sharing on GIZ's ongoing and upcoming projects	3	Kakuma
22 February 2022	Workshop (Virtual)	County and Sub-County Regeneration Workshop	Preliminary presentation on and discussion of Kakuma-Kalobeyei Regeneration Strategy	14	Virtual
27 April 2022	Workshop	Government Prioritisation Workshop with Turkana County Government, Turkana West Sub-County Government, and Ward Administrators	Prioritisation of regeneration strategies	13	Lodwar
28 April 2022	Workshop	Host and Refugee Community Prioritisation Workshop	Prioritisation of regeneration strategies	26	Kakuma
19 October 2022	Workshop	Host and Refugee Community Validation Workshop	Validation of Regeneration Strategy	17	Kakuma
25-27 October 2022	Workshop	Government Validation Workshop with Turkana County Government, Turkana West Sub-County Government, and Ward Administrators	Validation of Regeneration Strategy	14	Kakuma
13 June 2023	Workshop	Final Government Validation Workshop with Turkana County Government, Turkana West Sub-County Government, and Ward Administrators	Final Validation of Regeneration Strategy and Action Plan and discussion on the way forward	12	Kakuma

updated on all the stages. The stakeholders contributed to the development of the recommendations, strategies, and interventions, as well as to their prioritisation for implementation. Bilateral meetings with key agencies (UNHCR, FAO, WFP and ICRAF) were also undertaken to get specific feedback, guidance and input on the strategies proposed.

b4. Considerations for Feasibility

The long-list of 64 proposed regeneration strategies (See [Appendix 1](#)) were synthesised into a short-list based on a clear understanding of high priorities and area priority. In addition to stakeholders' feedback, a further review of the selected strategies was undertaken, including against a set of key considerations and criteria in order to determine the inclusion of strategies, their viability and feasibility from a technical perspective.

These various characteristics were compiled in order to consider the practicability of each strategy, including financial, policy, social, environmental, and practical factors. Special attention was given to the characteristics that would allow the implementation of the selected strategies to contribute to the overall vision goals for Kakuma-Kalobeyei in the long term and the further deployment or extension of these interventions beyond

the priority area of Kakuma Camp 1 in the future. A key priority that should be considered in the selection of regeneration strategies in the humanitarian development context is the realistic consideration that the strategy is implementable. Within this consideration are a number of criteria that consider the practical elements of implementation, such as those outlined in **Table 6**.

c. Action Plan

Once the prioritised list of strategies and interventions were identified, an action plan was created that was aimed at guiding the regeneration process in the area by translating the strategic recommendations prioritised into implementable actions that can tackle incremental spatial, environmental, social, and economic transformations.

This action plan provides an overarching framework that the new Municipality can adopt as part of its Integrated Development Plan (IDeP) and that other key stakeholders from relevant entities can use to guide a proactive and manageable approach to implement the needed changes for the sustainable growth of the Kakuma Municipality. The action plan in this report outlines briefly the key preliminary actions needed for prioritized projects and the implementation sequence to follow.

Table 6: Criteria For Regeneration Strategy Selection and Evaluation

Goal	Criteria	Description
Implement strategies that are achievable on a "quick-win" timeframe in order to create meaningful impact with realistic inputs in the short-term	Timeframe	How quickly could this strategy be implemented? Are expert, community, and government opinions aligned? How long would it take to complete and begin to offer meaningful benefits?
Implement strategies that respond to the most urgent challenges facing the settlement, especially those of a time-sensitive nature	Urgency	Assess the intensity of challenges impacting the settlement(s). Does this strategy respond to the identified challenges and support the achievement of the identified vision goals?
Promote projects that will provide meaningful benefits for a significant number of beneficiaries	Impact	How many beneficiaries will be impacted by this strategy?
Implement strategies that are realistically achievable given context and available resources	Feasibility	Assess the ease of implementation. How likely is it that this strategy can be successfully implemented and the set out goals achieved?
Demonstrate and pilot replicable solutions, develop projects that provide "proof of concept"	Replicability	Can this strategy be expanded upon in the future? Can it be replicated or adopted elsewhere within the wider Kakuma-Kalobeyei context?
Introduce scalable strategies and solutions	Scalability	Provide confidence for the implementation of larger and longer-term projects.
Where possible, leverage strategies that are already being implemented in some capacity or where planning is already underway	Current Status	If strategy is to plan, is there already planning underway? If strategy is an intervention, is there already an existing plan or is planning currently underway to facilitate implementation or is one needed?
Implement strategies that are not dependent on highly specific population scenario outcomes	Versatility	Will this strategy provide benefits regardless of population scenario outcomes? (including municipal conferral, significant new influx, or large scale voluntary repatriation of refugees, at the extremes)
Promote projects where likely funding sources can be identified and that can provide a significant return on investment (ROI)	Likelihood of Funding	How likely is it that the necessary funding can be obtained? What are some possible sources of funding to support implementation? What is the cost compared to the impact that can be expected?
Promote social integration and improved relations between communities	Social Integration	Does this strategy promote stronger relations between host and refugee communities, and distinct cultural and ethnic communities, while also promoting social equity and inclusion?
Promote inter-agency and cross-sectoral collaboration and cooperation	Key Actors and Implementation Partners	Who are the key partners for this strategy and how likely are they to support its implementation?
Align proposed strategies and projects to existing plans and policies, support the achievement of the stated goals by local and national government, and adhere to the mandates of international cooperation and sustainable development	Policy/Mandate Alignment	What are the relevant policies and mandates that proposed projects and strategies should align to? What opportunities are there for this regeneration strategy to support stated goals? In what ways can existing policies and initiatives support the successful implementation of this strategy?
Support the establishment of the Kakuma Municipality	Raise Standards to Meet National/ Municipal Standards	Municipal conferral requires the provision of infrastructure in accordance with the Kenya Urban Areas and Cities Act 2011, i.e., a municipality with a population of 250,000 (as in the case of Kakuma), has prescribed infrastructure requirements that exceed typical humanitarian recommendations.

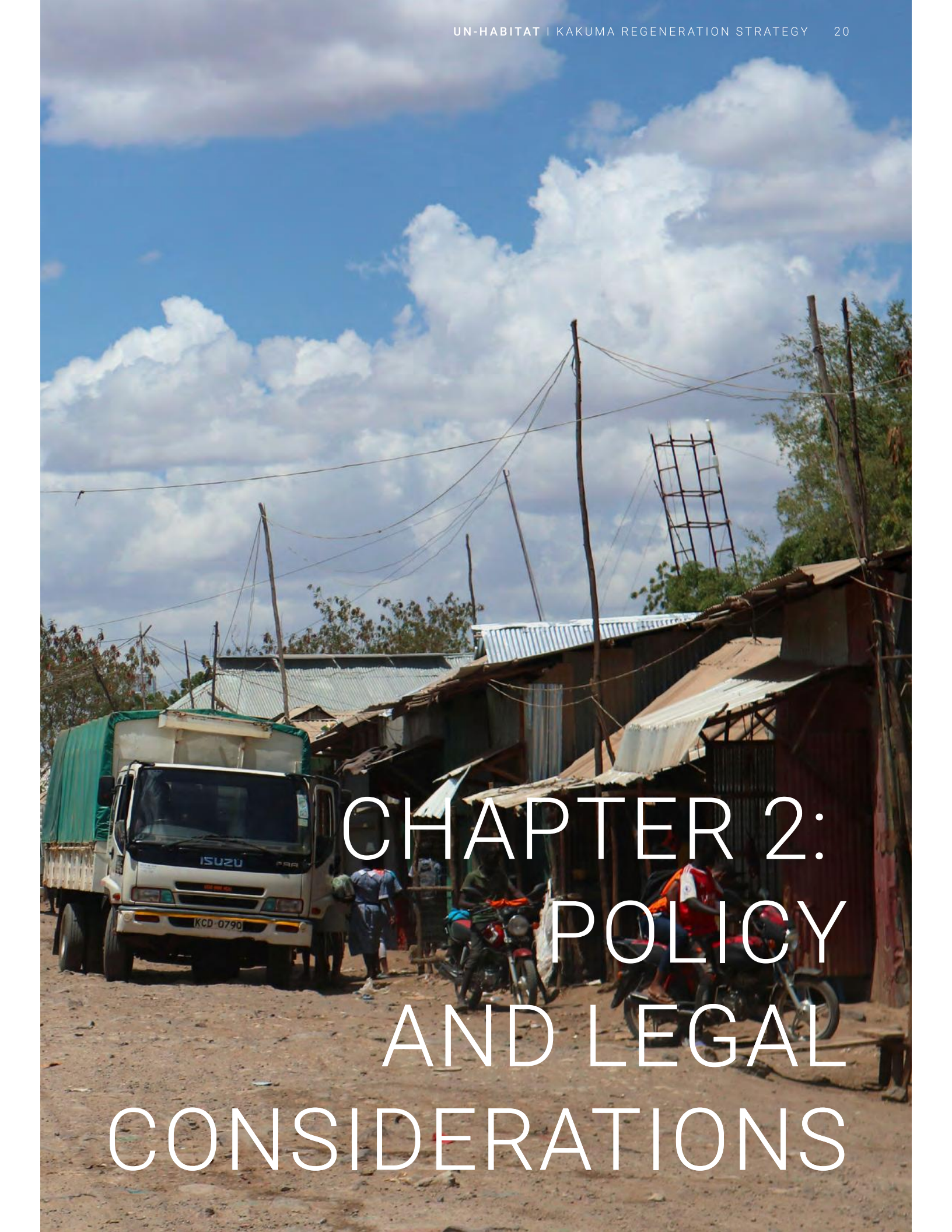
Legal and financial considerations are also considered to ensure the feasibility of the action plan. Validation workshops were held in October 2022 and June 2023 with host and refugee community representatives as well as government representatives, to gain a final validation on the short-listed regeneration strategies that have been proposed. These workshops were successful and demonstrated an overall validation of the proposed strategies.

Replication and Scaling Up

Many of the regeneration strategies that are proposed to be piloted in Kakuma Camp 1 have the possibility to be scaled up and/or replicated in other settlements, camps, and specific contexts if proven successful. The Municipal IDeP and Spatial Development Framework (SDF) provide the platform to scale up the concepts developed for Kakuma Camp 1. Some of these interventions which are piloted also provide the opportunity for stakeholders to build on best practices and lessons learned from past implementation.



Fig. 10: Daily Activity on Kakuma Camp 1 Main Road (UN-Habitat, 2022)

A photograph of a dusty street in a settlement. On the left, a white Isuzu truck with a green tarp on its cargo area is parked. The truck's license plate reads 'KCD-0790'. In the background, there are several makeshift buildings with corrugated metal roofs. Some buildings appear to be under construction or repair, with wooden scaffolding visible. Power lines and poles are strung across the street. The sky is blue with scattered white clouds. The overall scene depicts a busy, informal urban environment.

CHAPTER 2: POLICY AND LEGAL CONSIDERATIONS

2.1 Policy and Legal Framework

2.1.1 Summary of Kenya's Spatial Planning Legal System

At the national level, the Constitution of Kenya, 2010 contains several provisions that support local planning and development regulation. These provisions fall largely into three categories. First, there are those that give the state powers to regulate land use “in the interest of defence, public safety, public order, public morality, public health, or land use planning” (Art. 66). The second category of provisions are enshrined in the devolution mechanism; i.e., the sharing of responsibilities between the national government and county governments. The third category of provisions contain the principles and values that ought to guide planning and development control and the rights upon which these are grounded, including, inter alia, the right to a clean and healthy environment (Art. 42); the right to accessible and adequate housing and to reasonable standards of sanitation (Art. 43.1.b.); to clean and safe water in adequate quantities (Art. 43.1.d.); the right to information (Art. 35); and the requirement for public participation (Art. 10).

One of the outcomes of the devolved structure of government is the division of responsibilities and functions between the national government and county governments (Fourth Schedule of the Constitution 2010). This division of functions is better articulated in the Physical and Land Use Planning Act, 2019 (PLUPA), County Governments Act, 2012 and the Urban Areas and Cities Act, 2011. The PLUPA establishes a National Physical and Land Use Consultative Forum and County Physical and Land Use Consultative Forum meant to, among other things, promote effective coordination and integration of physical and land use development planning and sector planning. Under Section 103 of the County Government Act (2012), the objectives of county planning include, among other things, facilitation of development of a well-balanced system of settlements to ensure productive use of scarce land, water and other resources for economic, social, ecological and other functions across the county. Further, county spatial plans are required to contain strategies and policies regarding desired patterns of land use and setting out guidelines for a land use management system.

Within urban areas, land use regulation is a function explicitly vested upon cities and municipal boards (not fully operationalised). The Urban Areas and Cities Act, 2011 requires that every municipality established must operate within the framework of integrated development planning (S. 36). An integrated development plan is binding, and there is a mandatory requirement to invite an urban planning process for every settlement with

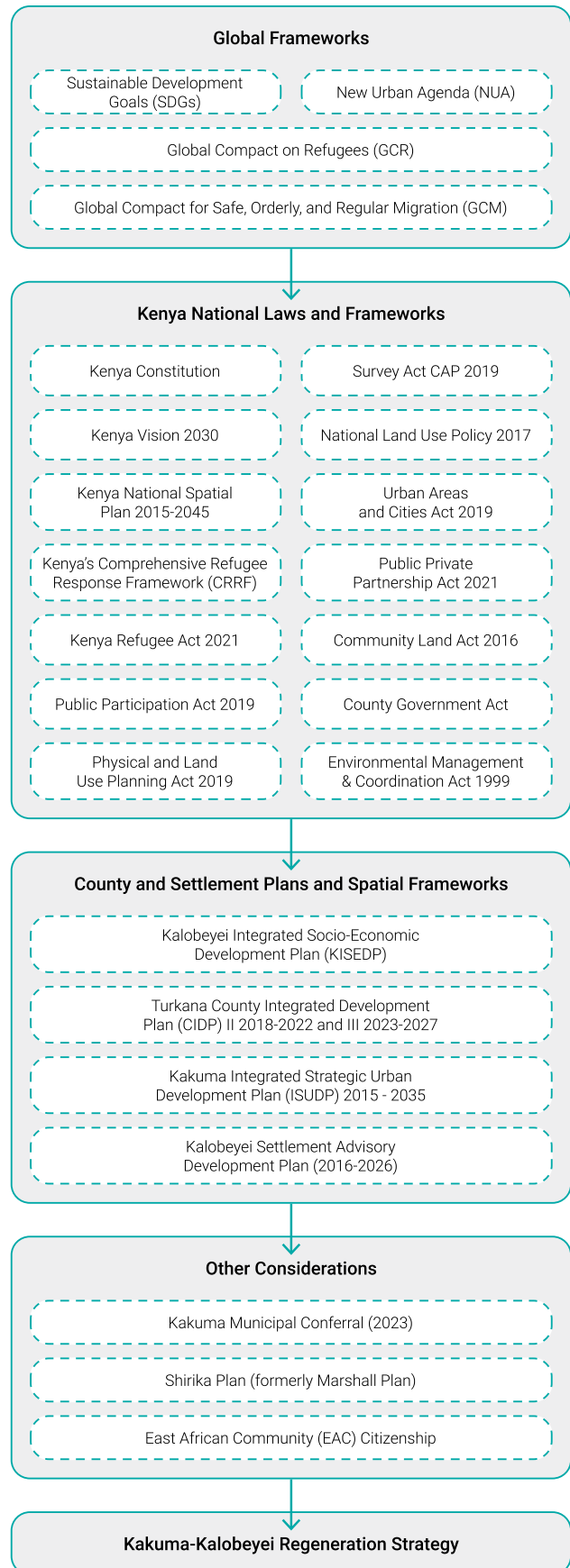


Fig. 11: Summary of Policy and Legal Frameworks

a population of at least 2,000 residents (S. 36(3)). The contents of such a plan are prescribed and so is the process of its development. Beyond the elements of land use controls, the introduction of the 'development fees' in PLUPA requires fiscal interventions for a well-structured infrastructure financing mechanism. The authority to levy development fees for infrastructure development is vested to the County Governments which is among the new changes introduced by PLUPA.

2.1.2 Land Laws

Land remains a contentious and problematic issue in Kenya, particularly land held in areas predominantly perceived as the traditional home of a community. Land reforms in Kenya were mainly run under systems set up by colonialists from as early as 1885. Through the years, land laws have evolved, however, structures and methods have remained largely centralised with minimal progress towards developments in adjudication and titling. Informal mechanisms are still used from the inheritance of ownership to dispute resolution. The community is not fully educated about their rights to land and the processes involved. This has led to continued perceptions of land injustice and only recently has formal adjudication addressed some of these issues. Title deeds are yet to be issued and many areas around Kenya remain contentious and ripe for land dispute.

The Constitution in 2010 enhanced previous land reform efforts by establishing a legal framework for the administration, use, and management of land in Kenya. It outlined definitions of land and land systems in Kenya as well as set out a land legislative obligation on Parliament. The parliament of Kenya enacted new land laws, including:

- The Land Act 2012
- The Land Registration Act 2012,
- The National Land Commission Act 2012
- Community Land Act of 2016

These new land laws have constitutional backing unlike the previous regimes' which provided no framework on land legislation and where land laws were enacted not as a constitutional requirement but out of necessity.

In 2010, the Constitution of Kenya classified land as:

- Public land - reserved for public use or environmental protection. It is administered and managed by the National Land Commission (NLC) on behalf of the people of Kenya.
- Community land - held by communities on the basis of ethnicity, culture or similar community interest. It

is administered under the Community Land Act No. 27 of 2016. Any unregistered land that is community land is held in trust by the county governments for the community.

- Private land - held by natural or legal persons. The Ministry of Lands is tasked with the registration of any interest in private land. It is classified into the following land tenure system:
 - a) Freehold land tenure system which gives the holder absolute ownership of the land for life. A freehold title deed generally has no restrictions as to the use and occupation of the land. However, there are some conditional freeholds which may restrict the use of land for agricultural uses only.
 - b) Leasehold land tenure system which is the interest in land for a specific period subject to payment of land rent to the government and land rates to the county governments. Once a lease expires, the land reverts to the owner, or the leaseholder can apply for a renewal or extension of the lease.

The Land Act, 2012

The Land Act 2012 seeks to revise, consolidate, and rationalise land laws; and to provide for the sustainable administration and management of land and land-based resources while the Land Registration Act principally concerns the registration of interests in land. This Act applies to: (a) registration of interests in all public land as declared by Article 62 of the Constitution; (b) registration of interests in all private land as declared by Article 64 of the Constitution; and (c) registration and recording of community interests in land.

National Land Use Policy, 2017

The overall goal of the National Land Use Policy is to provide an administrative, institutional and technological framework for optimal utilisation and productivity of land related resources in a sustainable and desirable manner at national, county and community levels. The Policy is premised on the philosophy of economic productivity, social responsibility, environmental sustainability and cultural conservation.

The Kakuma Regeneration Strategy aims to achieve key goals of improved urban governance, sustainable infrastructure, increased connectivity, environmental resilience and economic growth. The National Land Use Policy seeks to balance related concerns such as food security, human settlements, environmental protection and climate change; and other economic pursuits.

2.1.3 Alignment with National Frameworks

Kenya Constitution

The Fourth Schedule of the Constitution highlights the functions of the County Governments where planning and development control is among them. Article 66 of the Constitution gives the conditions under which regulation on land use and property may apply; these include among others land use planning. Therefore, land use planning is to be used by the state as a tool for land use regulation providing a better foundation for the proper management of land. Article 67 provides for the establishment of the National Land Commission; among its functions will be to monitor and have oversight responsibilities over land use planning throughout the country.

The Constitution also outlines the principles of land policy (Article 60) implementable through the National Land Policy. Key among these principles is the sustainable and productive management of land resources which is a pointer to optimization of land as encapsulated in this Plan. The State is given powers to regulate use of any land and property (Article 66) in the interest of land use planning among others. This gives preparation for the NSP Constitutional grounding. NSP will be the principal instrument in regulating land uses and actualization of these principles.

Kenya Vision 2030

The Kenya Vision 2030 is the country's long term development vision spanning a period of 22 years since 2008. It focuses on the high-level objectives of the country with the overarching vision for Kenya being "a globally competitive and prosperous nation with a high quality of life by 2030" through transforming the country from a low-income country to a middle-income one, thus improving the quality of life for all Kenyans. The blueprint focuses on six areas of development based on the three pillars: Economic, social and political. These pillars are expounded into infrastructure, land reforms, science, technology and innovation, public service reforms, security and human resource development.

Urban regeneration strategies and renewal plans fall under the infrastructure and land reforms that envisions better housing, optimal and enhanced land utilisation as well as promoting infrastructural development. The land strategies proposed for Kakuma Refugee Camp within this regeneration plan seek to promote sustained economic growth, enhanced connectivity to Kakuma Town and the new Kakuma Municipality in general, enhanced land tenure and land administration through adoption of STDM interventions, overall improvement of

life, improved access to basic services and amenities, e.g., water and sanitation, and a more liveable environment which enjoys equitable social development.

Kenya National Spatial Plan 2015 - 2045

The Kenya National Spatial Plan provides a spatial framework for anchoring the Kenya Vision 2030 flagship projects and forms the basis upon which lower level plans should be prepared. The Plan provides strategies and policies to deal with national challenges including urbanisation, regional imbalances/inequalities, rural development, environmental degradation, transportation and underutilization of the massive resources available in the country.

The Plan identifies Kakuma as a key urban centre in the North West Zone of Kenya. In general, policies such as the sustainable use and exploitation of natural resources, environmental conservation, balanced growth and increased investment in social and physical infrastructure are underscored in support of the proposed potential areas of growth. The strategies that the Plan identify that could then bolster such areas and policies include:

- Selective development concentration
- Construction of key infrastructure to support resource exploitation and urban development
- Environmental protection of sensitive areas
- Utilisation of water resources for agriculture and food production.

Kenya's Comprehensive Refugee Response Framework (CRRF)

The CRRF is the first of two Annexes to the New York Declaration for Refugees and Migrants adopted in September 2016 at a High-level meeting of the UN General Assembly, and has a comprehensive set of commitments to be implemented in situations involving large-scale movements of refugees. It defines the best practices in four areas: reception and admission measures; support for immediate and ongoing needs; support for host countries; and enhanced opportunities for durable solutions. The CRRF will in all situations be tailored to local circumstances and respective operational contexts, and for the sake of this project the context is Kakuma-Kalobeyei. The CRRF is designed to enhance self reliance, ease pressure, enhance repatriation to the refugees and package them to access opportunities in their countries of origin where need be.

This regeneration strategy appreciates that Kakuma and Kalobeyei have two different models of planning. Kakuma has traditionally been developed as a transitional refugee

camp where emergency humanitarian support is being offered by UNHCR and partners to provide immediate protection and assistance to people who have been forced to flee their homes due to war, persecution or violence. However, the camp has been in existence for over 30 years now without proper land-use planning leading to immense challenges to control the development, provide basic services, and infrastructure. On the other hand, Kalobeyei Settlement encourages integration between the host and refugees and also enhances self reliance. The strategies proposed are hence designed to facilitate the refugees and host community in both contexts to integrate successfully through planning to provide urban like conditions that spur economic growth, jobs creation and improved living conditions.

Kenya Refugees Act, 2021

The Kenya Refugees Act was signed into law in November 2021 and went into effect in December of the same year. Kenya is among one of the countries in Africa that hosts the highest number of refugees and asylum seekers. The new Law gives hope to the over 500,000 refugees around the country that they can access education, livelihoods, and integration opportunities. The Law has additionally provided opportunities of transitioning refugee camps into settlements. The forthcoming Shirika Plan is expected to provide policy and strategic direction for implementing the CRRF and the new Refugees Act and additionally gives the road map on specific areas of consideration to transition the refugee camps from the traditional humanitarian model. For the Housing, Land, and Property section of the plan, it recognises the need to address housing, land governance, property rights and the adoption of an integrated planning approach.

The Act contains new provisions that impact Kakuma Refugee Camp and Kalobeyei Settlement:

Part V - Rights and Duties

- *Rights of refugees to participate in economic and social development of Kenya by facilitating access to and issuance of documentation by county and national government*
- *The law takes into account the special circumstances of refugees in seeking gainful employment or enterprise or to practice a trade or a profession where they hold qualifications recognized in Kenya.*
- *Section 28 (8) provides that a person from the East African Community who has been recognized as a refugee may opt to voluntarily give up his refugee status for purposes of enjoying any of the benefits due to him under the Treaty for the Establishment of the East African Community, the Protocol for*

the Establishment of the East African Community Common Market, and any other relevant written law. This provision facilitates implementation of the EAC Protocol and a substantial reduction of the refugee population while simultaneously operating as a durable solution to the protracted refugee situation. (Rights to refugees from East African Community Member states to have an alternative legal stay arrangement and enjoy benefits under the Treaty and EAC Common Market Protocol)

- *Inclusion of refugees in national and county development plans, shared use of public institutions, facilities and spaces between refugees and host communities*

Part VII - Integration, Repatriation and Resettlement

- *The Act encourages peaceful coexistence between refugees and host community*
- *Integration of refugees into communities through shared use of public institutions, facilities and spaces.*
- *Promotes peaceful co-existence between host communities and refugees.*
- *CRA & CS to establish measures for the handing over of amenities to National and County Government upon departure of refugees*
- *Inclusion of refugee matters in sustainable developmental and environmental plans.*
- *Inclusion of refugees in sustainable development and environmental plans.*
- *Refugees to be active in both county and central government plans, e.g., Government fiscal plan, Med plan, CIDPs*

The impact of the Law will have positive effects on the refugee population in Kenya by providing a solid human rights framework to provide for the recognition, protection and management of refugees. Consequently, there is a possibility of an increase of the urban refugees as most of the refugees will have documents to access urban areas like Nairobi, Garissa, and Eldoret as they look for better opportunities. Inter-marriage between refugees and Kenyans is also fairly common and plays a meaningful role in social integration of the communities.

Urban Areas and Cities Act, 2011 (Amended 2019)

The Urban Areas and Cities Act is a legislation that implements article 184 of the Constitution of Kenya; which talks about urban areas and cities. The article states that the National legislation will be responsible for the governance and the management of urban areas and cities. This Act provides for the classification of urban areas in Kenya.

For a municipality with a population of at least 50,000, certain specified infrastructure is required. Currently, there are significant gaps in infrastructure provision in Kakuma Municipality, in particular in areas of waste management, sanitation, water, and electricity. With the establishment of the municipality, it is important that efforts be made to bring the entire municipality up to the defined standards.

Kakuma Refugee Camp and Kalobeyei Settlement lie within the boundaries of the new Kakuma Municipality. However, Kenya's official population data does not include the refugee population; hence, refugees cannot be counted as part of the minimum population required to establish a municipality (refer to UACA). Importantly, once the municipality has been established with its boundaries covering the refugee camps, then the residents of that municipality are both refugees and host communities. Through intergovernmental and inter-agency cooperation, such municipality becomes a crucial institution for coordinating humanitarian-development interventions.

In line with the new Refugee Act of 2021, the National Government should establish an inter governmental coordination with the County Government of Turkana and Kakuma Municipality to collaboratively implement a joint strategic plan for the area considering spatial, social and economic inclusion for refugees and the host community.

On urban management, the Physical Planning and Land Use Act, 2019 considers refugee settlements as projects of national and inter-county strategic significance. According to the Urban Areas and Cities Act, the board has nine members including three Governor's appointees, the Minister and the Chief Officer of lands or urban planning, one member of a professional body like the Architectural Association of Kenya (AAK) or any professional body defined in the municipality, the informal sector, private sector and neighbourhood associations.

From this urban board structure, refugees being non-citizens may not expressly be appointed to the boards, but the County Government of Turkana should appoint a Kenyan citizen to the board who can specifically represent



Fig. 12: Market Street in Kalobeyei Settlement, Village 1 (UN-Habitat, 2022)

the refugee population. The DRS camp manager is perhaps best suited for this appointment. Future legal reforms can consider classifying municipalities in refugee hosting areas as special municipalities with special boards that include some representatives from the refugee community.

The municipal manager also has opportunities for having policy advisors. This position can include World Bank, UN agencies and NGOs working in this context to provide technical advice and support in enhancing the Municipalities efforts to mobilise resources to support projects that can benefit both refugees and the host community. The regeneration strategies that are recommended will align with the required infrastructure identified in the Urban Areas and Cities Act 2011 + Urban Areas and Cities (Amendment) Act 2019, as well as support the newly conferred Kakuma Municipality.

The Physical and Land Use Planning Act, 2019

This is the development framework that anchors spatial planning in the country. Section 45, (1) requires a county government to prepare a Local Physical and Land Use Development Plan in respect of a city, municipality, town or unclassified urban area as the case may be. Section 45, (2) states that a Local Physical and Land Use Development Plan may be for long-term physical and land use development, short-term physical and land use, development, urban renewal or redevelopment and for the purposes set out in the Second Schedule in relation to each type of plan. Section 45,(3) states that Local Physical and Land Use Development Plan should be consistent with an Integrated City or Urban Development Plan as contemplated under Part V of the Urban Areas and Cities Act, 2011 (amended, 2019). This regeneration report was designed to be consistent with the existing development plans, e.g., Kakuma Integrated Strategic Urban Development Plan 2015-2035, etc. and should inform future planning for the municipality.

Survey Act CAP 29 (Amended 2012)

This Act majorly deals with registration of surveyors and further directed survey plans and records are to be deposited with the director of Surveys should become property of the Government. No land shall be deemed to have been surveyed or re-surveyed until the plan has been authenticated by the signature of the Director or of a Government surveyor. The land in Kakuma is mostly community land but the land around Kakuma Town is privately owned. Surveys around Kakuma Town are majorly privately financed but there are no title deeds issued. Most of the owners have allotment letters issued by the County government that act as an indication of

ownership. The maps generated in this exercise were prepared to the standards outlined in the survey act and were in conformity with Kenya data infrastructure systems.

Public Private Partnership (PPP) Act, No 14 of 2021

The Public Private Partnership Act encourages the participation between the public and private sector in the financing, development, operation, and maintenance of development projects in an area. This encourages mobilisation of resources and finances through local and international private sector investment in order to address the monetary deficit for the development of services and infrastructure.

Within the context of Kakuma Refugee Camp, provision of infrastructure and amenities to the refugees has been through the humanitarian actors while for host communities through the County government. Infrastructure and access to services has always been a source of conflict in the area. This acts gives an opportunity to ensure a coordinated and collaborative effort among the different actors especially within the municipality set-up to help initiate and implement the regeneration strategy through efficient collaboration between the government, and the private sector in areas that include transport; water and sanitation; solid waste management; health; reclamation; housing and land management.

Public Participation Act, 2019

The objective of the Public Participation Act under section 4 is to provide a framework for the involvement and consultation of the public in the process of decision making through an informed, effective and efficient engagement of the public. Therefore, the Act provides the guiding principles for public participation which include: timely access to relevant information relating to policy formulation and implementation, recognition and promotion of role of non-state actors in decision making processes, promotion of partnership between public offices, state organs and non-state organs and the participation of women, youth and person with disabilities in the decision making process.

The continuing growth of Kakuma-Kalobeyi town as well as the refugee camps both in size and populations has evidently shown that the provision of urban services and infrastructure has not been able to move at the same pace as the demand. The regeneration initiatives come as a way of providing access to basic services such as improved water supply and sanitation, solid waste collection, and neighbourhood security. Under

the constitution, a new system of governance was proposed in which Kenyan citizens are placed at the centre of governance. The Public Participation Act provides a framework for public participation to uphold the constitutional principles of democracy.

Throughout the preparation of the regeneration strategy, public participation has been prioritised including consultation with host and refugee communities, government representatives, and humanitarian and development partners. The purpose of the extensive consultation was to sensitise, inform, set up communication channels, identify site-specific issues, respond to queries, involve target groups, design and develop a vision, strategies, and an action plan that respond to the needs of the public.

The Community Land Act, 2016

The Community Land Act gives effect to Article 63 (5) of the Constitution; to provide for the recognition, protection and registration of community land rights; management and administration of community land; to provide for the role of county governments in relation to unregistered community land and for connected purposes.

It defines community land as; Land declared as such under Article 63(2) of the Constitution or Land converted into community land under any law. Section 4 sub section 3 states that community land shall vest in the community and may be held under any of the following tenure systems; Customary, Freehold, Leasehold and such other tenure systems recognized under this Act or other written law.

Section 6 subsection (1) states that county governments shall hold in trust all unregistered community land on behalf of the communities for which it is held as in the case of Kakuma Camp 1. The respective county government shall hold in trust for a community any monies payable as compensation for compulsory acquisition of any unregistered community land as stated in sub section (2).

For the avoidance of doubt, until any parcel of community land has been registered in accordance with this Act, such land shall remain unregistered community land and should be held in trust by the county governments on behalf of the communities for which it is held pursuant to Article 63(3) of the Constitution. This is in accordance with sub section (3) of Section 10 of the same Act.

The implementation of the Community Land Act, No. 27 of 2016 in securing the rights of pastoralists (host community) to land, grazing and water resources through devolved governance is also pending. The delay in the

implementation of the Act is due to lack of appreciation of the productive nature of the community land, lack of implementation approach, procedural uncertainty, and essentially institutional pluralism.

Environmental Management and Coordination Act of 1999 (Amended 2015)

Part II of the Act states that every person in Kenya is entitled to a clean and healthy environment and has the duty to safeguard and enhance the environment. Part VIII, Section 72, prohibits discharging or applying poisonous, toxic, noxious or obstructing matter, radioactive or any other pollutants into aquatic environments. Section 74 demands that all effluent generated from the sources are discharged only into the existing sewerage system upon issuance of the prescribed permit from the local authorities, preceded by the County Governments (Government of Kenya, 1999). The provisions of this Act have been echoed by the environmental protection strategies that have been formulated alongside the action plans that present a path toward implementation.

2.1.4 Alignment with County Frameworks

County Governments Act, 2012

The County Government Act is an Act of Parliament that gives effect to Chapter Eleven of the Constitution of Kenya, 2010; which provides for County Governments' powers, functions and responsibilities to deliver services and connected purposes. County planning is included in Part eleven of the Act. Section 104 states that a County Government shall plan for the County and no public funds shall be availed without a planning framework developed by the county executive committee and approved by the county assembly.

It also states that the county development framework should integrate economic, physical, social, environmental and spatial planning. Section 107 outlines the types of plans to be prepared by the County Governments as: five-year County Integrated Development Plan, County Sectoral Plans, County Spatial Plans, Municipal Plans, and Cities and Urban Areas Plans, as provided for under the Urban Areas and Cities Act, 2011 (amended, 2019). It provides for the integration of economic, physical, social, environmental and spatial planning.

The development of this Regeneration Strategy has been guided by the Turkana County Ministry of Lands, Housing, and Urban Areas Management, in accordance with the provisions of this act and the stated plans at the county level, while also taking into consideration the newly established Kakuma Municipality.

Turkana County Integrated Development Plan II 2018-2022 (CIDP)

The Turkana County Integrated Development Plan is a document under the Kenyan constitution that steers the development agenda and strategies of the county over a period of five years. Importantly, the plan is also intended to establish a means for the active inclusion of public voices throughout these processes. The Turkana CIDP II (2018-2022) is broken down into ten focus areas, which include:

1. Land Management and Environmental Conservation
2. Oil and Gas
3. Peacebuilding and Conflict Management
4. Water Development and Exploitation
5. Transformative Flagship Projects
6. Food Security
7. Youth, Women, Minority, and People with Disability
8. Pastoral Economy
9. Partnerships and Private Sector Investment
10. Scaling Up Investments in the Social Sectors

Central to this plan is the acknowledgement of the enduring presence of refugees in the county and the

desire to leverage this reality to create positive impacts for both the refugees and hosting communities that reside there. Key themes pertinent to the regeneration strategy of Kakuma from the Turkana CIDP II include:

- To prepare for, mitigate against, respond to and support recovery efforts to disasters and emergencies
- To improve food security and strengthen Communities livelihoods
- Enhance productivity of land to support both human and livestock populations in addition to environmental conservation
- Increased access to and utilisation of quality preventive and promotive health services
- An efficient and effective road transport network for social economic development
- To provide adequate and quality water
- Improved access to basic education
- Facilitate needy students to access secondary and tertiary education
- Foster appropriation of the people's educational capacities with the new social-economic conditions to support self-employment and entrepreneurship



Fig. 13: Customers Visiting a Small Shop in Kakuma Camp 1 (UN-Habitat, 2022)

- To promote trade, broaden export base and markets
- Ensure coordinated development and land acquisition
- To increase energy access and harness the renewable forms of energy readily available in the County and benefit economically and socially from the petroleum exploration activities taking place in the County
- To plan for, provide and manage urban infrastructure and services

Kalobeyei Infrastructure Socio-Economic Development Plan (KISED P)

Existing under the Turkana CIDP II, and focusing more specifically on Turkana West Sub-County, Kalobeyei Infrastructure Socio-Economic Development Plan (KISED P) is result of a collaboration between multiple stakeholders, which include the Kenya National and Turkana County Governments, various United Nations agencies, other development actors, bilateral donors, civil society, and the private sector, all actively working together and channelling investment to the region. It exists as a framework and tool for managing the presence of refugees with an approach that can be beneficial to all those residing there, refugee and host community members alike.

The plan is broken into four primary thematic areas, which are: Social Services Delivery (Health, Education and Protection), Spatial Planning and Infrastructure Development, Agriculture and Livestock, and Private Sector Entrepreneurship. Each of these components ties directly back to the Turkana CIDP II, Kenya Vision 2030, and the national priorities for Kenya, as outlined in the Medium-Term Plan III, the “Big Four Agenda,” and with the various other international and regional commitments such as the Global Compact on Refugees (GCR), the Sustainable Development Goals (SDGs), and the Nairobi, Djibouti, and Kampala Declarations.

The integrated approach within the Kalobeyei Integrated Socio-Economic Development Plan (KISED P) Framework has a bigger inspiration for mainstreaming services and governance for the benefit of host communities and refugees. Its goal is to enhance the socio-economic conditions of both host and refugee communities while reducing the overall reliance of each on humanitarian aid. The plan includes four strategic objectives, each understood through the lens of eight sectoral components and the financial resources required for successful implementation. These are:

1. Create a conducive environment that attracts investment from the private sector and financial service providers to promote the local economy

2. Invest in basic socio-economic infrastructure, introduce sustainable models and strengthen capacities for enhanced and inclusive national service delivery
3. Enhance innovative aid delivery and increase financial inclusion for refugees and host communities to increase self-reliance and reduce poverty
4. Increase access to higher and specialised education and support market-driven skills and capabilities of refugees and host communities to take part in the local economy

Kakuma Integrated Strategic Urban Development Plan 2015-2035

Kakuma Integrated Strategic Urban Development Plan is a long-term plan for Kakuma Town recommending a spatial framework to guide and control development for a period of 20 years.

The Vision for Kakuma Town (defined by stakeholders) is for: An inclusively governed commercial hub with sufficient infrastructure and sustainable resource use for prosperity for all. Key themes from the Kakuma ISUD include: Transport, Water supply, Sanitation, Electricity Supply, Flooding and Environmental Management.

The Kakuma ISUD Plan, which classified Kakuma Refugee Camp as a high density residential area, does not cover the camp areas in any great detail and is therefore insufficient for outlining any integrated future regeneration strategy for Kakuma Municipality. In addition, as the ISUD plan was created over five years ago, inclusion of Kakuma Refugee Camp and Kalobeyei Settlement within a Kakuma Municipality was not considered. The regeneration strategy aligns itself to the integrated plan ensuring synergy in recommendation to enable and enhance the achievement of the several themes in the ISUD, but also taking into consideration the many significant developments since its creation.

Kalobeyei Settlement Advisory Development Plan (2016-2026)

Aligned with the KISED P, The [Kalobeyei Settlement Advisory Development Plan](#) (KSADP) was prepared by UN-Habitat and partners in 2017 to provide a spatial plan for the development of 1,500 hectares of land for the establishment of a new refugee settlement - Kalobeyei Settlement. The Plan at was designed to support the sustainable development of the settlement, and continues to be used as a key coordination tool by various partners in the region, and a pilot example to strengthen the humanitarian-development nexus and

more sustainable approaches in refugee hosting. The vision the Plan had for Kalobeyei is an urban settlement that is accessible, integrative, resilient, and vibrant. The guiding principles of the Plan are:

- Promoting appropriate density and compact development to maximise land efficiency and avoid urban sprawl, protecting the community owned pasture lands.
- Supporting the development of diversified, socially equal and economically thriving communities, providing areas for refugees and host communities to live together if they so wish.
- Promoting walkability as a key measure to bring people into the public realm, reduce congestion and boost local economy and interactions, especially in this context where private (and public) transport at this stage is extremely limited.
- Optimising the use of land to provide an interconnected network of vibrant streets which facilitate safe, efficient and pleasant connectivity. This is particularly pertinent in the context of Kalobeyei where the aim is to create a place for displaced peoples, as well as trying to mitigate conflict between various mixes of cultures. It allows the street to become places of interaction and exchange and facilitate a path towards integration.
- Fostering local employment, production and consumption between Kalobeyei Town, New Site Kakuma and the surrounding region, to support regional development which benefits the ward community as a whole.

The regeneration strategy aligns itself with the principles of the advisory plan with an aim of creating an urban settlement that is accessible, integrative, resilient and vibrant.

2.1.5 Alignment with Global Frameworks

While all measures proposed within the project are targeted for implementation at settlement level, it is envisioned that such priorities could be replicated to address similar challenges in other settlements, and further scaled to regional and national levels. As such, the project is further strategically aligned to various international frameworks, while localising actions and recommendations.

Sustainable Development Goals

Sustainable Development by the year 2030 – a blueprint for achieving sustainable development through working towards the attainment of 17 Sustainable Development

Goals (SDGs) as an urgent call for action that recognizes that the ending of poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve the environment.

Through transformative strategies proposed in the strategic plan it will directly support the realisation of SDG 11 on sustainable cities and communities. These strategies will be based on local opportunities and the strengths in Kakuma Camp 1 and its adjoining neighbourhood with the aim of achieving an integrated and indivisible neighbourhood that looks at improving the three dimensions of sustainable development: economic, social and environmental. They will not only reduce poverty levels but also help stimulate growth, attract investment and generate employment for the project area's populace.

The strategies proposed in this regeneration strategy are aligned against the relevant SDGs in the Action Plan presented in [Chapter 5](#).

New Urban Agenda

The New Urban Agenda: Quito Declaration on Sustainable Cities and Human Settlements for All, recognises that by 2050, the world's urban population will nearly double, which will make urbanisation a significant transformation of the twenty-first century. This puts a huge demand on governments and other actors to invest in strategies that will harness the potential of sustainable urban development, address the challenges facing cities and human settlements such as slums and informal settlements, growing inequalities and environmental degradation, spatial segregation and economic exclusion, and emerging challenges.

The New Urban Agenda calls for redressing the way "cities and human settlements are planned, designed, financed, developed, governed and managed."

The New Urban Agenda (NUA) addresses urban regeneration particularly in paragraph 52 where member states "encourage spatial development strategies that take into account, as appropriate, the need to guide urban extension, prioritising urban renewal by planning for the provision of accessible and well-connected infrastructure and services, sustainable population densities and compact design and integration of new neighbourhoods into the urban fabric, preventing urban sprawl and marginalisation". A direct call is made to promote planned urban extensions and infill, prioritising regeneration of urban areas. This includes the upgrading of informal

settlements, the provision of high-quality buildings and public spaces, the implementation of integrated and participatory approaches, thus preventing spatial and socioeconomic segregation and gentrification, while preserving cultural heritage and preventing urban sprawl. The declaration outlines commitments in various areas including:

- Reaffirmed New Urban Agenda commitment to regenerate urban areas through integrated and participatory approaches and to avoid spatial and socio-economic segregation and gentrification, while preserving cultural heritage and preventing and containing urban sprawl.
- Transformative commitments for sustainable urban development,
- Sustainable urban development for social inclusion and ending poverty
- Sustainable and inclusive urban prosperity and opportunities for all
- Environmentally sustainable and resilient urban development
- Building the urban governance structure: establishing a supportive framework
- Planning and managing urban spatial development
This plan aims to guide stakeholders involved in the Kalobeyei settlement development, undertake implementation activities that build-up to a sustainable human settlement, as envisioned by the New Urban Agenda

Global Compact for Refugees (GCR)

The Global Compact on Refugees (GCR) is a framework for more predictable and equitable responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international cooperation. It provides a blueprint for governments, international organisations, and other stakeholders to ensure that host communities get the support they need and that refugees can lead productive lives. It constitutes a unique opportunity to transform the way the world responds to refugee situations, benefiting both refugees and the communities that host them.

The regeneration strategy contributes to the larger urban development strategy for the County Government of Turkana to have the municipality in Kakuma that includes the Kakuma and Kalobeyei refugee camps and settlements. This strategy will see the eventual decentralisation of services to the municipality for the benefit of both refugees and the host community.

Global Compact for Safe, Orderly, and Regular Migration (GCM)

The Global Compact for Safe, Orderly, and Regular Migration (GCM) addresses all aspects of international migration and establishes a range of principles, commitments, and understandings among Member States regarding international migration in all its dimensions, including to improve on its governance, enhance coordination and partnership, among other areas of mutual interest. The GCM is guided by the 2030 Agenda for Sustainable Development (Resolution 70/1) and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Resolution 69/313).⁸

As described by IOM,

“It presents a significant opportunity to improve the governance of migration, to address the challenges associated with today’s migration, and to strengthen the contribution of migrants and migration to sustainable development. The Global Compact is framed in a way consistent with target 10.7 of the 2030 Agenda for Sustainable Development in which Member States committed to cooperate internationally to facilitate safe, orderly and regular migration.”⁹

The GCM commits to addressing the various drivers of migration, including adverse effects of climate change, natural disasters and human-made crises, and gender and other inequalities, through protection and assistance, sustainable development, poverty eradication, and conflict prevention and resolution, contributions of migrants and diasporas, including women and youth to sending, hosting, and receiving countries through promotion and transfer of skills of migrants, among others areas. In addition, in order to achieve the 2030 Agenda for Sustainable Development and to leave no one behind, it is important for various interventions targeting the migrants or refugees to contextualise the opportunities and challenges and address them adequately in line with the objectives contained in the New York Declaration for Refugees and Migrants.¹⁰

It is also worth noting that by the time of enacting the GCM, there was an increase in migration in Africa as a result of a mix of complex push-pull mechanisms. These mechanisms include political instability, conflict, poverty, as well as lack of socio-economic and decent work opportunities. Migration has also been indirectly triggered by the promise of increased economic opportunities or quality of life in the host countries.

Therefore, towards achieving coordinated and well managed migration or refugee and host conditions under this regeneration report, the strategies proposed can be used as a platform that can be adopted by the local government including the municipality, to realise contextualised socio-economic inclusion of the refugees and host communities through equal access to basic services and infrastructure, quality services, labour market integration, and economic and livelihood opportunities. In this regard, this will greatly contribute to the betterment of the refugees in this locality through ensuring equitable access to market opportunities, sustainable development, better housing, and a resilient and safe environment.

Further, the proposed short, medium, and the long-term strategies promote the inclusion and engagement of the refugee communities at every stage to ensure positive integration. This report will, for instance, enhance local economic activity by encouraging formalisation of business and expanding access to market strategies. In line with the new development in these areas such

as the newly conferred municipality, these strategies will transform business, create jobs, and increase tax revenues for the municipality.

The strategies also seek to promote local leadership, with recommendations for the government to seize the opportunities arising from the existence or presence of refugees and thus foster relationship among partners at all levels in order to implement the proposed action plan.



Fig. 14: Somali Market in Kakuma Camp 1
(UN-Habitat, 2022)

2.2 Legal Considerations

In this section, the considerations outlined are primarily related to Kenya at a national and regional level and may apply more obviously to traditional development and urban planning approaches targeted at Kenyan nationals. However, humanitarian and development actors working in Turkana County are now seeking to implement solutions that address the needs of both refugee and host communities in a more integrated manner. Simultaneously, the local and national governments, through the conferral of the Kakuma Municipality, have signalled a commitment to engaging more fully with the hosted refugee population. Therefore, while these considerations may not all currently apply fully to the refugees hosted in Kakuma-Kalobeyei, they will become more pertinently relevant with the new municipality where such legal considerations should also be applied in full.

2.2.1 Land and Security of Tenure

Flexible Tenure Systems

The Constitution, the Land Act and Community Land Act recognize statutory (freehold and leasehold) and customary rights (community land). Occupancy rights do not have any legal recognition but there is an informal practice of issuing temporary occupancy permits or allotment letters that are not grounded on any legal instrument, have no legal value but are useful to access basic services, loans from microfinance institutions and to reduce conflicts.

Land Regularisation

The regularisation process happens through land conversion where public land is converted to private or community land in accordance with the Land Act, 2012. This often happens in the context of the physical planning processes and requires the government's goodwill to solve the informal dweller's tenure situation. In most cases, regularisation of tenure in informal areas takes place after an area has been declared as a special planning area under S 52 of the Physical and Land Use Planning Act 2019. Where the land is big enough to accommodate all the individuals, the conversion results in individual titles. In cases where it is not feasible to give out individual titles, the land may be converted and registered as community land with the informal settlers getting some form of documentation to show entitlement to occupy their respective parts. The process involves the surveying of the land, some community participation, planning and the issuing of letters of allotment pending issuance of titles. Adverse possession is not an instrument that could support regularisation since it is inapplicable to public land yet that is where most informal areas are located.

Eviction and Involuntary Relocation

Forced evictions are prohibited by law. Evictions can only be justified under reasonable ground (public interests) and following due process. The legal framework (Constitution, Land Act, and IDP Act) provides for several procedural safeguards that apply to both formal and informal occupants of land. These include: evictions must be preceded by the proper identification of those taking part in the eviction or demolitions; be preceded by the presentation of the formal authorizations for the action; where groups of people are involved, government officials or their representatives to be present during an eviction; be carried out in a manner that respects the dignity, right to life and security of those affected; include special measures to ensure effective protection to groups and people who are vulnerable such as women, children, the elderly, and persons with disabilities; include special measures to ensure that there is no arbitrary deprivation of property or possessions as a result of the eviction; include mechanisms to protect property and possessions left behind involuntarily from destruction; respect the principles of necessity and proportionality during the use of force; and give the affected persons the first priority to demolish and salvage their property. However, these are rarely followed in practice with regards to those who have precarious land tenure such as refugees. Thus, due to lack of legal title, there is often no compensation for the land but sometimes the structures are compensated.

Mechanisms to Resolve Disputes

There are special courts dealing with land issues and tenants-landlord disputes. While the Environment and Land Courts do not consider informal property rights, the Rent Tribunals covers all dwellings in both formal and/informal/slums areas. There is a law providing for legal aid (Legal Aid Act 2016) but at the moment it is not operational due to lack of funding. There are, however, a number of NGOs engaging in legal aid as well as some law firms offering pro bono (free) legal services.

2.2.2 Inclusive Planning at Scale

Planning at Scale

The Physical and Land Use Planning Act, Urban Areas and Cities Act, and the County Governments Act include the requirement to make projections on demographic and migratory trends, housing deficits, employment and income, land tenure and lack of services as among the aspects that should be considered in the planning process. Renewal plans are also provided for which are intended to spur development in run-down or underused areas. The Urban Areas and Cities Act and the County

Governments Act call for a holistic approach to planning with a special focus on improving access to basic services in underserved areas, identifying areas where strategic intervention is needed and indicating areas where priority spending is required to integrate under-developed and marginalised areas. The Physical Planning and Land Use Act, PLUPA (2019) is fairly recent to judge its impact. As it is, urban plans tend to be reactive and fail to make available land in advance to respond to the projected demand.

Inclusive Spatial Planning

Counties are required to prepare Integrated Development Plans which need to present an assessment of the existing level of development including an identification of communities which do not have access to basic services as well as an overview of the current social, cultural, economic, and environmental situation within their areas of jurisdiction. Areas where strategic intervention and priority spending is required such as refugee settlements and the preconditions for integrating under-developed and marginalised areas should be laid out in spatial plans prepared by the county or declared special planning areas as per PLUPA.

Community/Stakeholder Participation

Public participation in the running of affairs of urban areas and counties is greatly emphasised in the County Governments Act and the Urban Areas and Cities Act. These laws give citizens the right to participate in planning within urban areas and counties in general. The former requires a county planning unit to ensure meaningful engagement of citizens in the planning process. The latter provides that the governance and management of urban areas should be based on several principles, most notably, institutionalised active participation by residents in the management of its affairs. This is more clearly enunciated in the Second Schedule which is titled "Rights of, and Participation by Residents in Affairs of their City or Urban Area." It provides that residents of a city or urban area have the right to: contribute to the decision-making processes of the city or urban area. Regarding the preparation of physical development plans, the Physical Planning and Land Use Act requires the relevant institutions to prepare plans and invite the public after they have already been formulated but in practice, for instance, the Director of Physical Planning, has been involving area residents from the plan's formulation.

2.2.3 Access to Basic Services

Legal Accessibility of Water (Formal Services)

The regulator (Water Services Regulatory Board – WASREB) does not prescribe the requirements for water connections. Every service provider has the power to set their respective requirements. For example, the Eldoret Water and Sanitation Company Limited requires an applicant to submit photocopies of national ID and KRA PIN certificate as well as plot number and a copy of title deed (or proof of land ownership). In contrast, the Nairobi City Water and Sewerage Company only requires a filled application form and copies of ID and PIN certificate. In general, water providers in informal areas accept letter of occupation stamped by the chiefs.

Physical Accessibility of Water Supply

There is a legal obligation on Water Service Providers (WSPs) to provide water services to consumers within their service areas and regulations on minimum standards. Alternatives to piped water to individuals are also allowed with room for boreholes and water kiosks. Water Works Development Agencies (WWDAs) are obligated to assist WSPs in meeting their service requirements through reviewing the Needs Plan and financing the Capital Works Plan. However, the responsibility of WSPs to provide water is subject to characteristics of the existing water source and water supply infrastructure in the service area as well as the amount of funds that the WWDAs are ready to commit to capital investment. Additionally, the fact that minimum standards are to be realised incrementally means that WSPs may take advantage of these allowances to abrogate their responsibilities.

Measures to Ensure Affordability of Water

The Water Services Regulatory Board is responsible for regulating water tariffs. It requires WSPs to show that any proposed increases are justified by management and operations costs. It also scrutinises the proposals to confirm the same. The Tariff Guidelines also calls for the consideration of the poor and also requires public consultation before tariff increases are effected. However, the Guidelines are couched in exhortative rather than mandatory language meaning that WSPs have taken advantage of consumers. For example, it urges WSPs to design their tariff structure in a way that balances financial sustainability with affordability by including cross subsidies between consumer groups and allowing for a lifeline tariff for the poor. Furthermore, even when the tariff is set at an affordable rate, the distance between people and the water source further increases

the cost of water as people end up spending more money in getting the water from far off places or get it from informal vendors whose prices are not regulated.

Notably, the Water Act, 2016 establishes the Water Sector Trust Fund which has been used to provide subsidies to WSPs for development of water infrastructure in under-served poor urban areas. The Fund gets its money from the national government through budgetary appropriations. Additional funds may be obtained from the Equalization Fund and county governments on agreed programmes as well as from donations, grants, and bequests.

Regulation for Different Types of Enterprises

The law has provisions on water quality, sufficiency, and proximity that should guide the service provision by water operators. The Model Water Service Regulations lay out the minimum standards for basic water supply services by WSPs. These are minimum quantity of potable water of 20 litres per person per day or 6 kilolitres per household per month; at a minimum rate of not less than 10 litres per minute; within 200 metres of a household; and with effectiveness such that no consumer is without supply for more than seven consecutive days in a month. However, WASREB has not been fully committed to ensuring that these standards are met. Regarding disconnection, the law allows it after non-payment of bills for more than 14 days.

Infrastructure and Land-Based Financing

Developer exactions, also known as fees or contributions, are based on the idea that new developments will lead to a heavier burden on urban authorities with regards to infrastructure and service provision. As such, the developer must compensate the urban authority for the extra costs occasioned by the new development. The compensation comes in the form of exactions, which may include required on site improvements such as road pavements and wastewater collection lines which are constructed by the developer and then transferred to the local authority. The local authority may also require the developer to make payments towards an offsite project or other social improvements.

In Kenya, the Street Adoption Act (Cap. 406) 1963 is still in force notwithstanding the reforms that have occurred in recent years to the roads sector especially under the 2010 Constitution and the national agencies established under the Kenya Roads Act 2007. Incidentally, the Street Adoption Act empowers County Governments to ensure that unadopted streets are constructed to its satisfaction prior to adoption. Section 8 authorises county

governments to undertake certain works on unadopted streets and thereafter apportion the costs thereof among the owners of the lands fronting, adjoining, abutting or being served by the said streets, according to the frontages thereto. There is no reason why these powers cannot be exercised today particularly in dealing with situations where new streets arising from subdivision plans are not improved to the satisfaction of the County Government by the developers.

Similarly, Regulation 175 of the Local Government Regulations, 1963 (now repealed) empowered the City Council of Nairobi to apportion costs on related development or repair of certain infrastructure such as sewer lines to plot owners concerned. Whereas the Local Government Act is now repealed, the apportionment of costs could equally be vested upon County Governments under the County Government Act, 2012 or Urban Areas and Cities Act, 2011. Under the current by-laws such as the Nairobi County Finances Act 2018, costs relating to certain essential and emergency services- ambulance, fire brigade etc. are chargeable to whomever the service is provided. The same reasoning could be extended to include repair of infrastructure.

In most counties, infrastructure levies are not ring-fenced for infrastructure development and are instead used for operations and recurrent costs. There are several other challenges. Firstly, the unclear legal and regulatory terrain must be explored in greater detail. It is currently unclear to what extent Counties have the right to charge and tax for land value gains and benefits beyond the current levy structure. Secondly, political will is needed to ensure that money which is collected is used to finance infrastructure development. Given the pressing operating demands of municipalities and the challenges of corruption at the local level, this is a major challenge.

Article 209 of the Constitution lays out the powers that each level of government has with regards to raising of revenue. County governments can impose property taxes (land rates), entertainment taxes and charges for the services they provide. These powers are currently being exercised through the Valuation Act 1964 and the Valuation for Rating Act 1956. These Acts provide that a local authority (county governments since 2013) may use any of the following assessment bases: area rating, agricultural rental value rating; unimproved land value rating; or unimproved land value rating plus improvement rating (separate tax rates for land and the structure built on it). Land value is based on the market value and the assessment of the rates is the county's responsibility. The two Acts allow counties to prepare valuation rolls which need to be updated every 10 years for this purpose. Pursuant to Article 209 of the Constitution, counties also

have the power to pass their own 'Valuation and Rating' Acts.

Article 204 of the Constitution creates the Equalization Fund. The fund is used to provide basic services including water, roads, health facilities and electricity to marginalised areas to the extent necessary to bring the quality of those services in those areas to the level generally enjoyed by the rest of the nation. In this sense, it acts as a form of affirmative action plan for marginalised areas. The Fund comprises 0.5% of the revenue collected by the national government each year calculated based on the most recent audited accounts.

Previously, the formula used to identify the areas entitled to the Fund was based on an index of deprivation constructed using information on access to water, access to improved sanitation and electricity and school attendance (and not their quality or affordability). This policy only identified marginalised counties and not marginalised areas within the counties. Consequently, wealthy counties were excluded from the fund notwithstanding the presence of substantial slum populations within them. Nonetheless, in 2018, for the first time, the Commission on Revenue Allocation proposed an inclusion of urban slums as forming part of marginalised areas.

Helping the demand side

The financial services sector in Kenya comprises a variety of institutional forms. These include banks, microfinance companies, cooperative societies, community saving schemes and building societies. The relevant laws in this field are: Microfinance Act 2006, Sacco Societies Act 2008, Cooperative Societies Act 1997, and Building Societies Act 1956.

The Microfinance Act 2006 distinguishes between deposit taking and non-deposit taking microfinance institutions and applies to the former. Deposit taking institutions accept money from members of the public and they can lend and invest the funds. Due to the nature of their business, the Act requires deposit taking institutions to acquire a licence from the Central bank of Kenya before undertaking microfinance activities. The institution must be a company registered under the Companies Act whose main objective is to carry out such business; or be a wholly-owned subsidiary of a bank or a financial institution whose main objective is to carry out such business. This Act seeks to integrate microfinance institutions into the larger financial sector by introducing some measures such as requiring each institution to be managed by a board of directors; requiring the preparation of annual financial accounts and their

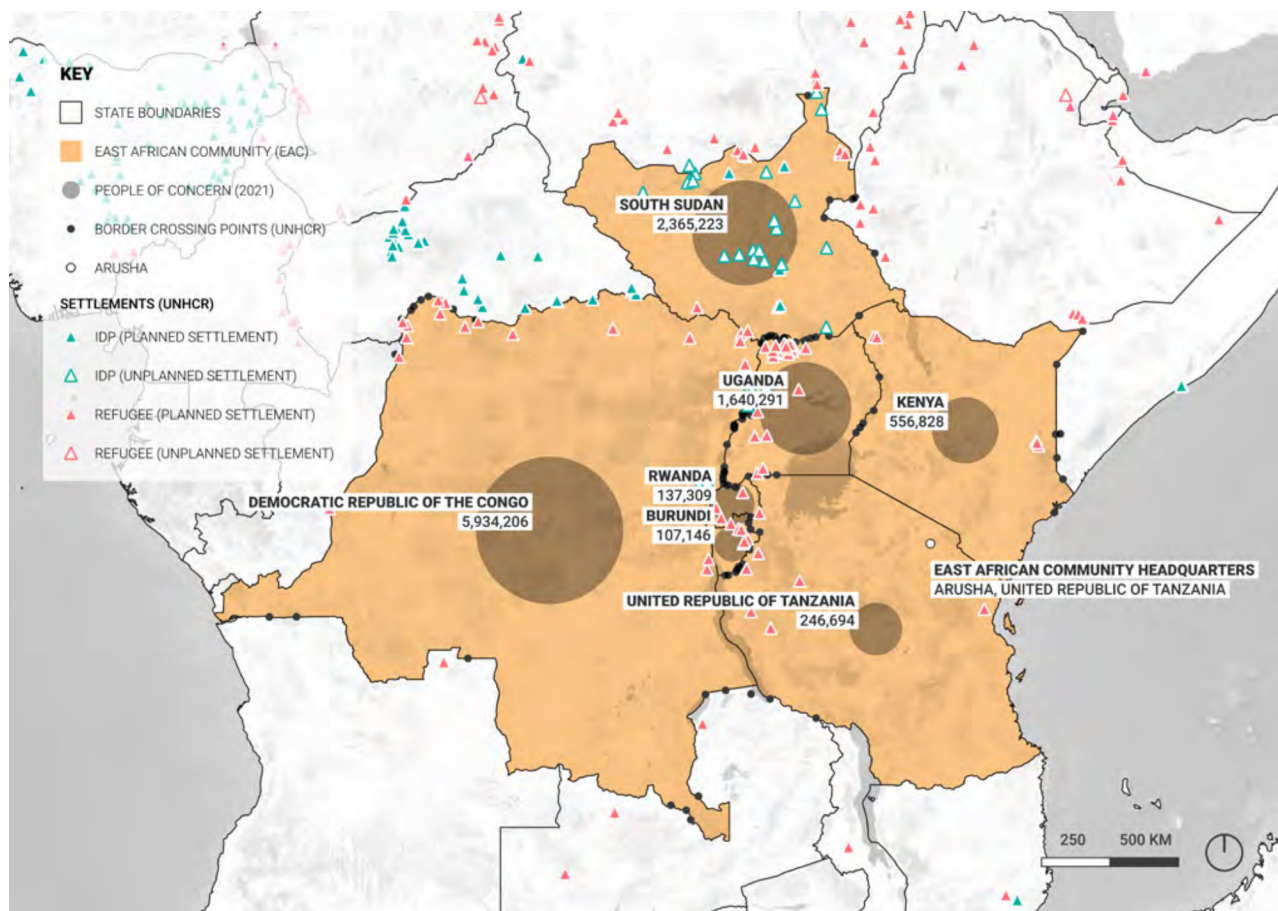
submission to the Central Bank; and appointment of auditors, among others.

The Sacco Societies Act 2008 read together with the Cooperative Societies Act 1997 regulate the formation, membership and powers of Saccos. They can accept deposits, provide loans to their members and invest in specified sectors. The Sacco Societies Act establishes the Sacco Societies Regulatory Authority which licences Sacco societies to carry out deposit-taking business and supervises them. The most successful example of housing provision by cooperatives is through the National Cooperative Housing Union (NACHU). It is an apex society made up of several housing cooperatives and provides funds for housing to its members (cooperatives and individuals). Borrowers must, however, show evidence of financial affordability and provide adequate security.

The Building Societies Act 1956 allows ten or more people to form a building society by registering with the Registrar of Building Societies. Under S 22, a building society may receive deposits or loans at interest from its members or from other persons to be applied to the purposes of the society. The funds may then be used by the society's members as loans, advances, guarantees and other credit facilities. S 24 gives the building society the power to determine the conditions on which such loans may be given. S 24(8) provides that security for a loan may be land or other forms deemed adequate by the building society. A building society also had the power to invest. Other matters covered by the Act include the board of directors; annual accounts and financial statements; rules and conduct of meetings; and dispute settlement options.

It appears that microfinance institutions take a variety of forms and are largely regulated. They are allowed to accept deposits, provide loans and invest their funds in some areas. Depending on the type, these institutions are supervised by the Central Bank, the Sacco Societies Regulatory Authority, or Registrar of Building Societies. The government has also recently introduced tax relief measures for home buyers under the affordable housing programme. Non-deposit taking institutions are, however, not regulated (which is not necessarily a disadvantage as self-regulation may be preferred in these cases). These financial frameworks can be leveraged by the refugee and host community to boost their economic situation and livelihoods.

2.3 Other Key Considerations



Map 2: East African Community Displacement Context (UNHCR, 2021)

2.3.1 EAC Citizenship

Over the years, Kenya has had a fairly progressive approach to hosting refugees within the country and this continues to be seen with the passage of the Kenya Refugee Act 2021 which advocates for positive transformation of how refugees are to be included in economic, social and environmental growth of themselves and the hosting regions. The Act under Section 28 (8) also provides that a person from the East African Community who has been recognized as a refugee may opt to voluntarily give up his refugee status for purposes of enjoying any of the benefits due to him under the Treaty for the Establishment of the East African Community, the Protocol for the Establishment of the East African Community Common Market, and any other relevant written law. This provision facilitates implementation of the EAC Protocol and substantially reduces the refugee population while simultaneously operating as a durable solution to the protracted refugee situation. (Rights to refugees from East African Community Member states to have an alternative legal

stay arrangement and enjoy benefits under the Treaty and EAC Common Market Protocol).

This therefore indicates that the refugees in both Kakuma and Kalobeyi with an EAC origin can be given certain residency rights, which may include rights for movement and travel within a region. In this case, it would be expected that many of the EAC residents would choose to relocate to larger urban centres throughout Kenya (such as Lodwar or even Nairobi) as they would offer greater employment and educational opportunities. This would lead to a decline in population for Kakuma-Kalobeyi, however it is difficult to estimate how significant this population decline would be. Settlement consolidation must be considered within the scope of this strategy. Camp consolidation may occur in either circumstances of repatriation or EAC residency provision (leading to local/regional/national migration).

2.3.2 Shirika Plan (formerly Marshall Plan)

The Government of Kenya, in collaboration with partners, has been developing various strategies and solutions to improve the conditions of refugees and host communities in the country. These efforts have been made in an effort to achieve the commitments made in the Global Compact on Refugees (GCR) and its Comprehensive Refugee Response Framework (CRRF) which has expanded to promote a strategic shift from humanitarian assistance to development-oriented interventions in protracted refugee situations. Although the Government of Kenya had previously, in March 2021, announced that all refugee camps in Kenya, including those in Kakuma Refugee Camp, were to be closed, the government strategy for refugee response has since shifted with renewed long-term commitments following the new Refugee Act of 2021. This progress is further expanded upon with the ongoing development of the Shirika Plan.

The Shirika Plan is expected to further strengthen Kenya's commitment to promote the socio-economic inclusion of refugees in Kenya by transforming the existing camps, including Kakuma Refugee Camp, into fully integrated settlements and to further promote greater refugee protection models which are now anchored in Kenya's Comprehensive Refugee Response Framework (CRRF) and the 2021 Refugee Act.

The implementation of the Shirika Plan will be aimed at long-term development with a combination of efforts in governance, resource mobilisation, strengthening of the implementation effort to transform the refugee response model in Kenya and to implement innovative approaches and durable solutions. This effort will be geared towards investment in provision of support to the basic infrastructure like education, health, water, energy, security, and environmental conservation in designated centres.

The implementation of the plan will be pursued in a coordinated multi-stakeholder approach, to shift from a humanitarian-based response to a more predictable and sustainable response in simultaneously addressing the needs of both refugees and host communities. This approach is primarily Government-led, but partnerships and collaborations will be pursued with key stakeholders like the host communities, the refugees, Non-Governmental Organisations, civil society organisations, the private sector, development partners, humanitarian agencies, financial institutions, academic and faith organisations will be able to support various initiatives and projects that are accessible to both the host communities and refugees.

2.3.3 Kakuma Municipality

In 2023, the County Government of Turkana conferred municipality status upon Kakuma to officially establish Kakuma Municipality. This process has been achieved in various ways, which include the following:

1. Setting up the town committees that passed a resolution to have Kakuma Town status changed into a municipality.
2. After the approval of the Town Committee Resolution by the County Executive, an ad hoc committee was established by the Governor to support the public participation concerning the need for having the areas converted into a municipality. The committee also did an inventory of infrastructure and services available at the proposed area according to the requirements of the Urban Areas and Cities Act, 2011 and the Urban Areas and Cities (Amendment) Act 2019.
3. The County Assembly members subsequently conducted participatory meetings in the Municipality to understand the community's opinions and views on several themes related to the proposed municipality, especially in relation to the boundary delineation and coverage, the name of the municipality, and considerations on refugee inclusion. Subsequent debates were held at the County Assembly in line with the standing orders of the relevant County Assembly based on the report and the recommendations submitted by the Governor.
4. It is now expected that once the submitted planning report, which has benefited from the critique of the county executive, is adopted and endorsed at the County assembly level, the Governor will confer the municipality status of the proposed urban area.
5. After the County Assembly's approval, a resolution was drafted and forwarded to the County Governor which supported the conferment of Kakuma with the status of a municipality. The Municipality was also granted a charter, which gives guidance on the structure and the functions of the municipality.

The Urban Areas and Cities Act also stipulates that the County shall support in the establishment of a nine member urban board to support the urban management of the municipality through activities that support the provision of infrastructure and basic services to the residents.

Kakuma Municipality takes into consideration the existing refugee settlements, including Kakuma Refugee Camp and Kalobeyei Settlement, meaning that they

are geographically within the proposed boundary. This presents even greater opportunities for better partnership between the Municipality management, the County and National Government, together with the various humanitarian and development partners to localise the Global Compact for Refugees, CRRF, and KISEDIP commitments, especially the whole of government and whole of society approaches for more inclusive service delivery. Through the recent policy transition, the new Refugee Act 2021 and Shirika Plan additionally provide greater opportunity for developing integrated settlements which additionally gives the refugees a chance to participate in sustainable economic, environmental, and social development.

The Kakuma Municipality, being a lower-level governance institution with ability to attract external finance with the support of the County, this will help to offset the financing gaps left by the already plummeting humanitarian and development finance to ensure a strengthened infrastructural development and provision of basic services with both short-term humanitarian considerations while addressing long-term development needs throughout Kakuma Municipality.



Fig. 15: Daily Activity on the Main Road in Kakuma Camp 1 (UN-Habitat, 2023)



Fig. 16: Entrance to Somali Market in Kakuma Camp 1 (UN-Habitat, 2022)



CHAPTER 3: SITUATIONAL ANALYSIS

3.1 Housing, Land and Property

3.1.1 Turkana County

The right to property and access to land is essential and closely connected to realising the right to adequate housing and other guaranteed basic rights and services. Although there is no right to land, per se, in either international or local legal frameworks, Kenyan law upholds the right to property provided for under Article 40 of the Constitution for both citizens and non-citizens. Further, Article 1 of the Universal Declaration of Human Rights (UDHR) emphasises that human beings are born free and equal in dignity and right. Articles 2 and 7 of the UDHR highlight the fact that persons are to enjoy their rights with no discrimination on their background, class, or origin. Also The Refugees Act 2021 has the potential of providing a legal environment for refugees in Kenya to not only survive but to also thrive, if properly implemented.

The existing Kenyan legal framework, however, does not allow refugees to own land except under leasehold tenure not exceeding ninety-nine years (Article 65 of the Constitution of Kenya 2010). Therefore, Refugees in Kakuma Municipality are users of the land with no right to confer or transfer ownership of land. Ownership of the land belongs to the Government of Kenya and the Turkana County community. Given that the Constitution of Kenya 2010 guarantees the right to adequate housing to both citizens and non-citizens, a broad, inclusive, and progressive interpretation of Kenyan law thus entitles refugees to enjoy the basic human right to land and adequate housing. Refugees form part Kenya's population and thus the state has obligations towards them under international, regional, and national law.

Turkana County is the largest county in Kenya and a predominantly pastoralist area with largely communal land tenure.¹¹ It is pivotal to the livelihoods of the local community because it allows mobility of livestock to utilise the expanse of grazing land and water resources from one region to another depending on the season. The region is characterised by Arid and Semi-Arid (ASAL) landscape that exposes the livelihood activities to a significant perennial drought. The livestock sector contributes an estimated 12 percent to the country's GDP and 47 percent to agricultural GDP.¹²

For the past three decades, Turkana County has accommodated refugees from different countries including Somalia, South Sudan, Congo, Ethiopia, Sudan, Rwanda, Eritrea, Burundi, Uganda, among others, a situation that continues to escalate. The impact of growing population has resulted in increased interaction between host communities and refugees with dynamic contribution to socio-cultural and economic pathways in the region. The major impact of this integration is the

issue of conflicts regarding access to local resources such as water and firewood, and notable impacts to environmental degradation in camps, informal land transactions and encroachment disputes.

The land governance aspect can be viewed through many lenses, particularly on access to land, participation, gender equality and sustainable land management practices. According to the survey conducted by UN-Habitat in 2021 in selected zones of Kakuma Camp 1, land and housing challenges were identified as a major source of conflicts, particularly on plot allocation and boundary conflicts within the refugee camp. This situation continues to escalate with an increasing influx of refugees from neighbouring countries. However, the security of tenure in the communal land remains to be improved, including negotiation for expansion to decongest Kakuma Camp 1 in the highly developing area.

The management of the communal lands and its ownership is vested in the county councils until it is fully registered under the Community Land Act of 2016. However, communal land has suffered in the past due to lack of recognition as productive land and was subject to many abuses and fraudulent dealings including subdivisions and illegal transactions without the consent of the community. The community land in Turkana County is currently under pressure with the high number of refugees and the discovery, exploration, and extraction of oil and other minerals, which is attracting investment, growth of infrastructure and related transformation of land governance through a devolved system. The institutional pluralism in the management and administration of community land and public land hosting refugees in Turkana County has not cohesively provided guidance in the decongestion plan of the camps and improving tenure security in the region.

Proper land governance in the ongoing development is necessary for sustainable development of the region, cohesive integration between refugees and host communities and the growth of the municipality. The county approach to land management is currently limited because of an insufficient and outdated inventory system of land and land resources. The new municipality that includes all the refugee settlements in Kalobeyei and Kakuma town may experience land governance challenges without a proper inventory system for land management to guide allocation, planning and development. This is needed to support decision making for expansion of new resettlement areas and improving tenure security.

3.1.2 Kakuma Refugee Camp

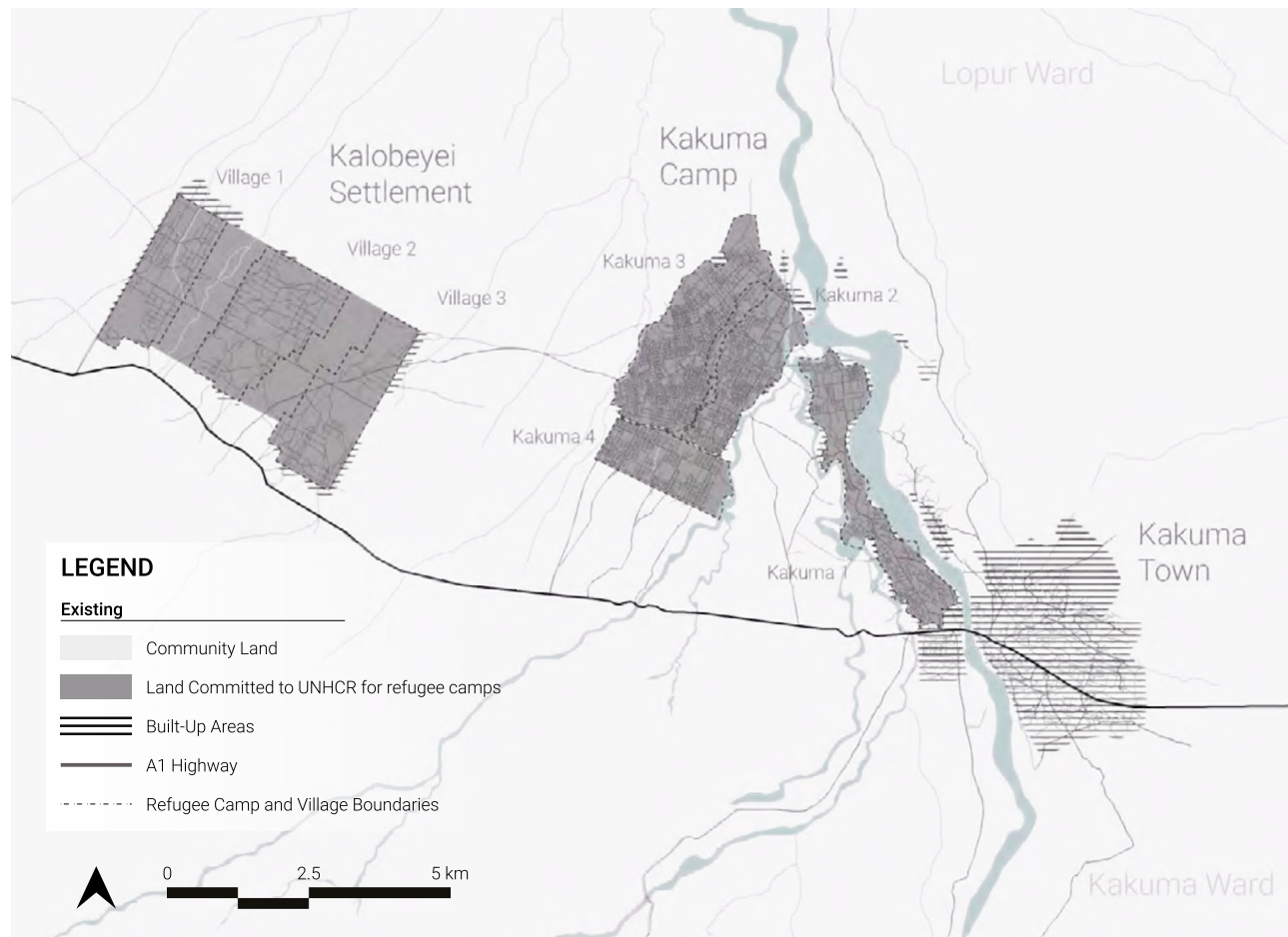
The land that Kakuma Refugee Camp occupies is communally owned but committed to the Government of Kenya and is managed jointly by the government in conjunction with UNHCR (**Map 3**). The camp comprises four parts, namely Kakuma Refugee Camps 1, 2, 3, and 4, surrounded by the host community that immensely shapes their interactions. Several partners are working with the government to support different aspects of social welfare, housing, infrastructure and access to basic service in the camp and promote integration.

UN-Habitat, together with the Global Land Tool Network (GLTN), conducted a socio-economic survey in 2022 to inform development of this regeneration strategy. The analysis of the data provides quite informative findings on the perceptions and aspirations of the refugees including key issues relating to housing, interaction with host community and access to services. The survey covered a section of Kakuma Camp 1, in particular a densely occupied area with busy economic activities and targeted about 1,800 households as a pilot project to evaluate key

issues in the refugee camp. This was done in conjunction with UNHCR that provided the infrastructure for collecting and storing the data. The major findings from the data within Kakuma Camp 1 demonstrated strong interaction with the host community mainly in trade and economic activities, labour and social activities.

Based on these findings, it was also evident that refugees living in Kakuma Camp 1 are challenged by the limited space due to growing families. Others have expanded their spaces to add more housing and also conduct business within the plot of land. The increasing numbers from the different nationalities is also associated with conflicts over access to water points, sharing of available public spaces, boundary disputes, and cultural barriers.

The competition for scarce resources, i.e., houses, plots, food, water, pasture for animals, and limited arable land for cultivation, leads to conflicts. As such, the increasing population in the camp and the restriction placed by the Kenyan Government on the borders of the camp causes conflict among the refugees and at times with the host community. As indicated, housing and plot issues have



Map 3: Kakuma-Kalobeyei Land Use

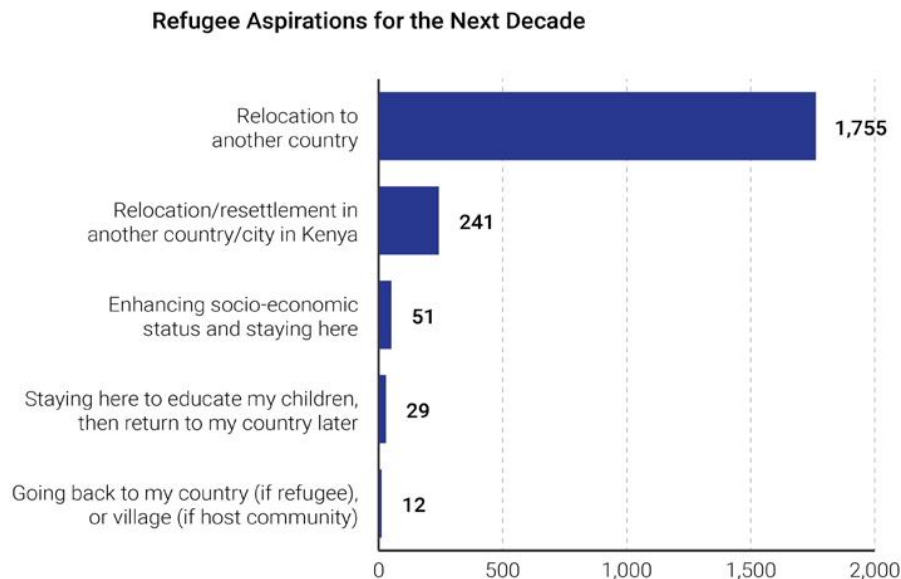


Fig. 17: Refugee Aspirations in the Next Ten Years, As Reported By the Target Population (GLTN, UN-Habitat, 2022)

created dissatisfaction among the refugees on the housing needs. Major reasons for this discontentment is due to the sizes of the houses which are considered small due to the expanding families.

Linking these challenges to survey results regarding aspirations for the future (see **Fig. 17**), it was evident that most refugees wished to be resettled to other countries in the hope for a better future and with the desire to rebuild their lives elsewhere. This could also mean that most of the PoCs in Kakuma Refugee Camp might have specific needs that have not be addressed in the camp where they have sought protection in its current form. Also, about 13% of those enumerated desire to be relocated and resettled in another county or city in Kenya. Less than 1% of the target population wish to go back to their countries of origin. These aspirations could be interrogated further by expanding the scope of the survey to include the entire camp to draw clear findings and reasons for these desires and intentions. It also remains unclear whether these results would change if real changes can be made as a result of municipal conferral and urban regeneration.

In regard to enhancing the regeneration plan, the information gathered in Kakuma Camp 1 contributed to evaluating the priorities in the region based on the aspirations and expectations of refugees. For instance, there were many encroachments on roads and open spaces as refugees are looking to expand their houses. This can be controlled with planning of the settlement

similar to in Kalobeyei Settlement. Challenges of transport in the camp were noted, with about 80% of the refugees who use the service daily hoping it can be improved. With regard to waste disposal, only about 20% of the refugees were satisfied with the current situation. These results gave a glimpse of the dire need for the including a strategy for improving waste management through the regeneration plan and the significant impact that such actions would have on conditions and quality of life in Kakuma-Kalobeyei.

3.1.3 Housing

Access to adequate and affordable housing is key to growth and development of an area as well as the health, safety, and well-being of all residents, including refugees. Over the decades, refugees in Kakuma Refugee Camp have struggled with the poor physical state of their dwelling structures. The often dilapidated condition of the shelters that can be observed throughout the camp has been exacerbated by the protracted situation making provision of adequate shelter in Kakuma Refugee Camp a major need.¹³ As per UN-Habitat's 2022 report, "Socio Economic Development in Turkana West, Kenya, Volume I: Report on Socio- Economic Conditions," only 42% of refugee households have access to adequate shelter.¹⁴ Based on this and other findings, the report clearly indicates that there is a serious need for further interventions focusing on shelter adequacy.¹⁵

Kakuma Camp 1 is the oldest refugee camp and has also been known to be overcrowded and lack well-defined access routes. According to World Bank research, 88% of the poorest refugee households live in overcrowded conditions compared to just 49% of the least poor.¹⁶ Kakuma Camp 1 also lacks an efficient plan and organisation of the settlements. Over the last three decades, since it was first opened, and due to different refugee influxes over that time, refugees have been allocated most of the available open spaces. Erosion and the periodic flooding of the adjacent Tarach River has also forced the relocation of some families along the camp's perimeter. This has also affected access to services, including health and education.

Lack of space to construct new shelters, encampment policy, and an increasing refugee population have negatively impacted on the provision of long term, durable, and accessible housing solutions within the camps. This has resulted in a high need for shelters and has led to localised response mechanisms, such as construction of semi-detached or detached houses which are culturally appropriate to create extra rooms for kitchens or bedrooms.

Research conducted by GLTN in Kakuma Camp 1 indicates that privacy and size of shelters is a significant

challenge. Limited space makes it difficult for the residents of Kakuma Camp 1 to partition their shelters or construct additional rooms for their adolescent boys and girls. However, to accommodate the increasing needs, 31.4% of refugees in Kakuma Refugee Camp and Kalobeyei Settlement have physically modified their shelters to improve their functionality and create extra space for growing families, evolving needs, and small-scale businesses.¹⁷ These modifications have been happening in Kakuma Camp 1 with minimal or no supervision.

The condition of most shelters has deteriorated in terms of quality due to minimal repair and maintenance interventions currently being offered due to limited funding and resources in the camp. Other shelter challenges include lack of privacy due to the shelter size, poor construction materials, and inferior workmanship. These conditions have continuously exposed PoCs to risk of SGBV, harsh climatic conditions, and insecurity. According to GLTN, inadequate housing provision and plot issues are, in addition, a major source of conflict and discontentment for refugees residing in Kakuma Camp 1.

Refugees primarily source their construction materials in areas around the camp. Some of these locally sourced materials have resulted in external conflict between

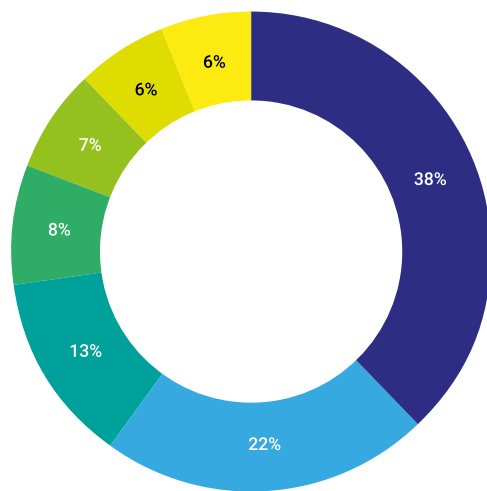


Fig. 18: Traditional Shelters in Kalobeyei Settlement Built By UNHCR (UN-Habitat, 2022)

the host and refugee communities and also led to deforestation. With the host communities being mainly pastoralists, they need to preserve local vegetation because their livestock largely depend on them. Hence, the depletion of tree cover by the refugees puts the host community's livelihood at risk, exposes them to dust storms, encourages drought, increases soil erosion, and reduces shade. Given that erosion is already a major challenge in Kakuma Camp 1, further deforestation is also a major factor for residents of the camp.

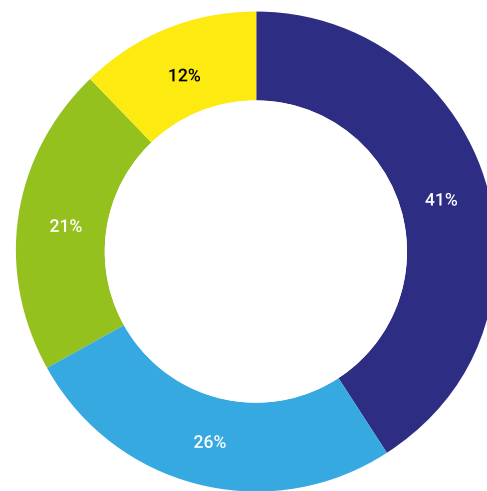
On shelter durability, with an increase in population due to the ongoing influx, focus has shifted from Kakuma Refugee Camp to Kalobeyei Settlement, which has adversely affected its residents according to research. In response, residents of Kakuma Refugee Camp have, over time, consolidated their shelters by individually investing in more durable options and coordinated efforts. This demonstrates the need for strategic interventions to increase the percentage of households living in adequate, accessible, and affordable houses.

A wide range of housing typologies has been observed in Kakuma Refugee Camp, as the old T-shelters have been largely transitioned to semi-permeant shelters with modified walls made of mud, soil bricks, or iron sheets. A majority of the households (41%) in Kakuma Camp 1 occupy shelters constructed of locally available materials such as mud and bricks. This is the most prevalent typology in Kakuma Camp 1, while 12% having access to cinder blocks, as indicated in **Fig. 20**.¹⁸ There are no shelters constructed of stone and mortar in Kakuma Refugee Camp, as the current policy does not allow for permanent housing construction in the camps. As of 2016, corrugated iron sheets were the most common roofing materials in Kakuma as identified by 91%, other material includes canvas and twigs/grass while the floors are usually made of earth or sand. These solutions are not durable, especially considering natural hazards which frequently occur.



- Other housing and plot issues (38%)
- Plot allocated is too small (22%)
- Boundary conflicts (13%)
- Cultural barriers to allocation (8%)
- Encroachment of access roads (7%)
- Threats of eviction (6%)
- Cases of double allocation (6%)

Fig. 19: Existing Conflicts in Kakuma Camp 1 (GLTN, UN-Habitat, 2022)



- Mud Blocks (41%)
- Manyattas (Temporary) (26%)
- Other Tents (21%)
- Cinder Blocks (12%)

Fig. 20: Housing Type in Kakuma Camp 1 (GLTN, UN-Habitat, 2022)

Table 7: Primary Construction Materials of Shelters

Part	Construction Materials	Host (Turkana)	Host (Migrant)	Refugees
Floor	Earth	49.6%	22.2%	83.6%
	Cement	48.8%	77.8%	11.8%
	Tiled	1.6%	0.0%	0.0%
	Carpet	0.0%	0.0%	4.6%
Roofing	Iron Sheets	75.2%	100.0%	94.6%
	Thatch	8.8%	0.0%	2.8%
	Canvas	2.4%	0.0%	0.9%
	Polythene Paper & Recycled Materials	13.6%	0.0%	1.7%
Wall	Quarry Stone	11.2%	44.5%	14.8%
	Iron Sheet	32.0%	33.3%	19.9%
	Wood	2.4%	0.0%	0.5%
	Soil Bricks	0.8%	0.0%	32.9%
	Polythene Paper & Recycled Materials	13.6%	0.0%	1.9%
	Earth Mud	38.4%	22.2%	20.7%
	Canvas (Tent)	0.8%	0.0%	9.3%
	Thatch	0.8%	0.0%	0.0%

Source: UN-Habitat, Turkana West Field Survey, 2020



Fig. 21: Basic Shelters in Kakuma Camp 1 (UN-Habitat, 2023)

3.2 Population and Density

Population

Kakuma Camp 1 is the oldest and most established of all four camps in Kakuma, being the first refugee camp built in Kakuma. It was established in 1992 after the closure of the Lokichoggio refugee camp, which was formed to accommodate Sudanese refugees. Kakuma Refugee Camp has a total current population of 193,776 refugees,¹⁹ with Kakuma Camp 1 accounting for 35% of this population with 69,875 refugees.²⁰ Kakuma Camp 1 is the most highly populated and densest of all Kakuma Refugee Camps.

For Kakuma Camp 1, 47% of refugees are female and 53% are male,²¹ which differs from the camp average of 54% female and 46% male.²² Throughout all of Kakuma Refugee Camp, UNHCR has reported that there are approximately 14,884 refugees living with disabilities, with 51% being female and 49% being male.²³ Based on the population distribution of the camps in Kakuma, there would be an estimated 5,660 refugees living in Kakuma Camp 1 with disabilities, which is approximately 8% of Kakuma Camp 1’s population.

Ethnicities

Kakuma Camp 1 is home to a number of different nationalities and ethnicities. The camp’s demographic breakdown indicates that most refugees are from South Sudan (63%), Somalia (18%) and Ethiopia (6%).²⁴ There are also refugees in Kakuma Camp 1 from the Democratic Republic of the Congo (DRC), Sudan and Burundi among others. The presence of the different ethnic groups in Kakuma Camp 1 coupled with the length of time the camp has been established, gives the camp a unique cultural heritage, and emerges through the diverse restaurants and vibrant markets that exist

in the camp. The various ethnic groups within the camp have become clustered in certain areas, likely due to cultural, religious and language similarities. These ethnic neighbourhoods are quite deeply established and provide strong community and economic networks.

Density

Internally, Kakuma Camp 1 is divided into four zones and further into sub-blocks. Zone 1 is in the south of the camp and consists of 12 blocks, Zone 2 forms the central portion with 15 blocks, while the North of the camp is divided into Zone 3 on the northwest and Zone 4 on the northeast. Zones 3 and 4 are composed of ten and six blocks respectively.

With an area of 3.2 km² and a population of 69,875, Kakuma Camp 1 has an average population density of 21,500 people per km² or 215 people per hectare. This density isn’t evenly distributed however, as shown in **Map 4** with Zones 1 and 2 containing the highest densities around the Somali Market area.

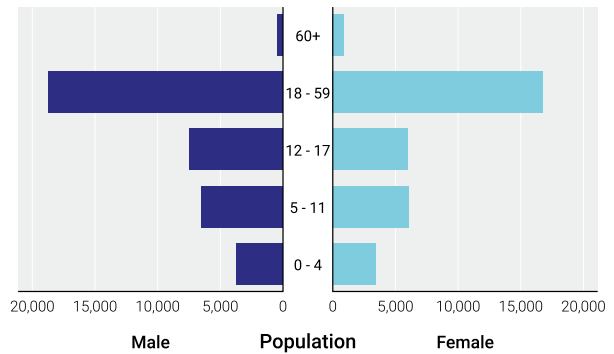


Fig. 22: Population pyramid for Kakuma Camp 1 (UNHCR, 2022)

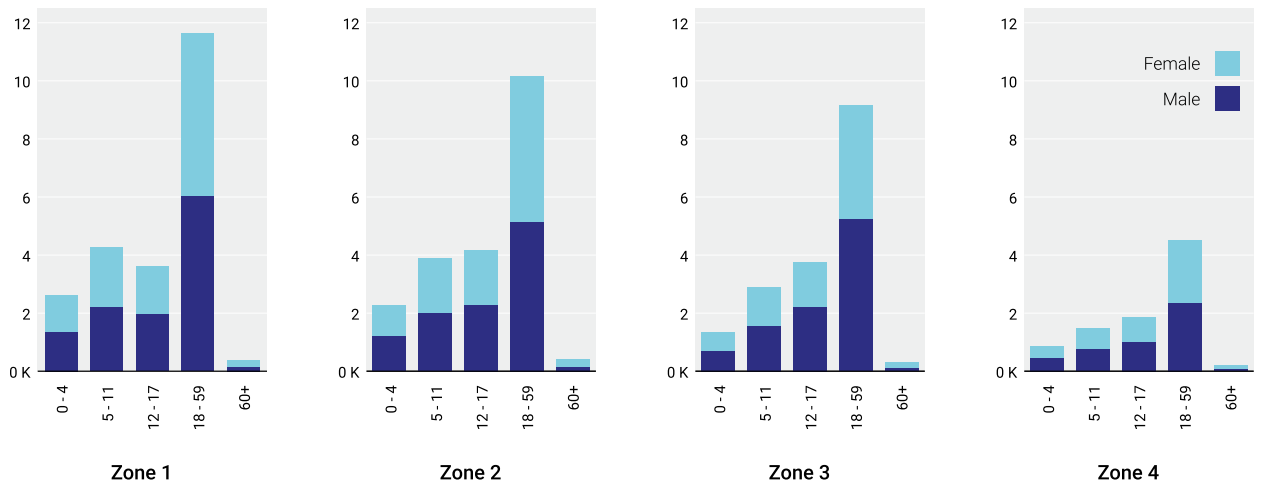


Fig. 23: Population of Kakuma Camp 1 by Zone (UNHCR, 2022)

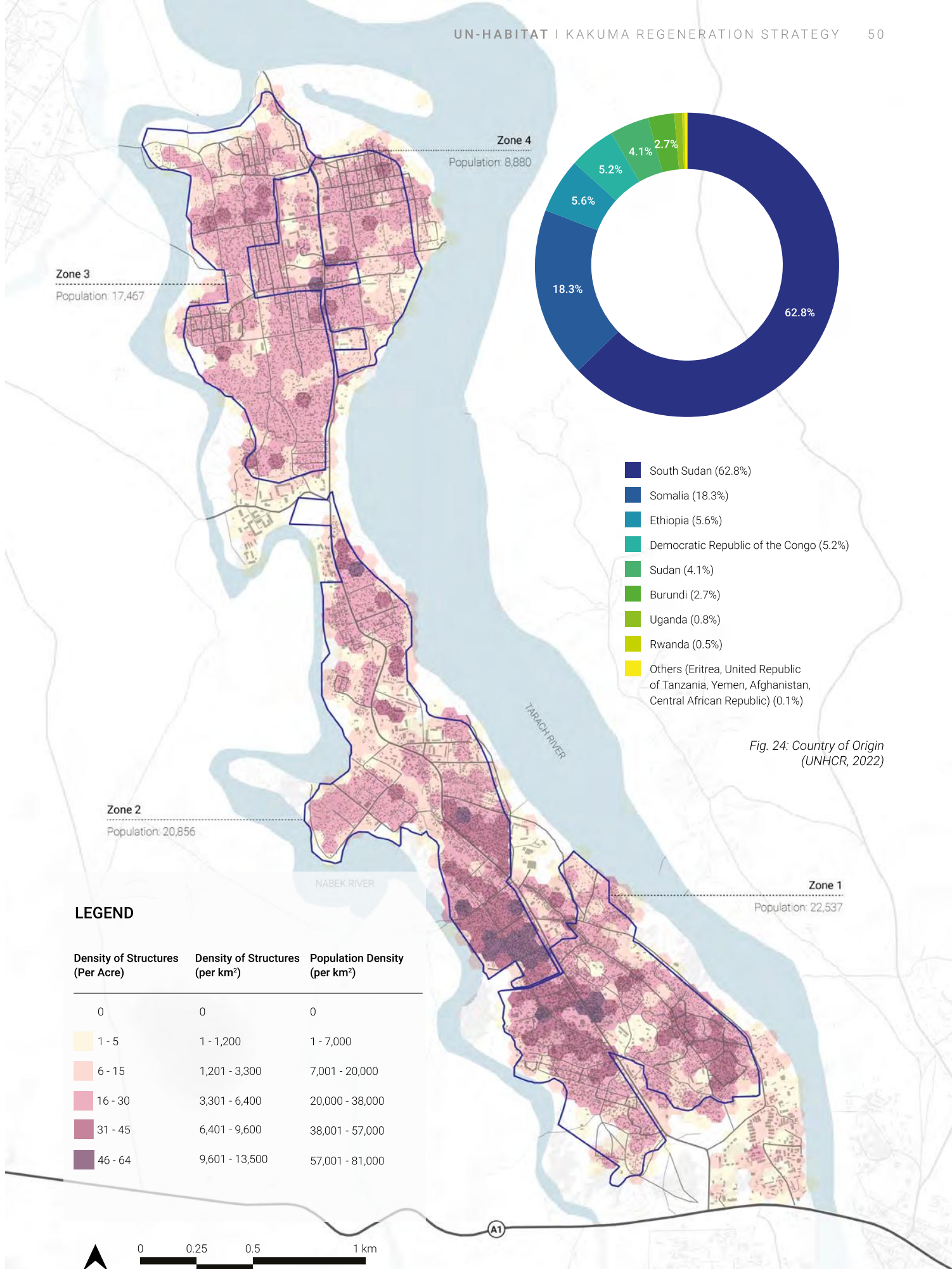


Fig. 24: Country of Origin (UNHCR, 2022)

Map 4: Density of Structures in Kakuma Camp 1

3.3 Local Economic Development

3.1.1 Nature of Business in Kakuma

The majority of enterprises in Turkana West are informal MSMEs,²⁵ but significantly, these provide an alternative income source given the limited livelihood opportunities and inaccessible employment. A recent report shows that approximately 45% of refugee and host community households in Turkana West engage in business as a source of income in addition to the humanitarian assistance that refugees receive periodically.²⁶

Despite facing challenges in infrastructure development and accessibility, a vibrant and thriving informal economy has developed within Kakuma Refugee Camp, with strong linkages to existing host community markets. In 2018, it was estimated that Kakuma Refugee Camp had more than 2,000 businesses operating informally while there are four major market areas and numerous smaller market areas.²⁷ Of these, Somali Market and Ethiopia Market, two of the largest markets in the camps, are located in Kakuma Camp 1. However, most of these markets remain informal, with each trader responsible for cleanliness, waste management, and latrine, water, and power supply.

Access to formal capital is limited, with most businesses established through personal funds or family financial support. Other sources of initial capital include micro-finance, SACCOs, NGOs, and table banking. Access to capital from commercial banks is minimal, with lack of collateral, documentation, and high interest rates being critical impediments.

Women in Kakuma Refugee Camp are less likely to be entrepreneurs compared to men due to social factors and limited access to education. Women entrepreneurs are

less likely to register their businesses and have smaller businesses with lower initial investment. However, they show interest in developing small business management and financial literacy skills to support them mostly in self-employment.²⁸

Kakuma Camp 1's public markets, including Somali Market, Mogadishu Market, Ethiopian Market, and Hong Kong Market, are crucial for MSMEs in the area. However, these markets face challenges such as overcrowding, poor accessibility, and flooding due to rapid population growth. Most markets lack adequate infrastructure, which can expose users to hazards.²⁹

Poor waste management systems, inadequate storage, and periodic floods also pose challenges. Studies have shown that there is a need to construct new markets or improve existing facilities to ensure a safe environment for vendors and shoppers. Poor transport connectivity is a major challenge with poor streets network hindering market accessibility both externally and internally.

3.3.2 Agriculture Economy

There is minimal agriculture present directly within Kakuma Camp 1, predominantly due to high densities and lack of available land in this camp, in particular. There are however some farms located in the northern area of Kakuma Camp 1, near K1 Z3 B9. These farms are located on flood prone land that would not be suitable for settlement or infrastructure. This agricultural land is utilised and operated by refugees who also lease out the plots to other refugees throughout the year.

Agriculture is one of the key sectors that will need to be improved in order to increase self-sufficiency of the entire

	Community	Self-Proprietorship	Cooperative	Partnership	Family Business	Other
Refugee		85.7%	1.3%	3.2%	9.1%	0.6%
Host		86.9%	1.5%	3.1%	8.5%	0.0%

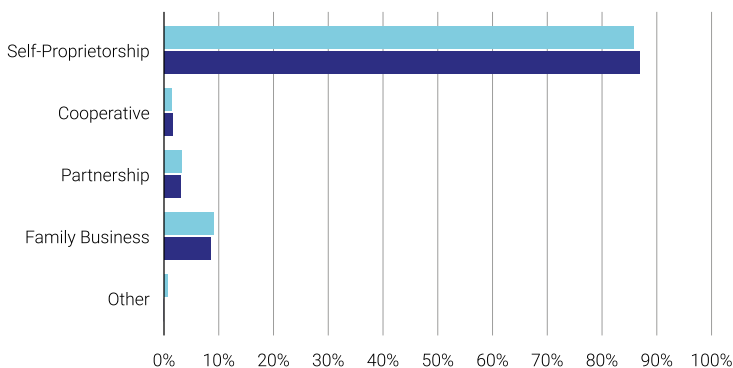


Fig. 25: Business Ownership (UN-Habitat, 2022)

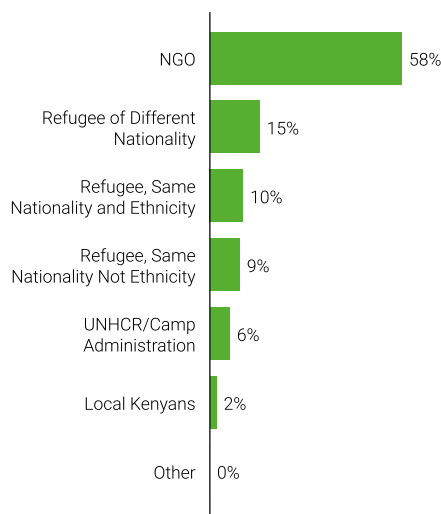
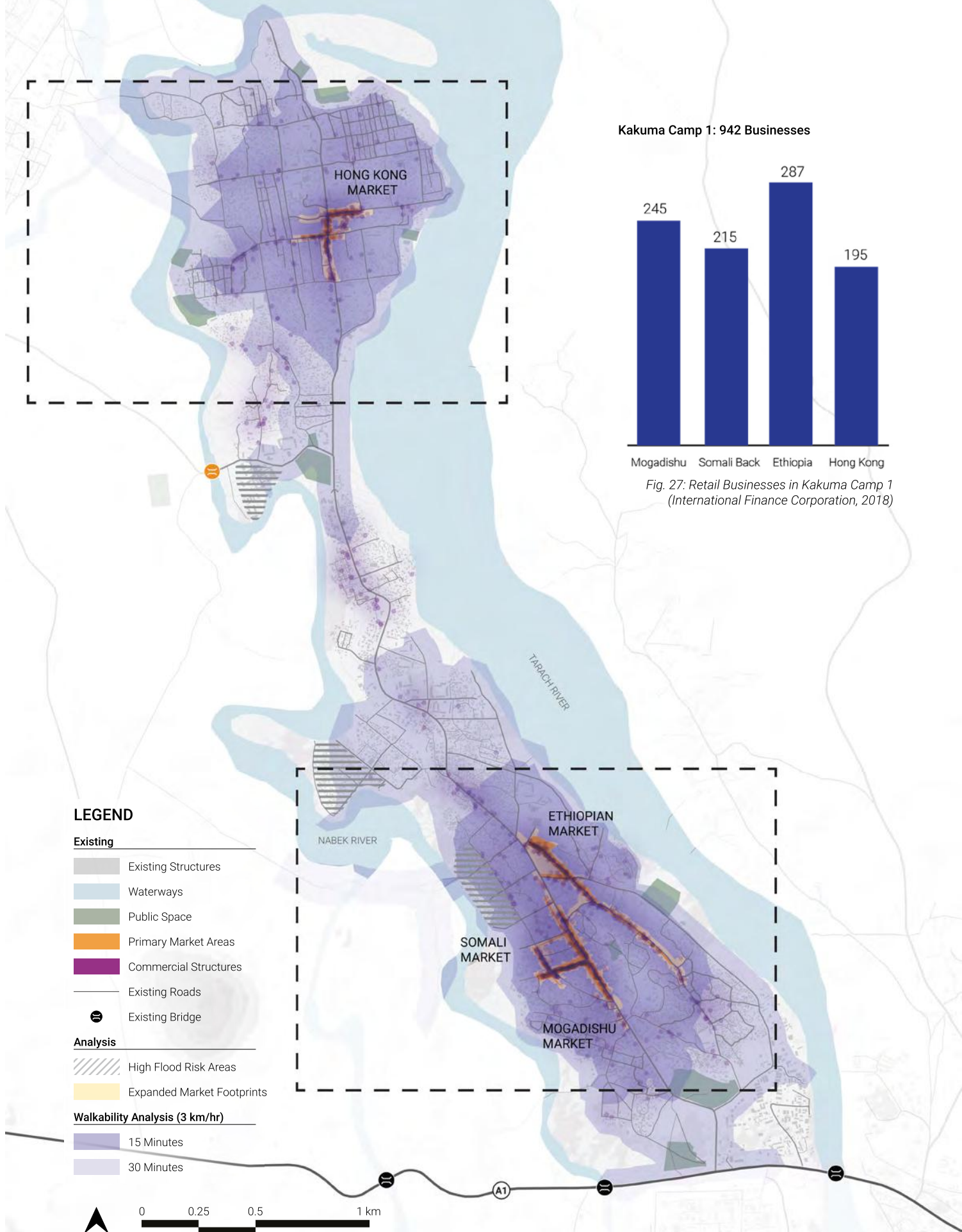


Fig. 26: Main Employers In The Camp (International Finance Corporation, 2018)



Kakuma Camp 1: 942 Businesses

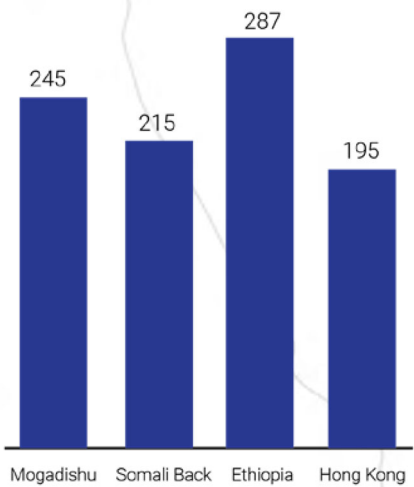


Fig. 27: Retail Businesses in Kakuma Camp 1 (International Finance Corporation, 2018)

LEGEND

- Existing**
- Existing Structures
 - Waterways
 - Public Space
 - Primary Market Areas
 - Commercial Structures
 - Existing Roads
 - Existing Bridge
- Analysis**
- High Flood Risk Areas
 - Expanded Market Footprints
- Walkability Analysis (3 km/hr)**
- 15 Minutes
 - 30 Minutes



Map 5: Market Accessibility Analysis in Kakuma Camp 1

refugee population. Increased agricultural production is needed to reduce refugees' reliance on UNHCR rations. Kakuma Camp 1 does not have the land available to invest in large-scale agricultural production, but there are opportunities for investment in small-scale agriculture such as kitchen gardens or even small-scale poultry farms which are being trialled in Kalobeyei Settlement.

Expansion of agricultural activities within Kakuma Camp 1, as well as within the other refugee settlements, would create job opportunities, decrease the current high cost of vegetables being imported from Kitale, and most importantly, improve self-sufficiency by reducing reliance on humanitarian aid. This could also open up new opportunities for trade between the refugee and host communities, through identifying and producing crops that are in demand in the local community which would also be suitable for the semi-arid climate, such as tomatoes. In addition, many refugees were farmers in their home countries, so many already have the skills and experience to engage in agricultural activities.

According to a 2021 UNHCR survey, food insecurity is a major threat in Turkana County for both refugees and the host community, especially during the ever more common periods of drought or reduced rainfall. Given that much of Kakuma-Kalobeyei's food supply is purchased from

Kitale and other areas and resold locally, the risk of food insecurity is compounded by the prevailing conditions of low income and poverty. Water scarcity in the area is also seen as the greatest barrier to agricultural production for both subsistence food production and agri-businesses. During a UN-Habitat socio-economic survey conducted in 2021, an agricultural officer highlighted that food insecurity in the sub-county has led to malnutrition, but value chain promotions and programmes could meaningfully improve the situation in the region.

3.3.3 Summary of Key Emergent Issues

Inadequate Market Facilities and High Demand for Trading Space: Generally the markets in Kakuma Camp 1 are overcrowded. Most traders have resorted to building temporary stalls to display their products creating informality in the markets. Available parking areas and streets within the markets have been encroached by hawkers and traders.

Informal Market Management System: Most of the markets are informal, and traders are responsible for management of the markets. There is no defined structure of management, and therefore each trader is responsible for ensuring cleanliness and management of waste within their area of operation. Traders are also

Table 8: Analysis of Services and Facilities in Ethiopia and Somali Markets

Service or Facility	Services in Selected Markets (Cost)		Additional Comments
	Ethiopia Market	Somali Market	
Water Supply	Shared Water Tap (Free)	Individual Arrangements (Free)	
Wastewater/Sewerage	Individual Arrangements	Private	Grey water is directed to the back streets and also dumped into the road
Public Toilets	Private (Free)	Private (Free)	Each trader has their own arrangements with those in the restaurants business having to construct one at the rear end of their premises for their customers.
Electricity	Not Indicated	Independent Power Producers (IPP)	
Garbage Collection and Disposal	Indiscriminate dumping near the Tarach River	Indiscriminate dumping near the Tarach River	Major challenge
Slaughter Slabs	None	None	
Storage Facility	None	None	
Parking/Loading Facility	None	None	
Constructed Stalls	None	None	
Market Office	None	None	

Source: UN-Habitat, "Turkana West Socio-Economic Development: Settlements and Markets Profiles," 2021 (Draft)



responsible for their own toilet facility, water, power, and supply of any service that they might require for their operation. In this setup, the county government does not collect any fees.

Reliance on External Suppliers: Traders get their produce from farmers within the county, and also from the neighbouring counties of West Pokot, Trans-Nzoia, Bungoma, and Uasin-Gishu county with Kitale as a major supply market. The traders also source their products from Uganda in Lira, Moroto and Kotido urban centres.

Logistics: The common form of transportation for most products to the market is through trucks. The use of motorbikes and 'probox' is common for short distances from one market to another as traders transport goods from the wholesalers or from the intermediary to the neighbourhood markets. Traders sometimes have informal organisations with suppliers from other counties who hire one vehicle to transport their products to the market directly. The main transporters identified in Turkana west include Dayah, Nikon, and Eldoret Express.

Infrastructure: Most of the limited infrastructure in the markets is insufficient and because existing facilities are overcrowded, there is a need to provide more stalls for the traders. Waste management and sanitation in the market is a big challenge, with few toilets being shared among the traders and buyers and no water to ensure good hygiene and maintain sanitation standards. Refrigeration is a challenge which results in significant losses for perishable goods. Many of the traders have resorted to using the open-air market, streets, and parking spaces due to shortage of stalls.

Safety: A lack of streetlights, poor quality roads, and lack of pedestrian footpaths contribute to a lack of pedestrian safety within the camp's major markets, especially for vulnerable groups such as women, children and the disabled.



Fig. 28: Agricultural Activities Near Kakuma Camp 1 (UN-Habitat, 2022)



Fig. 29: Somali Market in Kakuma Camp 1
(UN-Habitat, 2022)

3.4 Public Facilities

3.4.1 Health Facilities

There are only three public health facilities located in Kakuma Camp 1, the largest being Kakuma IRC Main Hospital (also referred to as Clinic 1) which has 16 staff and 30 beds. Kakuma IRC Hospital is centrally located in the camp and is the only health facility in Kakuma Camp 1 which provides hospital beds that allow admission for overnight treatment. Essentially, there are 30 hospital beds available to serve Kakuma Camp 1's 69,900 refugees;³⁰ 1 hospital bed for every 2,330 refugees. Hence, many Kakuma Camp 1 residents travel to Ammusait General Hospital (Clinic 7) in Kakuma Camp 4 as this facility has 180 beds and 61 staff in spite of this hospital being over 6 kilometres away. Travel from Kakuma Camp 1 to Kakuma Camp 4 is often difficult during the rainy seasons due to inundated and poor quality roads. There is a lack of efficient public transport to connect the camps in Kakuma other than boda bodas. This makes travel prohibitive for the sick, elderly, disabled and expectant mothers. Therefore, road upgrades and establishment of a public transport network would significantly improve refugee's access to health infrastructure.

3.4.2 Education Facilities

Although most refugees in Kakuma Refugee Camp have attended school at least once in their lifetime, education attainment is below the Kenya national average, especially for women and girls.³¹ There is a direct link between lack of education and unemployment. Research supports that of the refugees in Kakuma-Kalobeyei who indicated that they were unemployed, 65% had received no schooling, compared to only 20% of employed refugees interviewed.³²

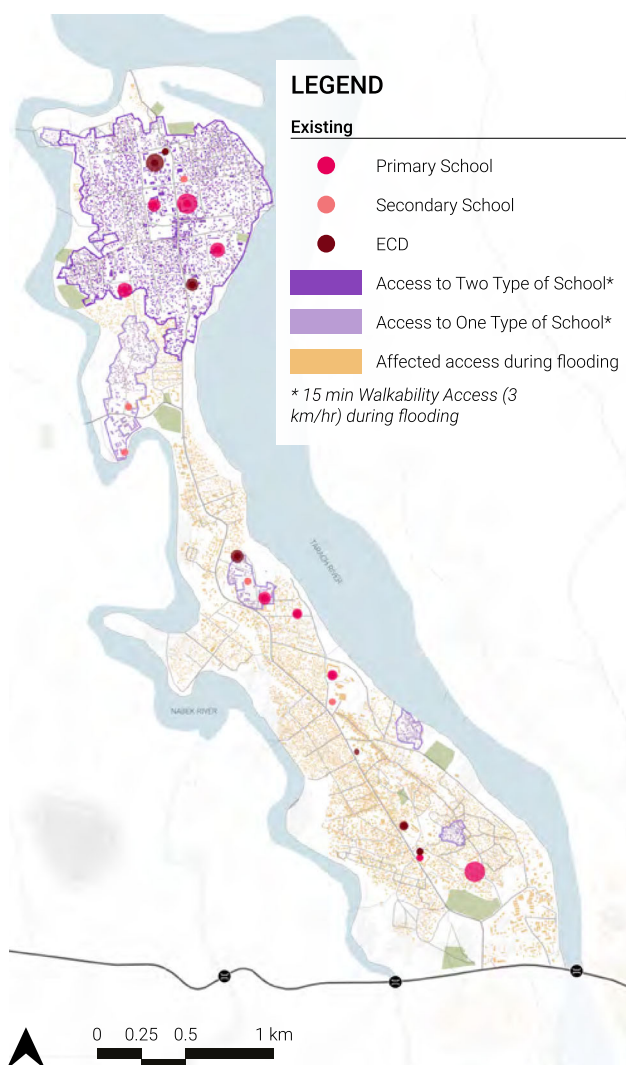
Women and girls have low levels of education attendance in Kakuma Camp 1 compared to men and boys. This gender gap in education is influenced by restrictive gender norms limiting women's and girls' engagement in education, coupled with inaccessibility of schools and poor economic conditions. The issue of overpopulated schools is also evident by higher teacher to student ratios that affects the quality of education offered to the pupils and students.

Of all the camps in Kakuma, Kakuma Camp 1 has the greatest concentration of ECD, primary and secondary school facilities, and overall Kakuma Refugee Camp has greater access to education facilities compared to Kalobeyei Settlement. However, the education facilities in Kakuma Camp 1 are under-resourced, overcapacity and vulnerable to environmental risks such as flooding.

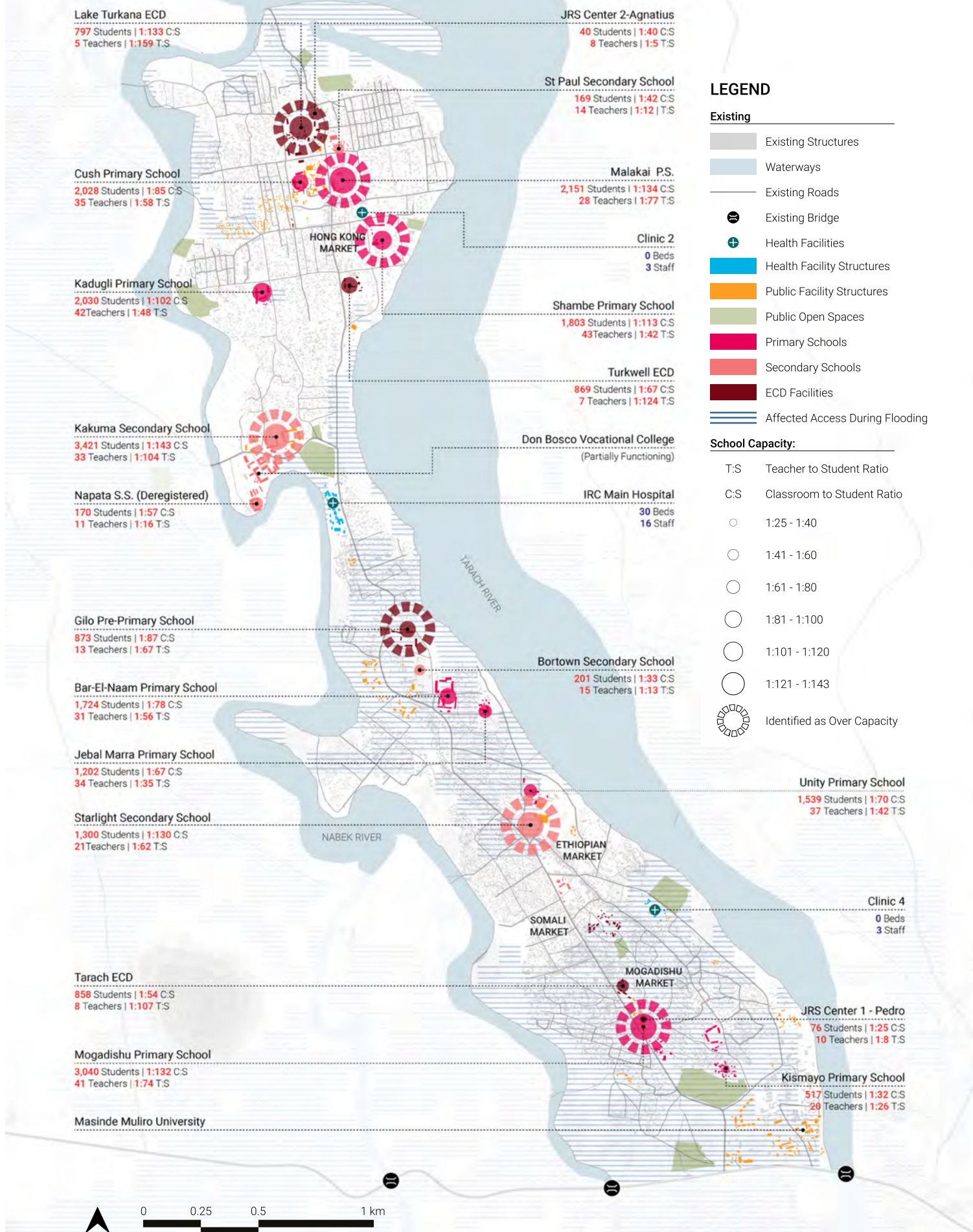
Early Childhood Development

There are 6 Early Childhood Development (ECD) centres (also referred to as Pre-Primary Schools or pre-schools) in Kakuma Camp 1. There is a stark divide in the capacity of the ECD facilities, with 4 of the 6 ECD centres having close to 800 or above students (Lake Turkana ECD (797), Turkwell ECD (869), Gilo ECD (873) and Tarach ECD (858)), while the remaining two ECDs have significantly less students (JRS Daycare Centre 1 Pedro (76) and JRS Daycare: Centre 2 Agnatus (40)).

As indicated in the 2002 draft Physical Planning Handbook, produced by Kenya's Ministry Of Lands and Settlement, it is recommended that one ECD/Pre-primary school should be provided for every 2,500 population, which would require 28 ECD facilities in just Kakuma Camp 1, leaving a deficit of 22 ECD facilities.³³ In addition, the classroom to student ratios of the ECD centres in Kakuma Camp 1 are relatively high. The Kenya



Map 8: Kakuma Camp 1 School Opportunity Index



Lake Turkana ECD
 797 Students | 1:133 C:S
 5 Teachers | 1:159 T:S

JRS Center 2-Agnatius
 40 Students | 1:40 C:S
 8 Teachers | 1:5 T:S

Cush Primary School
 2,028 Students | 1:85 C:S
 35 Teachers | 1:58 T:S

St Paul Secondary School
 169 Students | 1:42 C:S
 14 Teachers | 1:12 T:S

Kadugli Primary School
 2,030 Students | 1:102 C:S
 42 Teachers | 1:48 T:S

Malakai P.S.
 2,151 Students | 1:134 C:S
 28 Teachers | 1:77 T:S

Kakuma Secondary School
 3,421 Students | 1:143 C:S
 33 Teachers | 1:104 T:S

Clinic 2
 0 Beds
 3 Staff

Shambe Primary School
 1,803 Students | 1:113 C:S
 43 Teachers | 1:42 T:S

Napata S.S. (Deregistered)
 170 Students | 1:57 C:S
 11 Teachers | 1:16 T:S

Turkwell ECD
 869 Students | 1:67 C:S
 7 Teachers | 1:124 T:S

Don Bosco Vocational College
 (Partially Functioning)

IRC Main Hospital
 30 Beds
 16 Staff

Gilo Pre-Primary School
 873 Students | 1:87 C:S
 13 Teachers | 1:67 T:S

Bortown Secondary School
 201 Students | 1:33 C:S
 15 Teachers | 1:13 T:S

Bar-El-Naam Primary School
 1,724 Students | 1:78 C:S
 31 Teachers | 1:56 T:S

Jebel Marra Primary School
 1,202 Students | 1:67 C:S
 34 Teachers | 1:35 T:S

Unity Primary School
 1,539 Students | 1:70 C:S
 37 Teachers | 1:42 T:S

Starlight Secondary School
 1,300 Students | 1:130 C:S
 21 Teachers | 1:62 T:S

Clinic 4
 0 Beds
 3 Staff

Tarach ECD
 858 Students | 1:54 C:S
 8 Teachers | 1:107 T:S

Mogadishu Primary School
 3,040 Students | 1:132 C:S
 41 Teachers | 1:74 T:S

JRS Center 1 - Pedro
 76 Students | 1:25 C:S
 10 Teachers | 1:8 T:S

Masinde Muliro University

Kismayo Primary School
 517 Students | 1:32 C:S
 20 Teachers | 1:26 T:S

LEGEND

Existing

- Existing Structures
- Waterways
- Existing Roads
- Existing Bridge
- Health Facilities
- Health Facility Structures
- Public Facility Structures
- Public Open Spaces
- Primary Schools
- Secondary Schools
- ECD Facilities
- Affected Access During Flooding

School Capacity:

- T:S Teacher to Student Ratio
- C:S Classroom to Student Ratio
- 1:25 - 1:40
- 1:41 - 1:60
- 1:61 - 1:80
- 1:81 - 1:100
- 1:101 - 1:120
- 1:121 - 1:143
- Identified as Over Capacity



Map 9: Public Facilities in Kakuma Camp 1

Ministry of Education indicates that pre-primary centres have a recommended classroom to student ratio of 1:78,³⁴ of which both Lake Turkana ECD and Gilo Pre-Primary schools exceed at 1:133 and 1:87 respectively. This indicates that these facilities are significantly over capacity as ECD centres are intended for children below the age of 5 and a lower teacher to student ratio indicates increased contact between the teacher and child, hence improved care and education.

The ECD centres are not evenly distributed throughout the camp, and Zone 1 of Kakuma Camp 1 is particularly lacking in ECD facilities, especially considering the high population density of this zone. ECD centres are essential in providing educational and social foundations for children before entering primary school and improving language skills, in addition to providing support for refugee children who may have experienced trauma. ECD centres also give parents, particularly mothers, the time and opportunity to undertake employment opportunities to help them meet their other needs.

Primary Schools

There are nine primary schools in Kakuma Camp 1. Based on Kenya Municipal Standards, one primary school should be provided for every 3,500 population, which would require 20 primary schools for Kakuma Camp 1, resulting in a deficit of 11 facilities. There is generally a good distribution of primary schools throughout Kakuma Camp 1, with most of the schools located along the camp's main road and within a cluster of primary schools located around the Hong Kong Market area (Zones 2/3). There are however gaps in provision, with only two primary schools located in the densest area of the camp near Somali and Ethiopian Markets.

The Kenya Ministry of Education's 2019 'Basic Education Statistical Booklet' indicates that the national average class size for primary schools is 40 students per class, and all primary schools within Kakuma Camp 1 significantly exceed this recommendation. Malakal, Mogadishu and Shambe Primary Schools have the highest classroom to student ratios (1:134, 1:132 and 1:113 respectively), indicating that these facilities are over capacity and in need of expansion.

Secondary Schools

There are four secondary schools in Kakuma Camp 1. Kenya Municipal Standards recommends 1 secondary school per 8,000 population, resulting in a recommendation of 9 secondary schools and the current provision having a deficit of 5 secondary facilities.

A large part of Napata Secondary School was closed at the end of 2021 due to flooding and erosion damage, and it is no longer listed as an official school. Many of the students from Napata had to be integrated into Kakuma Refugee Secondary School, putting additional pressure on this school's resources and teachers. Currently, Napata Secondary School has the capacity to run only a few classes. Brightstar Secondary School was established near the WFP Distribution centre as an extension of Kakuma Refugee Secondary School.

The Kenya Ministry of Education 'Basic Education Statistical Booklet' 2019 indicates that the national average class size for secondary schools is 45 students per class. Both Kakuma Refugee Secondary School and Starlight Secondary School significantly exceed this with classroom to student ratios of 1:143 and 1:130 respectively. These two secondary schools are most in need of expansion to reduce demand on their existing facilities. Unfortunately Kakuma Refugee Secondary

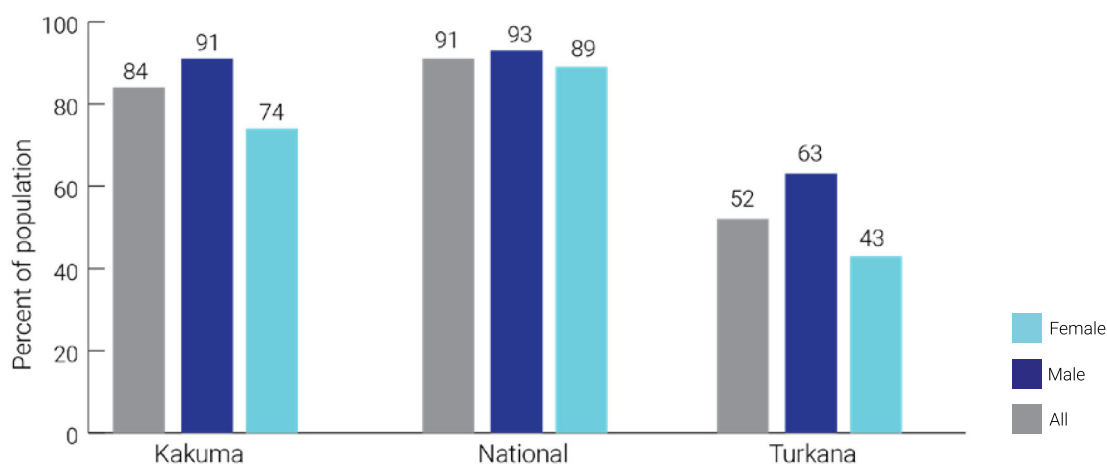


Fig. 30: Distribution of Population Who Have Ever Attended School (4+)



*Fig. 31: Flooded School Compound at Gilo ECD
(UN-Habitat, 2023)*

School is also under threat to floods during the rainy seasons.

In terms of accessibility to secondary education, an additional secondary school near Hong Kong Market would significantly improve overall accessibility to secondary education in the northern area of the camp and would be appropriate as many primary schools are already located in this area. An easily accessible secondary school would assist in improving primary to secondary school transition rates for refugee students, which is a particular issue especially for female students in Kakuma Refugee Camp. Many refugee children do not continue their education because of issues including pregnancy, marriage, lack of money to pay for school supplies, overcrowding of facilities and the need to work to earn money for their families.³⁵ There are also cultural issues of some families not wanting to send their daughters to mixed secondary schools, and there being no girls secondary schools available in Kakuma Camp 1.

Tertiary Facilities

There is only one tertiary facility in Kakuma Camp 1, Don Bosco Vocational College. Don Bosco has an annual

enrolment of 3,000 students across all their programmes, however the dropout rate is significant, being between 500-700 annually. Don Bosco offers classes in carpentry, agriculture, welding, vehicle repairs, computer science and tailoring. Unfortunately, some of the facilities in Don Bosco are located in a flood vulnerable area and the college has suffered significant damage including losing 3 workshops. This damage has caused the college to be in the process of relocating to its other branch Kakuma Town. The relocation of Don Bosco College to Kakuma Town improves the host community's access to tertiary education, but reduces refugee access.

Masinde Muliro University is an additional tertiary facility that is located outside of Kakuma Camp 1 but is in close proximity. It opened in 2016 and comprises both permanent and semi-permanent facilities. The Masinde Muliro University - Kakuma Campus has an enrolment of 400 students and the facilities consist of 4 classrooms, a computer lab and a hall. Courses offered are in IT, social work, disaster management, business and education (specifically ECD and primary school training), offering certificate, diploma, degree and masters programmes in these areas.

3.5 Infrastructure and Basic Services

Kakuma Refugee Camp has grown quite organically over the years to accommodate natural population growth of the refugees and new influxes over the decades. This is particularly apparent in Kakuma Camp 1 which was the first refugee camp to be established in Kakuma, and at the time it was not anticipated that the refugee camp would both still exist in 2023 and be home to almost 70,000 refugees. This lack of planning during the camp's inception has led to significant issues with overcrowding, congestion and insufficient basic services provision. Having areas of unsustainably high-density does not allow for dignified living conditions, exacerbates potential public health and socio-economic risks and puts additional pressure on the infrastructure and services in those areas.

Road Infrastructure

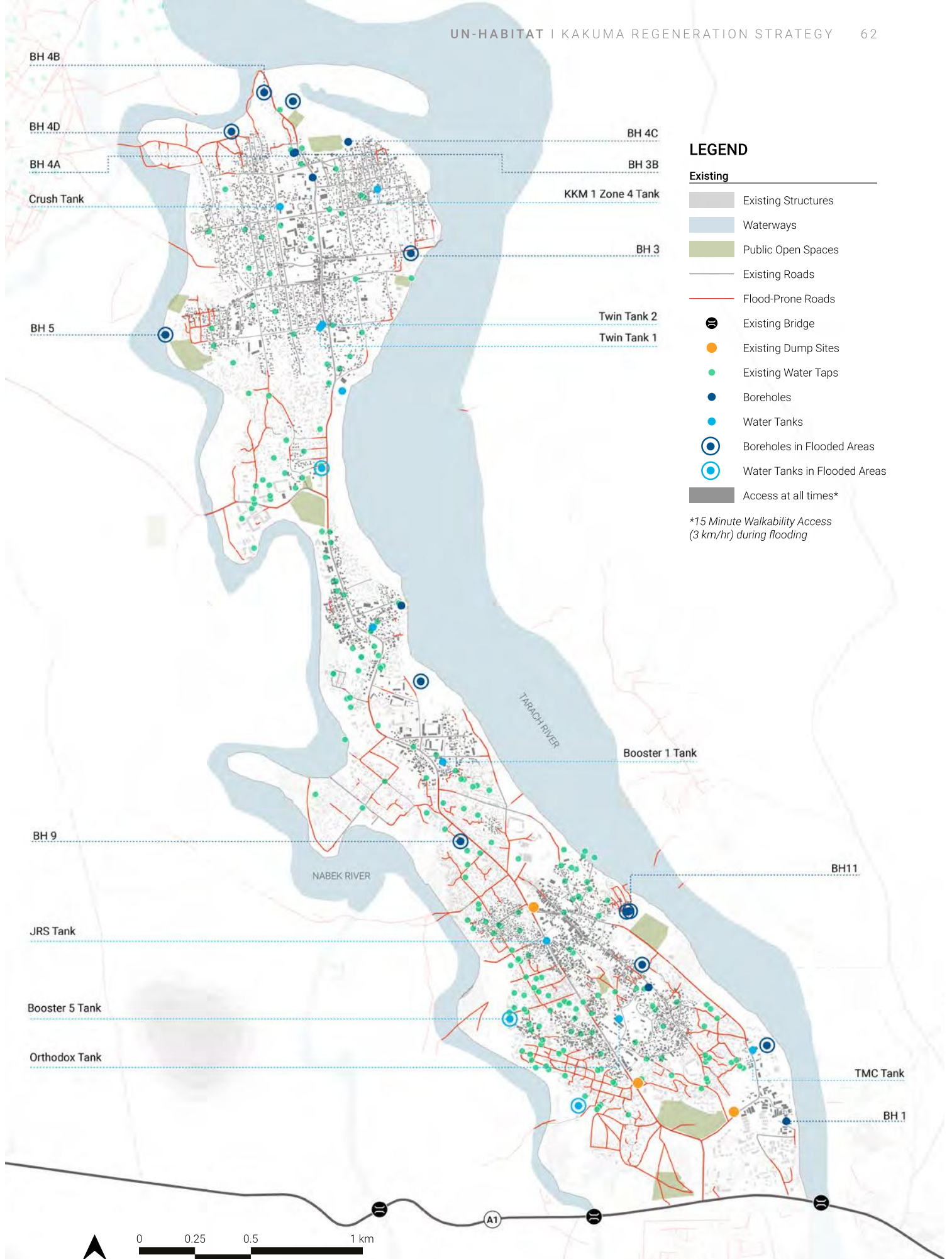
The accessibility and connectivity of Kakuma Camp 1 represents a crucial component in the development of the settlement. Indeed, achieving a well-connected and integrated urban settlement represents the basis for a

sustainable future. Efficient connectivity and accessibility can ensure community well-being as well as provide opportunities for economic and social development. Unfortunately, several factors are preventing growth both at the settlement and at a wider scale, impeding travel and access to essential services as well as preventing economic development opportunities. On a local scale, the main factors influencing the camp's accessibility and connectivity are:

- **Absence of road hierarchy:** Currently, there is no formal hierarchy of roads in Kakuma Camp 1, making them all equally usable by vehicles or pedestrians without distinction or reserved lanes. This makes circulation chaotic and unsafe, especially in predominantly pedestrian areas such as markets. In order to make Kakuma Camp 1 safer and more accessible, there is a need to establish a localised road hierarchy. In addition, there are no dedicated truck loading/unloading areas within Kakuma Camp 1's markets, meaning that trucks have to unload and block the busy market streets.



Fig. 32: Flooded Section of Ethiopian Market Street (UN-Habitat, 2022)



LEGEND

Existing

- Existing Structures
- Waterways
- Public Open Spaces
- Existing Roads
- Flood-Prone Roads
- Existing Bridge
- Existing Dump Sites
- Existing Water Taps
- Boreholes
- Water Tanks
- Boreholes in Flooded Areas
- Water Tanks in Flooded Areas
- Access at all times*

*15 Minute Walkability Access (3 km/hr) during flooding

Map 10: Infrastructure and Basic Services in Kakuma Camp 1

- Absence of water drainage systems in highly flood-prone areas: Most of Kakuma Camp 1, given its location nestled between Tarach River and Nabek Lagga, is exposed to frequent flooding when the rainy seasons occur. During floods, impassable roads cause major disruptions and hinder access to basic services such as schools, hospitals or water distribution points.
- Absence of tarmacked roads: While the A1 Highway adjacent to Kakuma Camp 1 is tarmacked, all roads within Kakuma Camp 1 are only earthed (dirt roads). The absence of tarmac makes the roads susceptible to degradation and difficult to traverse in particular for pedestrians and cyclists.
- Absence of a dedicated pedestrian and cycle network system. Although much of the movement within Kakuma Camp 1 is by foot or bicycle, there is currently no network of dedicated paths for pedestrians or cyclists. All roads within the camp are undefined in terms of use, resulting in trucks, cars, motorcycles, cyclists and pedestrians being forced to share often narrow sections of road. This makes traffic unsafe and dangerous, especially for vulnerable groups such as children and disabled persons.

On a wider scale, considering the current connectivity network with neighbouring settlements, Kakuma Town and other key locations in the County, the main factors causing poor accessibility and connectivity include:

- Lack of bridges: The location of Kakuma Camp 1 makes it vulnerable to isolation in the rainy seasons when the main road connecting Camp 1 to the other camps (which transects the Nabek Lagga) floods and becomes impassable. The absence of bridges at key locations prevents smooth circulation of people and goods in and out of the camp throughout the year, impedes refugee access to essential services such as Amamusait General Hospital in Kakuma Camp 4 and decreases the camp's economic and commercial potential.
- Absence of formal public transport: Currently there is no formalised public transport system that connects Kakuma Camp 1 with the other camps in Kakuma as well as to Kakuma Town. Informal systems of transport exist however these are hindered by the poor quality roads and lack of bridges within the camp. There is a growing transport network outside of the camp, with matatus and proboxes transiting along the A1 both towards Lodwar and towards Lokichoggio.



Fig. 33: Damaged Drift Near Fuji Primary School, Connecting Kakuma Camps 1 and 2 (UN-Habitat, 2023)

WASH - Water

Kakuma-Kalobeyei experiences a chronic lack of access to clean water, enhanced by the drought that the region is currently suffering from. Lack of access to clean drinking water is an issue for households and businesses in both host and refugee communities. This is an ongoing critical issue because the Kakuma-Kalobeyei area lacks strategic permanent water infrastructure to provide an adequate and reliable water supply to a municipality the size of Kakuma. Strategic water supply infrastructure was not initially prioritised as the host community is historically nomadic pastoralists, however as Kakuma Town has grown since the establishment of Kakuma Refugee Camp and Kalobeyei Settlement, the lack of a reliable water source has only become more critical.

Kakuma Refugee Camp relies predominantly on boreholes to meet community and refugee water demands. Water is pumped from boreholes to water tanks within the camp, and the water is then distributed through shared taps. The majority of boreholes that provide water to Kakuma Refugee Camp are located in or near to Kakuma Camp 1, due to the camp's placement along the Tarach River. Even with this, refugees are not provided with sufficient water. According to the Sphere Handbook, the recommended daily volume of water per day is 15 litres per capita to ensure basic personal needs and food hygiene.³⁶ However, as reported by UNHCR in early 2022, a total of 100,063,600 litres of water is delivered for use in Kakuma. This translates to a per capita of 20.42 litres/person/day.³⁷

There have been ongoing calls from both the host and refugee communities for the construction of a dam upstream of Tarach River.³⁸ A dam would be a long-term and strategic water source to support the future growth of Kakuma-Kalobeyei. In addition, a dam would assist in flood regulation and mitigation. Construction of this kind of infrastructure and the accompanying water distribution infrastructure, however, requires a significant financial investment over many years, and would require close collaboration with the County Government.

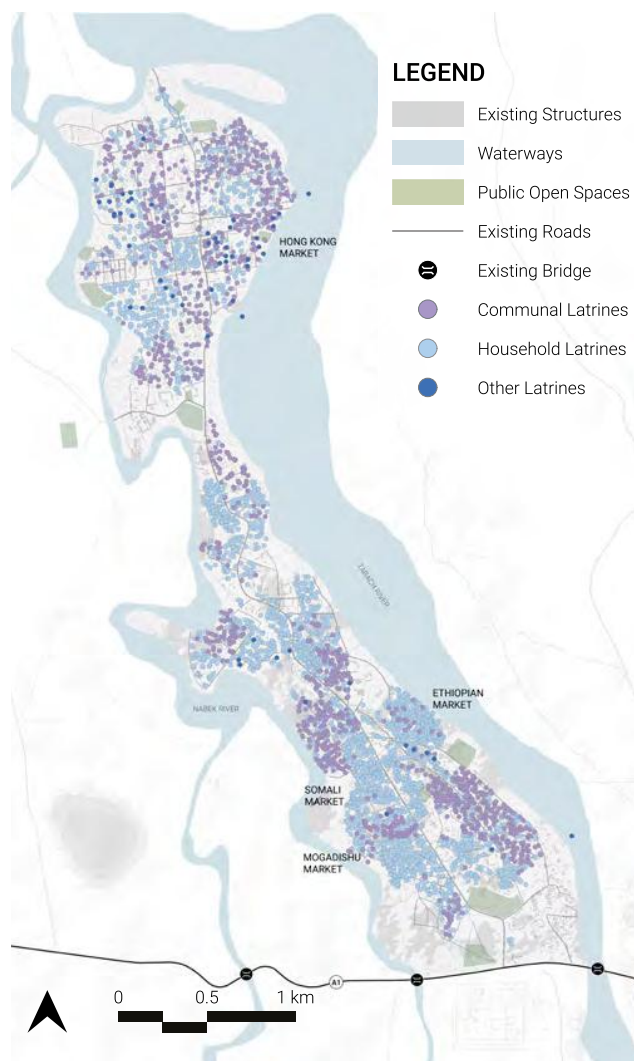
WASH - Sanitation

Sanitation remains a challenge in Kakuma Refugee Camp. Based on a UNHCR survey, approximately 77% of refugees in Kakuma Refugee Camp and Kalobeyei Settlement had latrines in proximity to their shelters and 89% had access to household latrines, as opposed to communal latrines.³⁹ Despite this, open defecation is still a significant problem, with a UN-Habitat survey indicating that 7.3% of refugees still practise open defecation despite having toilets within their compounds. A further

study in 2020 confirms that a combination of inadequate water and sanitation services have led to cases of water-borne diseases. The scarcity of water supply in the major settlements, including Kakuma, hinder the deployment of conventional wet sanitation systems such as sewerage. Where sewerage is used, it is on a very small scale, primarily with micro-systems limited to the residential and office facilities of support organisations.

Despite the need, there are major challenges to improving the standards of sanitation in Kakuma Camp 1:

- Lack of space (especially in Kakuma Camp 1 which is the oldest refugee camp) – For example, when a pit latrine is full, there is a need to dig and build a new one at a different location.
- Cost – A typical latrine consists of a slab and a superstructure, which costs \$140 to \$160 (USD) and has a lifespan of two years.⁴⁰



Map 11: Latrine Distribution in Kakuma Camp 1

- Natural Hazards – New latrines are difficult to dig in rocky soil, and high water tables and seasonal flooding can destroy latrines or cause overflowing, leading to significant health risks.
- Scarcity of water supply – In the camps, this hinders the deployment of conventional wet sanitation systems such as sewerage.

Waste - Solid Waste Management

Solid waste management is an urgent challenge throughout Kakuma Refugee Camp, and the effects are especially evident in Kakuma Camp 1. Despite the large population of Kakuma Refugee Camp, there is no designated solid waste management facility to serve this population. This is a significant public health challenge, which compounds the environmental burden associated with settlements in the area. The absence of this critical utility undermines economic growth, as businesses and investors are compelled to finance their own waste management solutions. Currently, there is no waste management plan or waste collection services in place in Kakuma Refugee Camp. There have been some small-scale waste collection activities within Kakuma Camp 1, however these have not been able to be scaled up and

have remained at a neighbourhood scale.

Open burning in pits provided by UNHCR is the most common method of solid waste disposal in Kakuma Refugee Camp, reported by 70% of households.⁴¹ Open burning of waste releases harmful air pollutants such as fine particulates, polycyclic aromatic hydrocarbons (PAHs), heavy metals, and dioxins. Due to incomplete combustion, significant amounts of greenhouse gases are released, which can result in various diseases and environmental pollution. Another common method of waste disposal used by refugees is burying, which is not a sustainable waste management solution.

There is one community-based organisation (CBO) called Usafi that offers waste collection services, but it is limited to Kakuma Town and does not service Kakuma Refugee Camp, Kalobeyei Settlement or Kalobeyei Town. Only 39% of households in Kakuma Town are wealthy enough to utilise this waste collection service.⁴² A study by UN-Habitat shows that nearly all households do not incur any cost for solid waste disposal (96%), because of these unconventional methods.⁴³

There are a number of informal dump sites located in Kakuma Camp 1. There is one at the entry to the



Fig. 34: Informal Dump Site in Kakuma Camp 1 (UN-Habitat, 2022)

camp, near Zone 1 Block 8. There is another dump site near the community library in K1 Z1 B1. More recently, the old slaughter house near Ethiopian Market was converted into a dump site as it was no longer being used for its existing purpose. These dump sites have been established informally and are unregulated. Smaller dump sites also exist throughout Kakuma Camp 1, often near markets and areas of increased waste generation. Waste that is discarded in public spaces causes issues with accessibility and hygiene. Peace Winds Japan (PWJ) is currently the key implementing partner in the provision of waste management services to refugees in Kakuma Refugee Camp, working with funds received from UNHCR.

Waste - Recycling

According to a study from 2019, 25% of the waste generated by Kakuma-Kalobeyei was plastic, 16% was paper, metals were 8% and glass was 2%. There is a plastic and glass recycling facility located in Kakuma Camp 2. The facility is run by a refugee community based organisation (CBO) called FRADI (Fraternity for Development Integrated) that collects and sorts plastic, scrap, glass and e-waste. Recyclable materials are

collected throughout Kakuma Refugee Camp, including Kakuma Camp 1-4, and are intended to be processed into products such as cups, plates and dustbins. Prototypes of the recycled plastic products have been created, however the CBO is waiting to be able to purchase the proper machinery in order to start producing these products in the region. FRADI has connections to other plastic recycling plants outside of Kakuma Refugee Camp who purchase some of the plastic waste collected from within the camp.

There is a great opportunity for additional investment in all stages of recycling in Kakuma Refugee Camp, including waste collection, sorting and processing. Plastic recycling provides the opportunity to address the large amount of waste that is produced by the camp, create employment opportunities and the creation of products that can be sold for profit.

Energy

Energy represents the most common consumable non-food item people spend their money on (cooking fuel and charcoal, electricity, loan repayments, airtime, and mobile phone charging above all).⁴⁴ Kakuma Refugee Camp



Fig. 35: FRADI Waste Recycling Facility in Kakuma Camp 2 (UN-Habitat, 2022)

remains completely off grid. Only 13% of households in the camp have access to electricity (Fig. 36), mostly through independently operated diesel-powered generators (gensets), where operators informally sell power to neighbouring markets and households at an agreed cost.⁴⁵ Most of the refugees running gensets are clustered around market areas to serve local businesses. Power provision is costly, inefficient, environmentally unfriendly, and causes exposure to fire hazards due to the use of old and poorly maintained gensets and the ad-hoc stringing of low-hanging power lines which are very evident throughout all the Kakuma Camp 1 markets. Catastrophic fires are a very real threat in Kakuma Camp 1 due to the high density of market areas, flammable construction materials, lack of available water, and lack of a fire station in Kakuma Town. Household solar systems and solar lanterns are also prevalent throughout Kakuma Refugee Camp, although there is only piecemeal coverage.

The main cooking energy used by both host and refugees in Kakuma-Kalobeyei is burning wood and charcoal, which has significant health impacts associated with indoor pollution and environmental impacts associated with unsustainable production. The burning of solid fuels creates pollutants that can cause respiratory diseases especially for women and girls who are usually the household cooks and young children under 5 who are exposed to these fumes. In addition, the fuel collection and cooking process can take several hours, limiting women's and girls' time to pursue education or engage in income-generating activities.⁴⁶

Lack of access to electric lighting can have negative implications on education outcomes, perceptions of insecurity, risk of sexual and gender-based violence (SGBV), crime, and community violence. Lack of streetlights on the main roads of Kakuma Camp 1 creates opportunities for crime and causes insecurity for vulnerable groups such as women and children at night time.

Telecommunications

Telecommunication coverage and internet access is essential for the current functioning and future growth of Kakuma-Kalobeyei. According to a 2022 UN-Habitat Survey, ownership of mobile phones among refugee and host communities in Turkana West was fairly high, at 80% and 74% respectively, while 82% of respondents in Kakuma Refugee Camp had a mobile phone.⁴⁷ Telecom coverage is considered basic infrastructure due to the necessity of mobile phones for mobile banking such as M-Pesa and digital cash-assistance programmes for refugees like Bamba Chakula which was introduced in the camp in 2015.

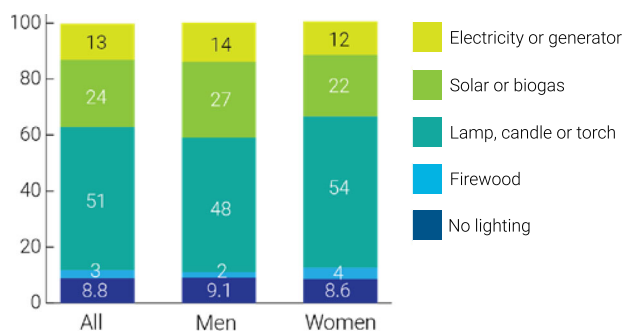


Fig. 36: Source of Lighting Among Refugees and Hosts (World Bank, UNHCR, 2021)



Fig. 37: Flooded Section of Kakuma Camp 1 Main Road (UN-Habitat, 2023)

3.6 Environment and Natural Hazards

Flooding and Erosion

Kakuma Camp 1 is particularly affected by flooding due to its location on a flood plain surrounded by intermittent waterways, poor quality roads, and lack of drainage infrastructure. Kakuma Camp 1 is impacted by flooding in multiple ways. Dwellings and infrastructure located along the banks of the Tarach River and Nabek Lagga are vulnerable to being impacted when the riverbanks burst, and some infrastructure has had to be abandoned because of its location on eroded riverbanks that may collapse at any time (such as Napata Secondary School and Don Bosco Vocational college). As illustrated on **Map 12**, the dashed lines along the perimeter of the camp illustrate the historical river courses of the Tarach River and Nabek Lagga since 1995, demonstrating the change over time. Without engineered interventions, it can be expected that the courses of these rivers will continue to migrate in the future, posing a meaningful challenge for Kakuma Camp 1 and its residents.

Flooding also occurs within the camp during rainy periods. There is very limited drainage infrastructure within the camp, so main roads and market areas very quickly become impassable, in particular for people with mobility disabilities. Flood mapping analysis indicates that 6,627 structures are located within flood risk zones

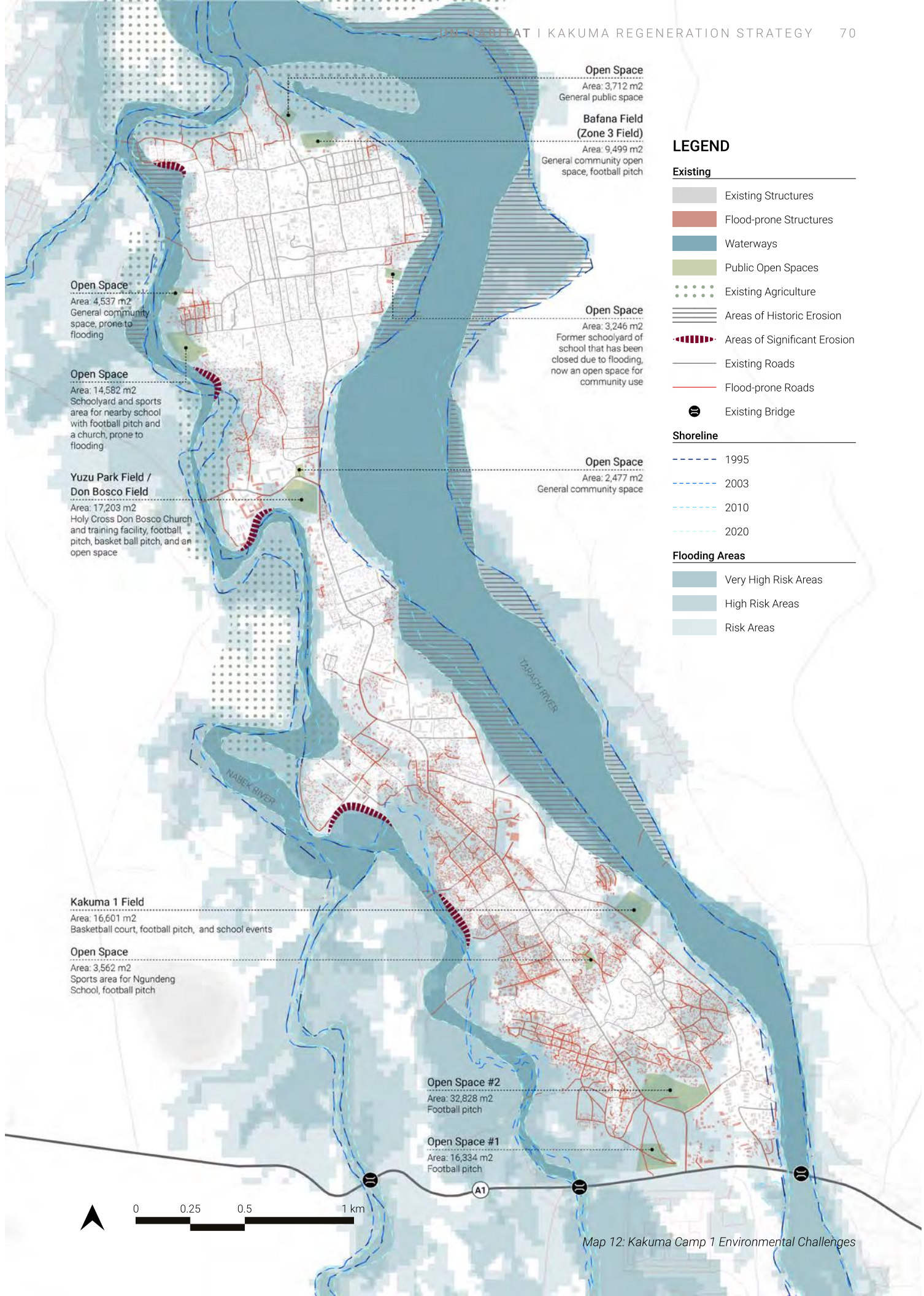
in Kakuma Camp 1, as illustrated on **Map 12**, indicating that up to 39,726 refugees are vulnerable to the direct impacts of flooding which include damage or destruction of dwelling and assets. The map also indicates that Zones 1 and 2 of Kakuma Camp 1 are particularly flood vulnerable.

Many of the major roads in Kakuma Camp 1 are vulnerable to flooding due to lack of drainage and poor quality construction. Within Kakuma Camp 1, the majority of flooded roads are concentrated in Zone 1 and Zone 2, as illustrated on **Map 12**.

The road that connects Kakuma Camp 1 to Kakuma Camp 2 and beyond crosses Nabek Lagga and Nakoyo Lagga. During the dry seasons, there are high levels of travel of both host and refugees along this route, either walking, driving, or on boda bodas. When the laggas begin to flow however, this route very quickly becomes inaccessible as there are no functional bridges here.. This prevents Kakuma Camp 1 refugees from commuting to and utilising facilities within the rest of the camp, including Ammusait Main Hospital in Kakuma Camp 4. Access to the other camps from Kakuma Camp 1 is still technically possible via the A1 Highway, however travel times are drastically increased, which may no longer be affordable to many refugees.



Fig. 38: Youth Enjoying a Football Match at Bafana Field (Zone 3 Field) in Kakuma Camp 1 (UN-Habitat, 2023)



Open Space

Area: 3,712 m²
General public space

Bafana Field (Zone 3 Field)

Area: 9,499 m²
General community open space, football pitch

LEGEND

Existing

- Existing Structures
- Flood-prone Structures
- Waterways
- Public Open Spaces
- Existing Agriculture
- Areas of Historic Erosion
- Areas of Significant Erosion
- Existing Roads
- Flood-prone Roads
- Existing Bridge

Shoreline

- 1995
- 2003
- 2010
- 2020

Flooding Areas

- Very High Risk Areas
- High Risk Areas
- Risk Areas

Open Space

Area: 4,537 m²
General community space, prone to flooding

Open Space

Area: 14,582 m²
Schoolyard and sports area for nearby school with football pitch and a church, prone to flooding

Yuzu Park Field / Don Bosco Field

Area: 17,203 m²
Holy Cross Don Bosco Church and training facility, football pitch, basket ball pitch, and an open space

Open Space

Area: 3,246 m²
Former schoolyard of school that has been closed due to flooding, now an open space for community use

Open Space

Area: 2,477 m²
General community space

Kakuma 1 Field

Area: 16,601 m²
Basketball court, football pitch, and school events

Open Space

Area: 3,562 m²
Sports area for Ngundeng School, football pitch

Open Space #2

Area: 32,828 m²
Football pitch

Open Space #1

Area: 16,334 m²
Football pitch



Map 12: Kakuma Camp 1 Environmental Challenges

Drought

Although flooding is a key challenge for Kakuma Refugee Camp, the Horn of Africa is currently experiencing a catastrophic drought which is significantly affecting Kakuma-Kalobeyei. The drought, which has been increasing in severity for almost two years and which UNHCR identifies as the worst drought seen in 40 years,⁴⁸ is such a critical issue because of Kakuma's lack of strategic water infrastructure or adequate and reliable water supply.

The drought crisis in Kenya coupled with the global economic crisis has impacted the prices of staple foods and water in Kakuma, contributing to a deterioration in food security across the region and resulting in malnutrition.⁴⁹ The drought disproportionately affects the local host pastoralist communities, many of whose herds have been destroyed and many who have been forced to leave pastoralism in favour of settling in towns such as Kakuma.⁵⁰

Open spaces and community facilities

There are a number of open and public spaces located throughout Kakuma Camp 1. These public spaces are mostly empty fields around the perimeter of the camp that are used for shared activities such as sports and school events, the locations chosen because of flood vulnerability making the land not suitable for residential or infrastructure development. In total, approximately 12.45 hectares of open space exist in Kakuma Camp 1.

Some of the most well used open spaces in the camp are:

- Open field near A1 road: large field used for community football
- Open field near Zone 1 entry: large field used for community football
- Don Bosco Field: Shared for sports activities by students from the surrounding schools of Napata Secondary School and Kakuma Secondary School.

Native Vegetation

Much of the existing native vegetation around Kakuma Camp 1 has been cleared either for construction of the camp or for use as firewood and charcoal for the refugees. The clearing of vegetation in and around Kakuma-Kalobeyei is ongoing by both the host and refugee communities for the production of firewood and charcoal. The clearing of vegetation has caused the camp's riverbanks to become unstable and vulnerable to erosion and flooding, leading to the destruction of dwellings and infrastructure.

Another challenge is the presence of *Prosopis Juliflora* which is an invasive species that was introduced to the Kakuma-Kalobeyei area that is difficult to remove and which prevents the growth of native species of vegetation.



Fig. 39: Significant Erosion Near Don Bosco , Kakuma Camp 1
(UN-Habitat, 2022)



Fig. 40: Significant Erosion Along the Banks of the Lagga Between Kakuma Camps 1 and 2
(UN-Habitat, 2023)

3.7 Ongoing and Future Projects

There are many agencies working in Kakuma-Kalobeyei and numerous ongoing and planned projects being implemented throughout the host and refugee communities. The Kakuma Regeneration Strategy aims to account for and capitalise on the benefits of the projects already planned for Kakuma-Kalobeyei in the short and longer term. A short non-exhaustive selection of catalytic projects are explained here in greater detail.

LAPSSET Corridor

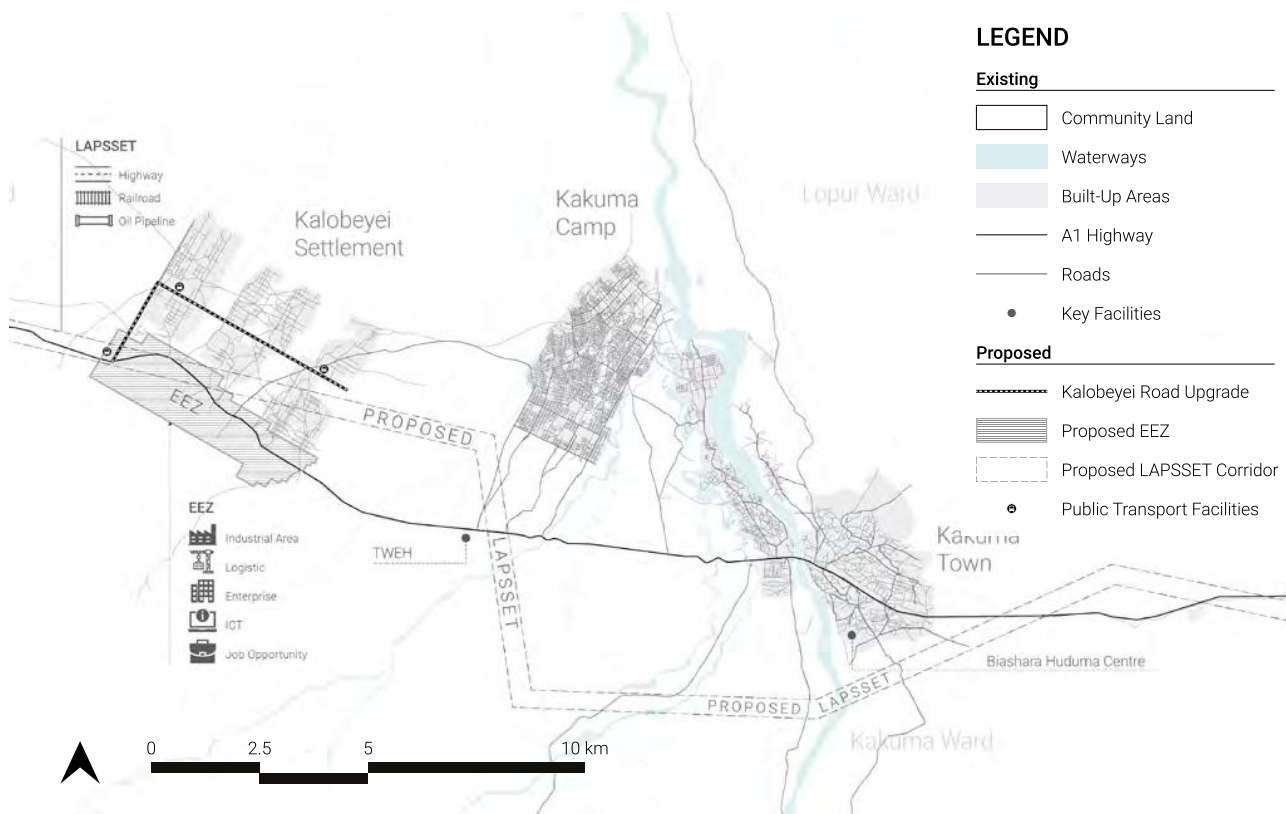
As part of a major transportation and investment corridor running through northern Kenya, the Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor proposal envisages a new road network, railway, oil pipelines, airports, and utilities, including high speed internet connectivity. The corridor is planned to include a pipeline to move oil from South Sudan to a new refinery in Lamu, increase cross-border trade with South Sudan and Ethiopia, and provide the foundation for the development of Northern Kenya and the improved integration of the region into the greater national economy.

The Corridor is designed to be 500 metres wide, with an additional 50 kilometres on either side of the corridor designated as the outer economic corridor. This economic corridor will include urban development,

such as new and existing towns, Special Economic Zones, as well as agricultural and irrigation schemes. The completion of the trunk infrastructure, particularly its transportation elements, is anticipated to stimulate economic growth and establish a second economic corridor in the Eastern Africa region, in addition to the Northern Corridor.

While uncertainties remain about some aspects of the project, LAPSSET has been projected to deliver an estimated USD 25-30 billion in infrastructure investment across the region over the coming years. This could help to facilitate a significant turn of events for northern Kenya, and counties such as Turkana, which has previously attracted very limited government investment in its infrastructure. This infrastructure would be a major game changer for the county given its poor connectivity, which currently limits market integration into the wider country and region. Turkana County is among the counties best positioned to benefit from, as it would receive among the longest stretches of the corridor.

Although the existing alignment of the LAPSSET Corridor transects Kalobeyei Settlement, it is anticipated that this corridor will be realigned to follow the route of the existing A1 Highway Corridor.



Map 13: Ongoing and Future Projects in Kakuma-Kalobeyei

Integrating LAPSSET and the Northern Economic Corridor

Another crucial infrastructure project for connectivity in Turkana County is the A1 Road linking the county with the Northern Economic Corridor (NEC). The section through Turkana County becomes part of the transportation infrastructure of LAPSSET. The initial infrastructure of NEC was developed during colonial times. This multimodal trade corridor links the Great Lakes Region (Burundi, Democratic Republic of Congo, Kenya, Rwanda, Uganda and South Sudan) with Kenya's seaport at Mombasa. And has potential for creating enormous economic opportunities for SMES in the region and Kakuma through increased economic flows and reduced transportation costs.

Kalobeyei Corridor Advisory Plan and Economic Enterprise Zone (EEZ)

UN-Habitat has prepared an advisory plan for the Kalobeyei Economic Enterprise Zone (EEZ). An EEZ is a clearly defined geographic area that has received special economic and regulatory exemptions along with public support with the goal of revitalising that area by attracting investment and stimulating economic growth. This strategy is based on the idea that businesses and employers can be attracted to a region by the implementation of desirable tax incentives and that their arrival will result in the creation of jobs, an increase in production, and an overall rise in the standard of living.

The identified EEZ is a corridor of land adjoining the southern boundary of Kalobeyei Settlement and extending to the A1 Highway. The corridor is currently occupied by a number of host community settlements and two education facilities. The advisory plan proposes designated land use areas including; environmental conservation, residential, industrial, mixed-use, agriculture and commercial. The advisory plan will propose a phased development model for the implementation of the corridor plan, prioritising first infrastructure, connectivity and basic services, then jobs creation and commercial centres.

Road Upgrades in Kakuma Refugee Camp and Town

Road upgrades have been undertaken throughout Kakuma Town in 2022. The main road through Kakuma Town in particular has been tarmacked and upgraded to include drainage infrastructure and street lighting and sections of roads providing access to UN facilities outside of Kakuma Refugee Camp have also been tarmacked. In addition, UNHCR has recently completed upgrades to the main road of Kalobeyei Settlement including tarmacking,

provision of public transport facilities, and construction of drifts over existing laggas.

Biashara-Huduma Centre

In collaboration with Turkana County Government and the International Finance Corporation (IFC), UNHCR has constructed a Biashara Huduma Centre in the Kabokorit area of Kakuma Town. The centre is a one-stop-shop for national government services and business support services, intended to be accessible to both host and refugee communities.

Within the centre, hosts and refugees will be able to access key services such as civil registration, national bureau, National Social Security Fund, National Health Insurance Fund, Kenya Revenue Authority pin certificates, police clearance certificates, enrolment to school national examinations, and Youth & Women and Cooperative Funds. The establishment of this centre is significant as locals will no longer have to travel to Lodwar to access these essential services, which is over 120 kilometres away. The Biashara Huduma Centre contributes to the strategic objectives of KISEDIP and focuses on collaboration and strategic partnerships, wealth creation and revenue enhancement in the County.⁵¹

Turkana West Education Hub

Turkana West Education Hub (TWEH) is located just off the A1 Highway near Kakuma Refugee Camp and will provide tertiary education opportunities to both host and refugees. Turkana West Education Hub is not yet operational due to funding challenges, however when it becomes operational it will expand access to tertiary education opportunities, complementing the existing capacity of Masinde Muliro and other Technical and Vocational Education and Training (TVET) facilities like Don Bosco.

Fibre Optic Cable/Network

As part of the LAPSSET Corridor initiative, there is currently fibre optic cable being laid down along the A1 Highway near Kalobeyei, which should be confirmed and incorporated into plans to provide connectivity across Kakuma Municipality. In addition, telecom coverage provided by Safaricom currently extends from Kakuma Town to cover much of Kakuma Refugee Camp and Kalobeyei Settlement. Coverage is also fair in Kalobeyei Town, however the areas between the various settlements remain relatively underserved. Therefore, it is not clear if existing infrastructure will be sufficient to cover the entirety of the municipality planning area, including all of the host communities residing within the

boundary and to accommodate future growth. There will likely be a need for additional facilities to effectively cover the area, especially with increased function and development. Telecom coverage is considered basic infrastructure due to the necessity of mobile phones for mobile banking such as M-pesa and digital cash-assistance programmes like Bamba Chakula which play a critical role in the local economy. For the successful development of the municipality as an economic and business hub, though, this will be critical and must be prioritised.

The Second Kenya Urban Support Program (KUSP2)

KUSP2 is a pipeline project by the national government and the World Bank, aimed at supporting institutional development and service delivery in newly established municipalities in Kenya. The project has incorporated a special Window for Host and Refugees (WHR), through which the newly established Kakuma Municipality is a target beneficiary. Through WHR, Kakuma Municipality will design and implement multiple infrastructure and service delivery projects. These projects will benefit both refugees and the host community. KUSP2 therefore presents a meaningful opportunity for financing some of the projects proposed in this regeneration strategy.

At the local level, the project's main goal is to establish and strengthen urban institutions and improve access to infrastructure services in refugee and host community and surrounding areas. This entails activities that are designed to: (i) coordinate integrated urban/settlement planning in refugee hosting municipalities; (ii) improve the delivery and resilience of urban infrastructure and services, (iii) enhance the private sector contribution to urban planning; and (iv) support the transition of refugee camps into integrated host community and refugee settlements. Furthermore, the KUSP 2-WHR framework, under the special municipality in Kakuma, will serve as a platform for coordination of spatial development planning interventions in the areas, which will target both host and refugee communities, as residents of the new municipality. UN-Habitat has been invited by the Government of Kenya and the World Bank to provide technical and project management support, including capacity building, to the overall implementation of KUSP 2-WHR at the national and county (Turkana) levels.



Fig. 41: Expanding Agricultural Activities Near Kakuma Camp 1
(UN-Habitat, 2022)



Fig. 42: Walking Along Kakuma Camp 1 Main Road (UN-Habitat, 2022)

A photograph of a woman in a blue hijab and dress carrying a baby in a white sling on a dirt road in a settlement. The road is unpaved and dusty. In the background, there are several small, makeshift buildings with corrugated metal roofs. A water tower is visible in the distance. The sky is clear and blue. The overall scene depicts a typical day in a densely populated, informal settlement.

CHAPTER 4: CONCEPT PLAN

4.1 Introduction

4.1.1 Objectives of Kakuma Regeneration Strategy

The need for urban containment, healthy living conditions, and efficient land use provide for the in-situ regeneration of certain specific areas, i.e., Kakuma Camp 1, with the objective of moving toward more comprehensive policies and practices that emphasise more on integrated growth, reintroducing strategic perspectives and activities that promote regional growth, and emphasise on the role of the community while ensuring environmental sustainability. The regeneration approach adopted for Kakuma Camp 1 seeks to improve the living space to promote a sense of dignity in the public realm, address issues of inequity, environmental degradation and fragmentation with infrastructure upgrading.

Several approaches can be adopted to enable the regeneration of Kakuma Camp 1, including: 1) clearing of blighted areas to create land for redevelopment in accordance to planned uses e.g., paving way for access roads and drainage, 2) rehabilitation and conservation of structures and uses with significant importance to the community, accompanied by improvement of community facilities, 3) combination of both redevelopment and rehabilitation. All these approaches are area-based which encourages involvement of all stakeholders. They take the following form.

1. **Redevelopment:** involves assessing and identification of blighted areas in the camp that can be repurposed and reused implementation of planned uses. This is applicable in areas with seriously deteriorated conditions and have no preservation values or in areas with environmental challenges that can be put in good use if environmental restoration intervention accompanies the planned use. The approach carries social and environmental cost, with relocation and disruption of neighbourhoods being the greatest impact to the community.
2. **Rehabilitation:** based on preserving, repairing and restoring the natural and man-made environments of existing neighbourhoods while taking advantage of the existing development as a valuable resource. This recognizes the value of neighbourhoods and existing systems. Participation of all stakeholders is important at every stage, and this can be achieved through formation of neighbourhood association to guide the process with minimal disruption.
3. **Integrated Urban Regeneration:** Rehabilitation and redevelopment are adopted as complementary forces and therefore the best aspects in both are combined. It allows for flexible implementation which preserve the existing camp environment

Table 9: Vision Goals and the Dimensions of Regeneration

Dimensions of Regeneration	Vision Goals				
	Goal 1: Efficient Land Management and Urban Governance	Goal 2: Accessibility and Connectivity	Goal 3: Resilient Communities	Goal 4: Sustainable Infrastructure	Goal 5: Entrepreneurship and Strong Economy
Physical	●	●		●	
Economic		●	●		●
Social/Cultural		●	●	●	
Environmental	●		●	●	
Governance	●				●

and its human scale while achieving respectable densities. It can enable the creation of a better environment through integration of better intervention e.g., new infrastructure enriching and improving the appearance of the place.

The regeneration strategy proposed here aims to present an integrated approach that is composed of a collection of more specific actions, interventions, and guidelines which can together work towards achieving the future previously established in the [Kakuma-Kalobeyi Future Vision](#) report, to improve self-reliance and catalyse economic growth. These various strategies and actions/interventions span different thematic categories as well as timeframes, with quick-win actions and interventions being a key component, because implementation of these strategies will provide benefits in the short-term, act as pilot projects for replicable and scalable interventions, and generate confidence for investment in longer term projects over time.

This proposal follows directly on the visioning work that has been developed previously and seeks to support the achievement of the Kakuma-Kalobeyi Future Vision for the settlement that has been established in close collaboration with the various stakeholders. In pursuit of that objective, the implementation of the strategy outlined in this proposal follows the established visioning goals, which are linked to the various dimensions of regeneration in **Table 9** and **Map 14**.

These proposed spatial interventions will catalyse regeneration within Kakuma-Kalobeyei, with a specific focus on the regeneration of Kakuma Camp 1, inclusive of all facets of regeneration: economic, socio-cultural, environmental, physical, and governance. The intention of the proposed interventions is to benefit both the host and refugee communities, current and future.

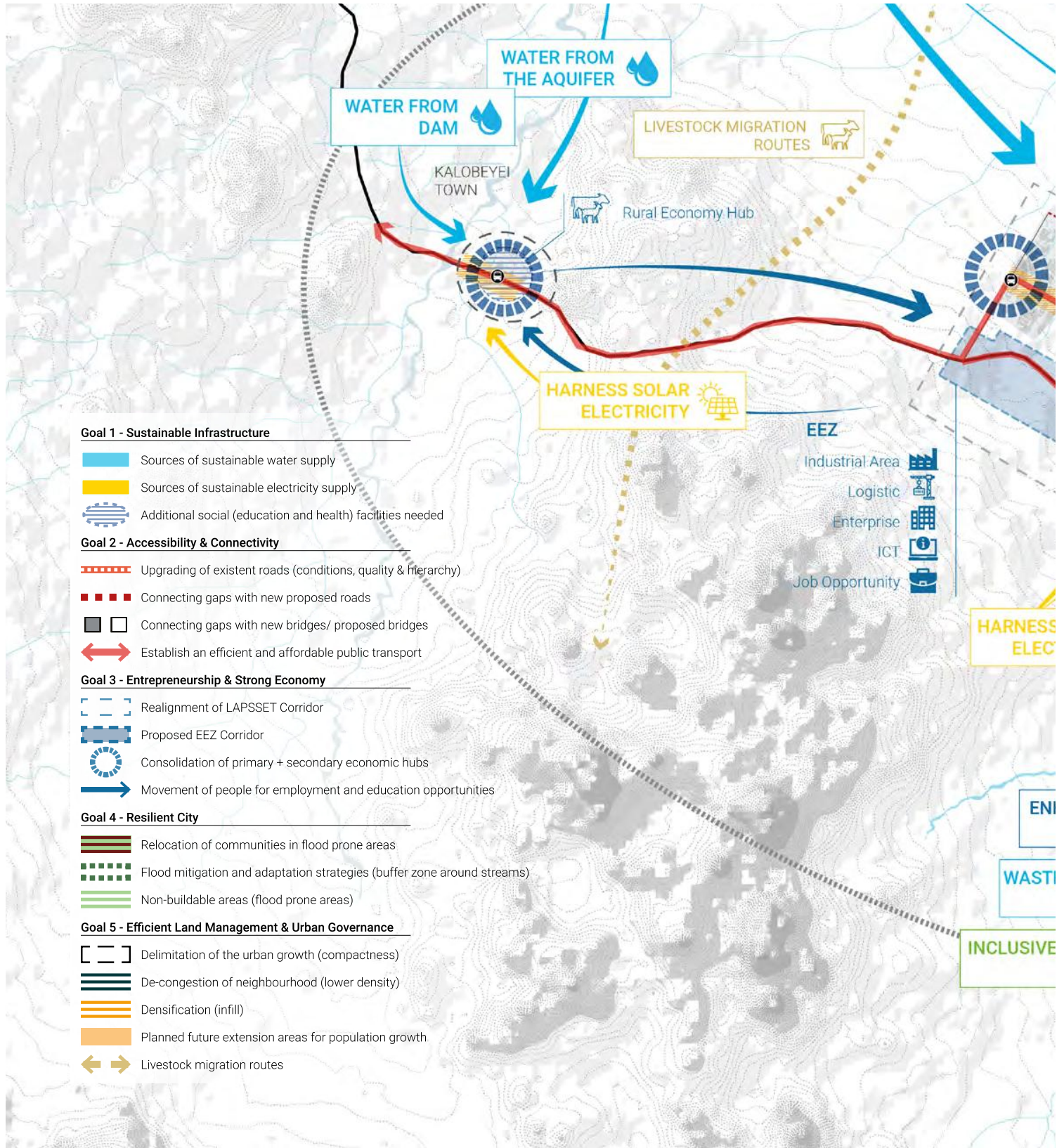
Along with the quantitative benefits of regeneration projects in areas such as economic growth, employment and education, this strategy also aims to give the residents of Kakuma-Kalobeyei more autonomy over their lives and communities, by creating opportunities for education, wealth-generation and ultimately self-sufficiency. This aligns directly with the establishment of the Kakuma Municipality, which indicates a belief in growth potential of Kakuma-Kalobeyei, which is what this regeneration strategy aims to realise.

In summary, the Kakuma Regeneration Strategy has the following objectives:

1. Support and promote the ongoing transition of Kakuma Refugee Camp and Kalobeyei Settlement from a humanitarian camp model to a model of sustainable integrated settlements
2. Support the ongoing development of and strengthening of the Kakuma Municipality into a city that meets the local and national standards of a city of its size with the governance structures and capacities to adequately serve the needs of its population, inclusive of host and refugee communities
3. Translate the [Kakuma-Kalobeyei Future Vision](#) into concrete interventions, with a particular focus on high priority quick-win solutions that can provide tangible results and meaningful progress to address the biggest challenges facing residents
4. Support an incremental transition from planning that follows the humanitarian (UNHCR/SPHERE) minimum standards that are commonly applied in camp planning toward national and local urban planning standards, where possible, understanding that a full transformation may not be immediately feasible due to limited capacity and resources as well as physical, spatial, and financial constraints
5. Support a shift toward a socially integrated settlement that is inclusive of both host and refugee communities, with services and facilities that benefit both populations equitably, while still taking into account the distinct socio-cultural backgrounds, needs, and priorities of each group
6. Support the implementation of strategies that will provide benefits regardless of unpredictable future population scenario outcomes, including any sudden new influx of refugees or large scale repatriation or resettlement
7. To align the interests and values of all relevant stakeholders, including government officials, host communities, refugee communities, humanitarian and development actors, and all others in order to focus collective energy and actions on the core shared challenges and goals, while developing an understanding of any differing views

4.2 Future Vision

By 2030, Kakuma-Kalobeyei will be a well-connected, integrated and resilient urban centre within a Municipality that ensures clean water and sustainable energy, health and inclusive education and livelihood opportunities for all who live there within a vibrant and diversified economy.






Sustainable Infrastructure



Accessibility & Connectivity



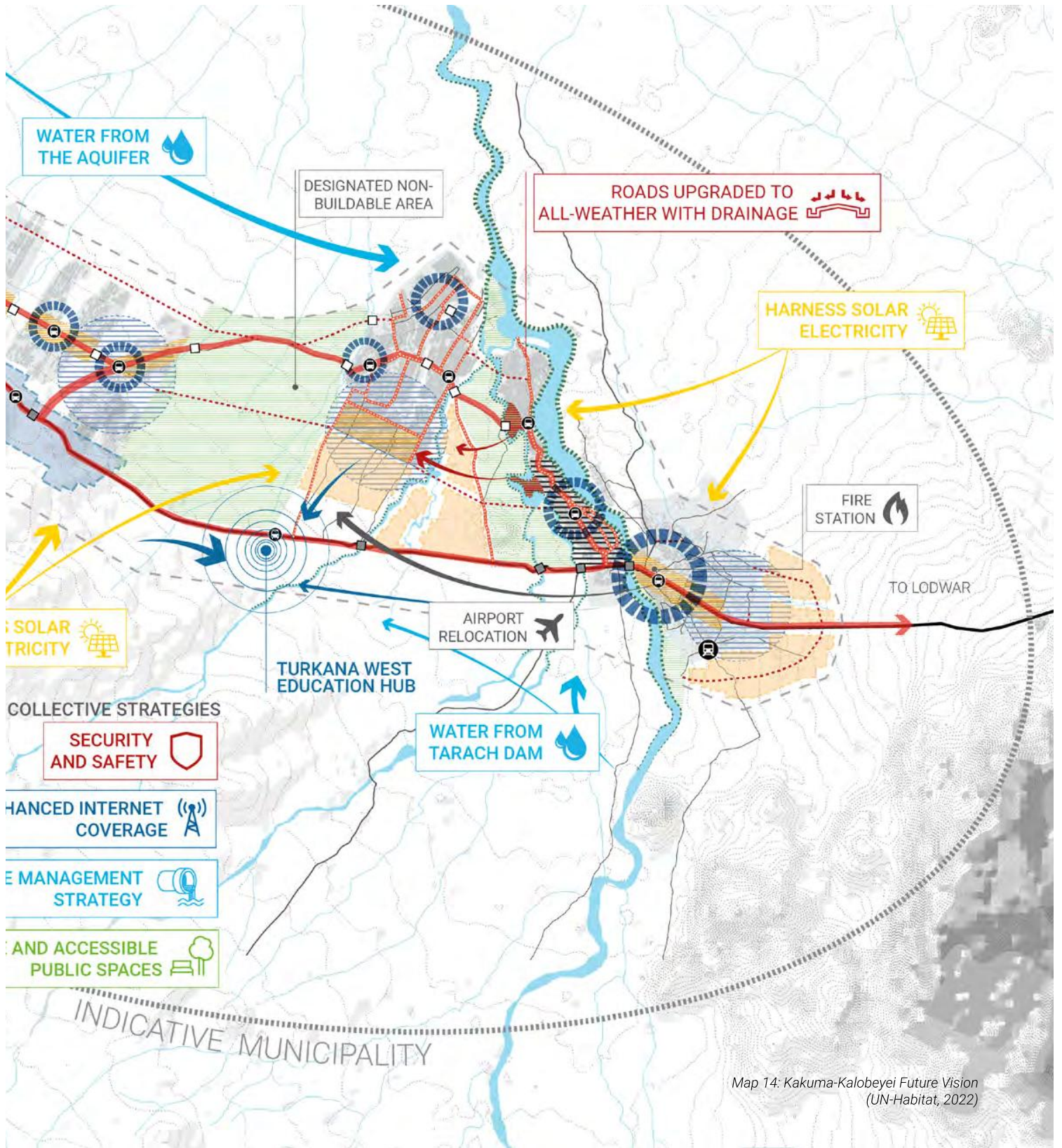
Entrepreneurship & Strong Economy



Resilient Communities

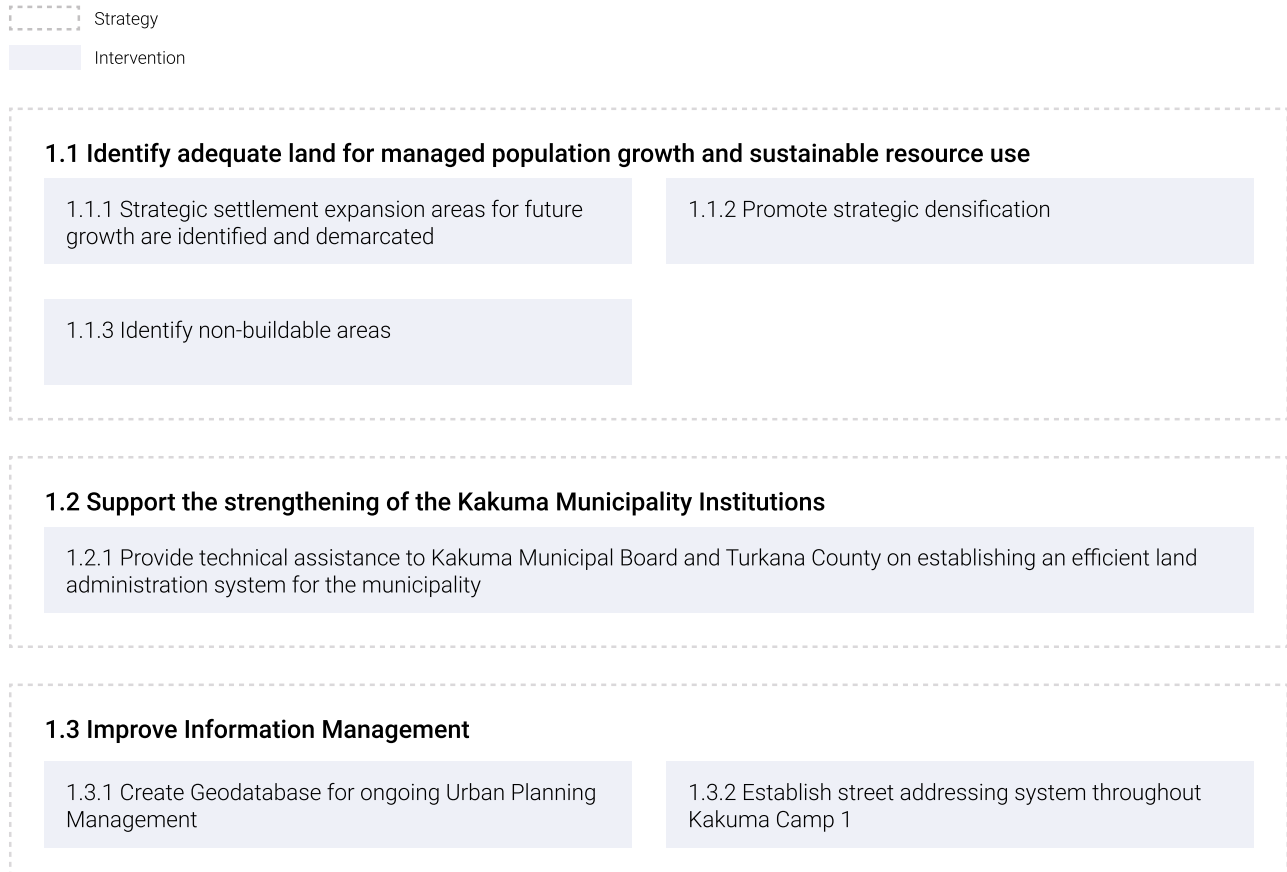


Efficient Land Management & Urban Governance



Map 14: Kakuma-Kalobeyi Future Vision (UN-Habitat, 2022)

4.3 Goal #1: Efficient Land Management and Urban Governance Strategies



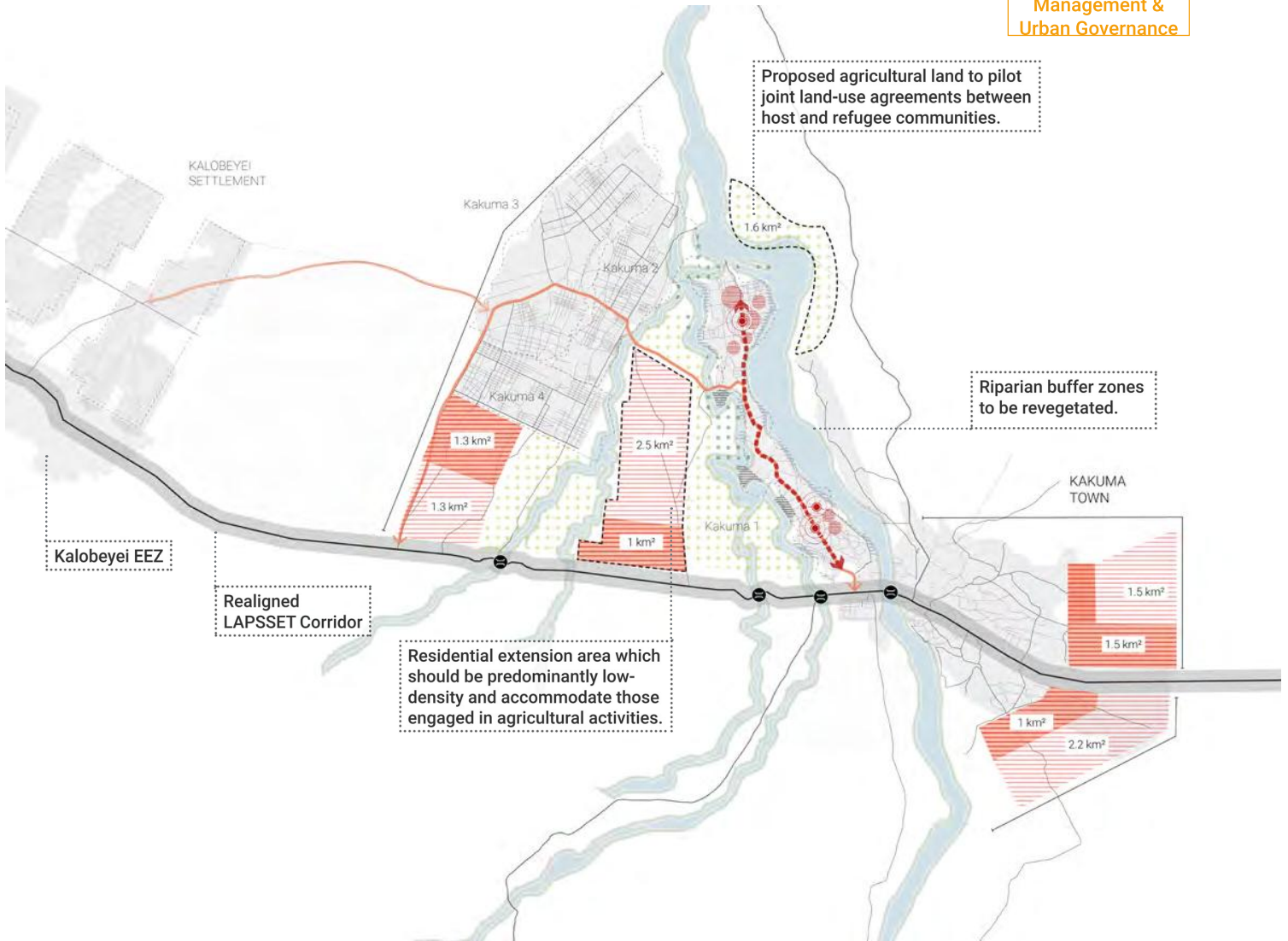
1: Efficient Land Management and Urban Governance

The ideal future for Kakuma is to achieve compact, integrated and sustainable growth. Both the host and refugee communities should be interconnected and future growth should be directed to achieve highest and best use. Development should be prohibited in flood-vulnerable locations and on land with high agricultural potential. Densification, through both infill and vertical densification, should be used as a strategy to create vibrant neighbourhoods along the major transport corridors, beginning in Kakuma Camp 1. Relocation and de-densification strategies should also be applied in particularly vulnerable areas of Kakuma Camp 1, to enhance resilience and allow families to be resettled either within densification nodes or expansion areas.

The Kenya Refugee Act came into force in February 2022 and provides a foundation for the integration of refugees with the host communities through their protection and recognition in accordance with the UN conventions. Most of the land in Turkana County, including the land surrounding Kakuma Refugee Camp is unregistered

community land. With the elevation of Kakuma to a formal municipality, increased attention is required to ensure a coherent approach in promoting inclusive development for both the refugees and host community. This means that Kakuma Refugee Camp can now be reviewed and new plans generated to improve living conditions of the refugees, enable access to socio-economic activities and achieve good land management practices. It also provides an opportunity for working with the County and Sub-County Government in the identification of potential areas for future expansion and resettlement of refugees from overcrowded areas of the camp.

With the conferral of the Kakuma Municipality completed, a municipal board of between six and eleven members shall be established as per the Urban Areas and Cities Act, 2011. The board shall then identify the various municipal priority programs, and technical teams shall be established and managed under the various board members. The implementation resources shall hence be mobilised from the county government, external and internal borrowing interventions, and grants.



LEGEND

Existing

- Community Land
- Waterways
- Built-Up Areas
- Existing Agriculture
- Camp Boundaries
- A1 Highway
- Roads
- Existing Bridges

Proposed

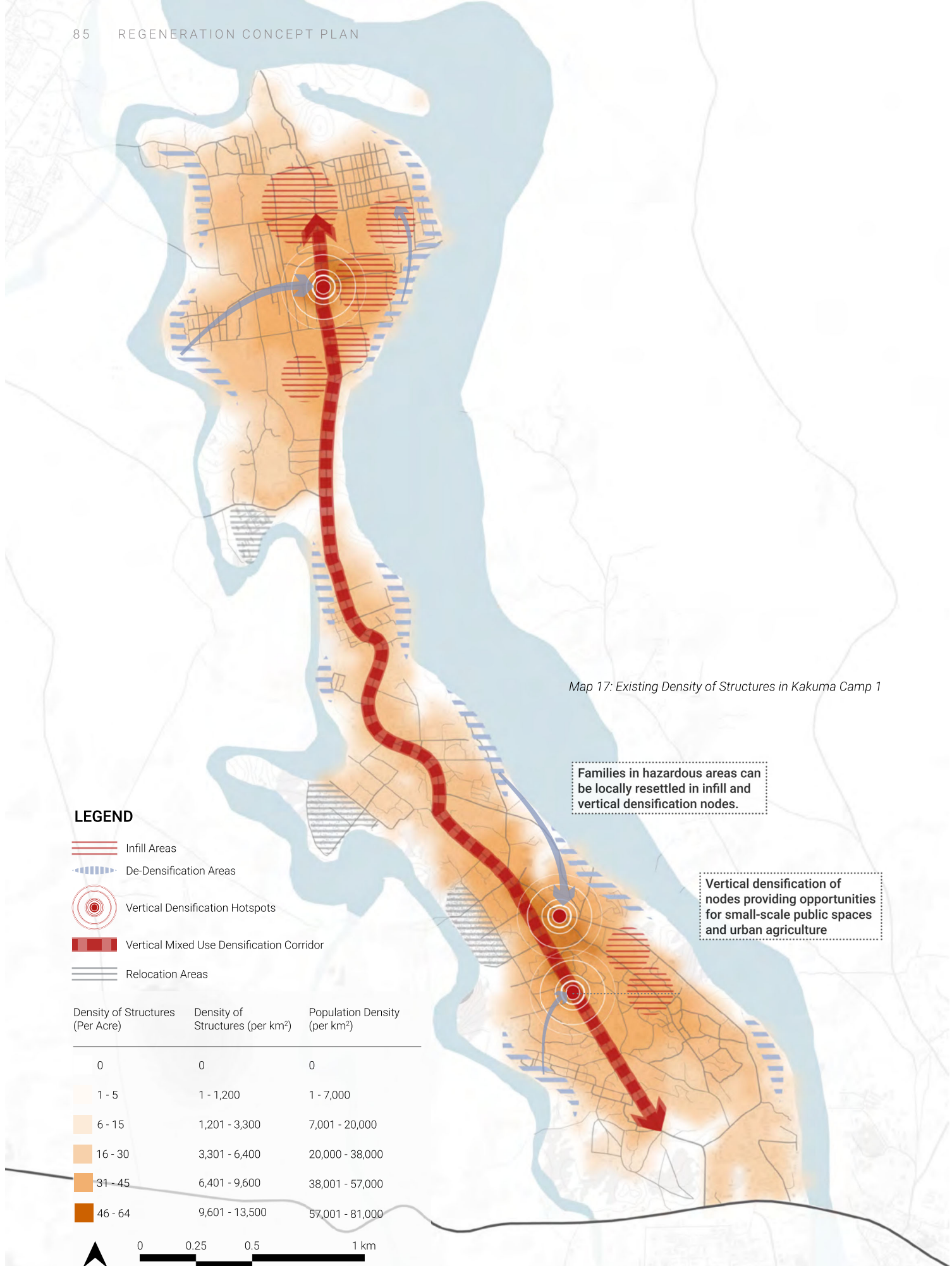
- Possible Future Residential Expansion (Phase 1)
- Possible Future Residential Expansion (Phase 2)
- Agricultural Expansion
- Do not build areas
- Riparian protection areas
- Growth Boundary
- Realigned LAPSSET Corridor

Kakuma Camp 1

- Vertical Densification Corridor
- De-Densification Areas
- Vertical Densification Hotspots
- Relocation Areas
- Infill Areas



Map 15: Efficient Land Management and Urban Governance Strategies in Kakuma-Kalobeyei



Map 17: Existing Density of Structures in Kakuma Camp 1

LEGEND

-  Infill Areas
-  De-Densification Areas
-  Vertical Densification Hotspots
-  Vertical Mixed Use Densification Corridor
-  Relocation Areas

Density of Structures (Per Acre)	Density of Structures (per km ²)	Population Density (per km ²)
0	0	0
1 - 5	1 - 1,200	1 - 7,000
6 - 15	1,201 - 3,300	7,001 - 20,000
16 - 30	3,301 - 6,400	20,000 - 38,000
31 - 45	6,401 - 9,600	38,001 - 57,000
46 - 64	9,601 - 13,500	57,001 - 81,000

Families in hazardous areas can be locally resettled in infill and vertical densification nodes.

Vertical densification of nodes providing opportunities for small-scale public spaces and urban agriculture



Map 16: Efficient Land Management and Urban Governance Strategies in Kakuma Camp 1

1.1 Identify adequate land for managed population growth and sustainable resource use

The aim of this strategy is to establish an urban structure that allows for the creation of a compact municipality and a preserved environment. The delimitation of extension areas and land not suitable for urbanisation (protected and preserved areas, areas at risk, etc.) will serve as a reference for the implementation of future public and private investment. Suitable extension areas must be identified to accommodate both natural population growth, continual refugee arrivals and potential strategic relocation and de-densification of areas of Kakuma Camp 1.

This strategy aims to establish liveable settlements integrated into a wider municipal, regional and international system, while ensuring that the territory is well organised. The compact nature of the area also aims to preserve agricultural areas and ecosystems in order to ensure the resilience of a region that is heavily dependent on its natural resources, both for economic development and for resilience to climate change.

1.1.1 Strategic settlement expansion areas for future growth are identified and demarcated

Strategic Expansion Areas

Proposed expansion areas for Kakuma Refugee Camp and Kakuma Town have been identified in **Map 15**. The proposed expansion areas that have been identified and initially validated by the community should be formalised through inclusion in the Kakuma Integrated Strategic Urban Development Plan that is required as part of the establishment of Kakuma Municipality.

It is proposed to expand residential development from Kakuma Camp 4 down towards the A1 Highway (approximately 2.6 km²), leaving a corridor for economic development and the LAPSET Corridor along the A1 and a corridor for agricultural use to the east along existing laggas. Additional residential development is proposed for the area between Kakuma Camp 1 and Camps 2, 3, and 4 (approximately 3.5 km²), which should be established at a low density and be reserved predominantly for those engaged in agricultural activities. Detailed flood mapping should be undertaken to ensure development does not occur in flood prone areas. Kakuma Town future development should focus on the densification of low-density areas on the outskirts of the town, with a key goal to prevent unmanaged sprawl.

Mechanisms for ensuring an incremental expansion of existing and planned neighbourhoods are needed in the proposed municipality in order to provide the area with

a spatial structure that can support socioeconomic and environmental sustainability. In order to create this structure, expansion plans are needed to enable the future municipality to accommodate the expected growth in the next decades in a sustainable way.

Kakuma's urban expansion should provide for a rational urban structure to minimise transport and service delivery costs, optimise land-use, enable service provision and economies of agglomeration, encourage socio-cultural integration of refugees and host communities and support the protection of ecosystems and urban open spaces.

The aim of the planned camp expansion strategy in the municipality is specifically to increase residential and economic densities with compact communities while guiding new redevelopment to areas better suited for urbanisation while considering the environment. This would contribute to more efficient and sustainable development especially in the clusters with refugee settlements as opposed to developing new areas which can be costly to provide basic services and infrastructure. This type of intervention would also free more land for development, thus reducing speculation and increasing accessibility for future refugee and host community population growth.

1.1.2 Promote Strategic Densification

Alongside expansion, urban densification should be facilitated in select areas to create compact and vibrant communities and capitalise on transit oriented development initiatives. Densification interventions are focused on Kakuma Camp 1, with the intention to eventually scale up the initiatives to the surrounding settlements.

a. Infill Densification and De-densification

Infill densification involves the construction of dwellings and structures within existing development patterns that are assessed as capable of accommodating higher densities. Infill densification should be investigated within the areas identified in Kakuma Camp 1, illustrated in **Map 16**.

Infill development should be concentrated in underutilised blocks with existing access to transport, markets and existing facilities. Infill densification can be undertaken as a short-term strategy to accommodate families in areas recommended for de-densification. De-densification is proposed for blocks around the periphery of Kakuma Camp 1 which show indications of flood and erosion vulnerability.

b. Vertical Densification

Vertical densification should be investigated first in the nodes identified in **Map 16** and eventually along the Kakuma Camp 1 main transport corridor. The vertical densification nodes are identified around Kakuma Camp 1's main markets and would be the areas best suited for vertical densification due to their proximity to markets and transport. Vertical densification, which would allow construction of an additional storey in demarcated areas, would have a range of benefits including:

- Encouraging a compact urban form and maximising the camp's limited space
- Promoting opportunities for economic growth through ground-floor commercial and first floor residential typology
- Providing options for local resettlement of families living in hazardous locations
- Providing opportunities for the creation of small-scale public and communal spaces in underserved areas
- Providing opportunities for urban agricultural production.

Fig. 43 and **Fig. 44** illustrate two options for how vertical densification could occur, either densifying all structures within a certain location, or densifying with the intention of freeing up plots of land for other uses. If regulated, both strategies could work well in Kakuma Camp 1, especially densification with the intention of freeing up plots for kitchen gardens or public spaces. Before an intervention such as this can be implemented, though, key considerations must be addressed such as the regulation and enforcement of building, construction, and structural standards, as well as consideration of current and future flight paths, which have been cited in the past as a limiting factor, given the close proximity of the existing runway. In addition, a geotechnical assessment should be undertaken to determine whether soil and ground conditions can support the proposed vertical development.

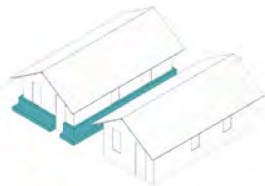
1.1.3 Identify Non-buildable Areas

Alongside the identification of expansion and densification opportunities must be the demarcation of land not suitable for development. Reasons for identifying land as non-buildable include environmental preservation, reservation for agricultural activities and

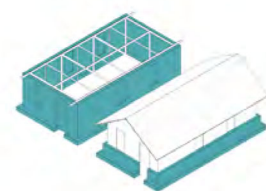
1 - Identify adjacent low shelters in densely packed areas



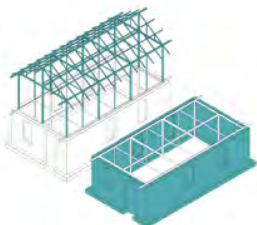
2 - Reinforce the walls of the existing structures



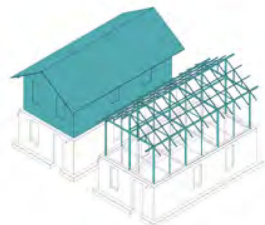
3 - Dismantle the roof while building up the existing walls



4 - Build up the second story of reinforced shelters



5 - Finish off walls and roof of second story structures



6 - Achieve greater vertical density with second stories added

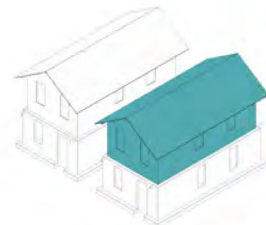


Fig. 43: Vertical Densification: Doubling Usable Built Area On The Same Land Area

land being hazardous or inefficient to develop.

a. Environmental Preservation

Kakuma’s riparian areas are most in need of preservation and protection, especially as the area has suffered from severe land degradation since the establishment of the refugee settlements. Riparian buffer zones should be established along key water courses to maintain environmental protection. In time, the degraded riparian buffers must be rehabilitated to re-establish healthy, resilient and productive ecosystems. In the establishment of the buffer zones, the National Environment Management Authority Land-Use Guidelines should be followed, as illustrated in **Fig. 45**.

b. Agricultural Land

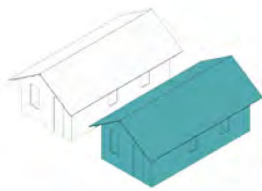
Kakuma is characterised by favourable natural conditions for agriculture that, given appropriate resources, provide economic opportunities as well as food security for its inhabitants. Preserving and strengthening existing agricultural areas is key to ensuring the sustainability of the region, especially since it is threatened by climate change.

The existing agricultural lands in Kakuma most in need of protection and conservation are the fertile riparian lands currently being cultivated. These fertile lands that are being informally cultivated by refugees are in the north of Kakuma Camp 1, as well as some dispersed small-scale areas between Kakuma Camp 1 and Kakuma Camps 2, 3, and 4.

Proposed future agricultural land in Kakuma is identified in **Map 15**. Approximately 1.6 km² of proposed agricultural land is located along the eastern bank of the Tarach River. It is proposed to facilitate land-use agreements between host and refugees for the cultivation of this land to minimise conflict over resources and to ensure that both communities will benefit from the utilisation of the available land and resources for productive agricultural activities.

The most pressing issue in Kakuma, however, is access to water. As such the potential for agriculture is highest in these identified areas due to the proximity to potential water harvesting points (such as sand dams and water pans). If the water provision can be developed to fully support this area – these areas will act as a vibrant activity and food supply source for the settlement.

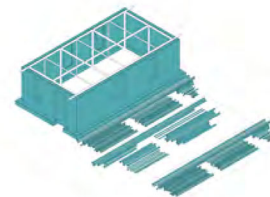
1 - Identify adjacent low shelters in densely packed areas



2 - Dismantle some shelters while reinforcing others



3 - Collect and repurpose reclaimed materials from dismantled shelters



4 - Build up the second story of reinforced shelters utilising reclaimed materials



5 - Open up ground plane and increase vertical density with second story



6 - Utilise newly available ground plane for kitchen gardens or other purposes



Fig. 44: Vertical Densification: Maintaining Built Area While Freeing Up Ground Plane For Other Productive Uses

If proven successful, these joint land-use agreements can be scaled up throughout Kakuma-Kalobeyei. Existing and proposed agricultural land will need to be formally identified and included within the Kakuma ISUDP as greenbelts. This will allow for these fertile lands to remain undeveloped, and continue providing resources and opportunities for agricultural and economic growth.

c. Inappropriate Land to Develop

Land that is at great risk of flooding should not be developed as this will result in damage to infrastructure or even loss of life. Areas such as this are on the eastern bank of the Tarach River as shown in **Map 15**. In addition, the corridor of land between Kakuma Refugee Camp and Kalobeyei Settlement has been recommended to remain undeveloped at least until 2030. This is in order to preserve livestock migration routes as well as to encourage compact development to extend from existing settlements, preventing isolated and inefficient sprawl.

1.2 Support the strengthening of the Kakuma Municipality Institutions

The new Kakuma Municipality will be a foundation for future integration of refugees as residents in the hosting municipality. The new municipality will require support for institutional capacity in urban planning, administration, urban governance and management, in addition to strengthened land management through improved land governance, adjudication processes including housing, land and property rights, as well as infrastructural development.

1.2.1. Provide technical assistance to Kakuma Municipal Board and Turkana County on establishing an efficient land administration system for the municipality

Land regularisation is needed to improve land tenure security, access to land and development. This is the activity of the County and national government that will require rigorous procedure, conversion of land and planning for registration. A lot of capacity building is required for all stakeholders particularly the communities that own the land through lineage and managed in a communal sense.

Through land regularisation, communal land can be transformed into public land, public land into private land as well as giving refugees user rights such as protection for houses, no undue eviction and occupancy rights documentation.

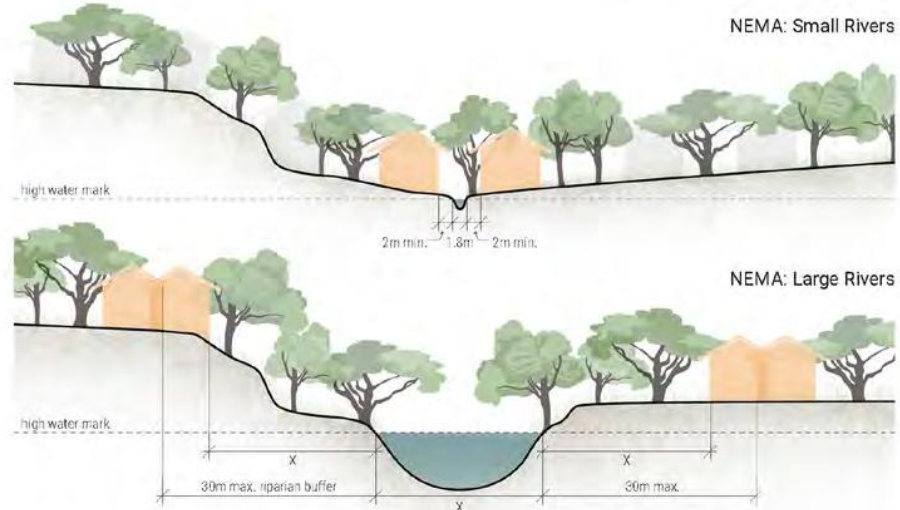
Process

UN-Habitat can support capacity building to the county and community to raise awareness on the objectives and aspirations of the land regularisation process. This will entail building consensus on the expected changes after land conversion and provisions for different land categories. The capacity will also be required at the institutional level to promote efficient management of land information and inventories.

Public participation:

National Environment Management Authority (NEMA) Land Use Guidelines

NEMA's Land Use Guidelines require a buffer zone between rivers and cultivated land equal to the width of the watercourse, with a maximum width of 30m and a minimum width of 2m for small rivers; measured from the high water mark.



*Measured from high water point when statute does not specify

Fig. 45: Land Use Guidelines For Riparian Protection (NEMA, 2011)

Public participation is key to ensure buy in and local ownership of the process by the community. This is important to deliberate the various expectations, issues and concerns with regard to refugees and host communities. The law requires refugees to own land through lease for 99 years initially and 50 years in the subsequent renewal.

1.3 Improve information management

Over the years, a lot of data has been generated for Kakuma Refugee Camp which has been focused on particular interventions by the involved partners.

Unfortunately, this data is not shared across the various humanitarian and development partners working in the camp and this limits the efforts towards jointly synergising the interventions plans. Essentially, it can be said that the coordination framework in the management of camps is rather complex. There is a need for an improved information management plan to reduce duplication of efforts among the different partners and promote coordination through data joint data generation and sharing efforts. This will enable historical access to information to inform new trends and requirements across the partners and reduce efforts, logistics and resources for new data generation each time.

Integration of Refugees

In many cases, when political conflicts are prolonged in various parts of the world, often leading to people fleeing to neighbouring countries principally to escape threats to their life, liberty, freedom, or physical integrity, their return to home countries or countries of origin is increasingly delayed, if not impossible. Today, many refugees have lived in exile for decades and in locations where they are confined in a range of environments including camps, rural settlements, and urban centres. The UNHCR defines a protracted refugee situation as one in which refugees find themselves in a long-lasting and intractable state of limbo. Their lives may not be at risk, but their basic rights and essential economic, social, and psychological needs remain unfulfilled after years in exile. A refugee in this situation is often unable to break free from enforced reliance on external assistance.⁵² In protracted situations, refugee populations have moved beyond the emergency phase—where the focus is on life-saving protection and assistance—but cannot expect durable solutions in the foreseeable future. Protracted refugee situations represent a significant challenge both to human rights and security.

In Kenya, as in many other countries of the Global South, the government has relied on material assistance from the international community in responding to refugee situations, where the focus is on life-saving protection and assistance without durable solutions in the foreseeable future. Hence, declining donor support and donor fatigue for refugee populations in host countries can contribute to the rise in protracted refugee situations because host countries in the Global South are unable to address the needs of refugees and respond to increased pressure on local environments, services, infrastructure, and the local economy. This has, in turn, reinforced the perception of refugees as a burden on host countries. As observed by

UNHCR, "The consequences of having so many human beings in a static state, include wasted lives, squandered resources, and increased threats to security."⁵³ As such, contemporary response to protracted refugee situations has proposed the three durable solutions of repatriation, local integration, and third-country resettlement.⁵⁴

Voluntary repatriation remains the preferred primary solution for most of the world's refugees as emphasised by UNHCR. As succinctly stated in a Note submitted by the High Commissioner, "Voluntary repatriation, whenever feasible, is of course the most desirable solution to refugee problems."⁵⁵ However, given the resulting continuation of protracted refugee situations and the dwindling resources to support refugees in host countries, it is imperative that local integration of refugees is explored as a durable solution to this issue. While repatriation remains the final goal, local integration gives refugees some certainty about what to do with their lives in the meantime.⁵⁶ Further to this, the 1951 UN Refugee Convention, restoring refugees to dignity and ensuring the provision of human rights includes an approach that would lead to their integration in the host society. Harrell-Bond defines integration as "a situation in which host and refugee communities are able to coexist, sharing the same resources — both economic and social — with no greater mutual conflict than that which exists within the host community."⁵⁷

In Kenya, the 2021 Refugees Act, the Kenya CRRF, and the anticipated Shirika Plan, in combination with the actions taken in 2023 to confer Kakuma Municipality have shown a commitment to transitioning away from the status quo, to seeking alternative solutions, and to improved integration of refugees. And beyond social integration, these approaches include inclusion in the political processes governing planning and service provision in the settlements where refugees are living.

Expansion of viable settlement areas for refugees is inevitable due to continued influx of refugees and growing numbers in the camps from natural population growth. Without registration of community land and regularisation of the land, negotiating for new settlement areas will face challenges. UN-Habitat's focus is to support the county in establishing an inventory system of the different categories of land, land use types, land cover and settlement areas. This will provide a clear spatial plan for consulting with the county on the need for registration and potential areas for expansion.

In addition, with the formalisation of Kakuma Municipality, a land use and management plan with clarity on different type of land tenure and the proposed new ones will need to be developed. Furthermore, a regularisation plan needs to be established to ensure proper registration of land is undertaken and any existing disputes, compensations, and control measures are addressed. A formalised land information and management system is also required to support local planning and land allocation as well as to monitor land use patterns in the regulated areas.

1.3.1 Create Geodatabase for ongoing Urban Planning Management

The UNHCR standard operating procedures envisions the development of a multi-partner online database accessible by relevant partners and with different access rights to promote secure access and use of the data. Similarly, interventions by the Global Land Tool Network (GLTN) in setting up an information management system in Kakuma is an appropriate measure and one that can be scaled up to provide a robust framework for aggregating data from different sectors, data formats and with a good analytical set-up for reporting. In this context, the tool applied is called the Social Tenure Domain Model (STDM) developed by GLTN as facilitated by UN-Habitat, to support flexible solutions for developing rapid database and information systems to support good land governance. This tool can be scaled up and provides an elaborate geo-database for both online and offline users for improved coordination and camp management.

Establish guidelines for integrating data from various sources

The establishment of an information system will ease processes concerned with access to data for various use and decision making in the camp. Due to wide intervention areas and varied data needs, it will be important to provide a template for data standards, formats and data types for easier integration in the database. This will facilitate efficient capture, recording and access to information over time as the geo-database

expands and grows. In order to achieve this, it will be necessary to conduct a baseline assessment of all the data generated in the recent past to provide an elaborate view of the scope, volume and space required for future data management. This can be embraced as a good practice that can be documented in a humanitarian context.

Creation of an inventory system:

- **Land use:** provide a clear picture of the different land use types in the municipality
- **Existing land tenure claims:** Document and demonstrate the various land tenure types and claims for different people, groups and communities.
- **Land Information System:** This system is required to be implemented by the county to improve documentation of land tenure claims, land allocation and monitoring within the new municipality. This system is also needed to support inventory management at the urban level and the collection of revenue.

This will assist in planning of future development, prevention of unmanaged/informal development and for future plot allocation. A functional land information system will support documentation of existing land claims, land-adjudication and dispute management at the local level.

1.3.2 Establish street addressing system throughout Kakuma Camp 1

Currently, roads within Kakuma Camp 1 do not have official names and are informally described in proximity to key infrastructure. This logistically creates unnecessary difficulties for wayfinding, emergency response and future planning. Assigning names to the major roads throughout Kakuma Camp 1, beginning with the primary spine road of the camp and then progressing to the major secondary roads, will assist with future growth and development, as well as aligning with the conferral of Kakuma Municipality and pursuing a settlements approach to refugee camp development.

This intervention will require strong community engagement to generate collective uptake of the street addressing system proposal. Once agreed by the community, the street naming should be recorded in a county and municipality database and formalised through signage. This intervention will directly support the establishment of an efficient road network throughout the settlement as well as facilitating future geographical analysis, land regularisation and business formalisation.



Fig. 46: Daily Activity on the Main Road in Kakuma Camp 1 (UN-Habitat, 2023)

4.4 Goal #2: Accessibility and Connectivity Strategies

Strategy

Intervention

2.1 Improve the road infrastructure network for better connectivity and accessibility to services

2.1.1 Establish an efficient road network system by upgrading and improving existing roads

2.2 Provide an efficient and inclusive transport system based on a balanced Multi-modal offer

2.2.1 Establish an integrated public transportation system

2.2.2 Establish an NMT (non-motorised transport) network

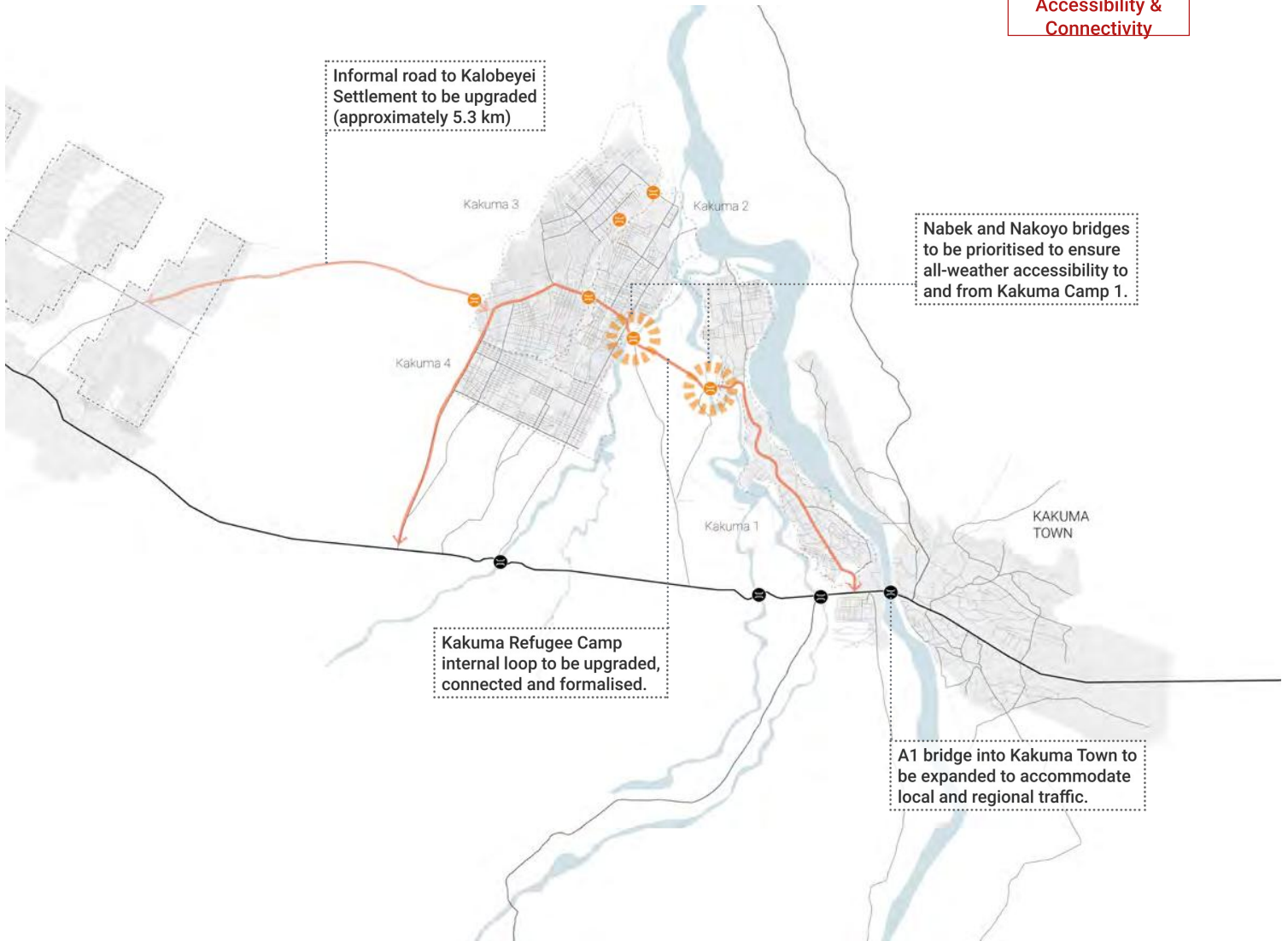
The overall accessibility and connectivity of Kakuma Refugee Camp is a crucial challenge that must be addressed to achieve a well-connected and integrated urban settlement. The informal network of poor quality roads in Kakuma contributes directly to poor accessibility to services, utilities and markets. Poor accessibility throughout the camp has numerous flow-on effects as it creates physical and financial barriers for refugees to access education, healthcare and economic opportunities. It disproportionately impacts the most vulnerable communities within the camp including women, children, the elderly and the disabled.

For Kakuma Camp 1, the existing road infrastructure poses not just barriers to accessing facilities, but causes risks to people's health and safety. Flooding of major routes can cause parts of the camp to become inaccessible. It also poses pressing challenges to future growth, both infrastructure-wise and economic.

Improvement of the road distribution network as well as the quality of the roads will significantly increase the number of people who can access economic

opportunities, participate in social activities as well as improve their overall standard of living. Addressing Kakuma Camp 1's accessibility issues will not just improve the quality of life and access to services of the refugees but will directly support economic growth, capitalising on the camp's proximity to Kakuma Town and the newly constructed A1 Road. Thus, the goal here is to ensure optimal connectivity and accessibility of the camp to take advantage of these emerging opportunities.

To improve overall accessibility, this entails ensuring an adequate hierarchy to the roads, improving the road's conditions (i.e., tarmacking), establishing adequate drainage systems and providing space for NMT (non-motorised transport) such as walking and cycling throughout the network. The transport network must be integrated with blue and green networks to support the functionality of ecosystems and its adaptability to climate change. Public and open spaces pockets along the roads make the streets vibrant, safe and attractive public spaces accessible for all.



LEGEND

Existing

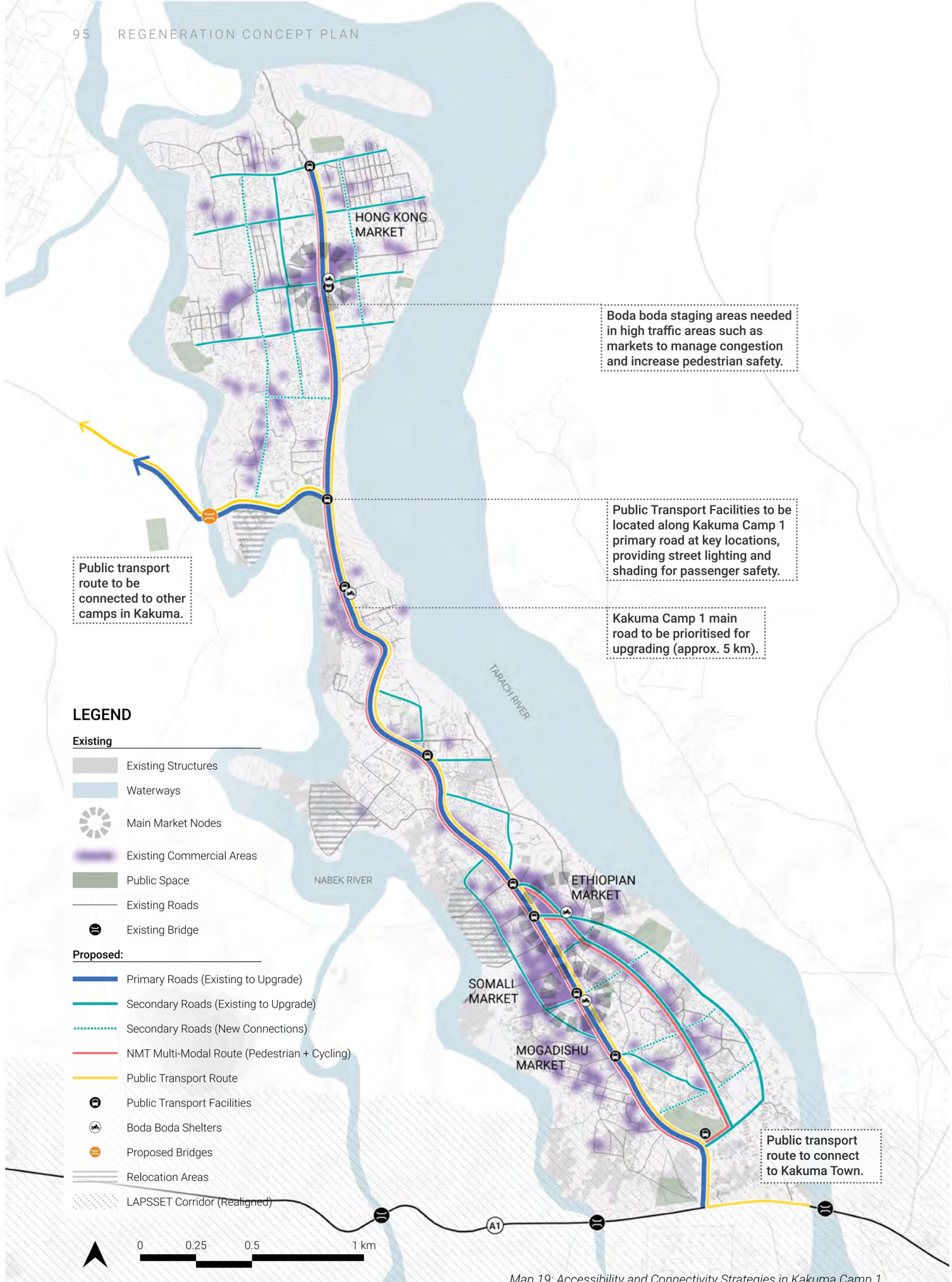
- Community Land
- Waterways
- Built-Up Areas
- Camp Boundaries
- A1 Highway
- Roads
- Existing Bridges

Proposed

- Proposed Bridges
- Priority Proposed Bridges
- Kakuma Camp main road to formalise
- Informal road to upgrade



Map 18: Accessibility and Connectivity Strategies in Kakuma-Kalobeyei



Public transport route to be connected to other camps in Kakuma.

Boda boda staging areas needed in high traffic areas such as markets to manage congestion and increase pedestrian safety.

Public Transport Facilities to be located along Kakuma Camp 1 primary road at key locations, providing street lighting and shading for passenger safety.

Kakuma Camp 1 main road to be prioritised for upgrading (approx. 5 km).

Public transport route to connect to Kakuma Town.

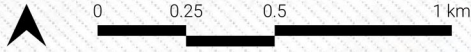
LEGEND

Existing

- Existing Structures
- Waterways
- Main Market Nodes
- Existing Commercial Areas
- Public Space
- Existing Roads
- Existing Bridge

Proposed:

- Primary Roads (Existing to Upgrade)
- Secondary Roads (Existing to Upgrade)
- Secondary Roads (New Connections)
- NMT Multi-Modal Route (Pedestrian + Cycling)
- Public Transport Route
- Public Transport Facilities
- Boda Boda Shelters
- Proposed Bridges
- Relocation Areas
- LAPSSSET Corridor (Realigned)



Map 19: Accessibility and Connectivity Strategies in Kakuma Camp 1

2.1 Improve the road infrastructure network for better connectivity and accessibility to services

2.1.1 Establish an efficient road network system by upgrading and improving existing roads

Undertake a baseline assessment of current road network in Kakuma Camp 1

A baseline assessment is needed to understand current provision, quality and standards of roads throughout Kakuma Camp 1, as no such assessment has been undertaken before. The methodology to be employed will take advantage of the existing technology, information, and data. For instance, as of now, UNHCR, Humanitarian Open Street Map Team, and other partners are working to update the Kakuma-Kalobeyi drone imagery. The imageries will enable layout planning, object detection and classification which will greatly help in analysis of road distribution and service area, it will also draw on broader set of sources including existing survey and road network data, which provide most recent information on road network distribution and quality.

The baseline assessment should provide detailed information on the following:

- Existing road network distribution.
- Road service area analysis and adequacy
- Kakuma Camp 1 roads capacity
- Existing road conditions
- Traffic flows and vehicle characteristics
- NMT integration in the existing roads
- Flood vulnerability of existing roads
- The road users of the existing roads should be well defined.
- Safety of the users
- Topographical levelling and alignment of the existing roads

This assessment will be used to create a road network that will service the area effectively, provide for adequate flood water drainage, regularise plot access requirements and make provision for an efficient public transport system. This will also assist authorities and implementing partners in designing and implementing a localised planned road network within the camp that will result in minimal interference with the existing structures and promote positive socio economic outcomes, as well as placing the long-term well-being of the persons living in the camp as a priority.

Design a localised road network system including road hierarchy

The road hierarchy in formal settlements is usually one of the first planning considerations made. However, in Kakuma Camp 1, paths and routes have emerged informally over time to serve the current need as the camp has grown in size and the population has increased. Some roads have been earthed and graded to serve the most pressing need, in particular the main spine road of the camp. Most of the camp's roads, though informal, are currently serving a high population and provide access to services and public utilities. In this regard, preparation of a localised road network system is essential to improve current standards of living and facilitate future growth.

This network must provide for adequately sized road infrastructure that meets the minimum standards within existing legal provisions. A localised road network system should be designed and implemented to define and categorise all the primary, secondary and tertiary roads, provide organisation to the settlement and to ultimately improve the safety of Kakuma Camp 1. A localised road network system should include:

- Localised road hierarchy map
- Proposed road hierarchy standards.
- Identification of road upgrades required to meet road hierarchy plan.
- Prioritisation of roads to be upgraded.

The type of vehicles expected to be utilising the road will be the primary consideration for the determination of the basic width of the roadbed as well as expected shoulders and ditches. The plan layout for the regeneration of Kakuma Camp 1 should adopt primarily a road hierarchy with acceptable minimum street width of 15 metres wide access road, 9 metres and 6 metres (6 metres to access individual plots) as provided for in the Physical Planning Handbook 2007 for Kenya. This aligns with initial feedback on road networks as envisioned during the community and stakeholders' meetings, and a proposed internal road hierarchy is illustrated in **Map 19**.

Road Hierarchy:

- Kakuma Camp 1 main road is the camp's primary local road as it acts as the spine of the camp and provides access to most of the major facilities. This road should be formalised as a 15 metre wide localised local urban street. Once upgraded, this road can provide separated lanes for two-way vehicular traffic, pedestrian footpaths and shared bicycle lanes (as illustrated in **Fig. 47**). This road will provide key linkages between Kakuma Camp 1 and the other

camps in Kakuma as well as providing primary links to the A1 Highway and Kakuma Town. While some relocation and realignment of dwellings and infrastructure may be necessary to formalise this road, overall the impact is expected to be acceptable, as illustrated in **Map 20** and **Map 21**.

- Due to the nature of the roads and the alignment, ensuring the planning layout has minimal effects on the existing structures will be challenging due to the existing informal spatial structure of Kakuma Camp 1. However efforts should be put in place to ensure the upgrade and extension of the road widths to conform with standards are done to ensure the

sustainability of the regeneration plan, indirect and direct cost reduction and avoid negative physical or socio-economic impacts.

- Proposed local secondary roads connecting to the main local street within the camp are the roads that connect to additional key facilities within the camp, and should be formalised as approximately 9 metre wide urban streets. The 9 metre width option takes into consideration a 6 metre carriage way and 1.5 metres on each side to provide for sidewalks and utilities like water, sewerage, and stormwater drainage (as illustrated in **Fig. 48**).

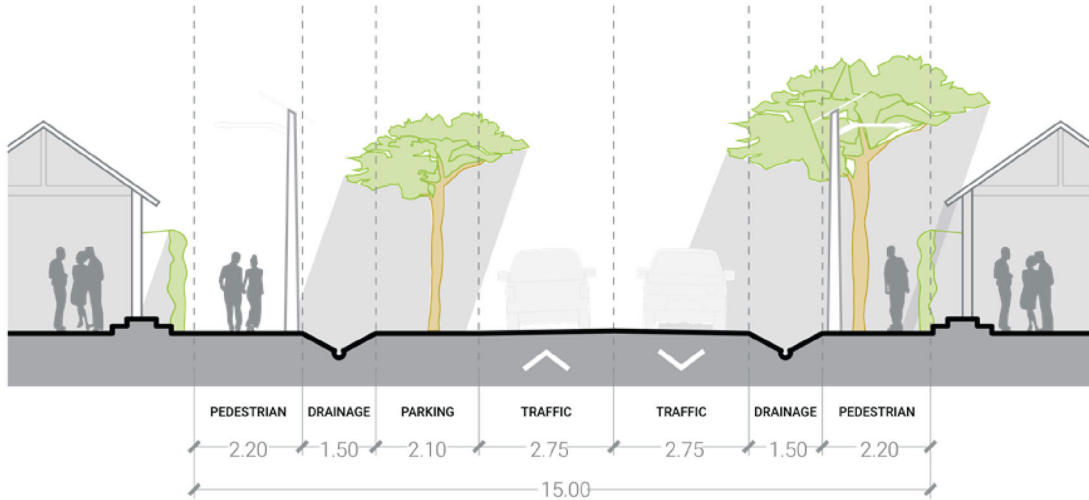


Fig. 47: Proposed Typical 15 Metre Road Section

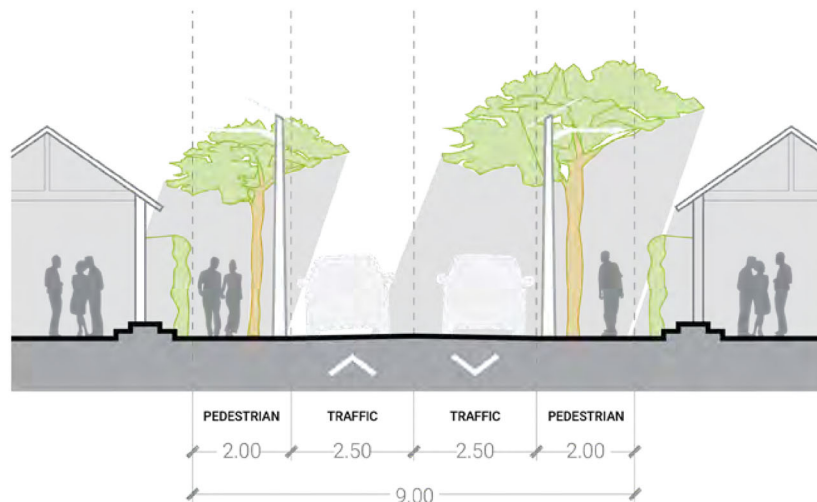
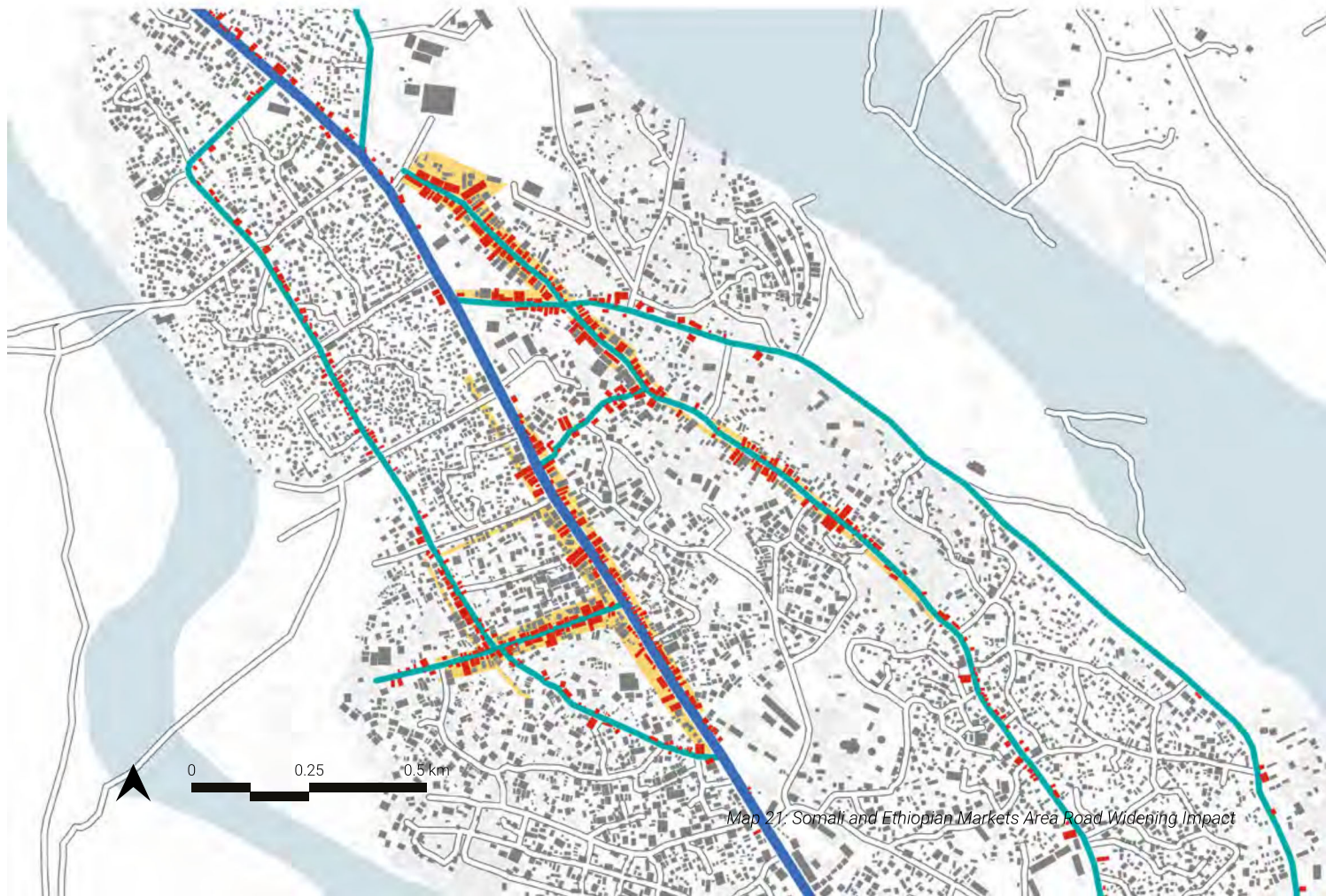


Fig. 48: Proposed Typical 9 Metre Road Section



Map 20: Hong Kong Market Area Road Widening Impact



Map 21: Somali and Ethiopian Markets Area Road Widening Impact

- In addition to upgrading existing roads, there are many opportunities to improve the overall road network through constructing new road connections particularly in Zone 1 and Zone 3 of the camp. It is recognised that the creation of new connections would require some level of disruption and relocation, however would significantly improve the functioning of the settlement in the long term.

Upgrading prioritisation:

- In the shorter term, the grading and levelling of Kakuma Camp 1 primary road should be prioritised, alongside the grading/levelling of the proposed secondary road where Ethiopian Market is located, taking into account provisions for side storm water drainage, water mains, footpaths, and road shared parking, where possible and planned.
- The provision of road drainage infrastructure should be prioritised within the camp's three major markets (Somali, Ethiopian, and Hong Kong Markets).
- In the medium term, the tarmacking of Kakuma Camp 1 primary road should be prioritised, followed by the tarmacking of the identified secondary roads.
- In the longer-term, the Kakuma Camp 1 main road should be extended to connect with Kakuma Camp 2, as illustrated in **Map 17**. This will create a continuous primary road connecting the camps in Kakuma to the A1 Highway.

Reclassify Kakuma Camp 1 Main Road

In addition to physical upgrading, Kakuma Camp 1's main road should be formally reclassified as P (Gu) to recognise its importance to the future growth of the area.

Most roads in Kenya are classified according to the following concepts:

- Type of use of the road,
- Uses of the land surrounding the road,
- Topography of the area of the road, and
- Nature of the area.

The role of the road is determined by traffic and transport service as well as according to the areas they serve and the total movement that will be generated from those areas served. This will not be an exception for the roads in Kakuma Camp 1, due to formal processes that must be followed to ensure that roads are classified according to the existing guidelines as laid down by the Kenya Road Act of 2007 and Kenya Gazette Supplement No. 4 of 2016, Fourth schedule.

Road reserves are a good example of standards that

should be reconsidered in the regeneration planning process. The current roads in Kakuma Refugee Camp follow the standards provided in the Sphere Standards for humanitarian settings that provide guidelines for camp roads. The regeneration strategy aims to formalise and ensure the standards being applied to the roads comply with the Kenya Roads Act and Physical Planning Handbook of 2002. The fourth schedule of the Kenya Roads Act 2007 and the subsequent supplementary gazette stipulate the classification of all public roads in Kenya which are classified as National and County roads. The implementation of this should borrow greatly from these classifications, and also take into consideration conferral of Kakuma as a municipality.

In Kakuma, the main Lokichogio-Lodwar road is classified as class A, while the roads serving Kakuma-Lokangae-Napak and Kakuma-Lokichogio through Oropoi are classified as class C and D respectively (Both classified as class E in 2007), with Kakuma-Letea-Lokipoto road classified as class E. The rest of the roads are classified as class G according to Kenya Gazette Supplement No. 4 of 2016, Fourth schedule. Kakuma Camp 1 main road is currently classified as Class G.

From the foregoing, even though the roads in Kakuma Refugee Camp are likely to be classified as class G, efforts should be made in consultation with the Turkana County Government and Kenya Rural Roads Authority (KeRRA) to have the main spine road passing through Kakuma Camp 1, which serves key urban functions and serves major markets and institutions, to be classified under the County roads urban classes L to P (Du-Gu). It should be recognised that the classification underscore the differences between rural roads and urban streets, offering a parallel coding system for urban streets (SDMUAK). When roads traverse cities or rural centres, their designs need to reflect the local context.

In this regard, this will in turn enable the management of the road to be under the County urban town for ease of construction, maintenance and management and under the County urban service delivery programme and budgetary allocation. County Governments are responsible for the construction, management, development, rehabilitation and maintenance of the County Roads of rural classes D, E, F and G and urban classes L to P (Du- Gu) as well as unclassified roads as assigned in the fourth schedule of the constitution including street lighting, traffic management, parking, and public road transport.

In doing so, the Kakuma Camp 1 main road which was gazetted as rural road class G-G82622 and G82623 should be classified as P (Gu) in conjunction with other



Fig. 49: An Example of a Boda Boda Shelter That Could Be Constructed in High-Traffic Areas (Kenya News, 2022)

roads within Kakuma Town. This will enable the upgrade of the selected roads to be done in accordance with the first schedule of the Kenya Roads Act 2007 that provides classification of urban roads, including urban local roads which include local residential access roads and streets, The Physical Planning Handbook of 2002 as well as the Street Design Manual for Urban Areas in Kenya (SDMUAK) prepared by the Ministry of Roads and Transport.

Upgrade informal road connecting Kakuma Refugee Camp to Kalobeyei Settlement

The informal road connecting Kakuma Refugee Camp to Kalobeyei Settlement is, despite its informality, already heavily used by both refugee and host communities as the shortest connection between the refugee settlements. This road is an essential connection between the settlements, and its upgrading would directly improve the flow of people, goods and emergency services between the refugee settlements. This 5.3 km connection should be upgraded to a 25 metre wide road, in line with Kalobeyei Spatial plan road network recommendations. Although this connection is outside of Kakuma Camp 1, it is seen as an essential contributor to the sustainable growth of the local area.

Construct bridges at key locations to improve connectivity during rainy season

Over the years road conditions not just within Kakuma Camp 1 have been dire, but the supporting infrastructure of bridges have been critically neglected. In the past the area has relied mostly on drift construction which has been ineffective due to poor workmanship and high water volume that easily erode the drifts.

The road that connects Kakuma Camps 1 and 2 crosses two major laggas, Nabek and Nakoyo. No drift or bridge has ever been constructed over the Nabek Lagga. This is majorly attributed due to the size and width of the lagga and the volume of water that is usually experienced during the high rainfall season. Initial and past deliberations for an intervention has never materialised, largely due the high amount of resources that are required to construct such a bridge. However this has continuously disrupted transportation and movement between the two camps, with people being forced to use significantly longer travel routes during rainy seasons.

For Nakoyo Lagga near Fuji Primary School in Kakuma Camp 2, drifts have previously been constructed however have been destroyed periodically by floods. In order to address these long term challenges, technical and

physical assessment will be carried out to determine the best type of bridge to be constructed over the two identified laggas; Nabek and Nakoyo. The construction of the two bridges will provide reliable accessibility to Kakuma Camp 1 and connectivity to other parts of the camp throughout the year (as indicated on **Map 17**). While the cost of such infrastructure is recognised, the importance of reliable access over laggas can not be understated from an economic and quality of life perspective, as well as it having the potential to save lives.

Beyond the Nabek and Nakoyo bridges, other future potential bridge locations throughout Kakuma Refugee Camp are also shown on **Map 17**.

In addition to the proposed bridges within Kakuma Refugee Camp, in the longer term it is also recommended to expand the A1 bridge leading into Kakuma Town as it is currently too narrow to support the heavy traffic including trucks along the A1. This bridge should be expanded from 8 metres to approximately 15 metres

wide to accommodate increased levels of local and regional traffic.

2.2 Provide an efficient and inclusive transport system based on a balanced Multi-modal offer

A transport system based on a balanced multimodal offer should be established in Kakuma Camp 1, and subsequently expanded to connect all settlements within Kakuma-Kalobeyei. A diversified and efficient transport system, including all modes of transport, ensures the economic development of a region, while offering new travel opportunities to its inhabitants to ensure equal accessibility for all and contributing to their well-being. With the classification of Kakuma Camp 1 main road as local street class P (Gu), the street can have separate footpaths and carriageways, with cycles operating in the carriageway, which can act as the beginning of the camp's inclusive transport network.



Fig. 50: Recently Constructed Bus Shelter in Kalobeyei Settlement (UN-Habitat, 2023)

2.2.1 Establish an integrated public transportation system

Build Boda Boda shelters in key areas

The main means of transport used in the camp are motorcycles and walking. The high level of boda boda usage is attributed to their ease in manoeuvring the available narrow and unpredictable paths in the settlement that are used for access. At the same time, boda boda can cause serious congestion and safety issues in high-traffic areas of the camp. Thus, there should be provision of boda boda shelters in several high-traffic locations throughout Kakuma Camp 1. These staging areas should be located in Somali Market, Ethiopian Market, IRC Main Hospital, and Hong Kong Market (as shown on **Map 18**). This infrastructure will enhance accessibility and traffic into and within the camp's main arteries, and will maximise efficiency of the limited space that is currently highly congested.

Provision of boda boda shelters will reduce traffic and blockages of the businesses in the main street for the Somali and Ethiopian Markets. The shelters/staging areas will facilitate the onloading and offloading of people, goods and services, support overall economic growth and the camp's markets.

Prepare a public transport system

In order to ensure economic development and access to services for all, connectivity between Kakuma Camp 1's centres is essential as well as connection to the wider urban network. Guidelines and a plan for improved road access appropriate to this area will therefore need to be created to introduce and integrate a public transport route in the camp, which will in turn result in increased accessibility and mobility.

Therefore, it will be important to prepare a comprehensive overall public transport system to be piloted within Kakuma Camp 1 to better connect the camp with Kakuma Town and the transportation hub that is becoming apparent in this area. This will greatly increase both host and refugee's accessibility to facilities within the camp and a proposed public transport route is illustrated in **Map 18**.

Eventually this strategy should be expanded to connect all of the camps in Kakuma, as well as Kalobeyei Settlement, and Kalobeyei Town, and will link in with the establishment of public transport facilities and road upgrades already being constructed in Kalobeyei Settlement.

Identify key locations for public transport facilities in Kakuma Camp 1

As illustrated on **Map 18**, proposed public transport facilities are placed in key locations along the camp's primary road at Don Bosco field, IRC main hospital, UNHCR Field Post 1, WFP distribution centre, entry to Ethiopian Market, Somali Market, Mogadishu Market, and at the main entry to Kakuma Camp 1 from the A1 Highway.

These public transport facilities would provide designated safe locations for passengers to board and alight from vehicles. This will prevent buses from adding congestion to the camp's road network. Public transport facilities should be established with signage and shelter to provide weather protection and solar street lighting for safety.

2.2.2 Establish an NMT (non-motorised transport) network

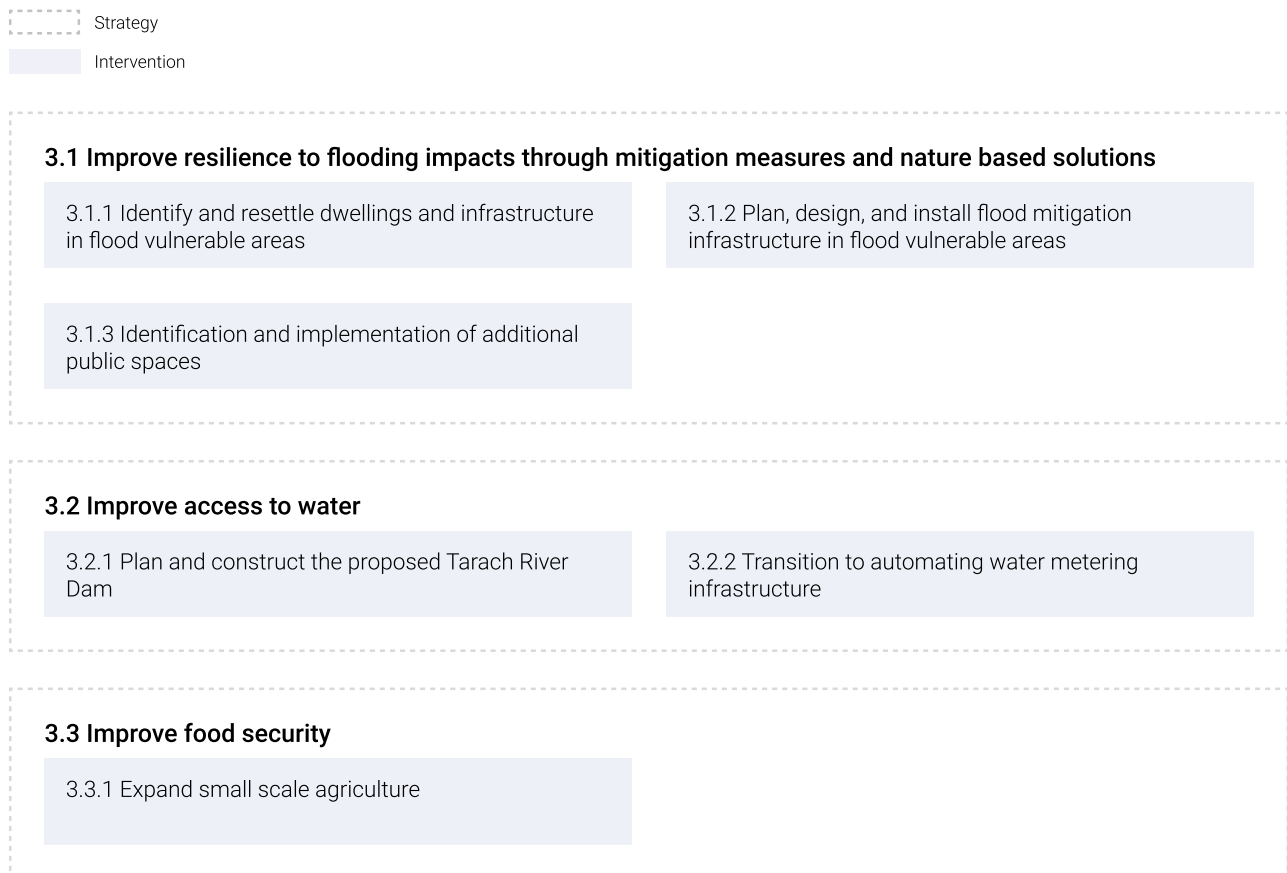
In order to ensure economic development and access to services for all, connectivity between key landmarks (markets, key facilities and public services) is essential. This requires increased accessibility within Kakuma Camp 1, between all camps in Kakuma and between the host and refugee community settlements. This accessibility must be ensured all throughout the year and account for people of varying incomes and abilities. Non-motorised transport (NMT) is widely used as an affordable mode of transport in Kakuma Refugee Camp, however it is hindered by lack of supporting infrastructure.

A transport system based on a balanced multimodal offer should be established in Kakuma Camp 1 (multi modal streets incorporating walking, cycling, and mechanised transit). A diversified and efficient transport system, including all modes of transport, ensures the economic development of a region, while offering new travel opportunities to its inhabitants to ensure equal accessibility for all and contributing to their well-being.

A proposed NMT network is illustrated in **Map 18** as a multi-modal route connecting all of Kakuma Camp 1's main markets and the majority of the key facilities. This pedestrian and cycling oriented strategy must come in conjunction with proposed road hierarchy and upgrading interventions, as the proposed road upgrades include the provision of pedestrian paths that allow for separated use of the roads and increased pedestrian safety (**Fig. 48** and **Fig. 49**).

The NMT network should also align with the settlement's public spaces and blue-green network, improving the amenity and utilisation of community spaces.

4.5 Goal #3: Resilient Communities Strategies

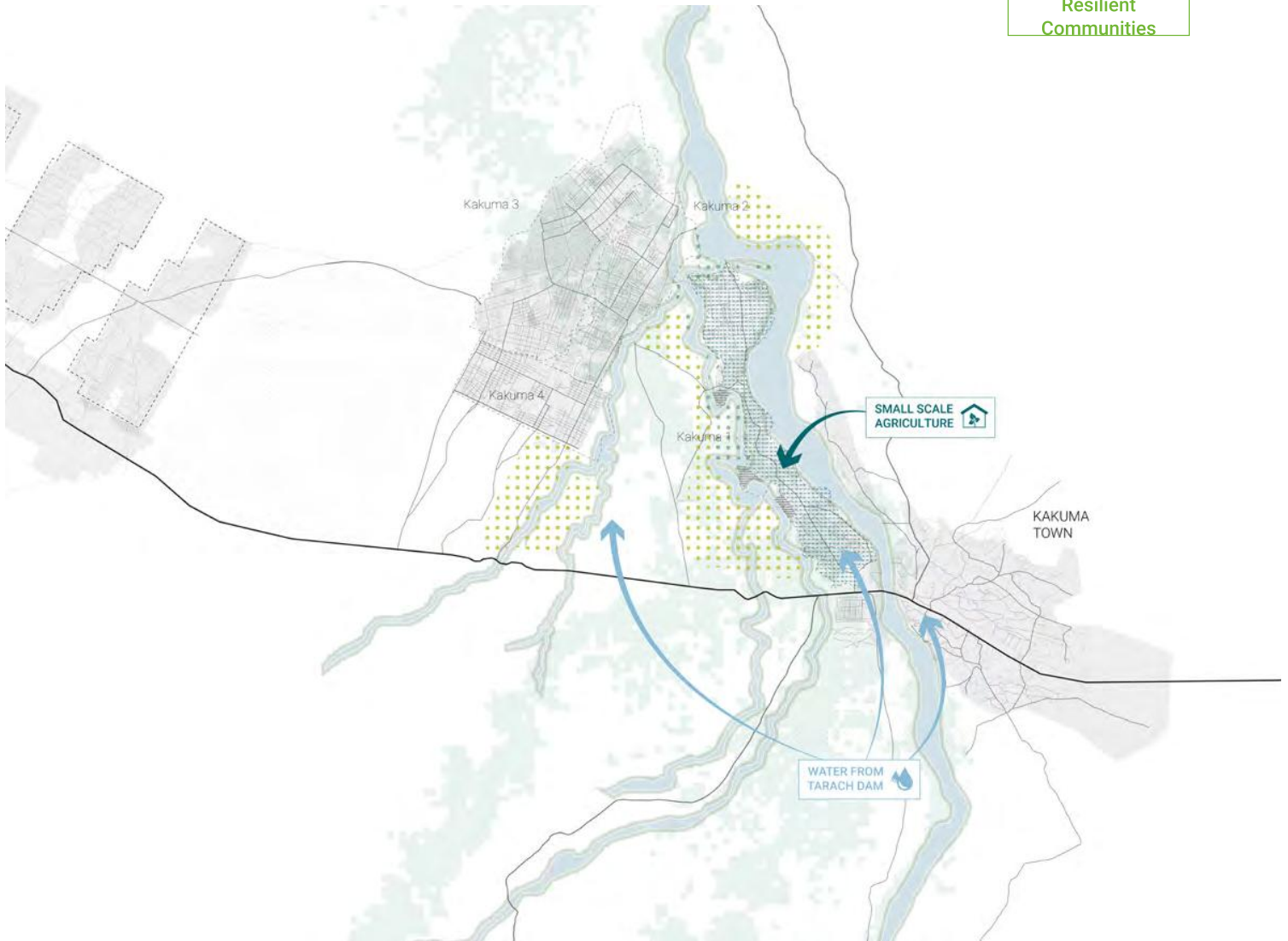


Resilience refers to the capacity of a community to survive, adapt and grow in the face of shocks and stresses. Kakuma Refugee Camp faces critical environmental challenges in particular flooding and drought as well as the flow-on effects of these challenges such as food and water insecurity. With the conferral of Kakuma Municipality, the country's changing perspective of refugee camps towards a settlements approach and the growing impacts of climate change, it is critical to begin improving the resilience of Kakuma Refugee Camp through mitigation and adaptation strategies.

The overall objective of this goal is to increase the long-term resilience of Kakuma Camp 1 by targeting the camp's vulnerability to both flooding/erosion and

drought, which are the two key environmental challenges of both the camp and the surrounding area. While the entire region has been suffering from critical droughts since 2019, the impacts of flooding and erosion are also clearly evident in the camp, with many refugees living in very vulnerable locations.

Promoting resilience in this way will safeguard livelihoods and contribute to the overall self-reliance of communities. Self-reliance is an important concept of resilience especially in this current refugee camp climate, as transition towards settlements will see reduced humanitarian aid, meaning refugees will have to become more self-reliant especially when it comes to such basic needs as food and water.



LEGEND

Existing

- Community Land
- Built-Up Areas
- Waterways
- Flood Areas
- Existing Agriculture
- Camp Boundaries
- A1 Highway
- Roads

Proposed

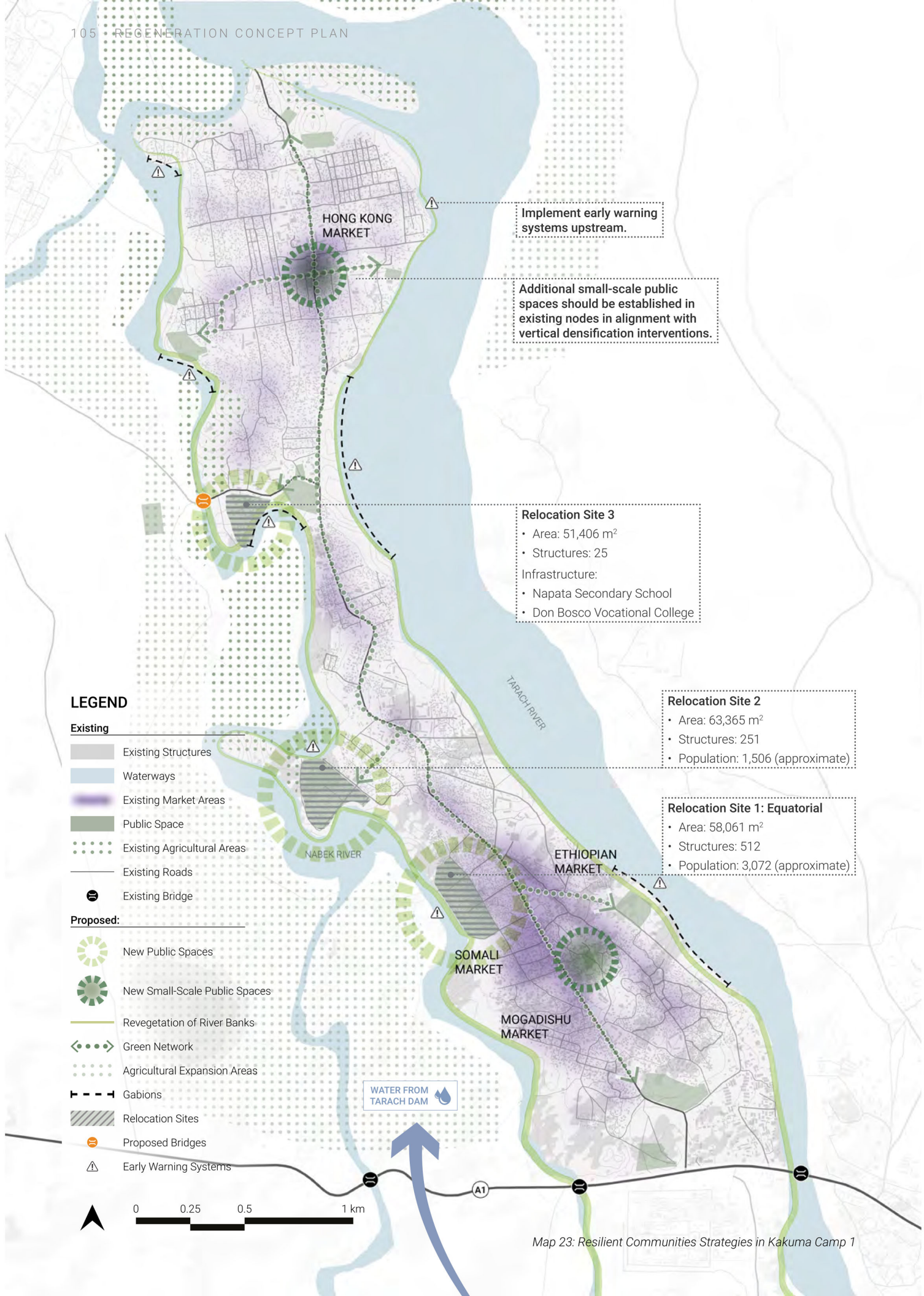
- Agricultural expansion
- Do not build areas
- Riparian protection areas

Kakuma Camp 1

- Relocation Areas
- Small Scale Agriculture



Map 22: Resilient Communities Strategies in Kakuma-Kalobeyei



Implement early warning systems upstream.

Additional small-scale public spaces should be established in existing nodes in alignment with vertical densification interventions.

Relocation Site 3
 • Area: 51,406 m²
 • Structures: 25
 Infrastructure:
 • Napata Secondary School
 • Don Bosco Vocational College

Relocation Site 2
 • Area: 63,365 m²
 • Structures: 251
 • Population: 1,506 (approximate)

Relocation Site 1: Equatorial
 • Area: 58,061 m²
 • Structures: 512
 • Population: 3,072 (approximate)

LEGEND

Existing

- Existing Structures
- Waterways
- Existing Market Areas
- Public Space
- Existing Agricultural Areas
- Existing Roads
- Existing Bridge

Proposed:

- New Public Spaces
- New Small-Scale Public Spaces
- Revegetation of River Banks
- Green Network
- Agricultural Expansion Areas
- Gabions
- Relocation Sites
- Proposed Bridges
- Early Warning Systems

WATER FROM TARACH DAM



Map 23: Resilient Communities Strategies in Kakuma Camp 1

3.1 Improve resilience to flooding impacts through mitigation measures and nature based solutions

3.1.1 Identify and resettle dwellings and infrastructure in flood vulnerable areas

The overall objective of this intervention is to increase resilience by reducing Kakuma Camp 1's overall vulnerability to flooding and exposure. One of the ways this can be achieved is through delineation of the most at-risk areas and the relocation of dwellings and infrastructure from those areas, as identified in **Map 23**.

It is recognised that relocation is a very sensitive proposal, especially for communities that have lived in these locations for many years. Relocation has the potential to disrupt communities, which in Kakuma Camp 1 are very established. However, the risk to communities is significant enough to warrant a relocation intervention.

Once relocation has taken place, it is recommended that these areas be designated as non-buildable areas for residential and infrastructure development, to prevent new dwellings being constructed and people being put at risk. Instead, these areas should be repurposed as a combination of open space, agriculture and native species revegetation.

Undertake household baseline survey

Before a relocation strategy is implemented, a household baseline survey must be undertaken to establish the existing situation and to inform on creation of a community response and relocation plan. The baseline survey should cover:

- Identification of potential risks
- Assessment of needs and community capabilities
- Understanding the risk response option
- Level of community knowledge and experience
- Identifying all stakeholders for planning coordination and sharing responsibilities in order to prepare contingency plan
- Number of households in flood vulnerable areas
- Number and type of infrastructure in flood vulnerable areas
- Individual's experience of flood impacts
- Individuals willingness to relocate
- Individual's location preference for relocation
- Support that would be needed to facilitate relocation

Undertake extensive community engagement for potential flood relocation areas

Comprehensive community engagement must be undertaken in the event of a relocation strategy. This will enable all the actors to bank on the community's information based on their past experience, knowledge and understanding of the flash floods as well as riverine erosions. Relocating individuals in a settlement that is as well-established as Kakuma Camp 1 is sensitive as many individuals and families may have lived for decades in the camp, have strong community networks and also have small businesses. A relocation intervention must aim to minimise negative repercussions to the impacted communities.

Produce timelines for logistics of gradual relocation

The following stages should be considered when developing a relocation strategy:

- Gradual relocation should be proposed, beginning with dwellings closest to the laggas
- Relocation destinations should be prioritised within Kakuma Camp 1 itself, in particular to the strategic vertical densification nodes.
- Relocation destinations can also be considered within the identified residential extension areas outside of Kakuma Camp 1
- Where possible, refugee communities should be relocated together, to prevent disconnection and isolation

Once relocation has occurred, future development should be prohibited within these zones. Instead, the land should be adaptively reused as public and open space for the use of both host and refugee communities. In addition, the riverbanks should be strengthened through revegetation programmes.

Raise awareness in communities on Climate Risks

Insufficient knowledge on flood risks, and mitigation and adaptation options has resulted in loss of properties and lives as well as disruption of social and economic well being in Kakuma. Sustaining community awareness of floods and enhanced education is essential for building long-term community resilience to climate risks through community disaster management projects or programs. This allows the community to respond to potential flood risks appropriately and minimise adverse consequences. This awareness can be disseminated through various means that include distribution of flood risk and vulnerability maps which are very useful tools for creating awareness. Kakuma-Kalobeyi and the wider region are

currently suffering from a prolonged and devastating drought, this has greatly affected the residents social and economic well-being and thus creating a very vulnerable population in event of flooding. Awareness raising is critical to communicate about climate change impacts and adaptation strategies.

Implement Early Warning Systems

In addition to infrastructural flood resilience strategies, investment in information and communication strategies are also essential. Early warning systems should be established upstream of the Tarach River. This will help in provision of timely information for emergency preparedness. This system will complement other community driven flood mitigation strategies. Early warning systems can be very inexpensive, using simple flood sensors attached to a transmitter to detect rising water levels. Once water levels reach a certain height, the signal is wirelessly transmitted to a receiver and the warning can be disseminated via mobile phones or siren to relevant agencies and communities. This allows the communities to implement emergency measures such as temporary relocation, placing of sandbags and community awareness.

Revegetate environmentally degraded riverbanks with native vegetation

Being in such close proximity to rivers provides access to natural resources that can be tapped such fertile land, however large portions of the riverbanks that bound Kakuma Camp 1 have been degraded due to deforestation and camp development. Therefore it is necessary to revegetate the riverbanks along the majority of the perimeter of Kakuma Camp 1, utilising native vegetation so as not to introduce potentially invasive species. Revegetation activities can be undertaken with

saplings from local nurseries to encourage use of local species and boost local economic growth. A strategy of revegetation will ultimately strengthen the camp's riverbanks which will minimise future erosion, as well as enhancing local ecosystems.

3.1.2 Plan, design and install flood mitigation infrastructure in flood vulnerable areas

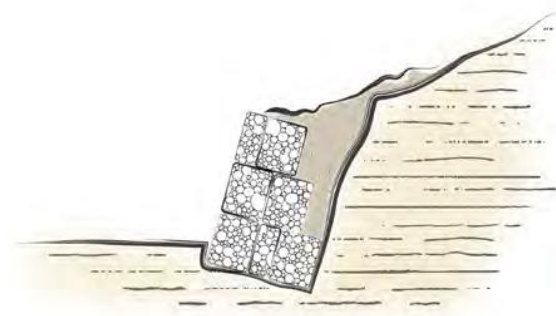
It is recommended that a comprehensive flood resilience strategy be implemented in all areas that have been identified as flood prone. This will include rehabilitation of areas that residents have been relocated to other sites, construction of step gabions as embankments with structural reinforcement in areas near the laggas, local drains to channel the surface water as well as inclusion of green infrastructures in areas indicated in **Map 23**.

Gabions to be constructed in areas of significant erosion

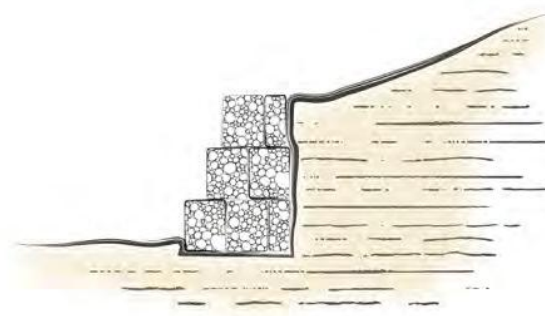
Gabions should be installed to stabilise impacted slopes along the laggas and to prevent further erosion in the areas identified in **Map 23**. It is understood that installation of gabions is not a permanent solution to the threat of erosion, however it is necessary to avoid mass relocation of the entire camp. In addition to installing gabions, the planting of trees will also be encouraged to avoid further erosion.

Stormwater drainage as part of road upgrades

Local storm water drains should be constructed as part of overall road upgrades to reduce the risks of pluvial flooding resulting from inadequate drainage capacity precipitated by informal planning and congestion. It should also be noted that, lack of proper waste management system increases the risk of flooding through clogging of existing



Typical gabion retention structure against glacial till material back batter at slope of 1:4



Horizontally-stacked gabion baskets and half baskets placed in a stream channel against recent terrace deposits

Fig. 51: Utilising Gabion Retention Walls To Minimise Erosion (Missouri University of Science and Technology)

drainage networks and therefore measures should be undertaken in an integrated manner to ensure operating waste management systems that do not interfere with the planned efforts to mitigate flood risks.

3.1.3 Identification and implementation of additional public spaces

Additional quality public spaces to be established in areas relocated for flood vulnerability

Additional public spaces are proposed to be established in the areas identified for relocation. The adaptive reuse of these areas for public and open space will allow for increased accessibility of refugees to open space, which will contribute to:

- Host and refugee community integration
- Additional recreational opportunities
- Improved public health

Establish small-scale public spaces in areas of vertical densification

In addition to the larger open spaces, smaller scale public spaces should be established in the main nodes of Kakuma Camp 1, as these areas currently lack these kinds of communal spaces. This can occur through aligning with interventions of vertical densification which have the potential to open up plots of land for small-scale public spaces that can be connected to the overall blue-green network of the settlement.

3.2 Improve access to water

3.2.1 Plan and construct the proposed Tarach River Dam

A critical issue for Kakuma is the lack of a strategic water supply, which is needed to supply current and future domestic, agricultural and industrial water needs. Therefore it is recommended to establish a dam on the Tarach River to reduce resident's dependence on water from boreholes which is not reliable. A dam on the Tarach River will have critical benefits for both the host and refugee communities. It is recognised that this is a long term project, however it is essential for the future growth and sustainability of Kakuma Municipality.

In addition to the benefits to water security, a Tarach River dam would also be used as a form of retention dam to regulate the flow of water along the Tarach which can positively delay the speed of surface runoff and river peak discharge, limiting erosion and mitigating the impact of flash floods.

3.2.2 Transition to automating water metering infrastructure

Transitioning to the automation of water metering for existing water infrastructure in Kakuma Camp 1 will support the transition to Kakuma Municipality as well as preventing high levels of non-revenue water loss. Reducing water loss is critical in a community that is suffering from severe drought.

Undertake baseline mapping of water resources (carrying capacity) of Kakuma-Kalobeyei

For the eventual automating of water infrastructure throughout Kakuma Refugee Camp, which should be considered and planned for in the context of the recent Kakuma Municipality conferral, baseline mapping of the communities' water resources must first be undertaken.

3.3 Improve food security

3.3.1 Expand small scale urban agriculture

It is proposed to pilot small-scale urban agricultural projects in Kakuma Camp 1. This small-scale agricultural production will complement the larger scale agriculture that is ongoing and proposed throughout Kakuma. The overall objective will be to pilot and scale up adaptable and gender-responsive Resource Recovery and Reuse (RRR) solutions for increased food and energy security and sustainable socio-ecological systems. The focus would be on household level kitchen gardens that could provide fruits and vegetables for household consumption, reducing reliance on UNHCR provisions for refugees. If production allows, excess produce could also be sold to supplement household income. If pilot projects are successful and adequate water resources are secured, the small-scale agricultural production could be scaled up to the rest of the camps in Kakuma, as well as to the host community. It is also important to recognize that refugee communities are diverse, though, so strategies must be adapted to the specific groups that are being served.

Acknowledging that in the future the camp will become increasingly urban and pressures on access to nutritional resources will correlate – the proposal recommends allocation of space for compound level urban agriculture across the whole settlement. This has a two-fold benefit, as it can offer opportunities for community interaction as well as acting as a resource to supplement incomes and nutrition for all households at the compound level. The agricultural corridors, interspersed in and around the residential areas, can also open opportunities for improving the local environment.

4.6 Goal #4: Sustainable Infrastructure Strategies

Strategy

Intervention

4.1 Promote equal access to and distribution of education facilities

4.1.1 Identify and provide additional education facilities in underserved areas.

4.1.2 Provision of additional tertiary, vocational, and training centres and facilities to meet demand

4.2 Improve Sanitation and Waste Management

4.2.1 Implement a pilot solid waste management strategy in Kakuma Camp 1

4.2.2 Implement a liquid waste management strategy in Kakuma Camp 1

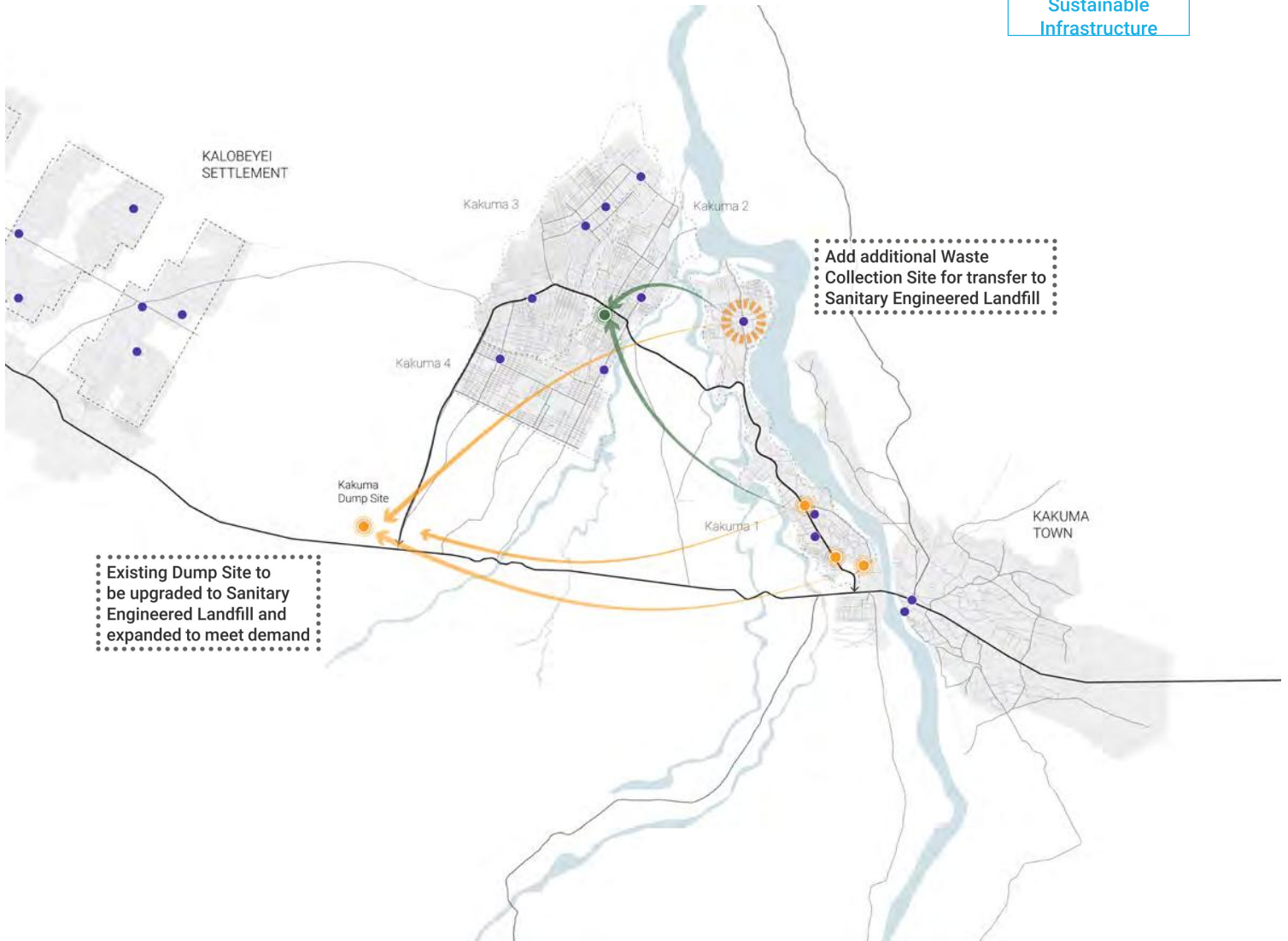
4.3 Increase access to Sustainable Energy

4.3.1 Provide affordable tariffs to make electricity affordable to refugees in Kakuma Camp 1

4.3.2 Harness Solar Energy

Sustainable infrastructure means that basic services and public facilities are equitably distributed, resilient and meet the demands of current and future communities. As illustrated in the situational analysis, there are many gaps in the provision of infrastructure in Kakuma Camp 1, and much of the infrastructure that is provided is over capacity, in need of upgrades and non sustainable. The camp's network of infrastructure must be reconsidered in light of the transition from a humanitarian towards an urban settlement.

Kakuma Refugee Camp communities have expressed strong needs for improved and expanded educational opportunities, as this significantly increases employment opportunities in the future. Communities have also indicated that waste management is a chronic challenge that has yet to be meaningfully addressed within Kakuma Refugee Camp. Investing in sustainable infrastructure now will significantly improve community health, employment prospects and overall quality of life. Sustainable infrastructure interventions can also help reduce the environmental impact of the camp and improve self-reliance.



LEGEND

Existing

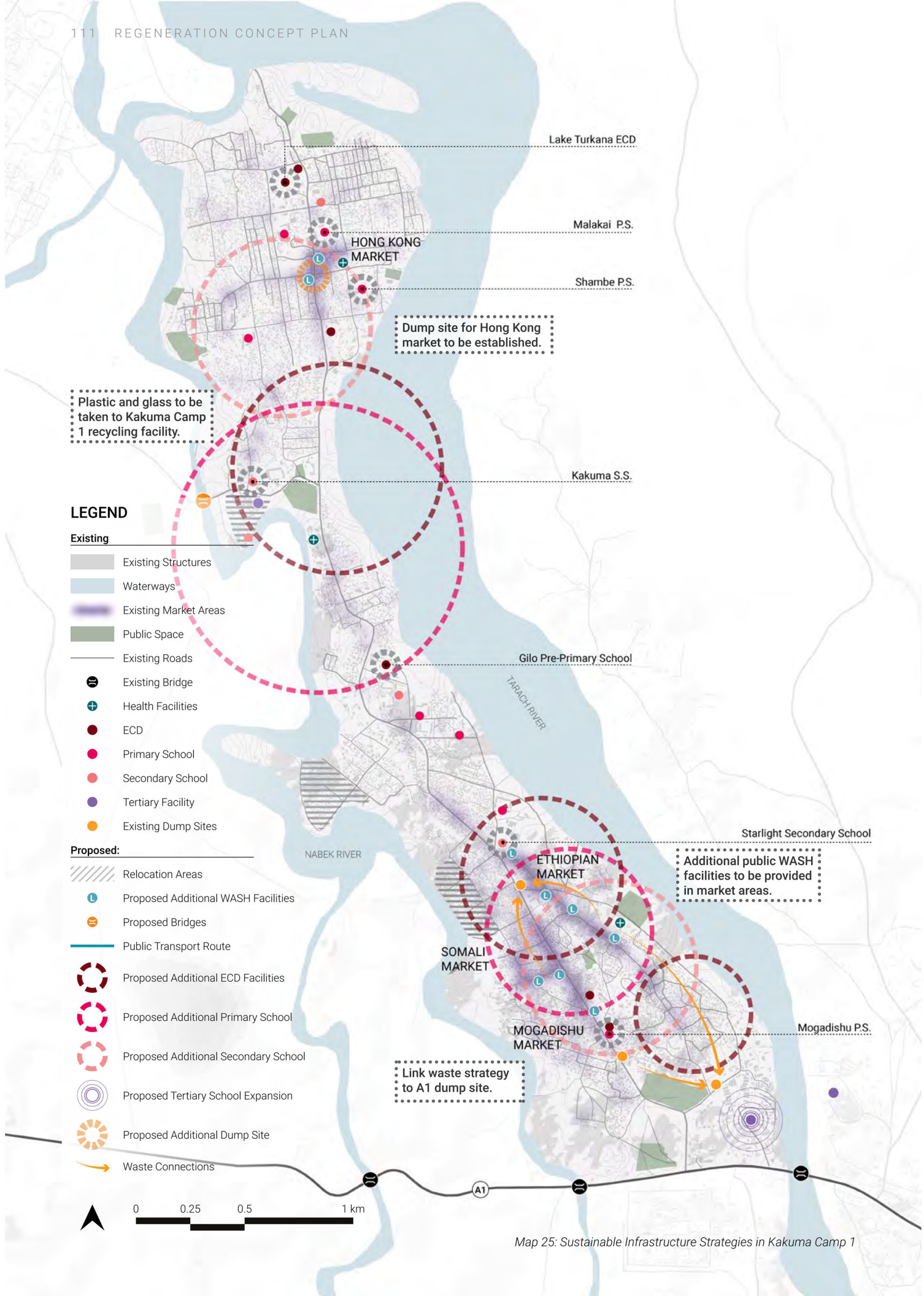
- Community Land
- Waterways
- Built-Up Areas
- Camp Boundaries
- A1 Highway
- Roads
- Existing Dump Sites
- Markets

Proposed

- Recycling Connections
- Waste Connections
- Additional Waste Collection Site
- Proposed Recycling Facility



Map 24: Sustainable Infrastructure Strategies in Kakuma-Kalobeyei



LEGEND

Existing

- Existing Structures
- Waterways
- Existing Market Areas
- Public Space
- Existing Roads
- Existing Bridge
- Health Facilities
- ECD
- Primary School
- Secondary School
- Tertiary Facility
- Existing Dump Sites

Proposed:

- Relocation Areas
- Proposed Additional WASH Facilities
- Proposed Bridges
- Public Transport Route
- Proposed Additional ECD Facilities
- Proposed Additional Primary School
- Proposed Additional Secondary School
- Proposed Tertiary School Expansion
- Proposed Additional Dump Site
- Waste Connections



Map 25: Sustainable Infrastructure Strategies in Kakuma Camp 1

4.1 Promote equal access to and distribution of education facilities

In order to achieve this goal, capacity must be increased at existing facilities and additional facilities may need to be added, as well, in particular to address distribution and access. Furthermore, though, actions must be taken to promote social integration in order to ensure that facilities are open and accessible to both host and refugees.

4.1.1 Identify and provide additional education facilities in underserved areas

Education facilities throughout Kakuma Camp 1 have very high teacher to student and classroom to student ratios, indicating facilities are overcapacity and struggling to provide quality education to students. This contributes to low transition rates for refugee students, especially girls.

Community engagement has indicated that there is a significant demand for vocational education facilities within the camp, which is currently diminishing with the relocation of the existing Don Bosco facilities from Kakuma Camp 1.

Increase capacity and provide additional ECD Facilities

There are currently 6 ECD facilities mapped in Kakuma Camp 1, and Kenya Municipal Standards recommends 1 per every 2500 population, which would result in a deficit of 22 ECD facilities within the camp. It is recognised that it is unlikely to reach this exact standard within Kakuma Camp 1 due to land and funding constraints, therefore it is recommended to provide an additional 10 ECD facilities

distributed in the areas identified in **Map 25**.

Locating ECD facilities around the existing camp markets of Somali, Ethiopian and Hong Kong Markets would allow for parents to either shop or operate market stalls while their young children are being taken care of. In addition, providing ECD facilities in the areas identified in **Map 25** will improve the distribution of ECD facilities throughout the camp, increasing overall accessibility.

In terms of existing ECD facilities, Lake Turkana ECD followed by Gilo Pre-Primary School are the facilities most in need of expansion through provision of additional classrooms and associated infrastructure. This will reduce the strain on these facilities.

Increase capacity and provide additional Primary Schools

There are currently nine primary schools located in Kakuma Camp 1 and Kenya Municipal Standards recommends there be a provision of 20. It is recognised that it is unlikely to reach this exact standard within Kakuma Camp 1 due to land constraints, therefore it is recommended to provide an additional four primary schools distributed in the areas identified in **Map 25** in order to improve access. Provision of additional primary schools in underserved areas of the camp will reduce the strain on existing schools and increase the likelihood of children continuing their education.

In terms of existing primary schools, Malakal, Mogadishu and Shambe Primary Schools have the highest classroom to student ratios, and are most in need of expansion to accommodate demand.

Table 10: Education Facility Standards

Facility Type	Age Group Served	Recommended Catchment (Humanitarian Standard)	Recommended Number of Facilities in Kakuma Camp 1 (Humanitarian)	Recommended Catchment (Municipal Standard 1/total population)	Recommended Number of Facilities in Kakuma Camp 1 (Municipal)	Existing Number of Facilities
Day Care Centres	1-2	1 per 5,000 population Built Floor Area: 150 m ²	14			
Kindergartens	2-5			2,500	28	
Nursery/Pre-Primary Schools	5-6			2,500 (when independent) 3,500 (when attached to Primary)	28 20	6 (ECD)
Primary Schools	6-13			3,500 (Physical Planning Handbook) 5,000 (Kalobeyei)	20	8
Secondary/Technical Schools	14-17			8,000	9	

Source: Kenya Ministry of Lands and Settlement Physical Planning Handbook (Draft, 2002)

Increase capacity and provide additional Secondary Schools

According to Kenya Municipal Standards, a total of 9 secondary schools should be provided to service Kakuma Camp 1, requiring an additional 5 to be established. It is recognised that it is unlikely to achieve this exact standard, therefore it is recommended to provide an additional 2 secondary schools within the areas identified in **Map 25**.

Due to the Napata Secondary School needing to be decommissioned, a new secondary school should be established in the area to reduce pressure on the existing secondary schools in the camp. Providing accessible secondary education opportunities will increase transition rates for students, which is a particular challenge for girls. An additional secondary school near Somali and Ethiopian Markets would also be needed due to the demand of this significantly populated area.

In terms of existing secondary schools, Kakuma Refugee School and Starlight are most in need of expansion to reduce demand on their existing facilities.

4.1.2 Provision of additional tertiary, vocational, and training centres and facilities to meet demand

Expand existing tertiary facilities servicing Kakuma Camp 1

Tertiary education is a significant need and demand for Kakuma Camp 1 refugees, however it is acknowledged that there is minimal land available within the camp to construct new tertiary facilities. Unfortunately, the Don Bosco Vocational College in Kakuma Camp 1 is relocating to Kakuma Town due to flood damage. This relocation will significantly impact refugee enrolment, as travel distances to this new location is time-consuming and expensive. Therefore it is recommended to expand the tertiary courses provided at Masinde Muliro University.

Utilise primary and secondary school facilities to provide ICT training opportunities

There is an urgent need for continuing education and training opportunities for youth residents of Kakuma Refugee Camp. To meet this demand, it is recommended that existing primary and secondary facilities be utilised to provide ICT training courses. A particular focus should be given to training courses for women, as women face challenges of gender discrimination (less access to education, less access to well-paid jobs, less access to what are seen as "men's skills" such as ICT) which has a profound impact on refugees' economic conditions.

Utilise community centres for vocational training

There is a strong demand in Kakuma Refugee Camp for the increased provision of Technical and Vocational Education and Training (TVET) opportunities. Existing community centres within Kakuma Camp 1 should be utilised to provide vocational training, due to the lack of available space within the camp to construct new facilities. By utilising existing infrastructure costs should be able to be kept down in the provision of trainings that will ultimately contribute to greater self-reliance, employment opportunities and social cohesion. Specific trainings that the community have requested include carpentry, welding, tailoring, mechanics, beauty therapy, business, baking, hospitality and electrical.

4.2 Improve Sanitation and Waste Management

4.2.1 Implement a pilot solid waste management strategy in Kakuma Camp 1

Conduct a new waste characterisation and composition survey for Kakuma Camp 1

To inform the preparation of a strategy, conducting a solid and liquid waste management assessment is needed to establish a baseline for waste characterization and composition, waste generation per business in the markets, willingness to pay and generally the capacity to develop a public private partnership to support collection of waste and disposal in the identified county landfill.

Prepare a solid waste management strategy for Kakuma Camp 1

A comprehensive waste management strategy for Kakuma Camp 1 should consider the following key components:

- Formalisation of existing dump sites in the camp
- Prevention of creation of additional informal dump sites throughout the camp
- Establishment of a new dump site near Hong Kong Market to address market waste
- Identification of waste collection points
- Implementation of waste collection service, potentially through public, private partnership
- Linkages to transport recyclable waste to Kakuma Camp 2 recycling facility and non-recyclable waste to the dump site near A1 Highway.
- Potential sustainable and innovative waste management solutions that could be piloted.
- Creation and management of a waste management steering committee.

- Financing options for waste management in the camp.

Provide solid waste infrastructure

Solid waste infrastructure must be provided in alignment with the solid waste management strategy. Necessary infrastructure to be provided would include:

- **Waste collection infrastructure:** Waste collection bins (especially in waste producing areas like markets), wheelbarrows/carts and trucks.
- **Sorting infrastructure:** Sorting sheds or waste separation stations where the different categories of waste can be organised.
- **Processing/disposal infrastructure:** Locations where the waste can either be recycled or disposed of in landfill

Implement Policy and Capacity Building Strategies

A variety of policy and capacity building strategies will be needed in conjunction with a comprehensive waste management strategy:

- **Awareness campaigns** within communities about the importance of proper solid waste management, the health implications of burning waste, health and mobility implications of dumping of waste in public spaces/roads and the benefits of recycling.
- **Capacity development** on sustainable waste management for all market leaders, individual businesses, relevant Government agencies and the company that will do the waste collection and disposal. This includes training and empowerment of youth to develop sustainable business for waste management including circular economy through recycling.
- Inclusion of Kakuma Refugee Camp **informal recyclers/waste-pickers** in the eventual Kakuma Municipality solid waste management strategies.

4.2.2 Implement liquid waste management strategy in Kakuma Camp 1

The issue of liquid waste treatment needs particular and immediate attention. The continued use of pit latrines threatens the health of the population and long-term productivity of the land for both residential and urban agriculture. There is a critical need for proper treatment of liquid waste, which, if recycled, would not only prevent health problems, could also serve as a source to irrigate local food gardens. Similarly organic waste could be transformed into fertiliser for agricultural purposes.

Explore alternative solutions for provision of communal sanitation facilities near market areas

Communal sanitation facilities should be provided in the high traffic areas of Somali, Ethiopian, and Hong Kong Markets, as illustrated on **Map 25**. However, pit latrines are not appropriate for this application nor for these locations, due to the risk of flooding. Alternative solutions, including dry sanitation alternatives should be explored. There is a gap in the provision of public WASH facilities in these high-traffic areas and the provision of this infrastructure will result in more inclusive and clean public spaces. Consideration should also be given to the ongoing upkeep and maintenance of these communal facilities, to ensure they remain clean, safe, and hygienic, and to prevent them from falling into disrepair.

Explore decentralised sewer treatment facilities for use in key areas of high demand

Improved liquid waste management capacity and treatment facilities should be provided in key areas of demand, such as in the camp's main market areas as well as to serve major facilities such as primary schools and IRC Main Hospital. Decentralised sewer treatment solutions should be explored in order to establish a wastewater network throughout the camp, improving sanitation and reducing outbreaks of disease.

4.3 Increase access to sustainable energy

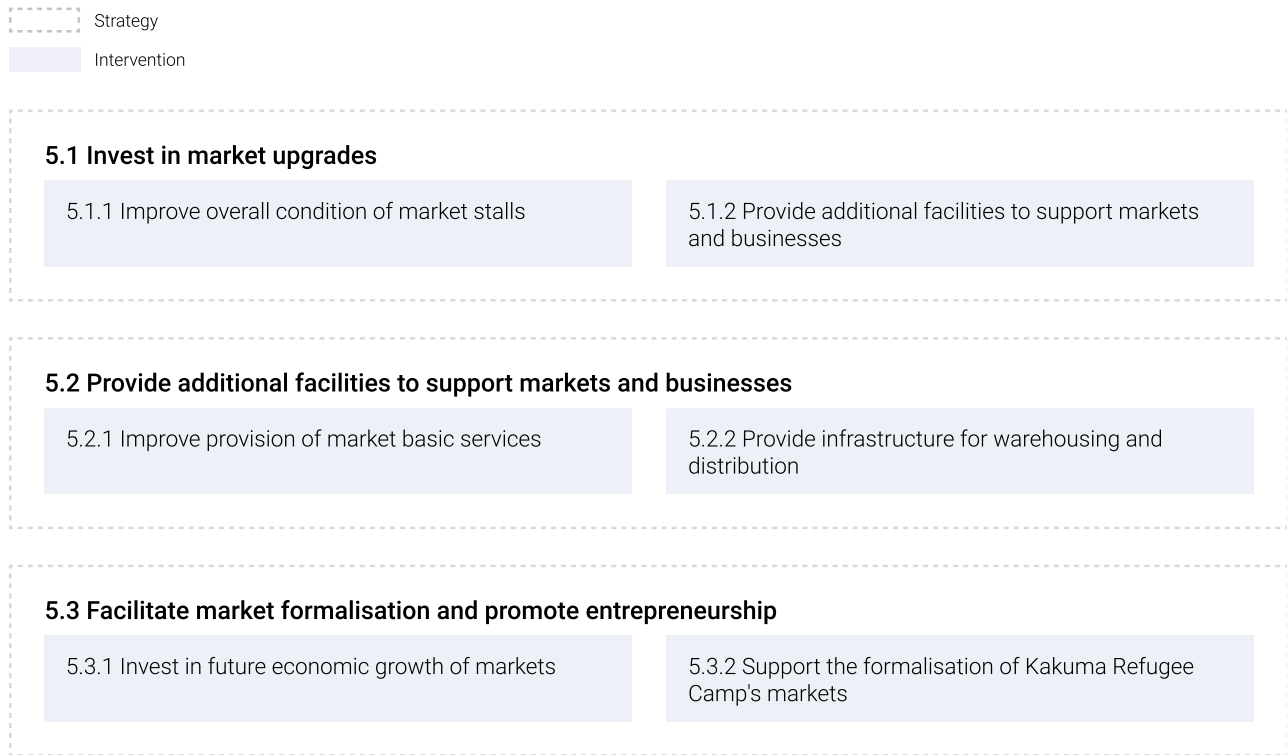
4.3.1 Provide affordable tariffs to make electricity affordable to refugees in Kakuma Camp 1

The phasing out of unsustainable energy sources such as firewood and charcoal in favour of solar energy at the same time as transitioning to a Municipality requires that proposed electricity tariffs must be affordable to Kakuma Refugee Camp residents.

4.3.1 Harness Solar Energy

Solar energy infrastructure should be invested in to reduce dependence on non-sustainable energy sources. Investment in solar mini-grids should be targeted to replace the existing diesel generators that provide piecemeal and unreliable coverage. Solar power can be used to power existing boreholes, as well as to provide key upgrades to markets such as street lighting and cooling facilities.

4.7 Goal #5: Entrepreneurship and Strong Economy Strategies



Kakuma Camp 1's markets, although well patronised and vibrant, lack adequate infrastructure, which exposes traders and users to hazards related to poor public health and safety. The markets lack organised waste management systems and running water, with businesses resorting to burning waste or dumping it openly in undesignated areas. Without proper planning and design, the market spaces were highly inadequate, lacking storage space, an energy supply or paved flooring.

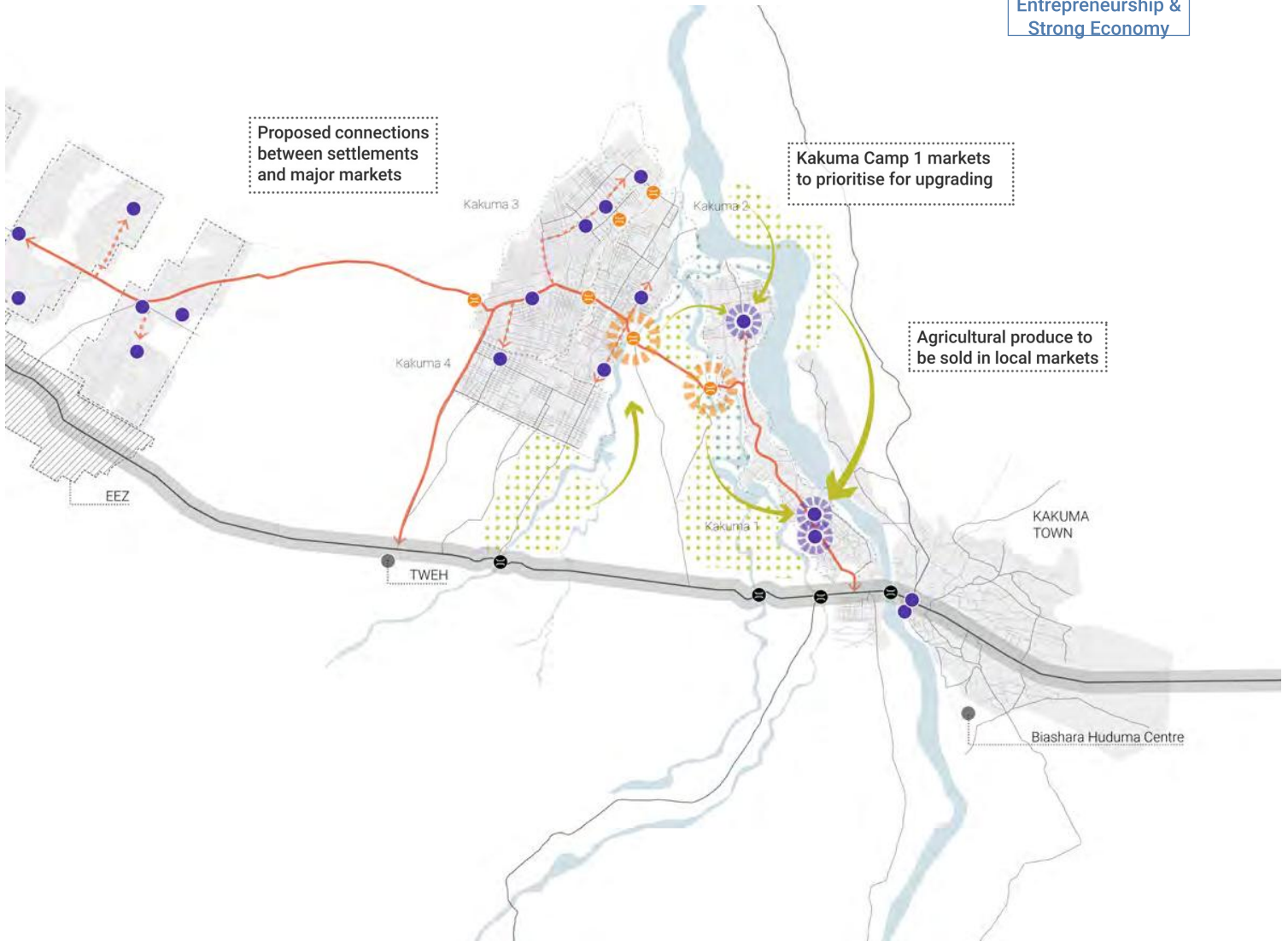
This goal focuses on enhancing shared prosperity through improving spatial connectivity and efficiency, invigorating local economies, and expanding use of various local economic development mechanisms.

Kakuma's markets should be well-used by both host and refugee communities by being safe, clean and vibrant public spaces and creating environments that trigger confidence for future investment.

The successful implementation of economic activity from both host and refugee communities will be translated into employment generation, less dependency on aid, sustainability, autonomy, and the improvement in livelihoods. These are necessary conditions to achieve the goal of transitioning Kakuma Refugee Camp into a settlement, shifting away from the traditional refugee camp approach of the past.



Entrepreneurship & Strong Economy



LEGEND

Existing

- Community Land
- Waterways
- Built-Up Areas
- Existing Agriculture
- Camp Boundaries
- A1 Highway
- Roads
- Existing Bridges
- Markets
- Key Facilities

Proposed

- Proposed Bridges
- Priority Proposed Bridges
- Primary Commercial Connections
- Secondary Commercial Connections
- Agricultural Trade
- Realigned LAPSET Corridor
- Proposed Kalobeyei EEZ
- Agricultural expansion

Kakuma Camp 1

- Key Markets for Upgrades/Formalisation



Map 26: Entrepreneurship and Strong Economy Strategies in Kakuma-Kalobeyei

LEGEND

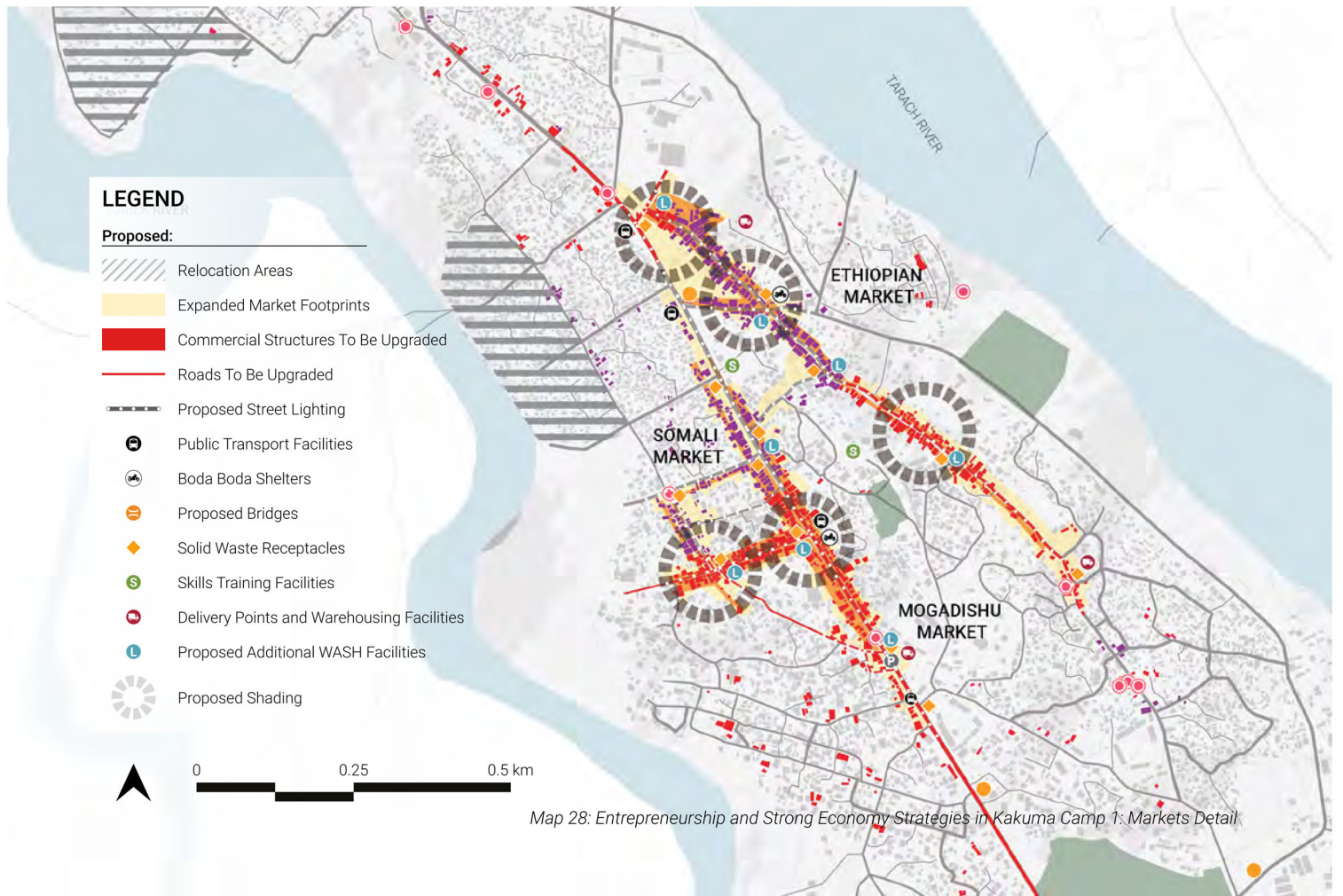
Existing:

- Existing Structures
- Waterways
- Public Space
- Primary Market Areas
- Commercial Structures
- Existing Roads
- ⊖ Existing Bridge
- Street Lights
- P Parking Areas
- Existing Dump Sites



0 0.25 0.5 km

Map 27: Entrepreneurship and Strong Economy Strategies in Kakuma Camp 1: Hong Kong Market Detail



LEGEND

Proposed:

- Relocation Areas
- Expanded Market Footprints
- Commercial Structures To Be Upgraded
- Roads To Be Upgraded
- Proposed Street Lighting
- ⊖ Public Transport Facilities
- ⊙ Boda Boda Shelters
- ⊖ Proposed Bridges
- ◆ Solid Waste Receptacles
- S Skills Training Facilities
- ⊖ Delivery Points and Warehousing Facilities
- L Proposed Additional WASH Facilities
- ⊙ Proposed Shading



0 0.25 0.5 km

Map 28: Entrepreneurship and Strong Economy Strategies in Kakuma Camp 1: Markets Detail

5.1 Invest in market upgrades

Upgrades are needed in all of the markets in Kakuma Camp 1, where some of the most vibrant economic activity occurs in Kakuma Refugee Camp. Due to the concentration of businesses and activity, interventions within the Ethiopian and Somali Markets, in particular, would be quite impactful and benefit the greatest number. However, due to its distance from the other markets in Kakuma Camp 1 and relative isolation, Hong Kong Market to the north of the camp would also benefit significantly from upgrades and possible expansion. Because the area is less dense, there is also more opportunity to make the required upgrades without disruption and to expand without displacing residents.

5.1.1 Improve overall condition of market stalls

Upgrade stalls including provision of stalls specifically for the host community

There should be a redesign of new stalls to transition from the use of temporary materials to more permanent premises. This will reduce theft and improve the security of the stalls. The stalls should face the road to increase connection with customers and make the streets more economically active.

Depending on the available budget, the materials used for the construction of these stalls should also be cognisant to the high temperatures in the region. This will bring comfort and interest to both the clients and the sellers, especially for the service providers. The material used should also have fire resistance characteristics to prevent faster spreading of the fire in the market. This will prevent losses to the vendors.

There should be enough space for roads for accessibility of both vendors and the customers. This enhances security and better display for the shops. It also enhances easy loading and offloading of goods. The roads should also be paved to ensure smooth movement of vehicles without obstruction e.g., during the rainy season.

If possible, the market design should be profiled according to the various commodities that are being sold in the market. For example the electronic section should not accommodate the fresh produce market section or the clothes section. This will reduce traffic of the clients in the markets. Mosques, schools, churches and other facilities should also be strategically located at the peripheries of the markets for easier accessibility. Given the low women participation in business, specific consideration should be made to increase the opportunity for women to access market stalls to do business.

In addition to stall infrastructure upgrading, stalls for the use of host community sellers should be provided in the main markets of Kakuma Camp 1, to facilitate the integration of local markets.

Provide solid waste receptacles throughout the market areas

Provide solid waste receptacles throughout the market area so that organic, inorganic and recyclable waste from vendors (and customers) are not disposed of in the street, obstructing mobility, posing health risks and increasing fire risks. This should include a joint collection areas for aggregation and transportation to a communal land fill. The two significant waste dump sites near Somali and Ethiopian markets should be utilised for market waste. There is no joint waste collection area near Hong Kong Market, so needs to be established.

5.1.2 Invest in upgrades to improve accessibility of markets

Develop street light infrastructure to improve walkability, accessibility and security at night

Solar street lights should be installed in all market areas throughout Kakuma Camp 1 to enhance market accessibility, and security in these high foot-traffic areas. Installing street lighting infrastructure will ensure walkability, enhance security for vulnerable groups such as women and children and prolong the hours of operation of business. Provision of solar street lights is recommended as they are not dependent on the electricity grid, and is a sustainable solution.

Include durable shade structures due to high temperatures throughout the year

Provide and install durable shade materials for Somali Market Alley Section, to provide protection from sun and rain and increase accessibility of the market throughout the year. Proposed areas to install shade infrastructure throughout Kakuma Camp 1 are illustrated on **Map 27** and **Map 28**.

Pedestrianise the market alley area, including preventing Boda Bodas from driving through and parking in this section

The market alley section of Somali Market is overcrowded and often inaccessible. This section of the market should be pedestrianised, which means it is reserved for pedestrian use and prohibits the travel of motor vehicles and boda bodas. This can be achieved through signage and communication. This will make this market section much safer for stall owners and customers, and minimise

road deterioration, congestion and accidents.

Boda bodas are an important mode of transport throughout Kakuma Camp 1, and this should be supported through the provision of boda boda shelters in key areas such as Somali Market, to provide sun and rain protection to boda boda drivers as well as enhancing overall accessibility by indicating boda bodas remain in a designated area.

Improve sections of the streets affected by flood to improve accessibility of the market during rainy season

Ethiopian Market is particularly vulnerable to flooding due to poor quality roads and lack of drainage. Drainage infrastructure (such as gutters and culverts) should be implemented throughout Ethiopia Market main road. This should be combined with upgrading of roads to all-weather surface, which will assist in preventing flash floods and ensure accessibility throughout the year.

5.2 Provide additional facilities to support markets and businesses

5.2.1 Improve provision of market basic services

Improve access to electricity to allow the businesses to work for longer hours

Access to electricity is essential for implementing the market upgrades such as street lighting and cooling facilities. Consideration should be given to utilising sustainable energy sources such as solar. Consideration must also be given to regulating the installation of electricity infrastructure, to minimise the risk of potential fires.

5.2.2 Provide infrastructure for warehousing and distribution

Create space for common user warehousing facility to support MSMES (Micro, Small and Medium Enterprises)

The warehousing and logistics centre will provide general warehousing areas and areas with refrigeration. In addition there will be services to fresh produce traders to sort and package to enable selling in the local market. These facilities will likewise enable the traders to control the flow of goods to markets in a more consistent manner and avoid the fluctuations due to low supplies

Allocate place for offloading and onloading goods for local distribution

Delivery vehicles cause congestion and inaccessibility

particularly in Ethiopian Market. A strategic area for large vehicles and trucks to load and unload goods is essential for the efficient functioning of the market and safety of pedestrians, indicated on **Map 27** and **Map 28**.

5.3 Provide additional facilities to support markets and businesses

5.3.1 Invest in future economic growth of markets

Identify additional streets to be used for market expansion

As refugee influxes occur, natural population growth continues, host community population numbers grow and Kakuma Refugee Camp transitions towards a settlement typology, it is expected that Kakuma Camp 1's markets will expand. This expected growth should be planned for by identifying and regulating future market areas in suitable locations. This will prevent market areas developing in unsuitable areas while ensuring accessibility and connectivity.

Provide opportunities for skills upgrading

Consideration of promoting sufficient economic development not only for employment and business development but also to create the necessary tax base for increased population. Opportunities should be provided for business development and skills upgrading, with an emphasis on women and youth to foster entrepreneurship and employment opportunities.

5.3.2 Support the formalisation of Kakuma Refugee Camp's markets

Formalise Market Management Committee

Formal market committees should be established in the three major markets of Kakuma Camp 1 to support the management and maintenance of the markets. According to the Kenyan Government Market Guide,⁵⁸ markets should have a market Coordination committee and a Market committee. The Market coordination committee term shall be three years' renewable once subject to appraisal by the County Executive Committee Member (CECM) in charge of urban development/markets development. There shall be consideration for the youth, women, persons with disabilities, marginalised and other minorities representatives and integration in the committee.

The mandate of the Market Coordination committee shall be:

1. Effective management of markets

2. Support revenue generation in markets
3. Enhancing revenue streams generated in markets
4. Supporting implementation of county financial systems
5. Ensuring equitable space allocation in the markets

Each market shall have a market committee comprising traders' representatives drawn from respective product associations. Traders in markets shall be encouraged to form the market committees. A market committee shall—

1. Support the relevant authorities in the coordination of traders' input and participation in the operations

and management of the market

2. Advise or assist the relevant authorities in the process of allocation of market shops or stalls
3. Facilitate resolving disputes resulting from operations of the market
4. Identify any emerging issues or challenges resulting from the operations of the public market and proposing/adopting measures to resolve the problems or issues where appropriate or advising the relevant authorities on appropriate measures to be adopted in resolving the issue v. Promote the welfare of the traders in the Market

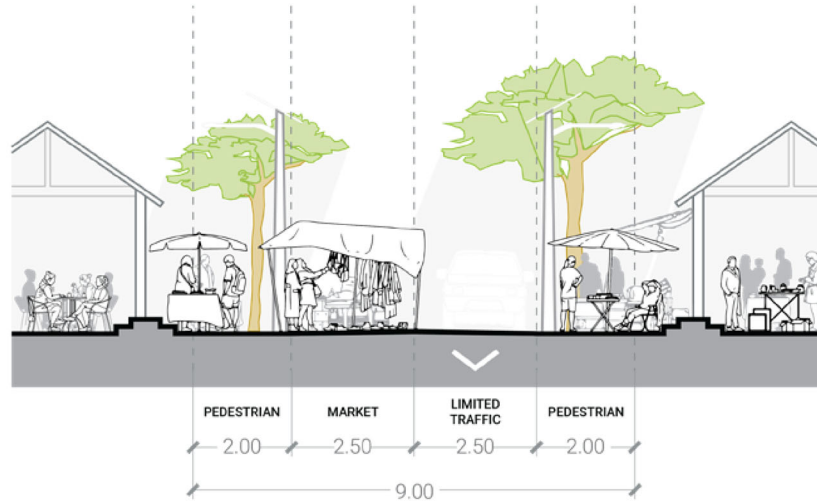


Fig. 52: Typical Market Condition With Limited Traffic Permitted

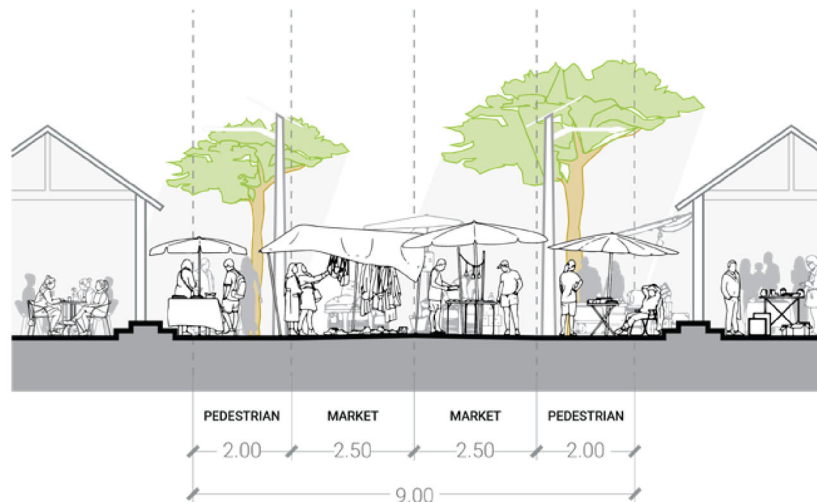


Fig. 53: Typical Pedestrianised Market Condition

5. Promote the welfare of customers/ buyers
 - vii. Advise the relevant authorities generally on better management of the market;
 - viii. Oversee the provision and maintenance of market sanitation services in liaison with the market manager

Formal identification of market/commercial areas

In anticipation of future economic growth, future market expansion areas are identified on **Map 27** and **Map 28**. Identification and formalisation of these market areas is essential to prevent the inefficient sprawling of the existing market areas.

According to government regulations on the development of markets, they shall be managed by the County Department responsible for markets development. However, for markets falling within cities, municipalities, towns, or market centres, the management shall be by the respective boards or committees in accordance with the Urban Areas and Cities Act, 2011 (as amended in 2019). It is the responsibility of the county government to ensure that competent staff and other resource requirements from all relevant departments are available to the boards and/or committees for proper functioning of the markets. The relevant ministries, include the Ministry of Lands, Housing, and Urban Areas Management, Ministry of Trade, Youth, and Gender Affairs, and the Ministry of Infrastructure, Transport, and Public Works.

Formalisation of business ownership

There is a need to recognize the positive role played by informal and economic activities, and halt actions that hinder their operations. This includes facilitating the informal sector to progressively formalise their business operation through a collaborative effort between partners and the County Government.

Justifiable transition towards formalisation and regularisation include the desire to bring informal economic activities and enterprises within the future municipal tax net in order to generate revenue through a differentiated and incremental approach to improve service provision.



Fig. 54: Somali Market in Kakuma Camp 1 (UN-Habitat, 2023)

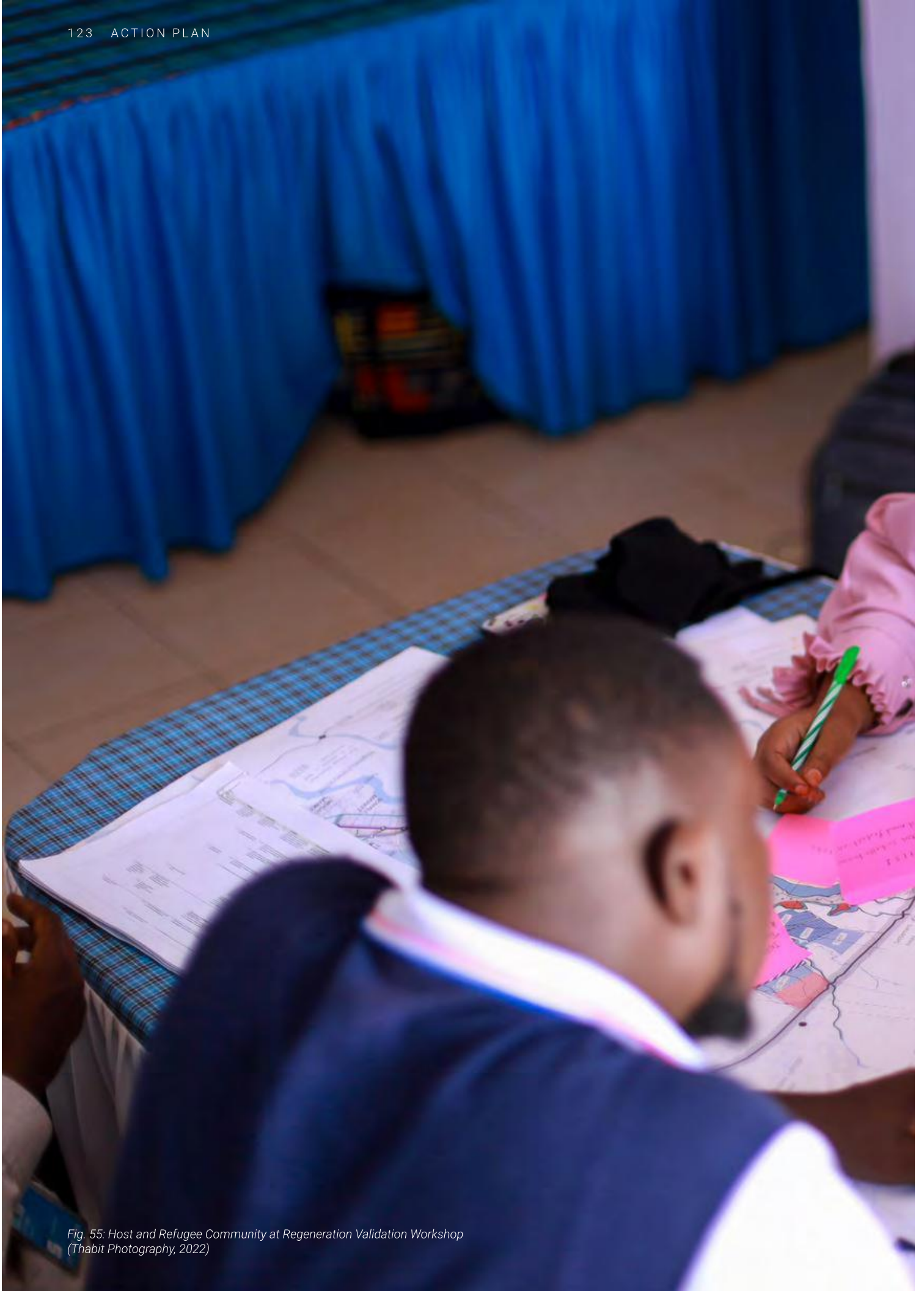
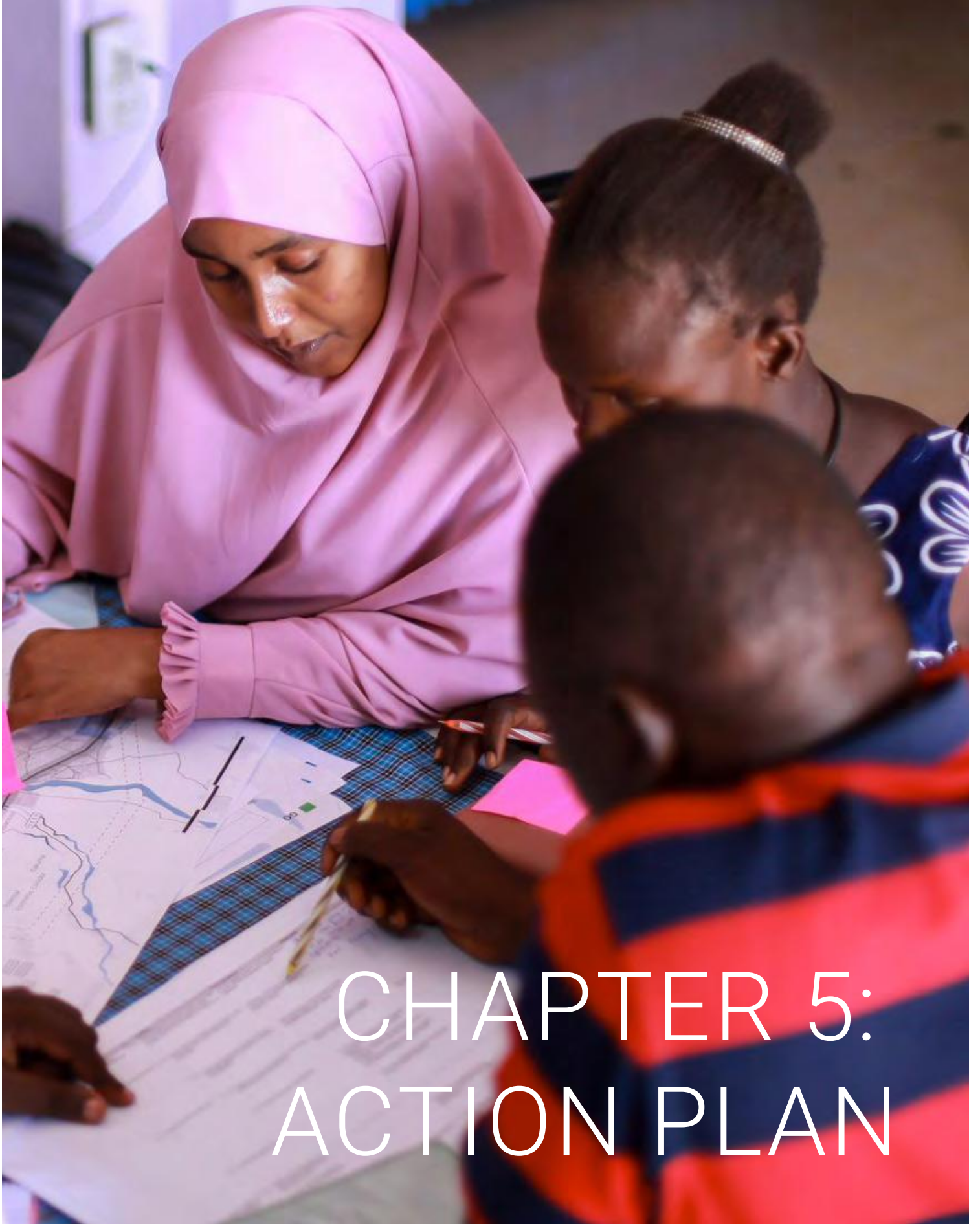


Fig. 55: Host and Refugee Community at Regeneration Validation Workshop
(Thabit Photography, 2022)



CHAPTER 5: ACTION PLAN

5.1 Introduction

The action plan in this chapter is aimed at guiding the prioritized list of strategies and interventions for each goal, through translating the strategic recommendations prioritized into key preliminary actions needed with a logical implementation sequence. This action plan provides an overarching framework that will contribute to future development efforts in the Kakuma Municipality, ensuring close coordination across key stakeholders from relevant entities to implement the needed changes.

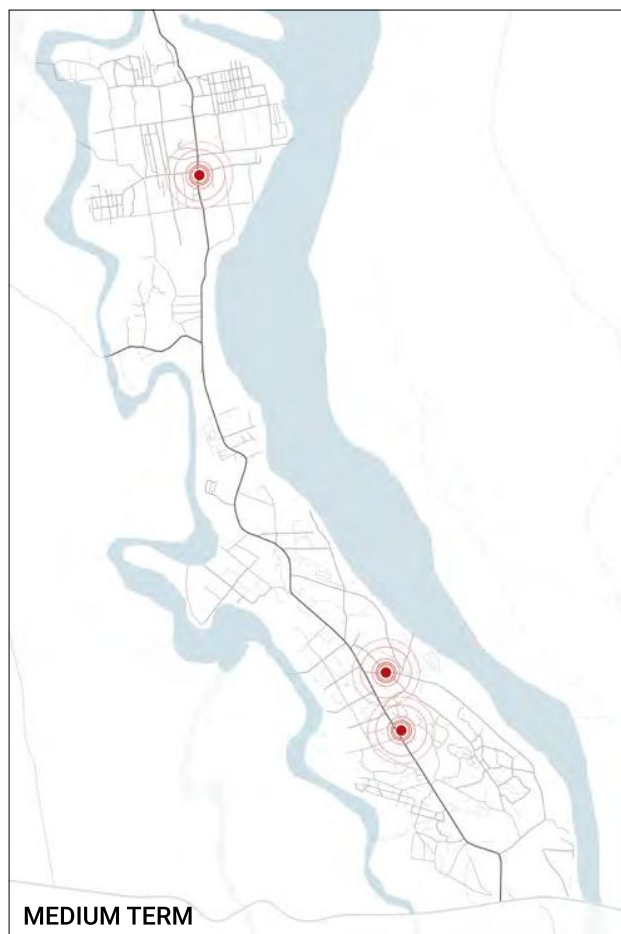
Under each goal, a table outlining the strategies and interventions are further elaborated upon with a series of actions that are presented sequentially and accompanied by a series of maps illustrating general phasing of these on a short, medium, and long term basis. Following these, the various interventions are combined to form a series of overall regeneration strategy maps that illustrate how the various strategies (across all goals) complement one another on these time frames. And finally, a preliminary municipal funding strategy is outlined, giving a full spectrum of possible mechanisms to be considered for funding the various strategies presented herein.



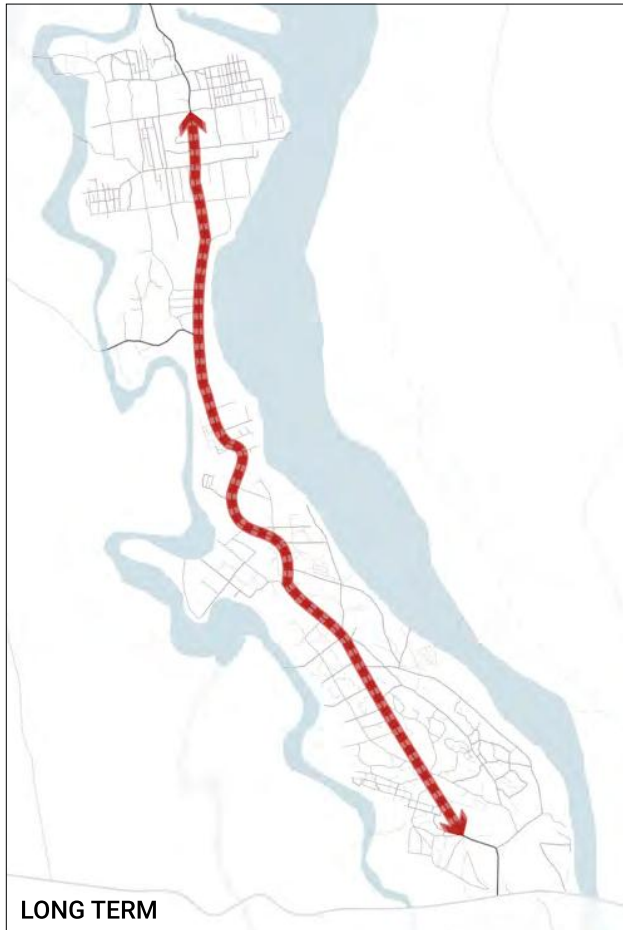
Fig. 56: Host and Refugee Community At Regeneration Validation Workshop
(Thabit Photography, 2022)

5.2 Goal #1: Efficient Land Management and Urban Governance Strategies

Strategies	Interventions	Actions
1.1 Identify adequate land for managed population growth and sustainable resource use	1.1.1 Strategic settlement expansion areas for future growth are identified and demarcated	Suitability assessment of identified expansion areas
		Inclusion of expansion areas in Kakuma Municipality ISUD
	1.1.2 Promote strategic densification	Permit infill densification in appropriate locations
		De-densify vulnerable neighbourhoods
		Prepare regulations and guidelines to permit vertical densification
		Increase vertical density in identified hotspots and corridor
	1.1.3 Identify non-buildable areas	Suitability assessment of identified non-buildable areas
		Inclusion of non-buildable areas in Kakuma Municipality ISUD
		Monitor and regulate land for preservation
1.2 Support the strengthening of the Kakuma Municipality Institutions	1.2.1 Provide technical assistance to Kakuma Municipal Board and Turkana County on establishing an efficient land administration system for the municipality	Undertake public participation and capacity building regarding land regularisation
		Undertake institutional capacity building regarding land regularisation
1.3 Improve Information Management	1.3.1 Create Geodatabase for ongoing Urban Planning Management	Establish guidelines for integrating data from different sources
		Creation of an inventory system of land use types and existing land tenure claims
	1.3.2 Establish street addressing system throughout Kakuma Camp 1	Undertake community engagement regarding localised street names already in use
		Formalise validated street names through inclusion on databases, mapping and signage



S*	M **	L***	SDG Alignment	Responsible Entity (County Ministries)	Municipal Structure and Function
			9.1, 11.3	Lands, Physical Planning, Housing, and Urban Areas Management Departments	Lands, Planning, and Development Control
			9.1		
			11.1	Lands and Physical Planning Department	Lands, Planning, and Development Control
			11.3,11.1		
			11.a		
			11.a		
			11.5	Lands Department	Lands, Planning, and Development Control
			15.1, 15.3		
			6.6, 15		
			10.7	Urban Areas Management, Lands Department	Lands, Planning, and Development Control
			17.9		
			17.18	Urban Areas Management, Lands Department	Lands, Planning, Development Control, and Transport
			12.2		
			17.17	Urban Areas Management, Ministry of Transport	Transport and Infrastructure
			17.8		



LEGEND

Short Term:

Infill Areas

De-Densification Areas

Medium Term:

Vertical Densification Hotspots

Long Term:

Vertical Densification Corridor



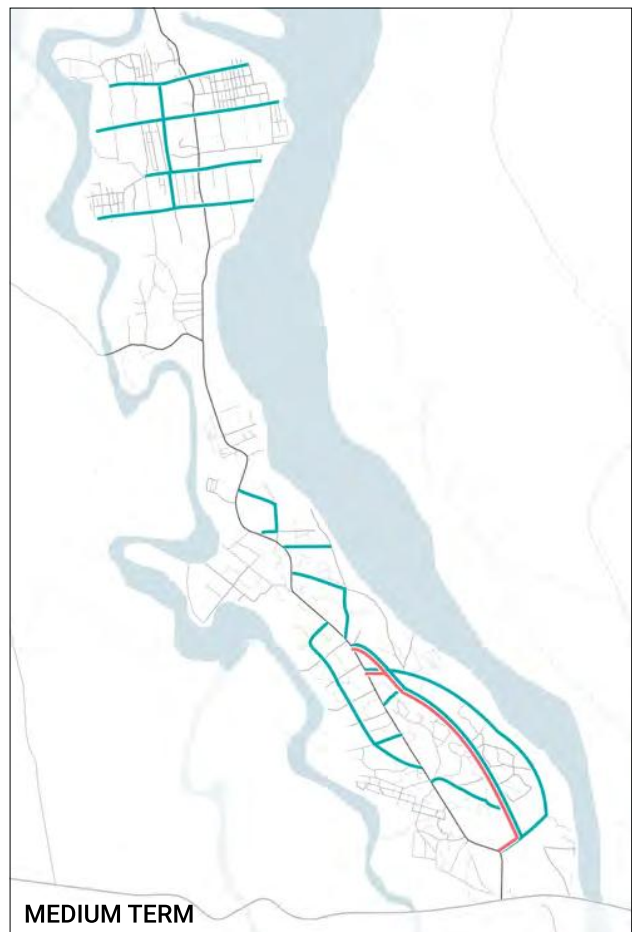
* S = Short Term: 1 - 2 years

** M = Medium Term: 3 - 5 years

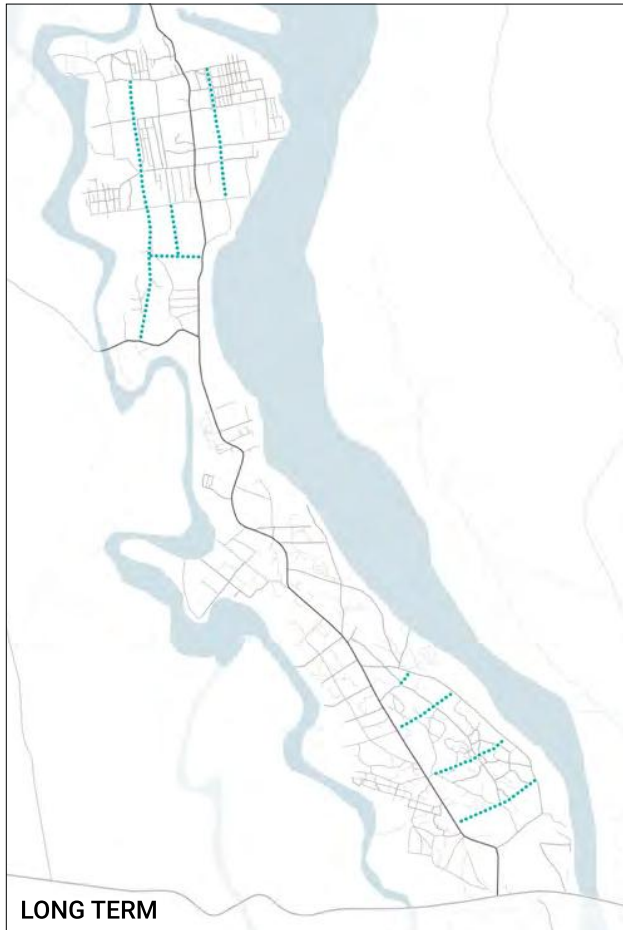
*** L = Long Term: 5+ years

5.3 Goal #2: Accessibility and Connectivity Strategies

Strategies	Interventions	Actions
2.1 Improve the road infrastructure network for better connectivity and accessibility to services	2.1.1 Establish an efficient road network system by upgrading and improving existing roads	Undertake a baseline assessment of current road network in Kakuma Camp 1
		Design a localised road network system including road hierarchy
		Construct Nabek and Nakoyo bridges to improve connectivity during rainy season
		Upgrade roads in accordance with localised road network plan
		Reclassify Kakuma Camp 1 Main Road
		Upgrade informal road connecting Kakuma Refugee Camp to Kalobeyei Settlement
2.2 Provide an efficient and inclusive transport system based on a balanced Multi-modal offer	2.2.1 Establish an integrated public transportation system	Build boda boda shelters in key areas
		Build public transport facilities in key locations
	2.2.2 Establish an NMT (non-motorised transport) network	Prepare a public transport system
		Ensure pedestrian and cycling paths are included when upgrading roads



S	M	L	SDG Alignment	Responsible Entity (County Ministries)	Municipal Structure and Function
			11.2, 9.1	Transport, Roads, and Public Works	Transport and Infrastructure
			9.1		
			9.1,11.2		
			9.1,11.2		
			9.1,11.2		
			9.1,11.2		
			9.1,11.2		
			11.2	Transport Department	Transport and Infrastructure
			11.2		
			11.2,9.1		
			11.2	Transport Department	Transport and Infrastructure



LEGEND

Short Term:

- Proposed Bridges
- Primary Roads (Existing to Upgrade)
- Public Transport Route
- Public Transport Facilities
- NMT Multi-Modal Route (Pedestrian + Cycling)
- Boda Boda Shelters

Medium Term:

- Secondary Roads (Existing to Upgrade)
- NMT Multi-Modal Route (Pedestrian + Cycling)

Long Term:

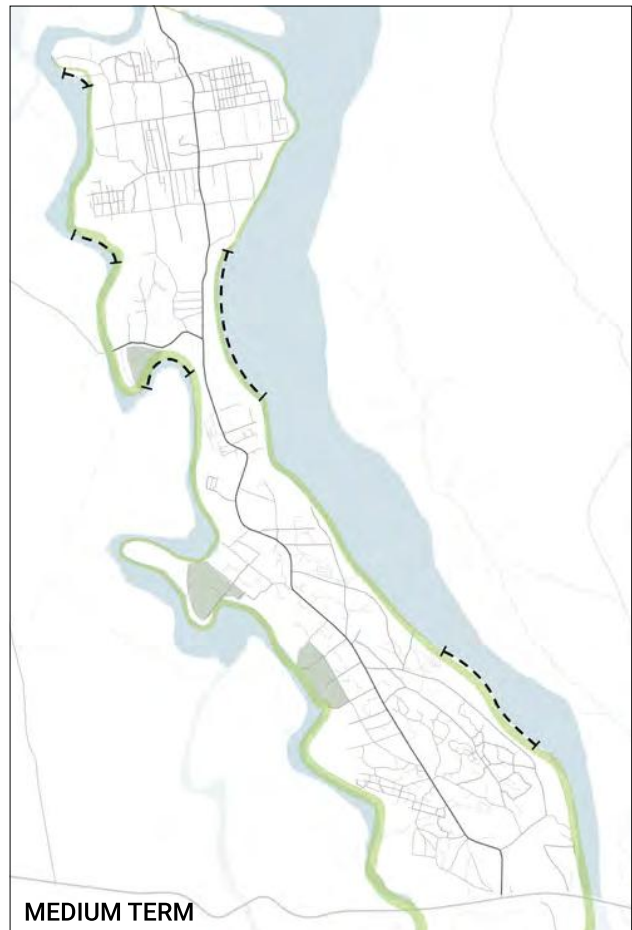
- Secondary Roads (New Connections)



* S = Short Term: 1 - 2 years
 ** M = Medium Term: 3 - 5 years
 *** L = Long Term: 5+ years

5.4 Goal #3: Resilient Communities Strategies

Strategies	Interventions	Actions
3.1 Improve resilience to flooding impacts through mitigation measures and nature based solutions	3.1.1 Identify and resettle dwellings and infrastructure in flood vulnerable area	Undertake household baseline survey for relocation
		Undertake extensive community engagement for potential flood relocation areas
		Produce timelines for logistics of gradual relocation, and undertake relocation process
	3.1.2 Plan, design, and install flood mitigation infrastructure in flood vulnerable areas	Raise awareness in communities on Climate Risks
		Implement Early Warning Systems
		Revegetate environmentally degraded riverbanks with native vegetation
3.1.3 Identification and implementation of additional public spaces	Gabions to be constructed in areas of significant erosion	
	Additional quality public spaces to be established in areas relocated for flood vulnerability	
3.2 Improve access to water	3.2.1 Plan and construct the proposed Tarach River Dam	Establish small-scale public spaces in areas of vertical densification
		Undertake feasibility study for Tarach Dam
	3.2.2 Transition to automating water metering infrastructure	Construct Tarach Dam and supporting infrastructure
3.3 Improve food security	3.3.1 Expand small scale urban agriculture	Undertake baseline mapping of water resources (carrying capacity) of Kakuma-Kalobeyei
		Provide capacity building and supplies for households to undertake small-scale agriculture



S	M	L	SDG Alignment	Responsible Entity (County Ministries)	Municipal Structure and Function
			13.1	Energy, Environment, and Natural Resources	Environment and Natural Resources
			13.b.		
			13.b		
			12.8, 13.3		
			13.1,13.3		
			2.4	Department of Environment	Environment, Public Works
			15.3		
			11.7	Department of Environment Ministry of Lands, Physical Planning, Housing, and Urban Areas Management	Lands, Planning, and Development Control
			11.7		
			6.1,6.a	Water, Irrigation, and Agriculture	Water, Agriculture
			6.1,6.a		
			6.b.	Department of Water	Water
			2.4	Department of Agriculture	Agriculture



LEGEND

Short Term:

- Early Warning Systems
- Relocation Sites

Medium Term:

- Gabions
- Revegetation of River Banks
- Converted Relocation Sites

Long Term:

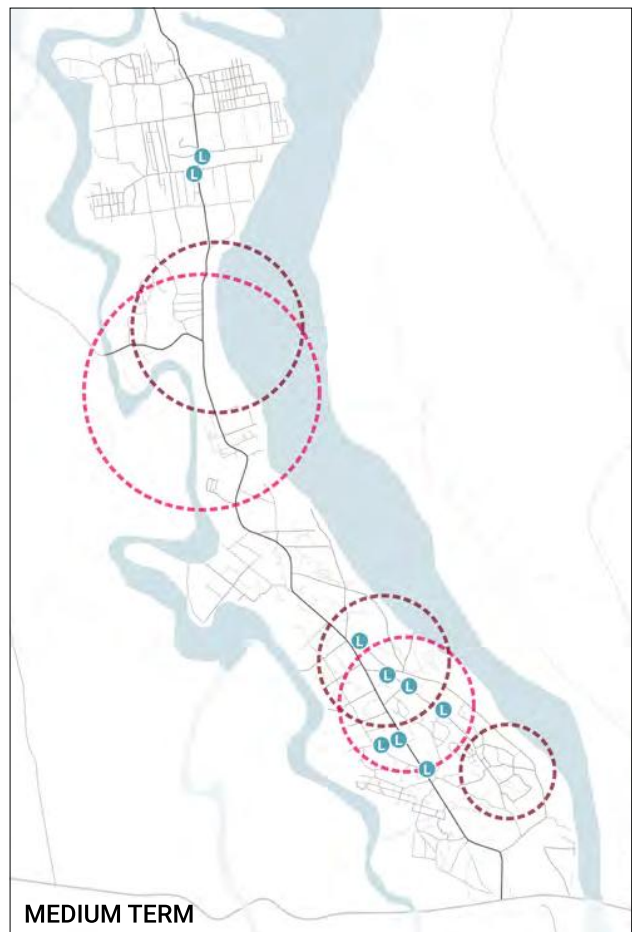
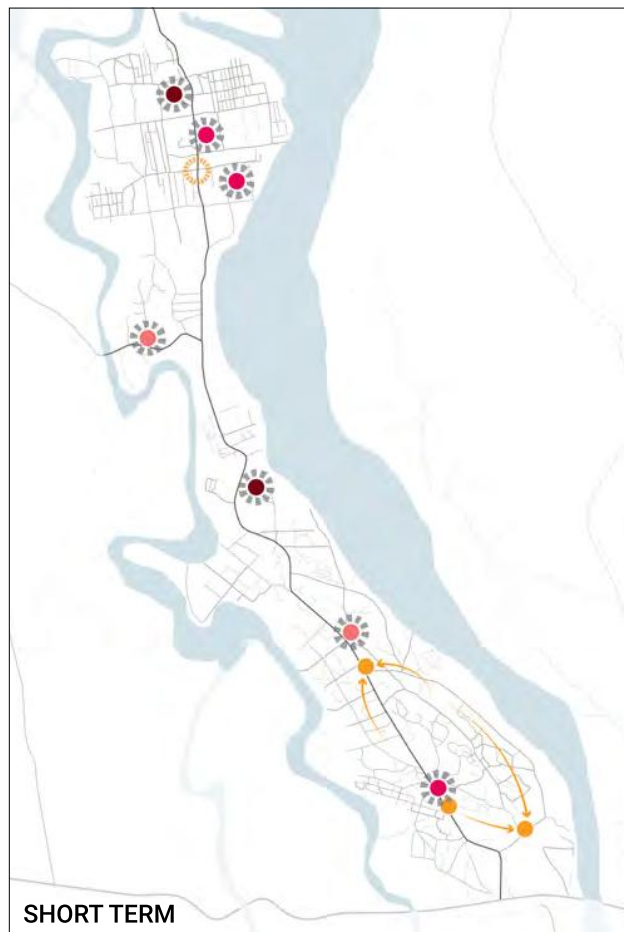
- New Public Spaces
- New Small-Scale Public Spaces
- Green Network
- Open Public Spaces



* S = Short Term: 1 - 2 years
 ** M = Medium Term: 3 - 5 years
 *** L = Long Term: 5+ years

5.5 Goal #4: Sustainable Infrastructure Strategies

Strategies	Interventions	Actions
4.1 Promote equal access to and distribution of education facilities	4.1.1 Identify and provide additional education facilities in underserved areas	Increase capacity and provide additional primary schools
		Provide additional ECD Facilities
		Provide additional secondary schools
	4.1.2 Provision of additional tertiary, vocational, and training centres and facilities to meet demand	Utilise Primary and secondary school facilities to provide ICT training
		Utilise community centres for vocational training
4.2 Improve Sanitation and Waste Management	4.2.1 Implement pilot solid waste management strategy in Kakuma Refugee Camp	Expand existing tertiary facilities servicing Kakuma Camp 1
		Conduct a new waste characterisation and composition survey for Kakuma Camp 1
		Implement Policy and Capacity Building Strategies
		Prepare a solid waste management strategy for Kakuma Camp 1
	4.2.2 Implement liquid waste management strategy in Kakuma Camp 1	Provide solid waste infrastructure
		Explore alternative solutions for provision of communal sanitation facilities in market areas
		Explore decentralised sewer treatment facilities for use in key areas of high demand
4.3 Increase access to sustainable energy	4.3.1 Make electricity more affordable	Provide affordable tariffs to make electricity affordable to refugees in Kakuma Camp 1
	4.3.2 Harness solar energy	Undertake feasibility study
		Establish solar minigrids



S	M	L	SDG Alignment	Responsible Entity (County Ministries)	Municipal Structure and Function
			4.2	Education, Culture, and Social Services	Education
			4.1		
			4.a		
			4.a, 9.c		
			4.3		
			4.3, 4.4, 4.5	Department of Education	Education
			11.6		
			6.b		
			11.6		
			11.6		
			6.2	Health and Sanitation	Health and Sanitation
			6.2		
			6.2		
			7.1, 7.b	Energy, Environment, and Natural Resources	Energy
			7.2, 7.a, 7.b		
			7.2		



LEGEND

Short Term:

- Existing ECD
- Existing Primary School
- Existing Secondary School
- ⊙ Proposed Education Facility Expansion
- Existing Dump Sites
- ⊙ Proposed Additional Dump Site
- Waste Connections

Medium Term:

- ⊙ Proposed Additional WASH Facilities
- ⊙ Proposed Additional Primary Schools
- ⊙ Proposed Additional ECD Facilities

Long Term:

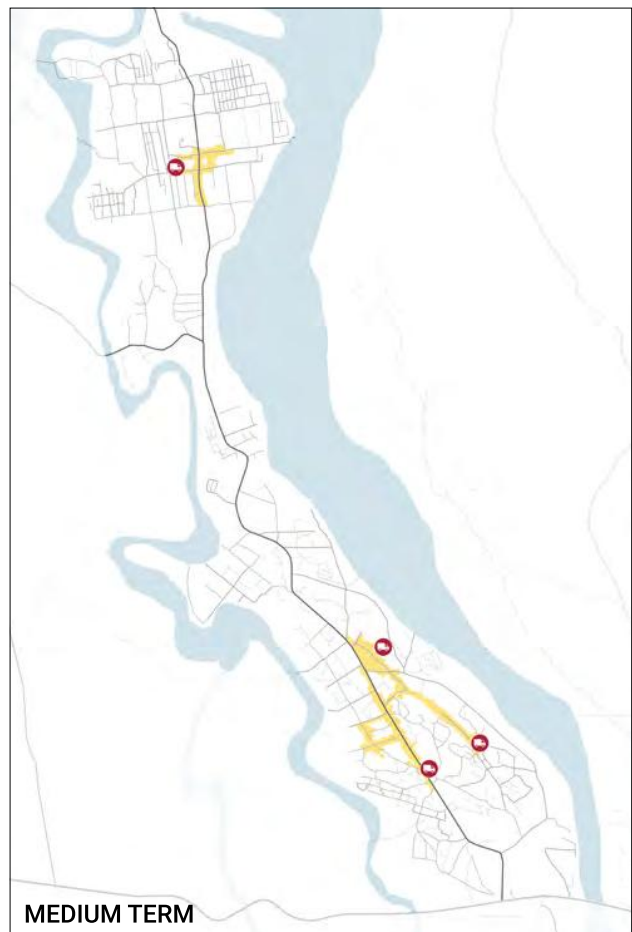
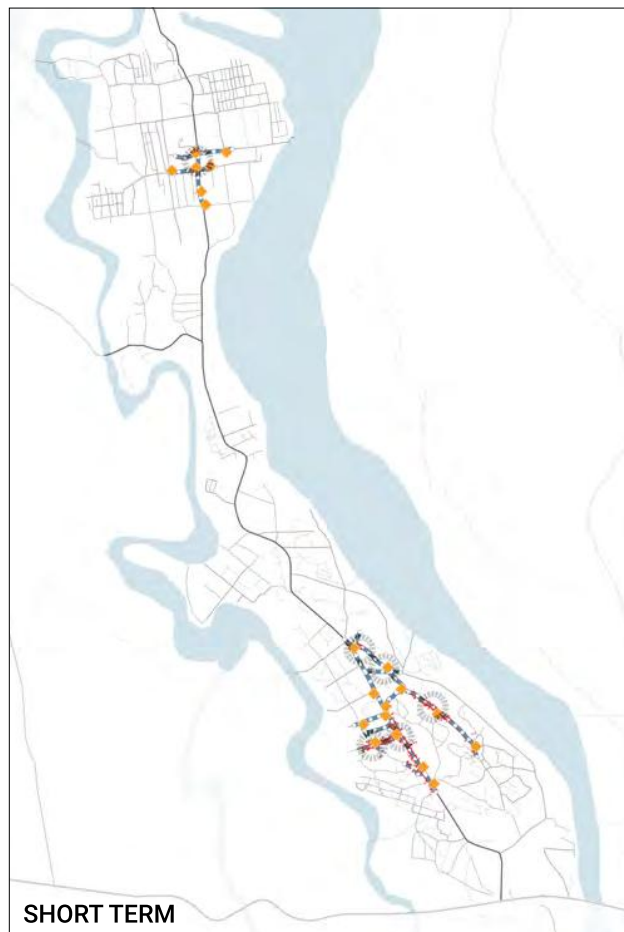
- ⊙ Proposed Additional Secondary Schools
- Existing Tertiary Facility
- ⊙ Proposed Tertiary School Expansion

* S = Short Term: 1 - 2 years
 ** M = Medium Term: 3 - 5 years
 *** L = Long Term: 5+ years

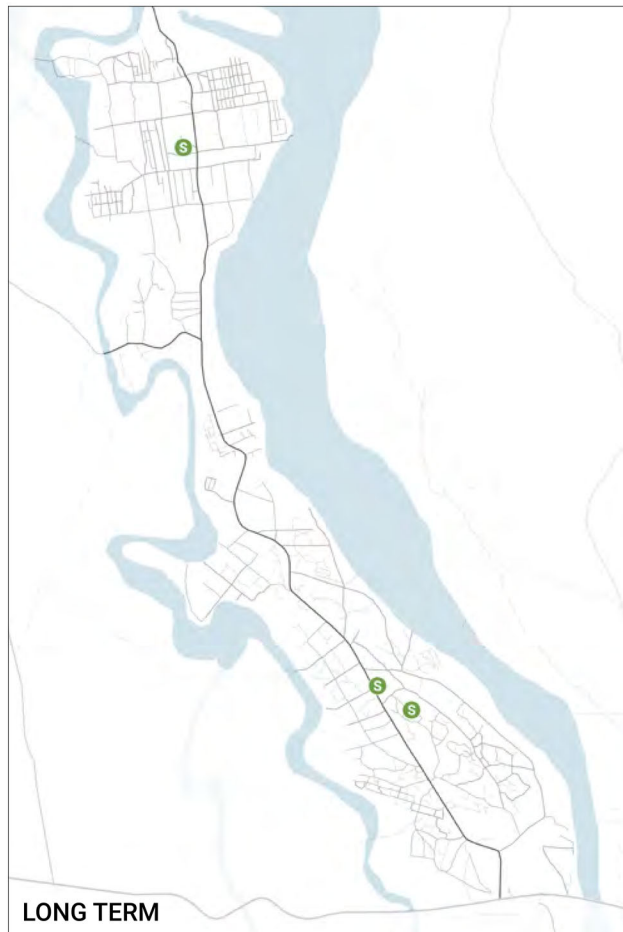


5.6 Goal #5: Entrepreneurship and Strong Economy Strategies

Strategies	Interventions	Actions
5.1 Invest in market upgrades	5.1.1 Improve overall condition of market stalls	Upgrade stalls including provision of stalls specifically for the host community
		Provide solid waste receptacles throughout the market areas
	5.1.2 Invest in upgrades to improve accessibility of markets	Develop street light infrastructure to improve walkability, accessibility and security at night
		Include durable shade structures due to high temperatures throughout the year
5.2 Provide additional facilities to support markets and businesses	5.2.1 Improve provision of market basic services	Pedestrianise the market alley area, including preventing Boda Boda from driving through and parking in this section
		Improve the section of streets affected by flood to improve accessibility of the market during rainy season
	5.2.2 Provide infrastructure for warehousing and distribution	Improve access to electricity to allow the businesses to work for longer hours
		Create space for common user warehousing facility to support MSMES (Micro, Small and Medium Enterprises)
5.3 Facilitate market formalisation and promote entrepreneurship	5.3.1 Invest in future economic growth of markets	Allocate place for offloading and onloading goods for local distribution
		Identify additional streets to be used for market expansion
	5.3.1 Support the formalisation of Kakuma Refugee Camp's markets	Provide opportunities for skills upgrading
		Formalise Market Management Committee
		Formal identification of market/commercial areas
		Formalisation of business ownership



S	M	L	SDG Alignment	Responsible Entity (County Ministries)	Municipal Structure and Function
			9.3	Trade, Enterprise Development, and Cooperatives	Trade, Enterprise Development, and Cooperatives
			11.6		
			11.1,11.2	Trade, Enterprise Development, and Cooperatives	Trade, Enterprise Development, and Cooperatives
			11.1,11.2		
			11.2		
			11.2		
			7.1	Trade, Enterprise Development, and Cooperatives	Trade, Enterprise Development, and Cooperatives
			9.a		
			9.a		
			5.a, 5.b	Trade, Enterprise Development, and Cooperatives	Trade, Enterprise Development, and Cooperatives
			5.a, 5.b		
			9.4	Trade, Enterprise Development, and Cooperatives	Trade, Enterprise Development, and Cooperatives
			9.1, 9.2		
			8.3, 8.5		



LEGEND

Short Term:

- Proposed Street Lighting
- Solid Waste Receptacles
- Proposed Shading

- Commercial Structures To Be Upgraded

Medium Term:

- Delivery Points and Warehousing Facilities
- Market Expansion

Long Term:

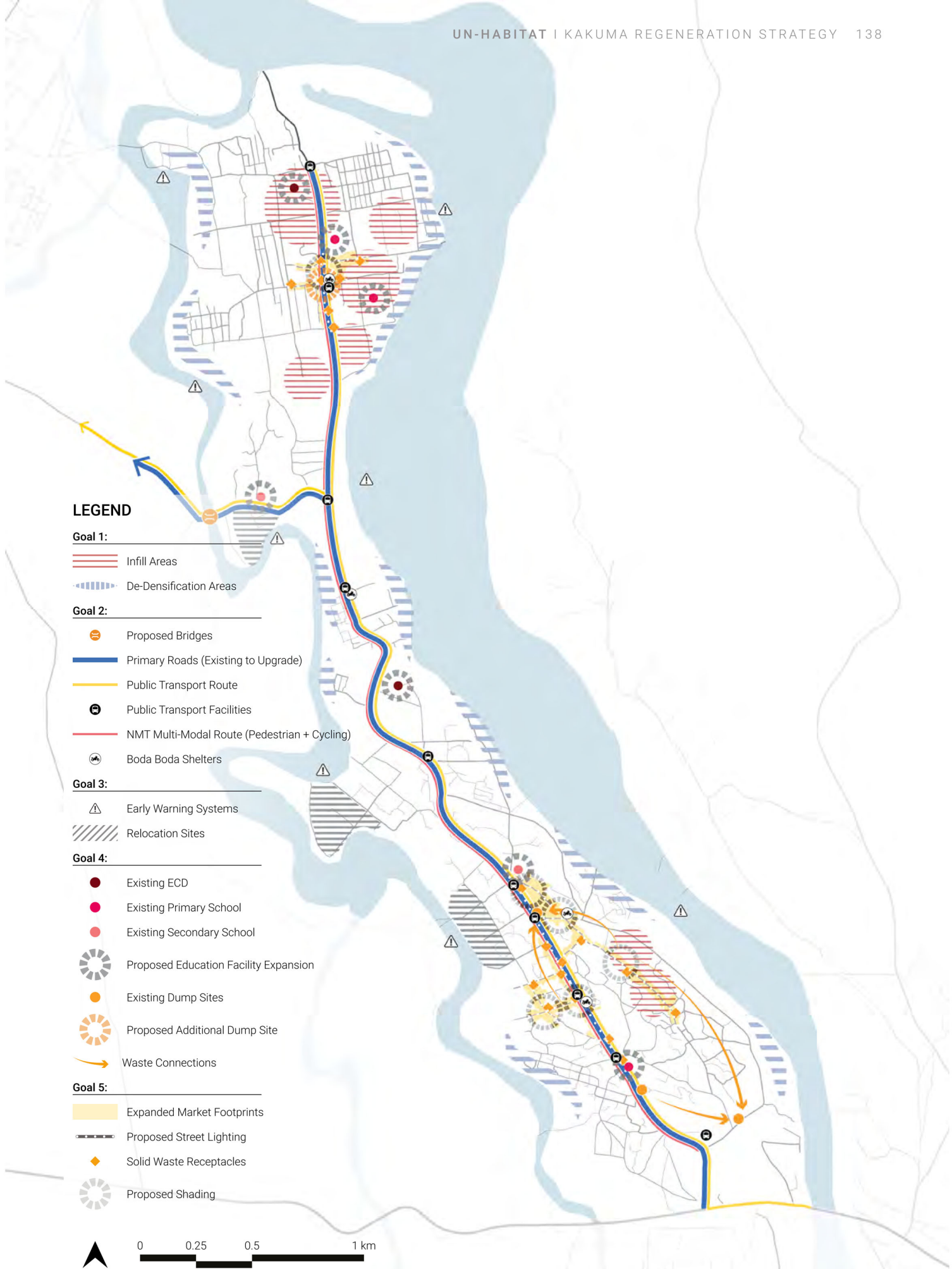
- Skills Training Facilities



* S = Short Term: 1 - 2 years
 ** M = Medium Term: 3 - 5 years
 *** L = Long Term: 5+ years

5.7 Short Term Strategies

Strategies	Interventions	Actions
1.1 Identify adequate land for managed population growth and sustainable resource use	1.1.1 Strategic settlement expansion areas for future growth are identified and demarcated	Suitability assessment of identified expansion areas
	1.1.2 Promote strategic densification	Permit infill densification in appropriate locations De-densify vulnerable neighbourhoods
	1.1.3 Identify non-buildable areas	Suitability assessment of identified non-buildable areas
1.2 Support the strengthening of the Kakuma Municipality Institutions	1.2.1 Provide technical assistance to Kakuma Municipal Board and Turkana County on establishing an efficient land administration system for the municipality	Undertake public participation and capacity building regarding land regularisation
1.3 Improve Information Management	1.3.1 Create geodatabase for ongoing Urban Planning Management	Establish guidelines for integrating data from different sources
	1.3.2 Establish street addressing system throughout Kakuma Camp 1	Undertake community engagement regarding localised street names already in use
2.1 Improve the road infrastructure network for better connectivity and accessibility to services	2.1.1 Establish an efficient road network system by upgrading and improving existing roads	Undertake a baseline assessment of current road network in Kakuma Camp 1
		Design a localised road network system including road hierarchy
		Construct Nabek and Nakoyo bridges to improve connectivity during rainy season
		Upgrade roads in accordance with localised road network plan
2.2 Provide an efficient and inclusive transport system based on a balanced Multi-modal offer	2.2.1 Establish an integrated public transportation system	Build boda boda shelters in key areas Build public transport facilities in key locations
	2.2.2 Establish an NMT (non-motorised transport) network	Ensure pedestrian and cycling paths are included when upgrading roads
3.1 Improve resilience to flooding impacts through mitigation measures and nature based solutions	3.1.1 Identify and resettle dwellings and infrastructure in flood vulnerable area	Undertake household baseline survey for relocation
		Undertake extensive community engagement for potential flood relocation areas
		Produce timelines for logistics of gradual relocation, and undertake relocation process
		Raise awareness in communities on Climate Risks Implement Early Warning Systems
3.2 Improve access to water	3.2.2 Transition to automating water metering infrastructure	Undertake baseline mapping of water resources (carrying capacity) of Kakuma-Kalobeyei
3.3 Improve food security	3.3.1 Expand small scale urban agriculture	Provide capacity building and supplies for households to undertake small-scale agriculture
4.1 Promote equal access to and distribution of education facilities	4.1.1 Identify and provide additional education facilities in underserved areas	Increase capacity and provide additional primary schools Provide additional ECD Facilities Provide additional secondary schools
		4.1.2 Provision of additional tertiary, vocational, and training centres and facilities to meet demand
4.2 Improve Sanitation and Waste Management	4.2.1 Implement pilot solid waste management strategy in Kakuma Camp	Conduct a new waste characterisation and composition survey for Kakuma Camp 1
		Implement Policy and Capacity Building Strategies
		Prepare a solid waste management strategy for Kakuma Camp 1
4.3 Increase access to sustainable energy	4.3.2 Harness solar energy	Undertake feasibility study
5.1 Invest in market upgrades	5.1.1 Improve overall condition of market stalls	Upgrade stalls including provision of stalls specifically for the host community
		Provide solid waste receptacles throughout the market areas
	5.1.2 Invest in upgrades to improve accessibility of markets	Develop street light infrastructure to improve walkability, accessibility and security at night
		Include durable shade structures due to high temperatures throughout the year
		Pedestrianise the market alley area, including preventing Boda Bodas from driving through and parking in this section
		Improve the section of streets affected by flood to improve accessibility of the market during rainy season



LEGEND

Goal 1:

- Infill Areas
- De-Densification Areas

Goal 2:

- Proposed Bridges
- Primary Roads (Existing to Upgrade)
- Public Transport Route
- P Public Transport Facilities
- NMT Multi-Modal Route (Pedestrian + Cycling)
- B Boda Boda Shelters

Goal 3:

- ! Early Warning Systems
- Relocation Sites

Goal 4:

- Existing ECD
- Existing Primary School
- Existing Secondary School
- E Proposed Education Facility Expansion
- Existing Dump Sites
- D Proposed Additional Dump Site
- W Waste Connections

Goal 5:

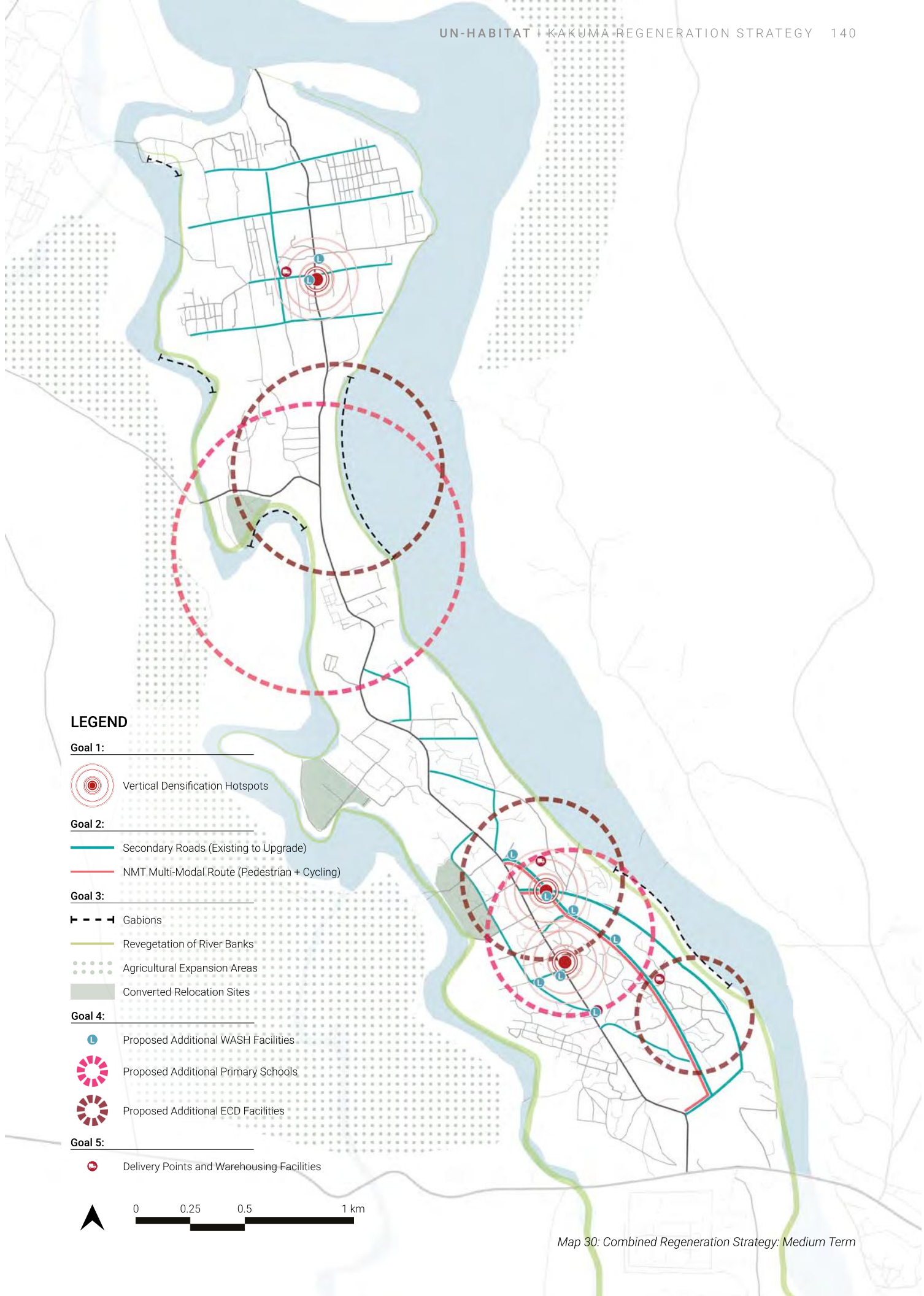
- Expanded Market Footprints
- Proposed Street Lighting
- Solid Waste Receptacles
- S Proposed Shading



Map 29: Combined Regeneration Strategy: Short Term

5.8 Medium Term Strategies

Strategies	Interventions	Actions
1.1 Identify adequate land for managed population growth and sustainable resource use	1.1.1 Strategic settlement expansion areas for future growth are identified and demarcated	Inclusion of expansion areas in Kakuma Municipality ISUD
	1.1.2 Promote strategic densification	Prepare regulations and guidelines to permit vertical densification Increase vertical density in identified hotspots and corridor
	1.1.3 Identify non-buildable areas	Inclusion of non-buildable areas in Kakuma Municipality ISUD
1.2 Support the strengthening of the Kakuma Municipality Institutions	1.2.1 Provide technical assistance to Kakuma Municipal Board and Turkana County on establishing an efficient land administration system for the municipality	Undertake institutional capacity building regarding land regularisation
1.3 Improve Information Management	1.3.1 Create Geodatabase for ongoing Urban Planning Management	Creation of an inventory system of land use types and existing land tenure claims
	1.3.2 Establish street addressing system throughout Kakuma Camp 1	Formalise validated street names through inclusion on databases, mapping and signage
2.1 Improve the road infrastructure network for better connectivity and accessibility to services	2.1.1 Establish an efficient road network system by upgrading and improving existing roads	Upgrade roads in accordance with localised road network plan
		Reclassify Kakuma Camp 1 Main Road
		Upgrade informal road connecting Kakuma Camp to Kalobeyei Settlement
2.2 Provide an efficient and inclusive transport system based on a balanced Multi-modal offer	2.2.1 Establish an integrated public transportation system	Prepare a public transport system
	2.2.2 Establish an NMT (non-motorised transport) network	Ensure pedestrian and cycling paths are included when upgrading roads
3.1 Improve resilience to flooding impacts through mitigation measures and nature based solutions	3.1.1 Identify and resettle dwellings and infrastructure in flood vulnerable area	Revegetate environmentally degraded riverbanks with native vegetation
	3.1.2 Plan, design, and install flood mitigation infrastructure in flood vulnerable areas	Gabions to be constructed in areas of significant erosion
	3.1.3 Identification and implementation of additional public spaces	Additional quality public spaces to be established in areas relocated for flood vulnerability
3.2 Improve access to water	3.2.1 Plan and construct the proposed Tarach River Dam	Undertake feasibility study for Tarach Dam
4.1 Promote equal access to and distribution of education facilities	4.1.1 Identify and provide additional education facilities in underserved areas	Increase capacity and provide additional primary schools
		Provide additional ECD Facilities Provide additional secondary schools
4.2 Improve Sanitation and Waste Management	4.1.2 Provision of additional tertiary, vocational, and training centres and facilities to meet demand	Utilise community centres for vocational training
	4.2.1 Implement pilot solid waste management strategy in Kakuma Camp	Provide solid waste infrastructure
4.3 Increase access to sustainable energy	4.2.2 Implement liquid waste management strategy in Kakuma Camp 1	Explore alternative solutions for provision of communal sanitation facilities in market areas Explore decentralised sewer treatment facilities for use in key areas of high demand
	4.3.1 Make electricity more affordable	Provide affordable tariffs to make electricity affordable to refugees in Kakuma Camp 1
	4.3.2 Harness solar energy	Establish solar minigrids
5.2 Provide additional facilities to support markets and businesses	5.2.1 Improve provision of market basic services	Improve access to electricity to allow the businesses to work for longer hours
	5.2.2 Provide infrastructure for warehousing and distribution	Create space for common user warehousing facility to support MSMES (Micro, Small and Medium Enterprises) Allocate place for offloading and onloading goods for local distribution
5.3 Provide additional facilities to support markets and businesses	5.3.1 Invest in future economic growth of markets	Identify additional streets to be used for market expansion
	5.3.2 Support the formalisation of Kakuma Camp's markets	Formalise Market Management Committee Formal identification of market/commercial areas





LEGEND

Goal 1:

-  Vertical Densification Hotspots




Goal 2:

-  Secondary Roads (Existing to Upgrade)
-  NMT Multi-Modal Route (Pedestrian + Cycling)


Goal 3:

-  Gabions
-  Revegetation of River Banks
-  Agricultural Expansion Areas
-  Converted Relocation Sites

Goal 4:

-  Proposed Additional WASH Facilities
-  Proposed Additional Primary Schools
-  Proposed Additional ECD Facilities

Goal 5:

-  Delivery Points and Warehousing Facilities



Map 30: Combined Regeneration Strategy: Medium Term

5.9 Long Term Strategies

Strategies	Interventions	Actions
1.1 Identify adequate land for managed population growth and sustainable resource use	1.1.2 Promote strategic densification	Increase vertical density in identified hotspots and corridor
	1.1.3 Identify non-buildable areas	Monitor and regulate land for preservation
2.1 Improve the road infrastructure network for better connectivity and accessibility to services	2.1.1 Establish an efficient road network system by upgrading and improving existing roads	Upgrade roads in accordance with localised road network plan
		Expand A1 bridge into Kakuma Town
2.2 Provide an efficient and inclusive transport system based on a balanced Multi-modal offer	2.2.2 Establish an NMT (non-motorised transport) network	Ensure pedestrian and cycling paths are included when upgrading roads
3.1 Improve resilience to flooding impacts through mitigation measures and nature based solutions	3.1.1 Identify and resettle dwellings and infrastructure in flood vulnerable area	Revegetate environmentally degraded riverbanks with native vegetation
	3.1.3 Identification and implementation of additional public spaces	Additional quality public spaces to be established in areas relocated for flood vulnerability Establish small-scale public spaces in areas of vertical densification
3.2 Improve access to water	3.2.1 Plan and construct the proposed Tarach River Dam	Construct Tarach Dam and supporting infrastructure
4.1 Promote equal access to and distribution of education facilities	4.1.1 Identify and provide additional education facilities in underserved areas	Provide additional secondary schools
	4.1.2 Provision of additional tertiary, vocational, and training centres and facilities to meet demand	Expand existing tertiary facilities servicing Kakuma Camp 1
5.3 Provide additional facilities to support markets and businesses	5.3.1 Invest in future economic growth of markets	Provide opportunities for skills upgrading
	5.3.2 Support the formalisation of Kakuma Camp's markets	Formalisation of business ownership



LEGEND

Goal 1:

Vertical Density Corridor

Goal 2:

Secondary Roads (New Connections)

Goal 3:

New Public Spaces

Green Network

Open Public Spaces

Goal 4:

Proposed Additional Secondary Schools

Existing Tertiary Facility

Proposed Tertiary School Expansion

Goal 5:

Commercial Structures To Be Upgraded

Skills Training Facilities



Map 31: Combined Regeneration Strategy: Long Term

5.10 Financing Sources and Strategies

5.10.1 Context

As this regeneration strategy outlines, Kakuma-Kalobeyei has a significant need for infrastructural development to better serve residents of the settlements and the local host community as it continues to grow and evolve from a collection of humanitarian camps and host community towns and villages toward a more integrated settlement and now, finally, a consolidated municipality for both host and refugee communities. To address these needs, a clear and realistic understanding of the economic context at the local, regional, and national levels must first be established. Then, it is critical to consider realistically what the available options are for promoting capital investment in infrastructure projects and for financing overall development. Finally, how financing options may evolve with time in a context like Kakuma-Kalobeyei, and in other similar settlements shaped by protracted displacement, should be evaluated in order to inform future planning and decision-making and to eventually achieve aspirations of sustainability and self-reliance.

The Economic Situation in Kenya

Kenya, which is widely considered to be East Africa's economic powerhouse, has experienced significant economic growth in the past two decades with a rise in GDP from under USD \$500 per capita in 2003 to over USD \$2,000 in 2022.⁵⁹ Despite positive long-term developments like this, though, the nation is still dealing with several compounding economic challenges that continue to affect overall development aspirations. Like many other countries around the world, Kenya is still recovering economically from the effects of the Covid-19

pandemic. The pandemic led to a decline in labour force participation from 75% to 61% in 2020 alongside an overall increase in unemployment and decline in productivity levels.⁶⁰ GDP per capita growth rates also declined during the pandemic by 1.72% in 2020 for the first time in years.⁶¹ Positive GDP growth has since returned, but there are now signs of slowing after the initial bounce back in 2021 (See **Fig. 57**).⁶²

These effects of the pandemic were further compounded by political tensions that followed the general elections in 2022. Disputes over election results and the increasing cost of living in the country have negatively impacted the business environment and delayed investment in the economy in an already tight and volatile global financial market. The political tensions have also further increased pressure on the Kenyan shilling. Following an average monthly depreciation of the Kenyan shilling against the US Dollar of only 0.6% throughout 2022, the shilling experienced an accelerated decline of 4 to 6% in the first quarter of 2023.⁶³ This depreciation of the shilling worsened the trade balance of the country and placed pressure on already high debt to GDP levels (see **Fig. 58**), which are well above the IMF's recommended 50%.⁶⁴

The Economic Situation in the Kenyan Counties

With the passing of a new national constitution in 2010, Kenya introduced a devolved system of governance. Service delivery at the local level largely became the responsibility of the 47 newly established county governments, which were to receive no less than 15% of gross national revenue to help finance their operations. In the financial year 2021/2022, county governments

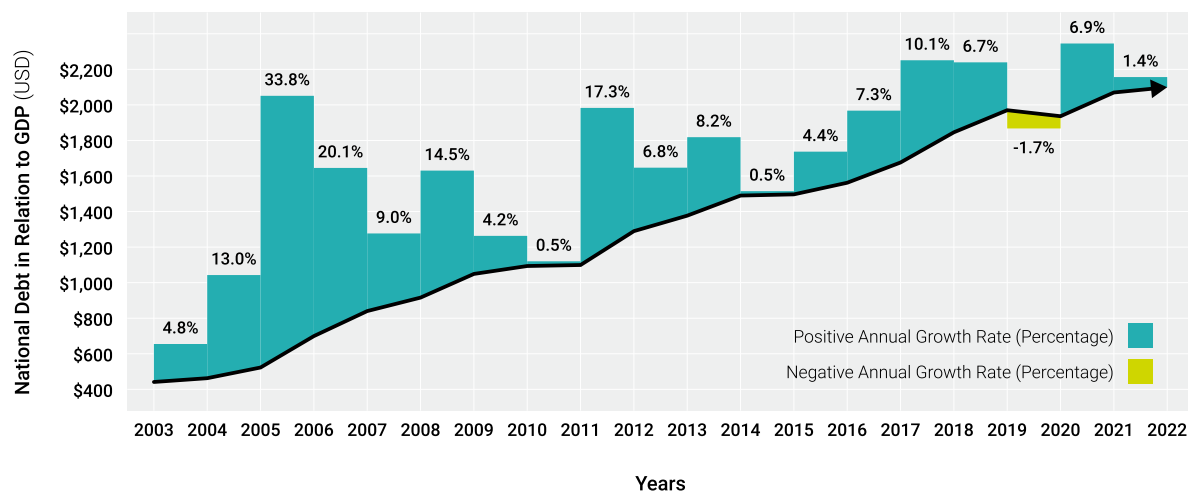


Fig. 57: Kenya GDP per Capita and Annual Growth Rate, 2002-2022 (Macrotrends, 2022)

received USD \$2.9 billion from the national government,⁶⁵ or USD \$56.50 per capita.^{66, 67} Additionally, the counties are authorized to raise their own taxes, licenses, and fees or Own Source Revenues (OSR). However, in practice, counties continue to experience significant challenges in effectively leveraging their own OSR potential due to a combination of policy and administrative issues including, incomplete property and business registries, outdated and inconsistent valuations, weak collection, ineffective enforcement, and non-digitised management

and collection systems. In the financial year 2021/2022, counties raised USD \$208.9 million in OSR (USD \$4 per capita), against an annual target of USD \$512.6 million (USD \$10 per capita).⁶⁸ While counties also receive small grants from international donors, they are, by and large, highly financially dependent (around 90% on average) on intergovernmental transfers.⁶⁹

The revenue challenges are accompanied by issues of financial planning and budget execution that undermine

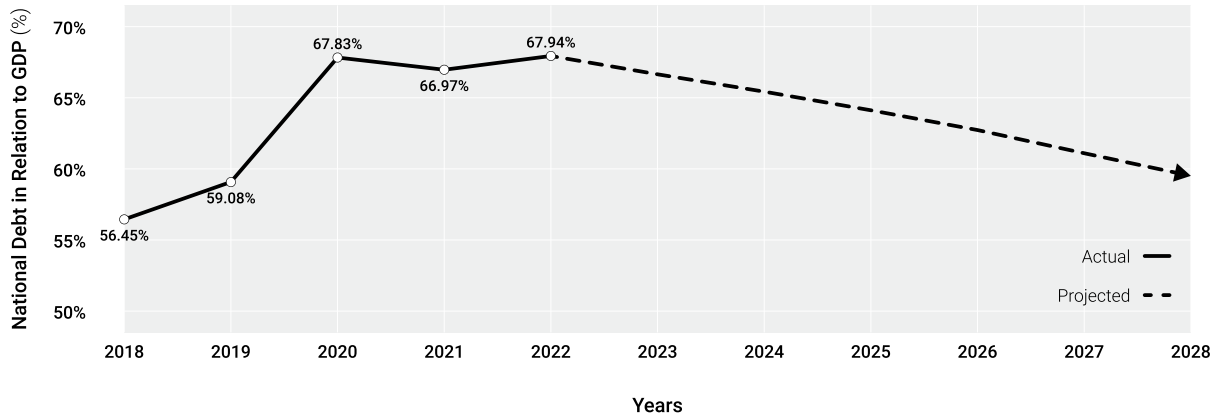


Fig. 58: Kenya National Debt in Relation to GDP, 2018 - 2028 (Statista, IMF, 2023)

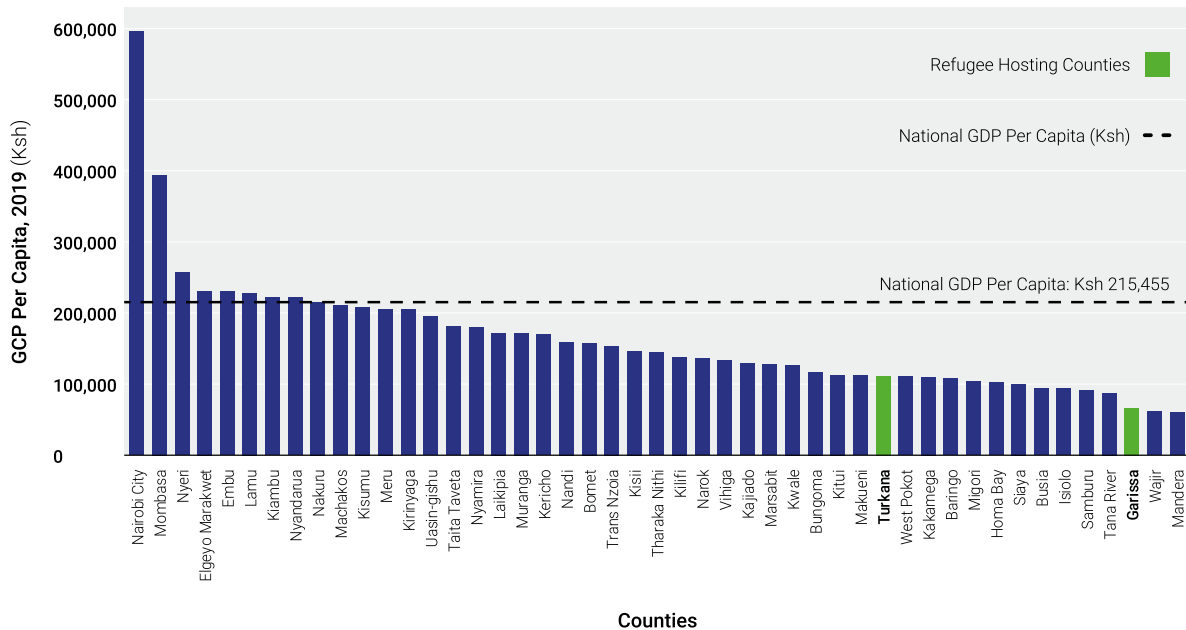


Fig. 59: Kenya Real GDP per capita by County, 2019 (KNBS, 2021)

effective service delivery. County governments also have a ballooning wage bill, with most of their revenue going towards recurrent expenditure in the form of employee compensation and, to a lesser extent, operations and maintenance. In the just concluded financial year FY 2022/2023, USD \$2.9 billion (USD \$56.8 per capita) was approved by the national government to be used by the counties in recurrent expenditure as opposed to USD \$1.6 billion (USD \$31.4 per capita) for development expenditure across the counties.⁷⁰

The Economic and Financial Situation in Turkana County

While Turkana County is the second largest of the 47 counties in Kenya by land area, it is also one of the nation’s poorest. In 2017, its Gross County Product (GCP) ranked at 45th among the 47 counties (USD \$1,563 million)⁷¹ and its GDP per capita, was only USD \$1,393.⁷² Historically, Turkana also has some of the highest poverty levels among Kenya’s counties, despite making good progress between 2005 and 2015, decreasing the poverty headcount from 94.3% to 79.4% and the poverty gap from 67.5% to 46%.⁷³

The most important economic sectors of the county are Agriculture, Forestry, and Fishing (which includes pastoralism) (see Fig. 60). The heavy reliance on these primary industries makes the county particularly vulnerable to environmental challenges such as droughts,

flooding, locust plagues, and other natural hazards.

Revenues

In the FY 2021/22, the Turkana County government’s revenue consisted of USD \$62.80 per capita from the equitable share (national transfer), USD \$1.10 per capita in own-source revenue (OSR), USD \$0.60 per capita in conditional grants.⁷⁴ It also brought forward a balance of USD \$12.70 per capita.⁷⁵ With minor fluctuations, this revenue composition has remained relatively stable over the past five years (see Fig. 61).

Overall, the county relies heavily on intergovernmental transfers (with equitable shares forming the largest component), accounting for over 80% of its revenue.⁷⁶ This dependence has become increasingly problematic for the county as the timeliness of national transfers has decreased in the past year due to national fiscal challenges.

Turkana County also received substantial aid, predominantly from the World Bank (WB), targeting diverse sectors. Notable projects funded include the Transforming Health Systems for Universal Care Project, Kenya Devolution Support Project, and Kenya Urban Support Program (KUSP2), emphasising healthcare, urban development, and devolution support. Other significant contributors include DANIDA, Sweden (focusing on agriculture through the ASDSP II), and the

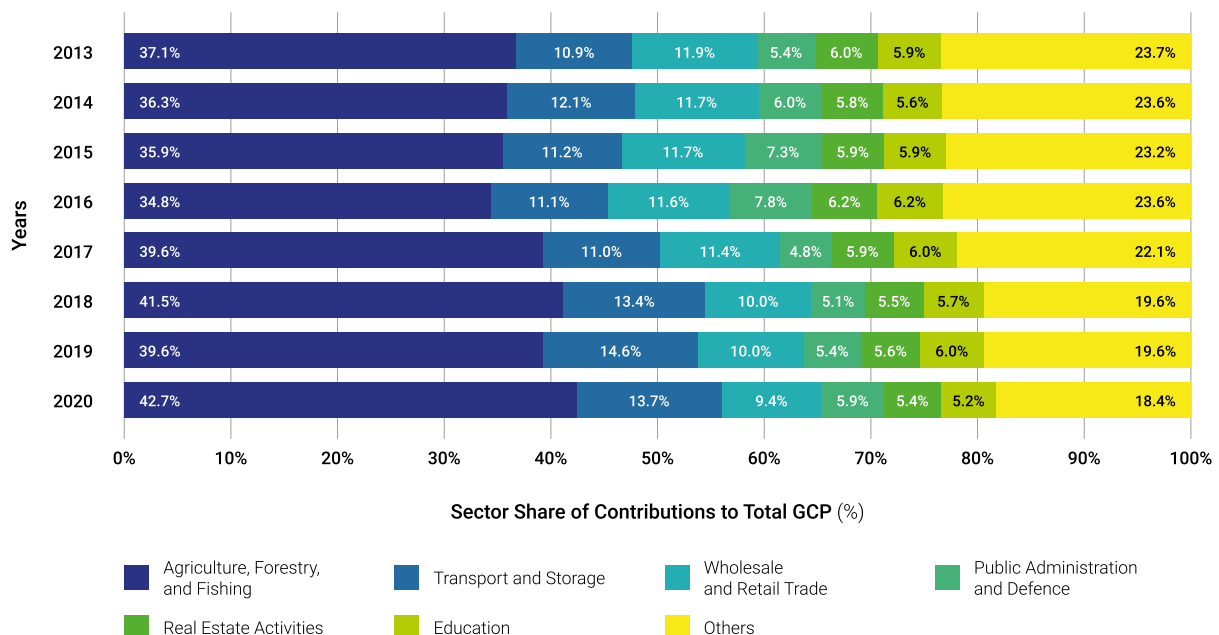


Fig. 60: Turkana Sector Contribution to Total GCP, 2013-2020 (CRA, 2022)

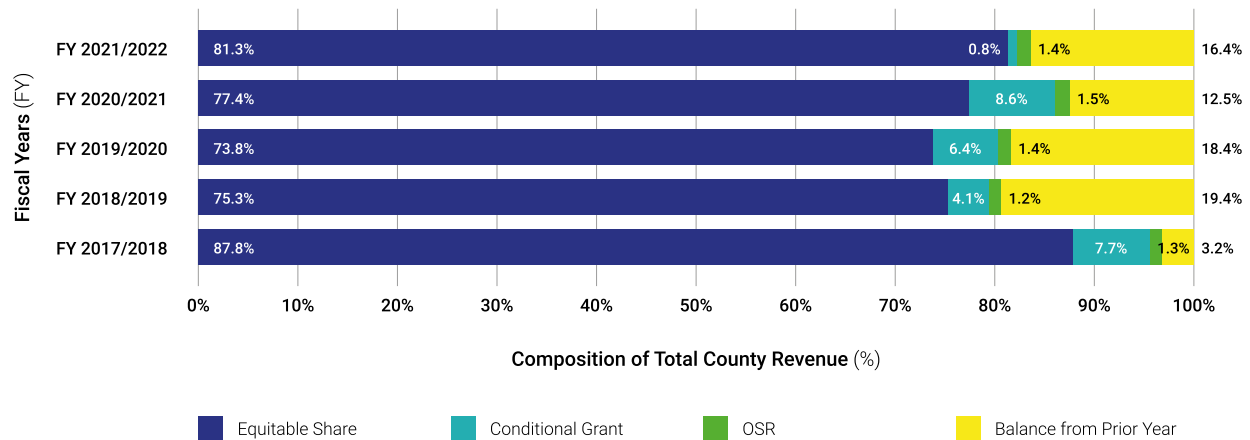


Fig. 61: Turkana County Revenue Composition, 2017-2022 (OCOB, 2018-2022)

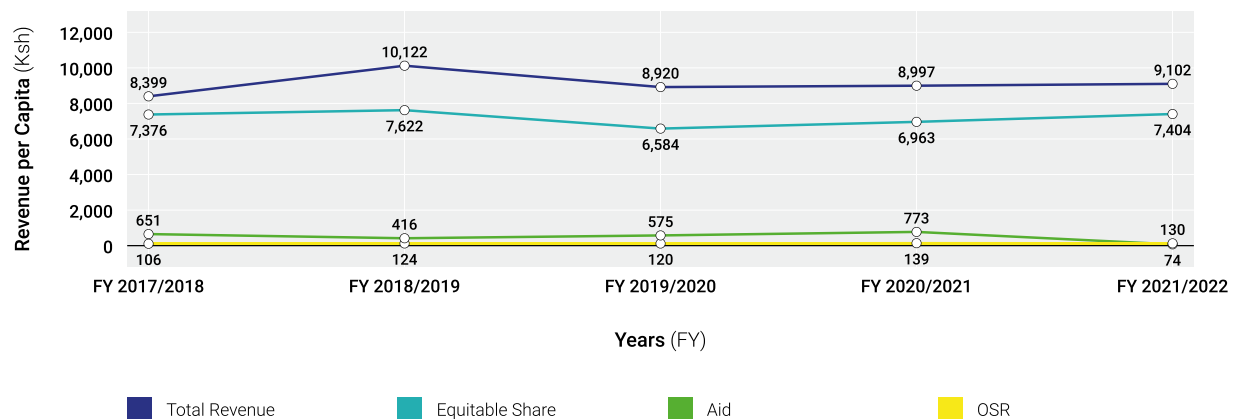


Fig. 62: Turkana County Revenue Levels of Revenue per Capita, 2017-2022 (OCOB, 2018-2022)

German Development Bank which sponsors the Drought Resilience Programme in Northern Kenya.⁷⁷

Turkana County's OSR constitutes a relatively small percentage of overall revenue. Starting at 1.26% in FY 2017/2018, it remained relatively constant in the subsequent years, reaching a slight peak of 1.54% in FY 2020/2021.⁷⁸ For FY 2021/22, the two largest streams of OSR were USD \$0.28 per capita from Cess and USD \$0.19 per capita from Single Business Permits.⁷⁹

Expenditures

During FY 2021/2022, the Turkana County government's actual expenditure consisted of USD \$52.94 per capita,

comprising USD \$39.45 for recurrent expenses and USD \$13.49 for development initiatives.⁸⁰ As indicated in **Fig. 64**, there has been a noticeable decline in actual expenditure over the past four years, partially attributed to external factors such as the COVID-19 pandemic.

In addition, to budget absorption challenges, the county has been struggling to allocate sufficient resources towards development expenditure. Turkana County stands out as one of the counties allocating the smallest portion of its expenditure to development.⁸¹ For example, in FY 2021/22, only 23% of actual expenditures was directed towards development, compared with the legally mandated 30%.⁸² Across counties, the average expenditure on development is 28.9%, with recurrent

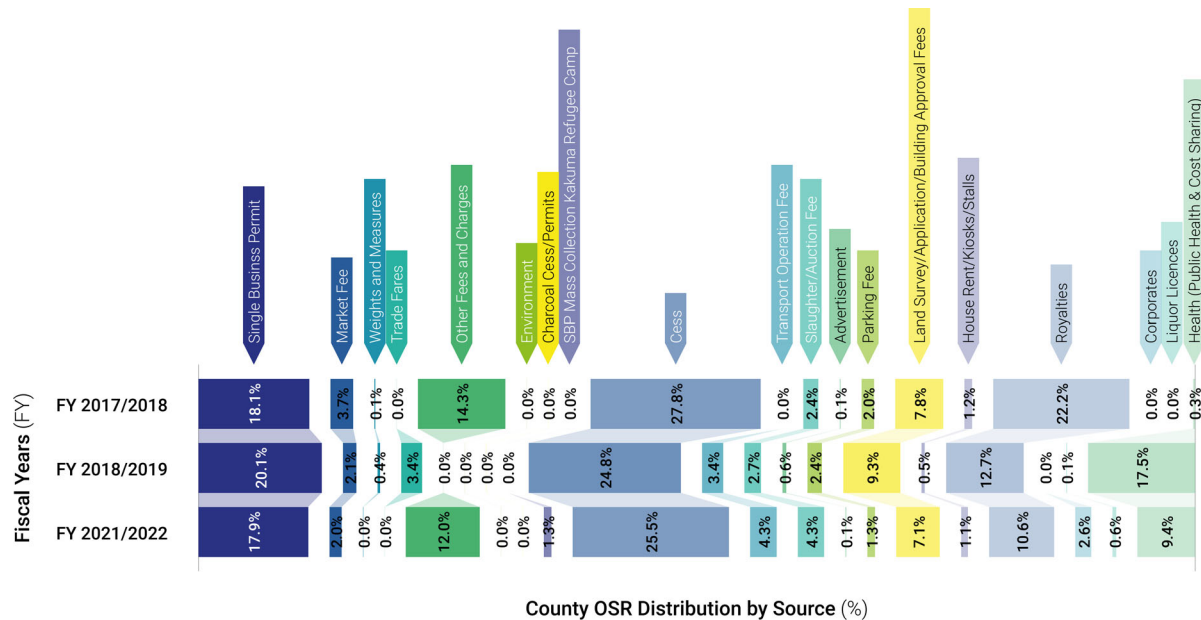


Fig. 63: Turkana County OSR Distribution, FY 2017/2018 and FY 2020/2021 (Turkana County Government, 2022)

expenses accounting for 71.1% of spending.⁸³ Turkana also has accrued a high level of pending bills in comparison with other counties.⁸⁴ This not only goes against policies of promoting private sector investments, but also raises concerns about overall financial management in the county.

Financing Gap

According to the Turkana County development plan (CIDP II 2018-2022), the county estimated a KES 52 billion (USD \$438 million) gap between its revenues and its operational and investment needs for the period FY 2018/19 to FY 2021/2022.⁸⁵ However, the actual revenue performance was even lower than projected by KES 10.8 billion (USD \$92 million), as illustrated in Fig. 66.⁸⁶ Considering the lower actual revenue in that period, a conservative estimate would suggest that the actual resource gap was closer to KES 70 billion (USD \$593 million).

Turkana County's 2018-2022 CIDP includes the Kalobeyei Integrated Socio-Economic Development Program (KISED), which is a 15-year initiative that aims to promote economic and social integration for refugees and the host population. However, since its launch in 2018, the implementation of the KISED has faced financing issues.⁸⁷ KISED partners reported to have only received 43% of their budgeted funds, which indicates a

57% funding gap between 2019 and 2021.⁸⁸

The Economic and Financial Situation in Kakuma-Kalobeyei

Over the past three decades since the first camp was established in Kakuma, the international community has assumed most of the financial burden and responsibility for funding and coordinating the development of the affected settlements and the implementation of infrastructure for both the refugee and host communities living there.⁸⁹

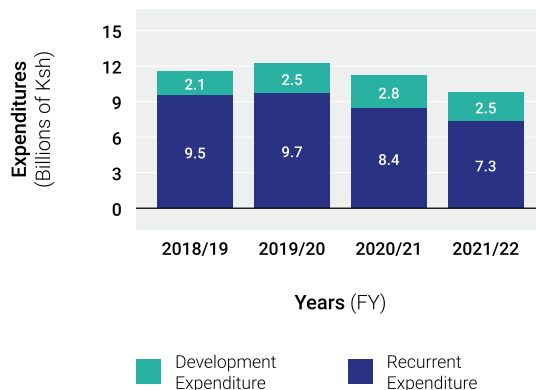
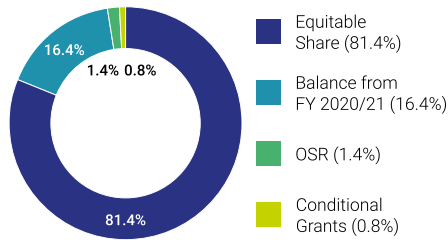
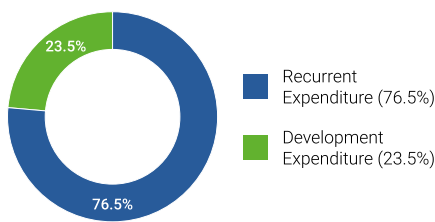


Fig. 64: Turkana County's Expenditures, 2018-2022 (OCOB, 2018-2022)

County Revenue Breakdown, FY 2021/22



County Expenditure Breakdown, FY 2021/22



Recurrent Expenditure Breakdown, FY 2021/22

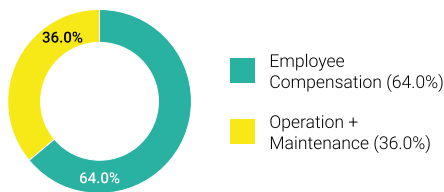


Fig. 65: Turkana County's Expenditure Breakdown, FY 2021/2022 (OCOB, 2022)

The refugees living inside the camps have quite diverse incomes based on how long they have lived there, but overall remain very poor. A 2018 UNHCR report found that 65-68% of Kakuma-Kalobeyei refugees live below the poverty line of USD \$1.90 per day (2011 PPP – Purchasing Power Parity).^{90, 91} In comparison, nationally only 37% of Kenyans live below the poverty line.⁹² The refugees also have very low levels of employment compared to the surrounding host community in Turkana County and Kenya as a whole. Of the working-age population, some 20% of refugees are employed compared to 62% of Turkana residents and 71% across wider Kenya.⁹³

Despite wide-spread poverty, the large number of refugees in Turkana County have a significant impact on the local economy. This may not be surprising, given that the refugee population constitutes around 30% of the total population in Turkana County and that the host population is also very poor.⁹⁴ In fact, studies debate whether the refugees, with direct access to humanitarian assistance, are better off economically than many members of the area host communities.^{95, 96} In fact, the Kakuma-Kalobeyei camps are a crucial source of employment for local communities, as well. A World Bank report illustrated that the existence of Kakuma camp has boosted the local employment level by 2.9% and elevated the region's economic output by 3.4%.⁹⁷

These businesses and the refugee demand in general increase local markets and provide additional options for the host community producers to sell their products in the refugee markets.⁹⁸ Local host communities have also benefited from humanitarian and development activities that were originally exclusively intended for the refugees. As a result, even though investment has been limited

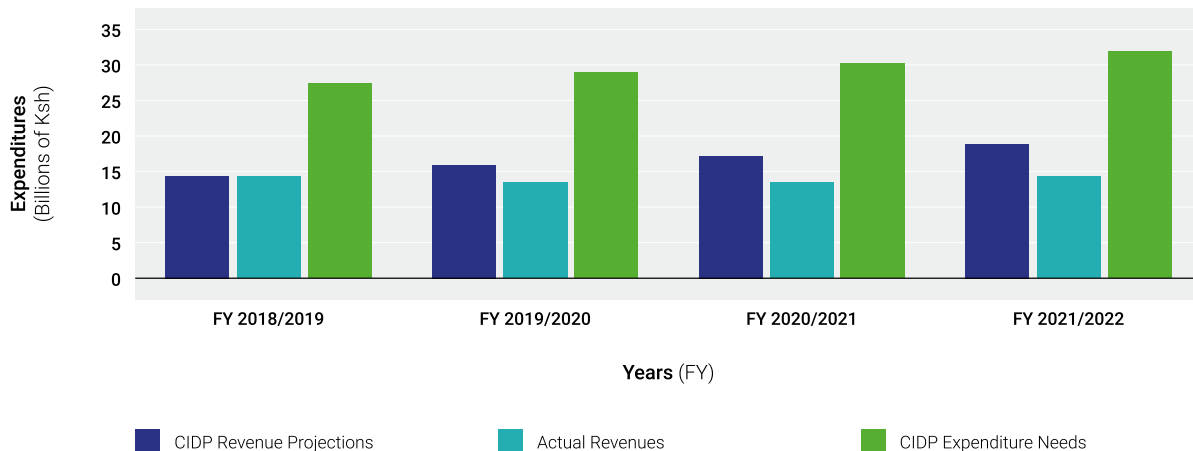


Fig. 66: Revenues Versus Expenditure Needs in Turkana County, 2018-2022 (Turkana County CIDP II, 2018-2022)

relative to the need and available funding, the economic potential represented by the sizable refugee population should not be ignored.

5.10.2 Overview of Financing and Funding Options

The previous sections have showcased the overall economic and financial context in Kenya, as well as the situation in Turkana County and the refugee camps themselves. It has revealed that significant financial challenges exist within the country as a whole but also in the county itself. Turkana County has lower than projected OSR, high unemployment, and is one of the poorest counties in Kenya. The financial gaps within the county are huge and only partially, if at all, factor in the development/service delivery needs of Kakuma-Kalobeyei. This then raises the question of how the current financial impasse can be overcome and how more funding and finance can be attracted to Kenya's refugee-hosting counties and the affected settlements.

1 - Humanitarian Assistance

Humanitarian assistance in the shape of aid and grants from international humanitarian and development partners, continues to be the primary source of financing for the refugee settlements in Turkana County. This reliance on aid is unlikely to change in the near future given the financial reality of the county government, as outlined above. Nevertheless, it is critical to move beyond the traditional model of aid and encampment to leverage the economic potential of the refugee camps and to find durable solutions for the refugee and host communities.

The overall levels of humanitarian aid funding in Kenya

decreased meaningfully in the period between 2010 and 2019 from USD \$417 million to USD \$340 million, but have since increased again slightly.⁹⁹ Nevertheless, UNHCR's overall funding requirement for Kenya is nowhere near being reached. In Kenya, UNHCR's estimated funding requirement as of August 2023 was USD \$153.4 million.¹⁰⁰ Only 34% of this estimate, which is equivalent to USD \$52.5 million, was available for earmarked and unearmarked projects, leaving an indicative funding gap of 66%.¹⁰¹ In June 2022, UNHCR launched an appeal for USD \$42.6 million to respond to specific needs of over a million people affected by drought in Ethiopia, Kenya, and Somalia, but by December 2022, only 45% of the required funds had been raised.¹⁰² Given this scarcity, there continues to be a strong need to ensure that humanitarian assistance provides necessary subsistence support to refugees and explore how international aid can be used most effectively to better support the refugee camps populations.

While it is important to ensure the availability of humanitarian support, it has become ever clearer that unless there is an explicit policy change from a humanitarian support model to an integrated settlement development model, the refugee communities will not be able to transition away from a reliance on aid and will not be able to become self-sustainable. It is thus critical to explore options to increase self-reliance. Humanitarian assistance will still be required to cushion the needs of the most vulnerable but will need to be complemented with other sources of funding/finance over time.

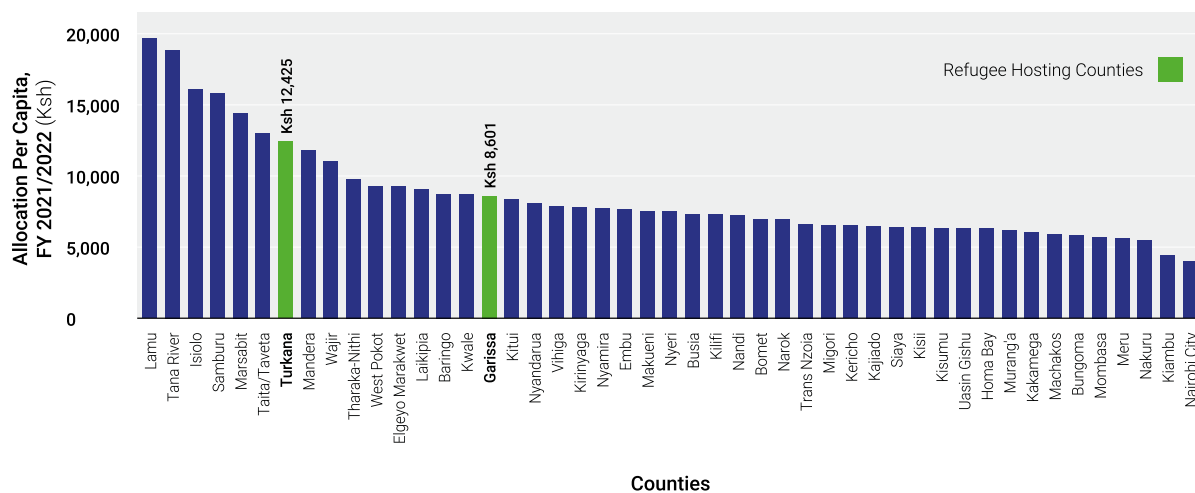


Fig. 67: Kenya Equitable Share per Capita Received by County in FY 2022/2023 (GRA, Kenya National Treasury, 2023)

2 - County Government Funding

According to Kenya's Constitution, the vast majority of services that are to be provided to the refugee camps are the responsibility of the county governments. The few exceptions include the provision of secondary education, complex health care provision, and electricity, which are not within the remits of county governments. As a result, it is critical to explore how Turkana County can provide improved services to both refugee and host communities in Kakuma-Kalobeyei.

i - Intergovernmental Fiscal Transfers

The most important source of revenue for Turkana County is the intergovernmental transfer. The county receives over 80% of its annual expenditure from these transfers.¹⁰³ The largest component of the intergovernmental transfers consists of the equitable share. As mentioned above, the equitable share consists of no less than 15% of the national budget and is allocated to the 47 counties based on a formula defined by the Commission on Revenue Allocation (CRA) every five years.

However, given that refugee-hosting counties in Kenya (Turkana and Garissa) already receive a relatively high per capita allocation from the equitable share, they are unlikely to receive a significantly greater share going forward. Given Kenya's overall national financial situation and heavy indebtedness, the need to curb public expenditure makes it unlikely overall that counties will receive a greater share of the national budget. The most realistic way for Turkana County to increase the funds it receives from the national government is if the national government introduces a separate and specialised grant for refugees and the counties hosting these populations.

ii - Own-Source Revenue (OSR) (Property Tax, LVC, Fees etc.)

The source of funding that is most directly within the control of Turkana County is OSR. Since the county is amongst the poorest counties in Kenya, though, the overall potential to generate high returns in the form of taxes and fees may be smaller than that of other counties. Nonetheless, the CRA estimates that Turkana County is generating only a fraction of its potential OSR. In 2021, the Commission on Revenue Allocation estimated that Turkana County could self-finance 12.3% of its budget via OSR, despite OSR still representing an actual percentage of only 1.43% of total revenue in 2022.¹⁰⁴ This suggests that Turkana County has the opportunity to generate significant additional revenue in this way, with the potential to increase its OSR by nearly ten-fold.

On the surface, though, these potential OSR improvements still constitute only a fraction of the funds necessary to fund the County CIDP and provide services to both host and refugee communities. At a financing gap of 70 billion KSh,¹⁰⁵ even if the county were to attain its potential OSR and generate 1.7 billion KSh, this would still only cover a fraction of the needed investment in Turkana.¹⁰⁶

However, these calculations from the CRA do not consider the potential revenues that can be generated via the use of land-value capture. Spillover benefits, such as water provision and healthcare access to the adjacent host communities, have attracted development along the camp's periphery.¹⁰⁷ Similar spillover effects from humanitarian development in the Kismayo hybrid refugee-host settlements in Somalia have resulted in increased demand for surrounding land and increased value.¹⁰⁸ One resulting opportunity is that the local government can leverage these humanitarian investments and spillover effects to fund service delivery by capturing the increased land value through property taxes or other land value capture mechanisms.¹⁰⁹

The potential estimates of the CRA also do not include the potential revenue that can be generated from the refugee camps themselves if their residents were allowed to partake in economic activity more effectively. While the refugee populations are largely impoverished, studies do find that the Kakuma-Kalobeyei refugee camps, for example, alone already constitute a USD \$56 million market opportunity.¹¹⁰ Given the recognition of refugee's rights to work and engaging in economic activities, partners need to progressively and systematically consider various ways of including refugees in the county revenue enhancement strategy and policies while at the same time putting into consideration for refugee protection.

In addition to these immediate financial opportunities, working on OSR would also generate important governance dividends, meaning a greater reliance on OSR often leads to improved service delivery as citizens increase pressure on the government to deliver services in exchange for their tax contributions. OSR optimisation is also vital to demonstrate fiscal capacity, establish credit-worthiness, and service debt. While receiving loans may still be a somewhat distant goal for Turkana County, it is a goal worth working towards.

iii - Loans & Bonds

Loans and bonds are an unlikely source of finance for Turkana County in the immediate future. As per the Constitution and the 2012 Public Finance Management

Act, Counties are allowed to take up long-term loans for capital expenditure as well as short-term loans to manage cash flow issues. While short-term borrowing is limited to 5% of the county's last audited financial accounts¹¹¹ and is thus not a serious option for improved service delivery for most counties, long-term borrowing has the potential to be a powerful source of funds for counties. However, the conditions for accessing this funding are strict and are not achievable for Turkana County.

iv – Expenditure Optimisation

A source of finance or funding that is not as commonly explored is expenditure optimisation at the county level. Turkana County has historically not allocated the mandated 30% of budget towards development expenditure. Turkana County also has one of the highest pending bills per capita ratios in the country, indicative of imprudent financial management. When looking at the percentage of public funds spent on the wage bill, it also appears that there is room for improvement.

Freeing up additional resources will require the county to introduce more prudent financial management practices as a direct way of unlocking additional funds for infrastructure development. More effectively leveraging existing resources will likely also require more strategic prioritisation of development projects to maximise economic benefits for the county and its refugee populations.

3 - National Government Funding

The national government, as the key funder of the county governments, indirectly plays a key role in the search for financial solutions to the service provision gap in the refugee camps and surrounding host community settlements. The national government also has direct service provision responsibilities outside of what it is providing to county government. Secondary and tertiary education, for instance, are functional responsibilities of the national government and its respective ministries, as well as cross-cutting functions such as curriculum development, etc. In an exemplary move, The Ministry of Finance has stalled to integrate refugees more explicitly within its services without more long-term funding commitment from international donors.¹¹² While integration into national systems is more sustainable and cost effective from the donor perspective, Kenya is reluctant to integrate refugees without accompanying long-term international funding commitments.

Importantly, as discussed previously in the report, anticipated funding from the pipeline project KUSP2 and the special WHR that will be made available to Kakuma Municipality as a newly established municipality in Kenya represents a meaningful source of national financing for the implementation of infrastructure and service delivery projects, such as those proposed as part of this regeneration strategy.

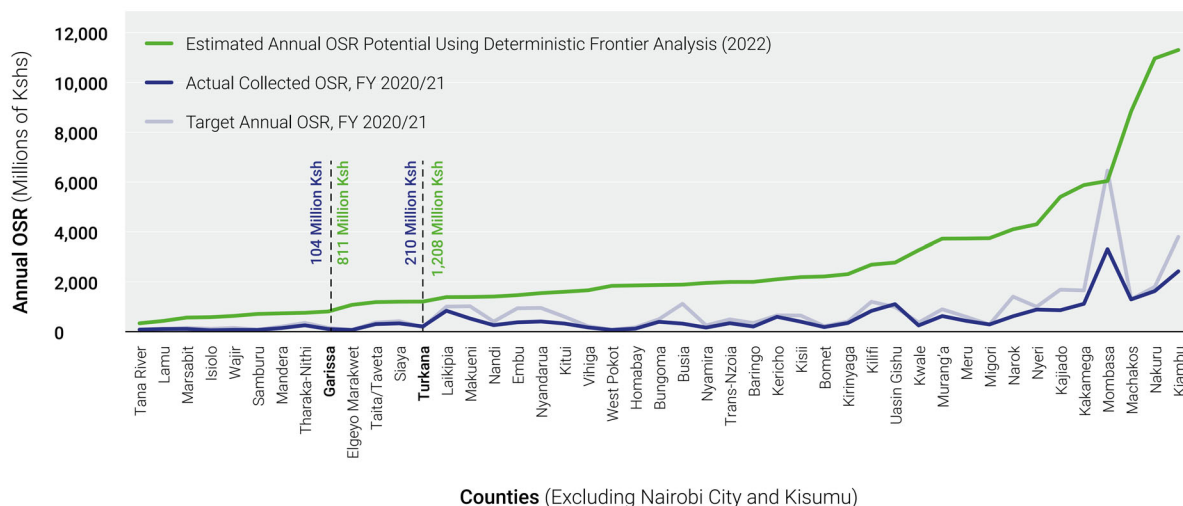


Fig. 68: Average Actual Revenue Collection Versus Estimated Potential, by County (OCOB, National Treasury, 2022)

4 - Private Sector Financing

Private finance has garnered increasing interest in the past years as a means of addressing service delivery in refugee contexts. Private finance is abundant and if it could be attracted towards these refugee contexts, it would constitute a veritable game-changer. At present however, its role is likely to revolve around boosting local economic development, rather than large-scale public service delivery.

Where refugees are able to pay for goods and services, private companies are able to invest in the refugee camps and kickstart the local economy, which can help contribute to overcoming the most severe economic conditions experienced by refugees within the camps. Treating refugees as consumers is particularly feasible where private investors are able to minimise business risks by leveraging public or charitable donations/subsidies. Examples of this include the work of IFC in launching a USD \$25 million challenge fund in Kakuma-Kalobeyei.¹¹³ This fund aims to enhance private sector engagement and support small- and medium-sized enterprises (SMEs) within both host communities and refugee populations.¹¹⁴ Similarly, crowdfunding campaigns can leverage charitable giving to fund investment, especially for targeting specific projects. An example of this is the collaboration between UNHCR and Kiva. Through this partnership, Kiva's microfinance crowdfunding platform offers risk-tolerant capital to refugees, filling a vital funding gap. Since the inception of this initiative in 2016, Kiva's data reveals a commendable 95% repayment rate from refugee borrowers, underlining that they are just as creditworthy as their non-refugee counterparts in microfinance ventures.¹¹⁵

The potential for innovation in this space is near endless. For example, in Dadaab, the conducive environmental conditions, paired with the emerging collaboration between host communities and refugee populations, point to potential avenues for enhanced private sector engagement, notably within domains such as small-scale farming and recycling. According to the ILO, while still in their initial phases, these value chains exemplify how localized endeavours can seamlessly integrate with overarching financing approaches.¹¹⁶

Over time, private investment will also become an option for public service delivery, not exclusively for private goods, i.e., where significant user-fees can be charged for revenue generation despite the low overall disposable incomes of refugee populations. Examples of this could include markets, bus parks, and/or utilities. Where public services cannot generate significant revenues or user-fees cannot be applied (e.g., for the construction of local

roads), private finance would require significant subsidies and guarantees from national or local government that are currently unlikely to be feasible in a cost-effective manner given the limited financial capacity of local government, the limited fiscal space, and the poor adherence to public financial management principles.

One exception to the above that could be considered while employing considerable care, is the leasing or selling of public assets and land for the purposes of attracting private investment. The simple risk in these transactions being the fact that local government is likely to have to offer a very considerable discount on its own assets to entice private investment, that may only in very limited circumstances be warranted, i.e., where the private investment brings about local economic development benefits that far exceed the costs of selling public assets below their actual market value.

5.10.3 The Way Forward: Overview of a Simple Framework to Guide Strategic Financing

Towards a Financing Framework

The challenges described in this report on how to address the financing gaps of Kakuma-Kalobeyei are not unique. Refugee camps, in low-income countries in particular, often face financial shortages and often persist beyond their original short-term purpose from temporary refugee camps to long-term protracted settlements. As these refugee camps evolve, as the ability of their inhabitants to return becomes ever less feasible, and as the nature of the camps becomes ever more protracted, the political and financial policies towards these refugee settlements need to be adapted. As outlined here in **Table 11**, the exact nature of these changes depends on at which stage a refugee settlement finds itself.

This framework suggests a general evolution of finance/funding over time as a settlement that results from protracted displacement is transformed physically and economically. This is not a linear process however and is likely to be beset by policy reversals and significant political back-and-forth. And while the micro steps of these refugee settlements will likely differ, some broad trends are discernible.

At the early stages of a refugee settlement, the key is to facilitate the work of humanitarian agencies and the flow of aid to the impacted communities. As the overall permanency of the settlement becomes more entrenched and in the absence of a realistic timeline for the voluntary return or subsequent resettlement of the refugees elsewhere, the host community should consider ways to integrate the refugee population economically

and socially into the local community. In return, the host community and local government should request that the refugee population work towards eventually contributing towards the provision of public services and overall economic development. As this integration progresses, the income of refugees is able to rise, and the financial capacity of the local government increases, more and more complex financial mechanisms will become applicable including loans and Public-Private Partnerships (PPPs) (see **Table 12**).

In the beginning, development partners and humanitarian organizations are often best equipped to coordinate and finance a humanitarian response for a short-term influx of refugees. They are also often best positioned to provide basic services such as access to water, sanitation, and shelter along with public facilities to provide health, education, and security services in previously unsettled spaces. However, while this type of humanitarian assistance is ideal for short-term solutions, it becomes ever more problematic over time. The humanitarian/emergency mode often restricts refugees from being able to effectively participate in the local economy and integrate into the host communities. In fact, humanitarian assistance often undermines the effective development of local markets and disincentivises inhabitants from seeking (formal) employment, education, and economic self-sustainability. It can also create perverse incentives for local communities who benefit from the spillovers of humanitarian assistance. Transitioning away from humanitarian assistance is not easy, however, as it is vitally needed to protect the most vulnerable populations in camps, even long after a particular settlement becomes protracted. Consequently, it cannot be easily replaced but, rather, needs to be supplemented over time with other sources of finance.

The next step in the evolution of a refugee camp is to allow for local economic development. Since the process is often politically loaded, refugees can also be allowed informally to develop economically even if in the absence of formal economic rights being expanded to refugee populations. These informal rights will include granting increased access to financial services, easier/increased right of movement, easier/increased property rights, and easier/increased labour participation. And beyond the direct benefits, this economic opening will enable private finance to enter the refugee settlements to increase trade and economic activity with the overall effect of increasing the incomes of refugee populations.

Once this integration (informal or formal) of the refugees has started and they have been granted increased economic freedoms, it becomes necessary to also include them in the financing of public service delivery to

Table 11: Financing Framework from Refugee Settlements to Integrated Settlements

Source	1. Encampment	2. Informal Economic Opening	3. Formalised Economic Integration	4. Social and Political Integration
Aid	●	●	●	
CBO Support	●	●	●	
Private Investment		●	●	●
OSR			●	●
Expenditure Optimisation			●	●
Loans & PPPs				●
National Grants				●

the refugee camps. The most important way of doing so is by formalising the status of the refugees and including them in local OSR systems.

In the next stage of integration of a settlement, it becomes critical to consider the use of loans, bonds, and other forms of private investment to put in place needed infrastructure improvements without which the refugee population would continue to be disadvantaged economically by poor access to services. Accessing this type of finance will only become an option once the local government has created robust OSR systems and developed strong financial capacity. As a last step in the process and as refugee populations contribute financially towards the government, they should increasingly also be included in service provision, including education, health care, etc. It is then also time to consider extending greater political rights to the refugees to enable them to have a say in how their tax contributions are spent and how their community develops.

Recommendations for Kakuma-Kalobeyei

Kakuma-Kalobeyei currently finds itself in Phase 2 of the process described above. The conferral of municipality status to Kakuma-Kalobeyei in 2023 shows a commitment by both the national and county

governments to the integration of refugees into the socio-economic fabric of the county. Major refugee policies over the past few years, as outlined previously in this report, but which include the 2021 Refugee Act, the CRRF, and most recently, the Shirika Plan, all seek to support the changes necessary to expand the rights of refugees hosted in Kenya, to further promote integration and self-reliance, and to create more opportunities for the municipalities themselves to begin to expand their revenue sources and promote overall development to benefit both communities.

Moving effectively through this phase and then launching into Phase 3 of more formalised economic integration still constitutes an ostensible leap of faith for Kenya. There can be no doubt, however, that finding durable solutions for these refugee populations will require taking the next steps along the process with the principal near term objective of activating OSR as a source of finance for the refugee communities. What exactly these steps entail and how the refugee camps can successfully move towards more integrated settlements is described in more detail below. Once significant progress has been made in regard to the below reform areas, the counties will be in a better position to advance to the last stages of the financing framework (Phase 4).

Economic Integration

Kenya's Refugee Act of 2021 constituted a step in the right direction and significantly contributed towards the economic integration of refugees into the economy in Kenya. Nonetheless, there is still a need to further ease economic restrictions for refugees to participate in formal economic activity and clear legal ambiguities surrounding refugee's economic rights. This includes the further lifting of restrictions of refugees to travel outside of the refugee camps, seek employment, open bank accounts, access loans, use and access ICT, where necessary, to apply for the appropriate documents, etc. As such, the government should continue to streamline these processes and ease access to obtain the necessary documents and permits to work (e.g., class M work permits, refugee IDs, etc.). Simultaneously, it is important to expand vocational training programs, job matching services, and other programs designed to integrate the refugee population into the economy. Lastly, it is key to incentivise private companies, and specifically financial service providers, to offer services to refugee populations and allow market forces to effectively unfold within the refugee settlements.

Table 12: Detailed Financing Framework from Refugee Settlements to Integrated Settlement

	1. Encampment	2. Informal Economic Opening	3. Formalised Economic Integration	4. Social and Political Integration
Political Status	Refugees are sheltered within the camp to receive protection, but are largely reliant on aid and experience heavy restrictions on rights/freedoms	Informal right of movement and employment, etc.	Formalised property rights and economic opportunities	Comprehensive formal inclusion in political and social life
Finance	<ul style="list-style-type: none"> Aid Community-based support and remittances 	<ul style="list-style-type: none"> Aid Community-based support and remittances Private investment 	<ul style="list-style-type: none"> Reduced Humanitarian assistance Community-based support and remittances Private investment OSR and Taxation Expenditure Optimisation 	<ul style="list-style-type: none"> Community-based support and remittances Private investment OSR and Taxation National Grants Loans and Private Investment (PPPs)
Responsibility for Service Provision	<ul style="list-style-type: none"> Humanitarian Agencies Civil Society 	<ul style="list-style-type: none"> Humanitarian Agencies Civil Society 	<ul style="list-style-type: none"> Humanitarian Agencies Civil Society Local Government 	<ul style="list-style-type: none"> Civil Society Local Government National Government
Types of Services	<ul style="list-style-type: none"> Humanitarian assistance (food, shelter, safe drinking water, basic sanitation, health care, education) 	<ul style="list-style-type: none"> Humanitarian assistance (food, shelter, safe drinking water, basic sanitation, health care, education) 	<ul style="list-style-type: none"> Humanitarian assistance Improved basic services 	<ul style="list-style-type: none"> Improved basic services Improved public infrastructure Public education, health care,
Overall Condition of Refugee Settlement	<ul style="list-style-type: none"> Poverty and basic survival/subsistence Temporary 	<ul style="list-style-type: none"> Poverty and basic subsistence Slight increase in economic opportunities and incomes 	<ul style="list-style-type: none"> Increased economic activity Improved incentives to develop 	<ul style="list-style-type: none"> Equal opportunity to participate in economy for refugees Permanence

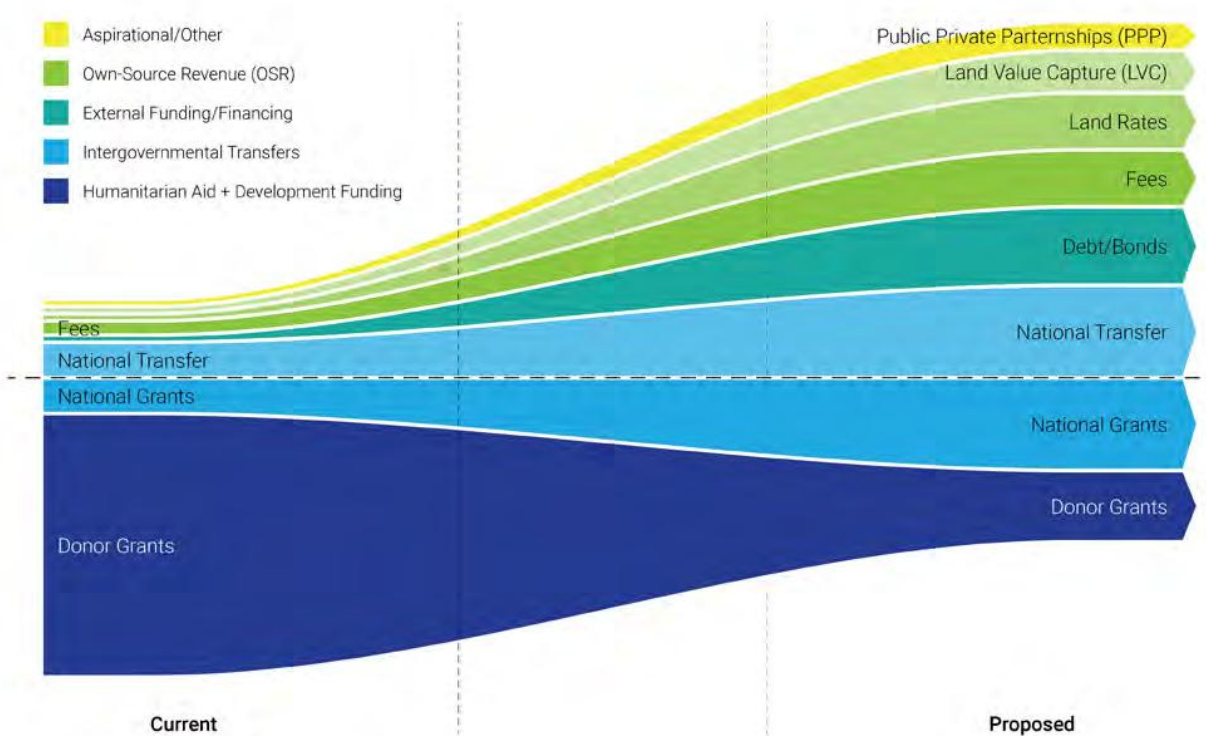


Fig. 69: Municipal Financing Transition, Current to Proposed

Registration of Refugees' Economic Assets

Following the economic integration there is a need to drive forward the formal registration of refugees as taxpayers. This includes the formal registration of businesses with the refugee camps, and the raising of SBP fees and other business-related fees at the national level. There is a need to continue to work with the national government and the local community to accelerate the land titling processes to enable refugees to leverage the economic benefits of land ownership and also be included in the tax net for charging of land rates. As much as this is a sensitive political process, it is key to moving forward towards a more integrated settlement.

County OSR Optimisation

The process of taxpayer registration is integral to the broader process of OSR optimisation which needs to take place within Turkana County. There is considerable potential for OSR optimisation, as showcased above, which needs to be leveraged and reinvested into improved services. To enable OSR optimisation there is a need to build capacity at the local level, optimise rates, clearly record/manage government-owned assets, digitise

payments, and streamline enforcement of tax arrears, as clearly documented in numerous OSR analyses.^{117, 118} Perhaps more important still than increasing capacity at the local level is strengthening incentives around OSR optimisation.¹¹⁹ This needs to be done by strengthening internal and external audit reporting, and overall financial transparency towards the public, as well as reinforcing OSR performance as a criterion in the Equitable Share formula. These types of incentives need to also be set by the development community, which should link funding to improvements in OSR and PFM adherence.

County Expenditure Optimisation

Alongside the optimisation of OSR, there is a need to optimise expenditure-related processes. If this does not happen, there is a risk that generated OSR increments will not translate into improved service delivery, not for the host population, and certainly not for the refugee settlements. Given the current tendency of inflated wage bills, poor execution on capital expenditures, etc., serious work is needed to avoid revenue leakages. Here too, the equitable share formula can be used to incentivise adherence to PFM standards. Unless the reports of

the Auditor General are followed by specific actions, there is no incentive for counties to improve their usage of existing funds. There is also a need for increased public participation in budgeting processes, especially for budget review processes following the ending of financial years. There is also a need to scrutinise public procurement more carefully and introduce more performance-based management and recruitment. Last but not least, there is a need to review the CIDP, as well as other development plans to ensure that they strategically position the county and prioritise the right assets for economic development.

5.10.4 Areas for Further Research

While the available data from the refugee settlements is sufficient to outline a high-level reform strategy, additional research is required to fine-tune this strategy and determine technical reform entry points. Some of the key areas for further research include:

- **Opportunity cost of not integrating settlements:** while it is clear that the refugee settlements are contributing economically to the local economies, the cost of not fully leveraging the potential of the refugee settlements remains unclear. The costs of political instability, lower labour participation, suppressed customer demand, increased health care costs, etc., that result from not more fully developing the settlements could be quantified to better inform decision-making around the need for increased integration of the settlements. This can also include the impact of humanitarian assistance on the local economies and to what extent local production and market forces more broadly are currently crowded out by aid, but could, in the future, rise to replace humanitarian service levels.
- **Detail on economic reality of refugees:** additional information on disposable incomes, sources of income, asset ownership, saving and consumption patterns, etc., would all help to inform business models aimed at servicing the refugee camps.
- **Service delivery costs:** in order to better gauge the levels of required finance and the particular financial realities of distinct projects within the CIDPs it would be important to have more accurate information for each project on a) overall costs, b) project-life cycle costs, and c) revenue generating opportunities within the project.
- **Land ownership:** to better gauge the potential of land-value capture around the refugee settlements, it is critical to have precise information on the percentage of titled land, the ownership of the lands, and the overall valuations of land over time. Projects

on land value changes could also help inform decisions around land-concession. This includes the formalisation of land and property and inclusion of refugees into the tax net. While the per capita contributions of the refugees may be minimal, at least initially, it is predicted that they have the potential to deliver very significant public revenues for service provision in the refugee settlements. They may also bring about a process of expenditure optimisation at the local level as refugees demand improved services in exchange for their tax contributions.

- **Survey of public assets:** another revenue area that is not properly considered within the OSR estimates of the CRA is the total value and revenue potential of the assets of the county government.
- **Cost/benefit analysis of specific fees for specific services:** This level of assessment will involve understanding the municipal net income, contribution of cost for service provision, collection procedures and mechanisms/manpower and the actual income/performance by geographic area and service fee.
- **Cost/benefit analysis of taxes by type and structure:** this will include assessing the municipal net income – annual, multi-year trends, long term investment – infrastructure and assets; collection procedures and mechanisms/manpower; actual income/performance by geographic area and type of tax; tax performance in relation to economic power by geography and sector. This can extend to looking into unit for taxation which involves small versus large blocks (combination of units e.g., amount of sqm, number of market stalls, length of infrastructure)
- **Analysis/assessment of total value of tax base in different structures:** which includes the extent of detailed valuations by the local government)
- **Public market OSR potential assessment:** a further analysis of the potential for generating revenue from public markets within the camps should be undertaken to assess whether they are bankable projects



Fig. 70: Children Standing in Front of their House in Kakuma Camp 1 (UN-Habitat, 2022)

A photograph of a young boy standing in a settlement. He is wearing a light-colored short-sleeved shirt and shorts with the number '9' on the left leg. He is standing on a dirt path. In the background, there are several buildings with corrugated metal roofs. One building has a dark fabric hanging from its roof. There are trees and power lines in the background.

CHAPTER 6: CONCLUSION

6.1 Looking Forward

Regeneration takes time and resources. Especially in Kakuma-Kalobeyei, regeneration remains a pressing need and an ongoing process which will require adequate buy-in and long-term support and vision by local authorities and the host and refugee communities who live there. The recommendations presented reveal a shift away from traditional models of hosting refugees in camps under strict encampment policies where reliance on the provision of parallel services for assistance and protection were supported mostly by the international community, and which revealed socio-economic challenges and inequalities between a growing interdependence between local towns and the refugee camps. The intention of the Kakuma Regeneration Strategy is to promote additional considerations and opportunities that will encourage the scaling up of the strategies and plans identified for Kakuma Camp 1 to the wider Kakuma-Kalobeyei Settlements and communities.

Since the KISED P was announced in response to the scale and protracted nature of displacement entering Kenya, several efforts have emerged to promote the integration of refugees and hosts in Turkana West. The Refugees Act 2021 was gazetted and published in November 2021 and came into effect in February 2022, and the passage of the new Act provides more opportunities, rights, protection and solutions for refugees and asylum-seekers in Kenya, in alignment to global commitments such as the Global Compact on Refugees, the Sustainable Development Goals amongst others, and complements the objectives of the Roadmap for Solutions developed by the Government of Kenya and UNHCR. In April 2022, the Government announced its intention to transition camps to integrated settlements under a plan to be developed, named the Shirika Plan (formerly Marshal Plan). Drafting of the Plan, as well as development of modalities for implementation, are currently in the very early stages of development. The Plan envisions 'that refugee camps will be transformed into urban settlements to fully integrate them into the local administrative structures', which should result in increased service provision, investment and quality of life of refugee and host community members.

The establishment of the Kakuma Municipality in a refugee hosting area in 2023 has been complementary to the above mentioned processes, and is a major milestone in the history of Kenya, and indeed of global relevance. The Municipality provides an incredible opportunity for enhanced governance and service provision to communities, in the sectors of water management, healthcare, education, and others. However, There remain significant gaps in attaining a local area-based approach in addressing the priority humanitarian and development

issues that arise from the co-existence of refugees and host communities in traditional underdeveloped parts of Kenya, such as in Turkana County, let alone in a newly conferred municipality. Kakuma Municipality will pilot upcoming programmes to enhance the integration of refugees with host communities, within hopefully supportive national urban and refugee management frameworks which will follow. Yet, setting up municipalities in such unique contexts will have its complexities, requiring innovations and paradigm shifts in institutional and refugee response management. For instance, the municipality will require the preparation of an Integrated Sustainable Urban Development Plan, for which this strategy also aims to inform.

UN-Habitat believes that when transitioning into implementation and scaling up regeneration efforts in the future, while there is no 'one-size-fits-all' approach to renewal, the focus should be kept on identifying low-hanging fruit and joint opportunities where a variety of strategies could be simultaneously implemented. The benefit of this would be that strategies could enhance the effectiveness and impact of one another, to build interconnected, vibrant neighbourhoods. Additionally, strong institutions and well-enforced financing systems are essential prerequisites to regeneration efforts, and when handled well, public-private regeneration programs and investments can be very successful and an efficient use of resources, and will help to lead the intended transformation of refugee camps into self-sufficient and integrated settlements of the future.

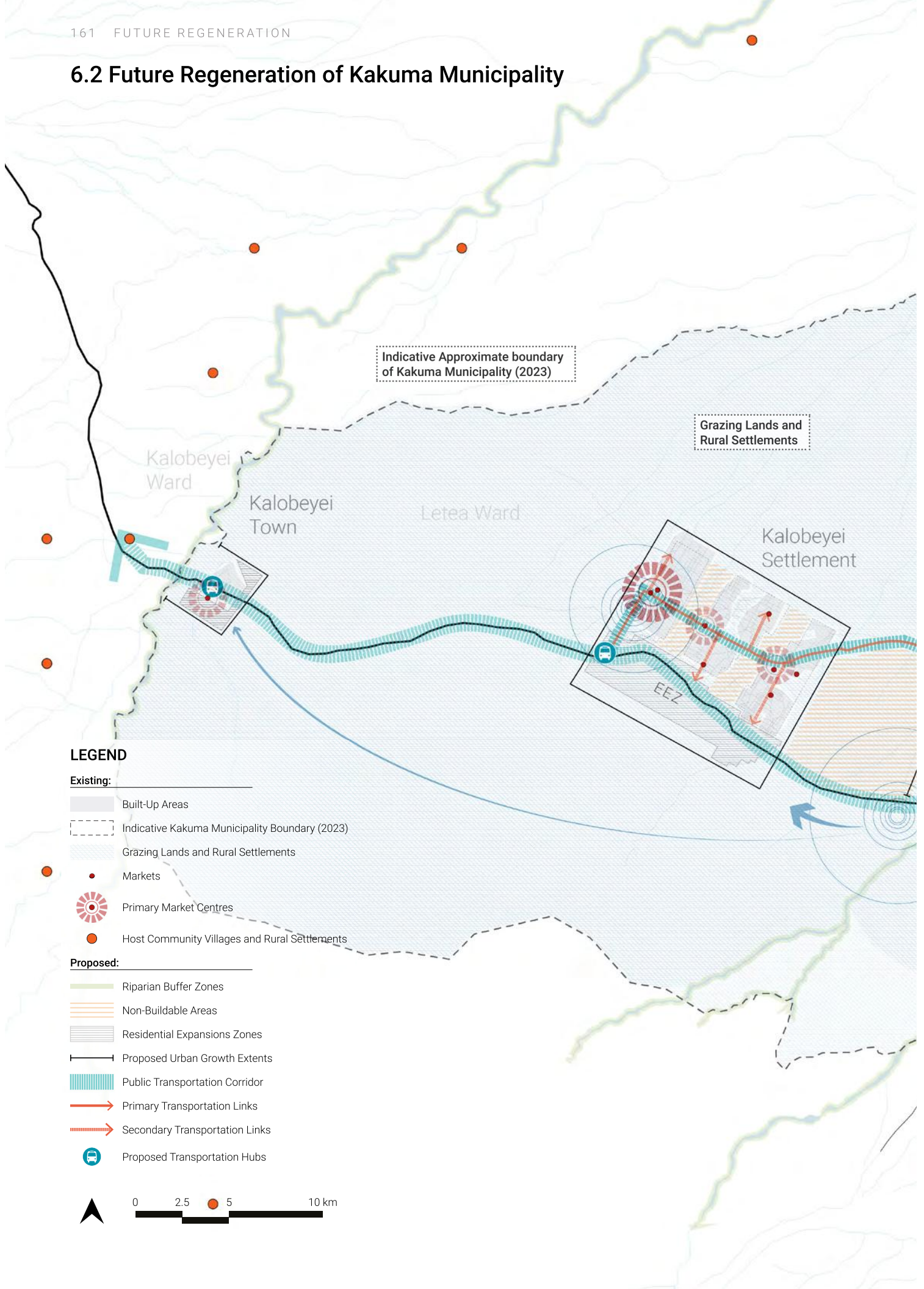


Fig. 71: Regeneration Strategy Validation Workshop Results (UN-Habitat, 2023)



Fig. 72: Regeneration Strategy Validation Workshop Participants (UN-Habitat, 2023)

6.2 Future Regeneration of Kakuma Municipality



Indicative Approximate boundary of Kakuma Municipality (2023)

Grazing Lands and Rural Settlements

Kalobeyei Ward

Kalobeyei Town

Letea Ward

Kalobeyei Settlement

LEGEND

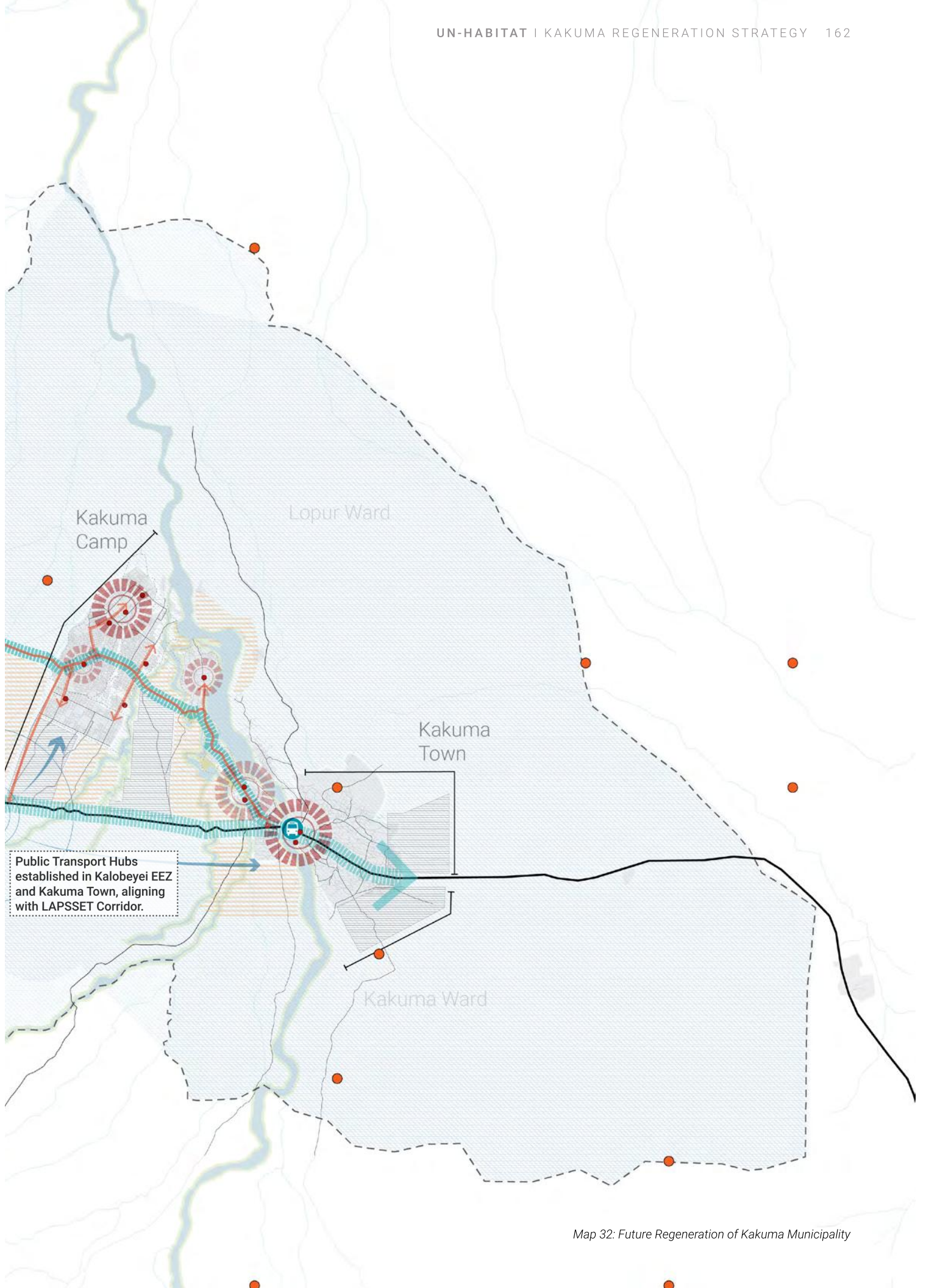
Existing:

- Built-Up Areas
- Indicative Kakuma Municipality Boundary (2023)
- Grazing Lands and Rural Settlements
- Markets
- Primary Market Centres
- Host Community Villages and Rural Settlements

Proposed:

- Riparian Buffer Zones
- Non-Buildable Areas
- Residential Expansions Zones
- Proposed Urban Growth Extents
- Public Transportation Corridor
- Primary Transportation Links
- Secondary Transportation Links
- Proposed Transportation Hubs





Map 32: Future Regeneration of Kakuma Municipality

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Appendices

Appendix 1: Master List of Strategies Considered and Assessed

No.	Vision Goal Alignment	Sector	Proposed Strategy	Action	Location	Specific to Kakuma Camp 1	Can Be Piloted in
08	Efficient Land Management and Urban Governance	Information and Communication	Improve information Management	Create Geo-database for ongoing Urban Planning Management	Digital	No	Yes
09	Efficient Land Management and Urban Governance	Information and Communication	Improve information Management	Undertake Drone Imaging for Kakuma Camp	Kakuma Camp	No	Yes
10	Efficient Land Management and Urban Governance	Housing	Planning for managed and sustainable growth	Formal identification of viable settlement expansion areas for refugee settlements	Kakuma Camp Kalobeyei Settlement	No No	Yes No
11	Efficient Land Management and Urban Governance	Housing	Planning for managed and sustainable growth	Formal identification of viable settlement expansion areas for host community settlements	Kakuma Town Kalobeyei Settlement	No No	No No
13	Efficient Land Management and Urban Governance	Housing	Planning for managed and sustainable growth	Utilisation of UN-Habitat Pilot Housing dwellings	Kalobeyei Village 2	No	No
14	Efficient Land Management and Urban Governance	Spatial Planning	Prepare Draft Neighbourhood Plan	Prepare Draft Neighbourhood Plan to demonstrate pilot strategies	Kakuma Camp 1	Yes	Yes
15	Efficient Land Management and Urban Governance	Spatial Planning	Prepare Spatial Plan for Kalobeyei Town	Prepare a Spatial Plan for Kalobeyei Town to guide future growth	Kalobeyei Town	No	No
16	Efficient Land Management and Urban Governance	Spatial Planning	Finalize and adopt Kalobeyei EEZ Plan	Finalise and adopt Kalobeyei EEZ (Economic Enterprise Zone) Plan to attract investment and stimulate economic growth	Kalobeyei EEZ Corridor	No	No
17	Efficient Land Management and Urban Governance	Spatial Planning	Facilitate establishment of Kakuma Municipality	Identify location and buildings to be used for planned Kakuma Municipality premises	Kakuma-Kalobeyei	No	Maybe
01	Accessibility and Connectivity	Transportation	Improve availability and accessibility of public transport	Prepare Public Transport Strategy	Kakuma-Kalobeyei	No	Maybe
02	Accessibility and Connectivity	Transportation	Improve availability and accessibility of public transport	Identify and establish Transportation Hub	Kakuma Town	No	No
03	Accessibility and Connectivity	Transportation	Improve road connectivity	Upgrade informal road connecting Kakuma Camp to Kalobeyei Settlement	Kakuma Camp 3 to Kalobeyei Village 3	No	No
04	Accessibility and Connectivity	Transportation	Improve road connectivity	Construct bridges at key locations to improve connectivity	Kakuma Camp	No	Yes
05	Accessibility and Connectivity	Transportation	Improve road connectivity	Design road network system including road hierarchy	Kakuma-Kalobeyei	No	Maybe
06	Accessibility and Connectivity	Transportation	Improve pedestrian connectivity	Design pedestrian path network system	Kakuma Camp 1	Yes	Yes
07	Accessibility and Connectivity	Transportation	Establish Transit Hub	Provide a designated location for trucks to load, unload, and transit	Kakuma Town	No	No
38	Resilient Communities	Housing	Reduce impact of flooding by improving flood mitigation, adaptation, and resilience	Identify and resettle dwellings and infrastructure in flood vulnerable areas	Kakuma Camp 1	Yes	Yes
39	Resilient Communities	WASH	Reduce impact of flooding by improving flood resilience (flood adaptation/mitigation)	Implement drainage infrastructure at key locations that are vulnerable to flooding	Kakuma Camp 1	Yes	Yes
40	Resilient Communities	Environment	Reduce impact of flooding by improving flood mitigation, adaptation, and resilience	Plan, design and install flood mitigation infrastructure in flood vulnerable areas (e.g., gabions/ drainage channels / bank protection / detention retarding basins / dykes / terracing)	Kakuma Camp 1	Yes	Yes
41	Resilient Communities	Environment	Reduce impact of flooding by improving flood mitigation, adaptation, and resilience	Revegetate environmentally degraded riverbanks with native vegetation	Kakuma Camp 1	Yes	Yes
42	Resilient communities	WASH	Improve water security for community	Plan and construct Tarach River Dam	Kakuma Town	No	Maybe
43	Resilient communities	WASH	Improve water security for community	Plan and construct Nakwamunyen River Dam (near Kalobeyei Town)	Kalobeyei Town	No	No

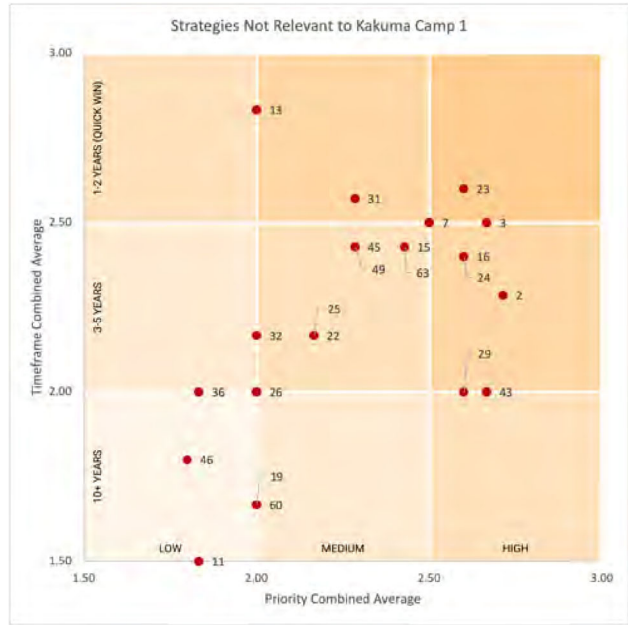
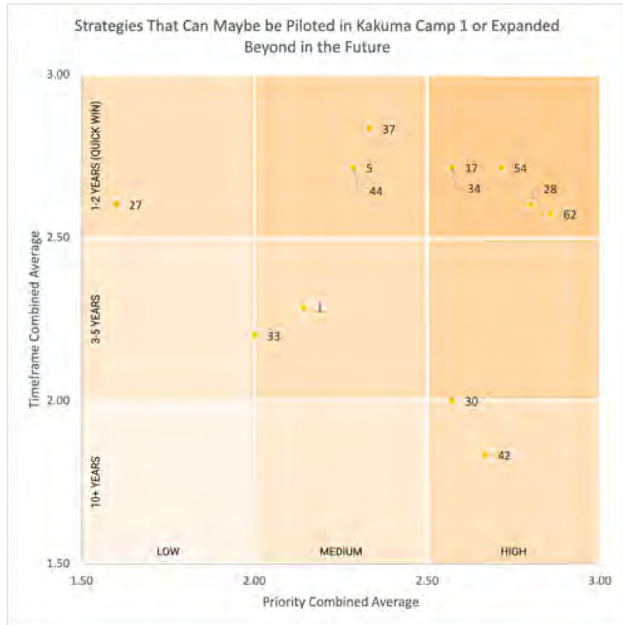
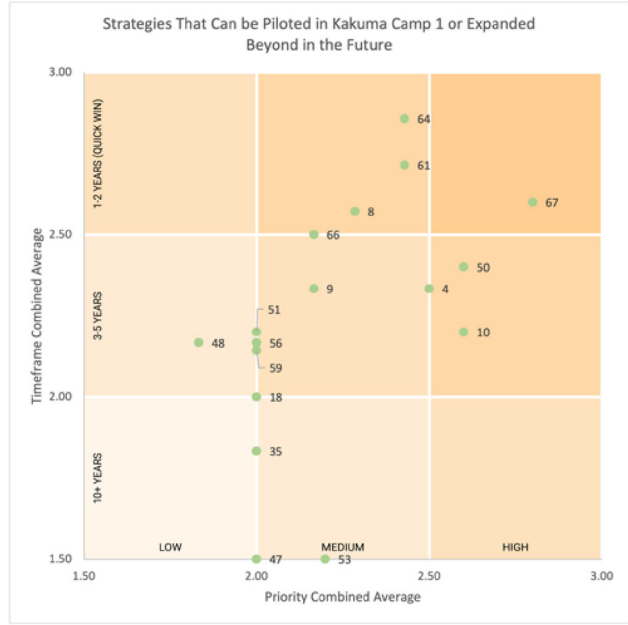
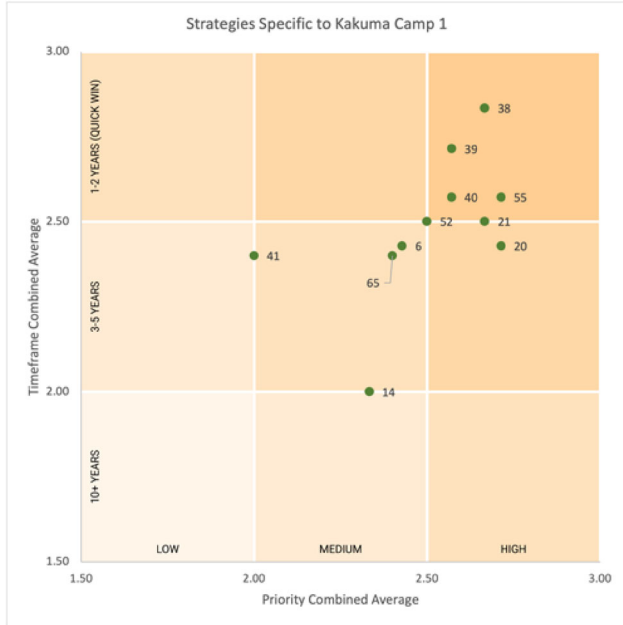
Appendix 1: Master List of Strategies Considered and Assessed (continued)

No.	Vision Goal Alignment	Sector	Proposed Strategy	Action	Location	Specific to Kakuma Camp 1	Can Be Piloted in
44	Resilient communities	WASH	Repurpose existing boreholes	Identify and repurpose existing boreholes for use by community and livestock	Kakuma Camp and Kakuma Town	No	Maybe
45	Resilient Communities	WASH	Improve emergency management and capacity	Identification and construction of Kakuma Town Fire Station	Kakuma Town	No	No
46	Resilient Communities	Agriculture	Establish agricultural expansion area	Identify additional land to be used for expansion of agricultural activities	Kalobeyei Settlement	No	Maybe
47	Resilient Communities	Public Services	Increased provision of Social Infrastructure	Identification and implementation of additional community facilities	Kakuma-Kalobeyei	No	Yes
48	Resilient Communities	Public Services	Increased provision of Social Infrastructure	Identification and implementation of additional public spaces	Kakuma-Kalobeyei	No	Yes
49	Resilient Communities	Public Services	Increased provision of Social Infrastructure	Kalobeyei Village 1 Stadium Regeneration	Kalobeyei Village 1	No	No
50	Resilient Communities	Public Services	Increased provision of Social Infrastructure	Establish additional integrated cemetery for use by both host and refugee community	Kakuma-Kalobeyei	No	Yes
51	Resilient Communities	Public Services	Improve Security	Establish additional security and police posts in areas of insecurity	Kakuma-Kalobeyei	No	Yes
67	Resilient Communities	Public Services	Increased provision of Social Infrastructure	Implementation of street lights in key locations	Kakuma-Kalobeyei	No	Yes
52	Sustainable Infrastructure	WASH	Improve Sanitation and Waste Management	Implement pilot Waste Management Strategy in Kakuma Camp 1	Kakuma Camp 1	Yes	Yes
53	Sustainable Infrastructure	WASH	Improve Sanitation and Waste Management	Plan and implement sewage network throughout Kakuma-Kalobeyei	Kakuma-Kalobeyei	No	Yes
54	Sustainable Infrastructure	WASH	Improve Sanitation and Waste Management	Construction of pit latrines in key areas of demand	Kakuma Town	No	Maybe
55	Sustainable Infrastructure	Education	Provide equal access and distribution of education facilities	Identify and provide additional education facilities in under-served areas	Kakuma Town	No	No
					Kakuma Camp 1	Yes	Yes
					Kakuma Camp 2	No	No
					Kakuma Camp 3	No	No
					Kakuma Camp 4	No	No
					Kalobeyei Village 1	No	No
					Kalobeyei Village 2	No	No
					Kalobeyei Village 3	No	No
56	Sustainable Infrastructure	Education	Provide equal access and distribution of education facilities	Upgrade over-capacity and outdated education facilities	Kakuma-Kalobeyei	No	Yes
58	Sustainable Infrastructure	Education	Provide equal access and distribution of education facilities	Education Infrastructure Upgrades	Kalobeyei Town	No	Maybe
59	Sustainable Infrastructure	Education	Provide equal access and distribution of education facilities	Provision of additional tertiary, vocational, and training centres and facilities to meet demand	Kakuma-Kalobeyei	No	Yes
60	Sustainable Infrastructure	Transportation	Kakuma Airstrip Relocation	Facilitate relocation of Kakuma Town airport	Kakuma Town	No	No
61	Sustainable Infrastructure	Information and Communication	Improve communication and internet coverage	Invest in communication infrastructure including internet coverage	Kakuma-Kalobeyei	No	Yes
62	Sustainable Infrastructure	Energy	Increase access to sustainable energy	Investment in additional mini-grids	Kakuma Town and Kakuma Camp	No	Maybe
63	Sustainable Infrastructure	Energy	Increase access to sustainable energy	Connection of Kalobeyei Village 2 to solar mini-grid electricity network	Kalobeyei Village 2	No	No
64	Sustainable Infrastructure	Energy	Increase access to sustainable energy	Support to households and businesses to access portable solar energy systems	Kakuma-Kalobeyei	No	Yes
65	Sustainable Infrastructure	Health	Provide equal access and distribution of health facilities	Identify and provide additional health facilities in under-served areas	Kakuma Town	No	No
					Kakuma Camp 1	Yes	Yes
					Kakuma Camp 2	No	No
					Kakuma Camp 3	No	No
					Kakuma Camp 4	No	No
					Kalobeyei Village 1	No	No
					Kalobeyei Village 2	No	No
					Kalobeyei Village 3	No	No
66	Sustainable Infrastructure	Health	Provide equal access and distribution of health facilities	Upgrade over-capacity and outdated health facilities	Kakuma-Kalobeyei	No	Yes

Appendix 1: Master List of Strategies Considered and Assessed (continued)

No.	Vision Goal Alignment	Sector	Proposed Strategy	Action	Location	Specific to Kakuma Camp 1	Can Be Piloted in Kakuma Camp 1
19	Entrepreneurship and Strong Economy	Industry and Trade	Establish Kakuma Town Central Business District	Identify and implement strategies to establish Kakuma Town CBD and economic hub	Kakuma Town	No	No
20	Entrepreneurship and Strong Economy	Industry and Trade	Upgrade and formalise markets in refugee settlements	Prepare market upgrade strategy for Somali Market in Kakuma Camp 1	Kakuma Camp 1	Yes	Yes
21	Entrepreneurship and Strong Economy	Industry and Trade	Upgrade and formalise markets in refugee settlements	Prepare market upgrade strategy for Ethiopia Market in Kakuma Camp 1	Kakuma Camp 1	Yes	Yes
22	Entrepreneurship and Strong Economy	Industry and Trade	Upgrade and formalise markets in refugee settlements	Prepare market upgrade strategy for Kalobeyei Village 1 Market	Kalobeyei Village 1	No	No
23	Entrepreneurship and Strong Economy	Industry and Trade	Upgrade and formalise markets in refugee settlements	Prepare market upgrade strategy for Kalobeyei Village 2 Market	Kalobeyei Village 2	No	No
24	Entrepreneurship and Strong Economy	Industry and Trade	Upgrade and formalise markets in refugee settlements	Prepare market upgrade strategy for Kalobeyei Village 3 Market	Kalobeyei Village 3	No	No
25	Entrepreneurship and Strong Economy	Industry and Trade	Provide economic opportunities for Kalobeyei Town	Establish Financial Service Provider (Bank) in Kalobeyei Town	Kalobeyei Town	No	No
26	Entrepreneurship and Strong Economy	Industry and Trade	Provide economic opportunities for Kalobeyei Town	Establish meat processing facility in Kalobeyei Town	Kalobeyei Town	No	No
27	Entrepreneurship and Strong Economy	Industry and Trade	Provide additional opportunities for youth	Establish a micro-plastic recycling facility for youth empowerment	Kakuma-Kalobeyei	No	Maybe
28	Entrepreneurship and Strong Economy	Industry and Trade	Provide additional opportunities for youth	ICT training facilities and programmes for youth	Kakuma-Kalobeyei	No	Maybe
29	Entrepreneurship and Strong Economy	Industry and Trade	Provide additional opportunities for youth	Identify, construct and establish a youth centre	Kalobeyei Village 1	No	No
30	Entrepreneurship and Strong Economy	Industry and Trade	Support growth of local industries	Prepare capital investment strategy for local industries	Kakuma-Kalobeyei	No	Maybe
31	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Identify and establish additional livestock water dams	Kalobeyei Settlement and Town	No	No
32	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Establish a livestock slaughterhouse/ abattoir in Kalobeyei Town to support pastoralist economy	Kalobeyei Town	No	No
33	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Establish an additional sale yard and cattle dip	Kakuma-Kalobeyei	No	Maybe
34	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Establish a Veterinary Hub near existing livestock routes	Kalobeyei Settlement and Town	No	Maybe
35	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Invest in businesses aligned with pastoralist economy e.g., leather and tanning	Kakuma-Kalobeyei	No	Yes
36	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Capacity building for host community to allow for diversification of pastoralist economy to shift to agro-pastoralism	Kakuma-Kalobeyei	No	No
37	Entrepreneurship and Strong Economy	Industry and Trade	Support host community pastoralist economy	Provide support services such as infrastructure and financial support and promote small stock livestock e.g., poultry farming	Kakuma-Kalobeyei	No	Maybe
						Specific to Kakuma Camp 1	Can be Piloted in Kakuma Camp 1
					Yes	11	27
					Maybe	0	15
					No	53	22
					Total	64	64

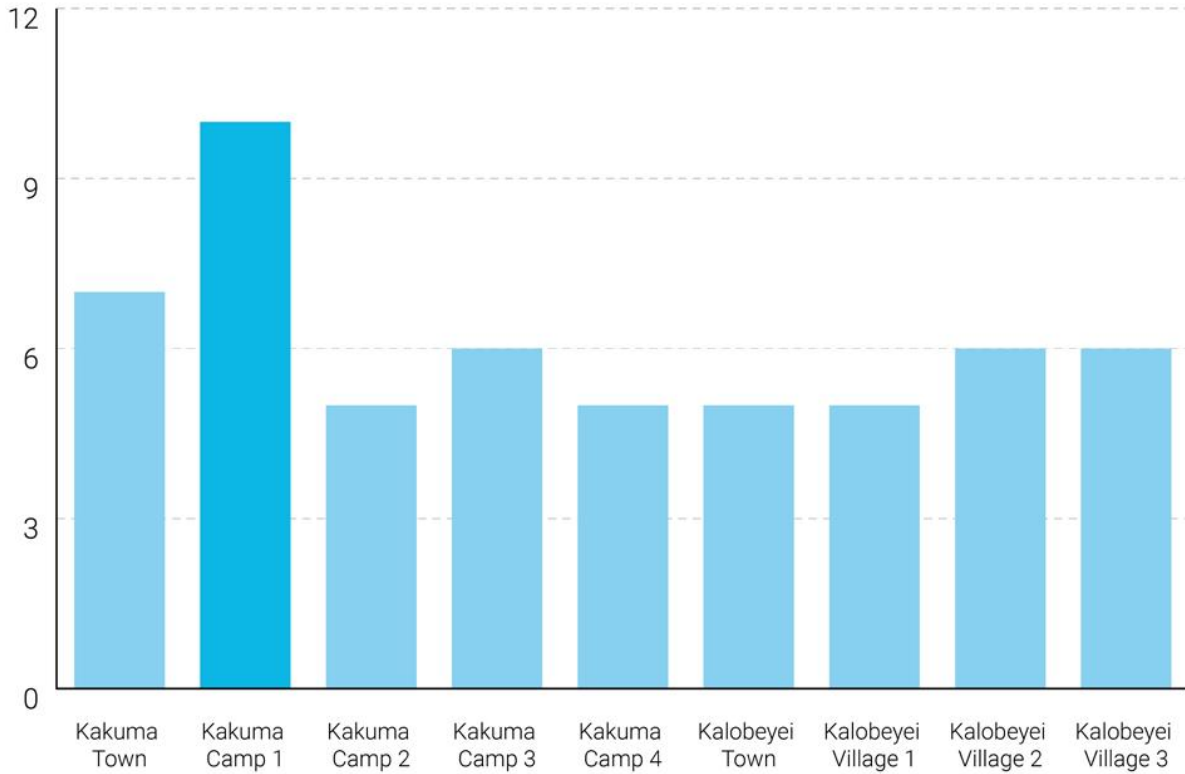
Appendix 2: Workshop Results and Analysis



Appendix 3: Workshop Results and Analysis



Appendix 4: Workshop Results: Area Prioritisation



Appendix 5: Health Facilities in Kakuma Camp 1

Category	Type	Name	Location	Beds	Staff	Notes
Health Facility	Hospital	Kakuma IRC Hospital/ Clinic 1 / Kaapoka Main Hospital / Kakuma Camp 1 Main Hospital	Near K1, Z2	30	16	Operated by IRC, Includes Maternity Ward
Health Facility	Dispensary/Clinic	Hong Kong Dispensary (Clinic 2)	K1, Z4	0	3	Operated by IRC
Health Facility	Dispensary/Clinic	Locher'angamor Dispensary (Clinic 4)	K1, Z1, B8	0	3	Operated by IRC

Appendix 6: Education Facilities in Kakuma Camp 1

Category	Name	Location	Students	Class-rooms	Teachers	Classroom to student ratio (C:S)	Teacher to student ratio (T:S)	Status
ECD	Tarach ECD/ Pre-school		858 (365M/330F)	16	8 (5M/3F)	1:54	1:107	
ECD	Gilo ECD	3.731083, 34.841444	873 (368M/369 F)	10	13 (8M/5F)	1:87	1:67	Closed
ECD	Turkwell ECD		869 (313M/309F)	13	7 (5M/2F)	1:67	1:124	
ECD	Lake Turkana ECD		797 (301M/263F)	6	5 (3M/2F)	1:133	1:159	
ECD	JRS Daycare: Centre 1 Pedro		76 (37M/39F)	3	10 (6M/4F)	1:25	1:8	
ECD	JRS Daycare: Centre 2 Agnatus		40 (14M/26F)	1	8 (7M/1F)	1:40	1:5	
Primary	Mogadishu Primary School	K1 Z1	3,040 (1,717M/1,323F)	23	41 (29M/12F)	1:132	1:74	
Primary	Malakal Primary School		2,151 (1,264M/887F)	16	28 (20M/8F)	1:134	1:77	
Primary	Bar-El-Nam Primary School		1,724 (0M/1,724F)	22	31 (23M/8F)	1:78	1:56	
Primary	Jabel Mara Primary School		1,202 (1202M/0F)	18	34 (24M/10F)	1:67	1:35	
Primary	Unity Primary School		1,539 (939M/600F)	22	37 (27M/10F)	1:70	1:42	
Primary	Shambe Primary School		1,803 (983M/820F)	16	43 (30M/13F)	1:113	1:42	
Primary	Cush Primary School		2,028 (1,190M/838F)	24	35 (31M/4F)	1:85	1:58	
Primary	Kadugli Primary School		2,030 (1,294M/736F)	20	42 (32M/10F)	1:102	1:48	
Primary	Kismayo Primary School		517	16	20			
Primary	Fashoda Refugee Camp Primary School	3.729861, 34.843194						Closed
Secondary	Kakuma Refugee Secondary School		3,421 (2,428M/993F)	24	33 (21M/14F)	1:143	1:104	
Secondary	Napata Secondary School (Deregistered)		170 (85M/85F)	3	11 (6M/5F)	1:57	1:16	Suffering from flood damage to facilities, some students absorbed within Kakuma Secondary School; Not a registered examination centre
Secondary	Bortown Secondary School	3.729989, 34.842752	201 (123M/78F)	6	15 (7M/8F)	1:33	1:13	Private School
Secondary	Starlight Secondary School	3.724917, 34.847630	1,300	21	10	1:130	1:62	Near WFP Food Distribution Centre; 10 Temporary Classrooms
Secondary	St Paul's Secondary School		169	4	14	1:42	1:12	There is an Anglican church in the compound; One stream with 169 students; 2 host community students, rest are refugee; Running 4 classes currently
Tertiary	Don Bosco Vocational College							Flood damaged and being relocated to Kakuma Town
Tertiary	Masinde Muliro University							

Appendix 7: Water Tanks in Kakuma Camp 1

No.	Type	Name	Location		Notes
			Latitude (North)	Longitude (East)	
1	Tank	KKM 1 Zone 4 Tank	3.75098	34.84155	
2	Tank	Don Bosco Tank	3.73975	34.83934	
3	Tank	JRS Tank	3.72079	34.84835	
4	Tank	Booster 5 Tank	3.71765	34.84687	
5	Tank	Booster 1 Tank	3.72798	34.84417	
6	Tank	Twin Tank-1	3.74554	34.83934	
7	Tank	Cush Tank	3.750274	34.83764	
8	Tank	TMC Tank	3.71639	34.85663	
9	Tank	Twin Tank-2	3.74541	34.83923	
10	Tank	Orthodox Tank	3.71764	34.85126	
11	Tank				KK1 ZN2 BLK15

Appendix 8: Summary of Open/Public Space and Religious Facilities in Kakuma Camp 1

Category	Name	Location	Use	Notes
Open space	Open Space 1	Open space near K1 Z1 B1	Football pitch	Adjacent to existing graveyard
Open space	Open Space 2	Field near entry K1 Z1 B7	Football pitch	Opposite WFP gate
Open space	Kakuma Camp 1 Field	Near K1 Z1 B12	Football and school events	Mogadishu area
Open space	Basketball pitch	Near K1 Z2 B14	Basketball	Negaar LWF sports centre/ UNHCR field post 1
Open space	Kakuma one field space 1	Near K1 Z2 B14	Sports (including a basketball court)	Near LWF sports centre/ UNHCR field post 1
Open Space	Don Bosco Field	Near Don Bosco	Sports and school events	Residents already relocated from this area
Open Space	Napata Grounds	3.736553, 34.835598	Not in use	No longer in use due to flooding and soil erosion
Open Space	Near Field Post 1	3.729303, 34.843138	Basketball Court	Near Clinic 4
Community - Religious	Congolese Community Church	Near K1 Z1 B12; 3.719992, 34.853264	Worship	Near Clinic 4
Community - Religious	Mosque 1	Near K1 Z2 B10	Worship	Near booster pump
Community - Religious	Holy Cross Don Bosco Church	3.738090, 34.835960	Worship	Main catholic church for all camps
Community - Religious	Church	Near K1 Z3 B3; 3.739010, 34.839271	Worship	After Hong Kong, Don Bosco junction
Community - Religious	St Mark's Parish Church	3.740596, 34.839660	Worship	Opposite Don Bosco field
Community - Religious	St Paul's Anglican Church	In K1 Z4; 3.750134, 34.838854	Worship	Next to St Paul's Secondary School



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