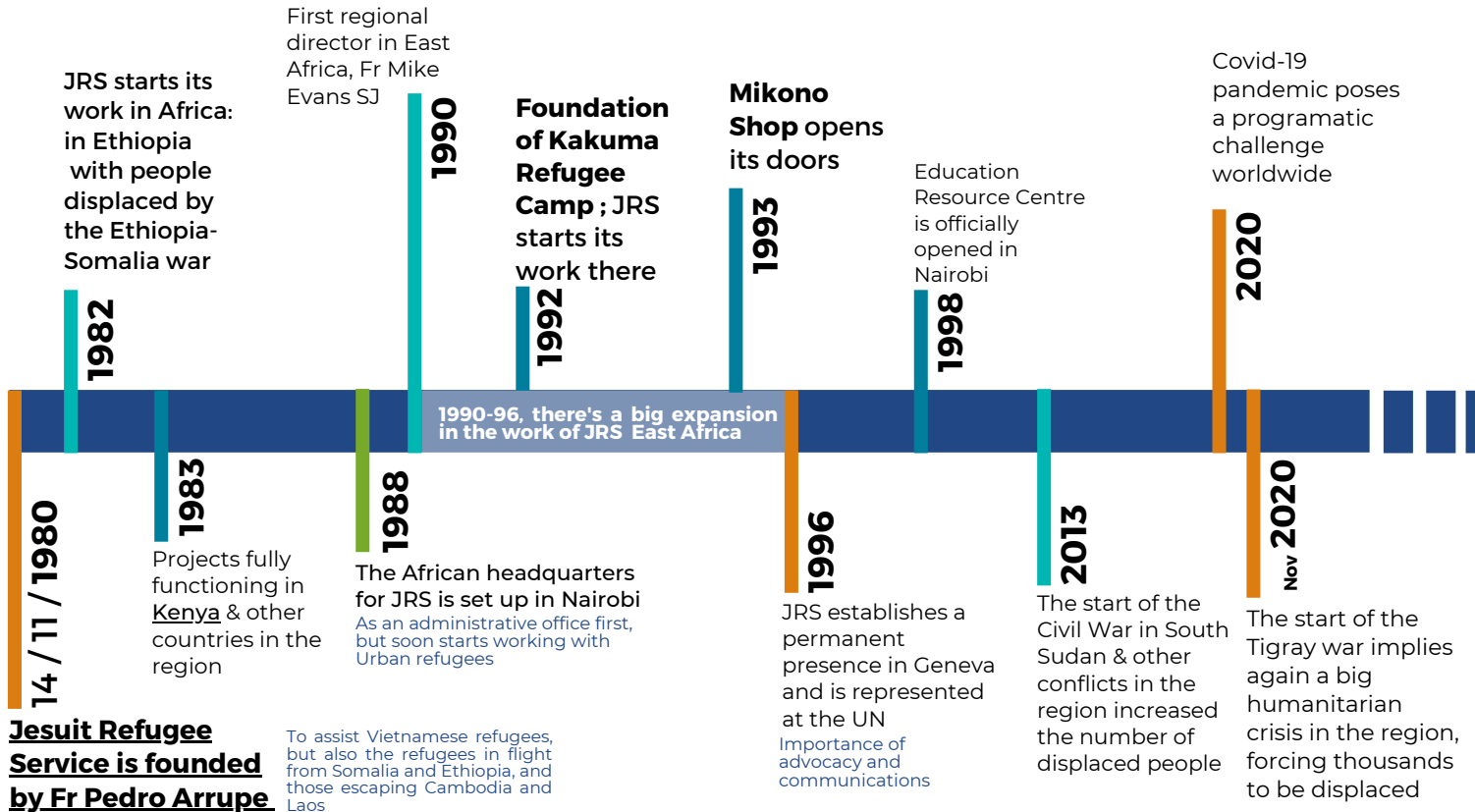




JESUIT REFUGEE SERVICE KENYA

STRATEGIC PLAN 2021-2023

WHERE WE COME FROM



INTRODUCTION

The Jesuit Refugee Service (JRS) is an international Catholic organization with a **mission to accompany, serve, and advocate** on behalf of refugees and other forcibly displaced persons, that they may heal, learn, and determine their own future.

JRS programmes are currently found in 56 countries and this work expresses the commitment of the Society of Jesus (the Jesuits) to stand with refugees around the world.

Inspired by the generous love and example of Jesus Christ, the organisation never ceases to advocate for the rights of refugees, and to articulate the obligation to protect the most vulnerable among us.



Scan this code to access the online **Mikono Refugee Craft Shop** to buy refugee-made products and buy with a purpose.

Its current global strategic framework for 2019 – 2023 has four programme priorities, namely:

1. **Reconciliation**
2. **Mental Health & Psychosocial Support**
3. **Education & Livelihoods**
4. **Advocacy**

This document presents the JRS Kenya strategy for 2021 to 2023. The strategy was guided by the JRS international and regional strategies, in consideration of past activities and experiences in Kenya, as well as the current context and needs of the refugee population.



Meet **Jean Chrysostome**, one of the refugees benefiting from JRS Kenya and how our work has had an impact on his life!
YOU'LL FIND MANY MORE TESTIMONIES ON OUR YOUTUBE CHANNEL!

Following an assessment of the JRS Kakuma project at the end of 2020, the organization held a series of discussions and consultations with staff, beneficiaries and partners, including consultative workshops with JRS Kenya staff working for the Nairobi and Kakuma projects and the Kenya Country Office and also a focus group discussion with project beneficiaries in Kakuma.

The workshops employed a participatory methodology that led to:

- A common understanding and clarity of JRS mission, vision, values and strategic goals
- Clarity on key programme areas and objectives for JRS Kenya
- Planning on enhancing organisational capacity
- A renewed energy and focus



MISSION

Inspired by the generous love and example of Jesus Christ, JRS seeks to accompany, serve and advocate the cause of refugees and other forcibly displaced people that they may heal, learn and determine their own future.

VISION

A world where refugees and other forcible displaced people attain protection, opportunities and participation.

VALUES

HOSPITALITY

JRS aspires to be hospitable in action. We walk alongside, accompany, and offer hospitality to the most vulnerable, those “at the frontiers of humanity”, giving priority to situations of great need, in places where a more universal good may be achieved, and to needs to which others are not attending.

SOLIDARITY

JRS is a work of the Society of Jesus, carrying out the Society's mission of faith and justice through humble and respectful service in solidarity with refugees from diverse cultures, nationalities and religions.

PARTICIPATION

JRS upholds the principle of subsidiarity, endeavouring to be openly accountable for its work & transparent in its decision-making. We work in partnership with other religious congregations, humanitarian organizations, and with refugees themselves, encouraging co-responsibility, discernment and participatory decision-making.

COMPASSION

The JRS mission is built on our faith in God who is present in human history, even in its most tragic moments. We are inspired by this faith and by core values that inform all the work we do.

DIGNITY

JRS believes in the intrinsic dignity of every person. We work with refugees and other displaced persons regardless of race, gender, religion or politics.

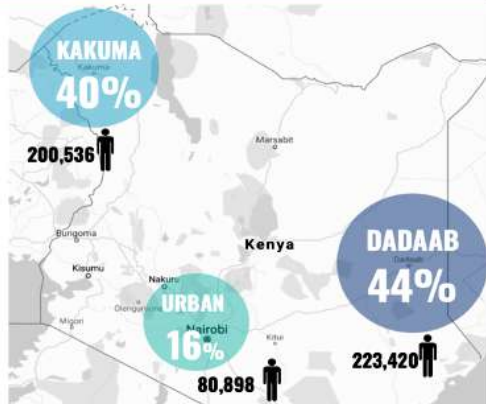
HOPE

JRS aims to give hope to refugees and other forcibly displaced persons. We provide a spiritual and practical response to their plight.

JUSTICE

JRS is committed to a justice that empowers refugees to become “people with a voice of their own”, working together with them to challenge systems that deny human rights.

WHERE WE ARE NOW



Main locations of refugees in Kenya.

508,033

registered refugees and asylum seekers

As of end of January 2021, Kenya hosted 508,033 refugees and asylum seekers according to data from UNHCR. JRS Kenya operates in Kakuma refugee camp, where 40% of this number reside, and in Nairobi, which hosts most of the 16% of refugees residing in urban areas.



Food distribution at Nairobi Compound

JRS journeys with refugees, seeing this as the most important way to express solidarity with and concern for them. JRS Kenya continues to address critical needs among the most vulnerable refugees with a listening ear, compassion and understanding.

When developing its strategy JRS makes reference to international frameworks and goals including the New York Declaration for Refugees (2016) and migrants, the comprehensive refugee response framework and the UN Sustainable Development Goals.

PROCESS OF ANALYSIS

In developing this strategic plan, JRS Kenya included the following:

- **Problem Analysis** to better understand the root causes of the current situation and generate options for improvement.
- **Stakeholder Analysis** – to determine the interests of various groups in relation to our interventions.
- **SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis** to understand the internal and external environment, establishing the current capacities and look at the external factors which will play a role in our operations.
- **PESTLE (Political, Economic, Social Technological, Legal, Environmental) Analysis** to explore the broader environment and the impact on our operations.

CHALLENGING ENVIRONMENT

- COVID-19 pandemic and resulting effects on households, the economy and funding.
- Dialogue and negotiation between Kenyan government and UNHCR on the closure of refugee camps.
- Poverty in Kakuma refugee camp and in urban informal settlements.
- Fragile nature/protracted conflicts of some countries in the region.
- Refugees with limited professional skills and the non-recognition of qualifications from countries of origin.
- Tension may sometimes exist between host communities and refugees.
- Language barriers that impact on relations with host communities as well as access to services and opportunities.

OPPORTUNITIES / STRENGTHS

- Collaboration with the refugees themselves, especially JRS's incentive staff
- Collaboration with donors and other partners.
- Working within Jesuit and Catholic Church networks to address the plight of refugees.
- Collaboration with host communities through local and county government.
- The JRS pastoral approach that reaches out to communities through reconciliation and social cohesion.
- The Pathfinder Programme approach that enables refugees to access sustainable livelihoods.
- The open-door policy: the commitment of JRS to live its values – compassion, hospitality, justice, and to restore refugees' dignity and hope.
- To become a centre of excellent offering holistic support for children with disabilities.
- The use of technology for digital learning, marketing and jobs.

JRS within this context:

JRS has been working in Kenya for over 26 years and has served refugee populations in Kakuma Refugee Camp since 1992, Kalobeyei since 2018, and Nairobi Urban contexts since 1990s.

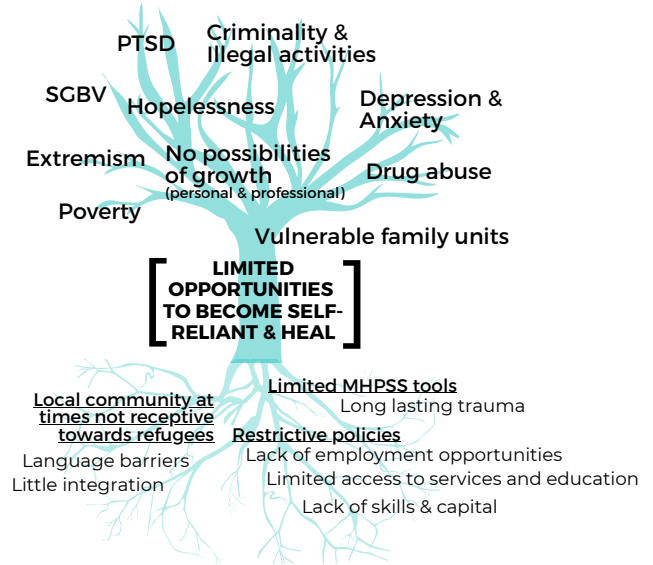
In **Kakuma** and **Kalobeyei** JRS currently implements the following programmes:

- **Education** reaching the most vulnerable (children with intellectual and developmental disabilities) through inclusive education.
- **Sustainable Livelihood** Programmes which include post-secondary training (Pathfinder Programme approach).
- **Mental Health and Psychosocial Support** Services (MHPSS).
- Management of **Protection** centres (addressing SGBV and Child Protection).

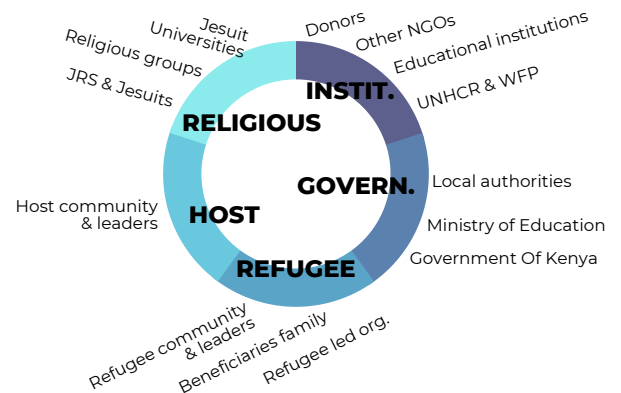
In **Nairobi**, JRS implements programmes in:

- **Livelihoods** – with a focus on vocational training, business support, agribusiness and market linkages (Mikono Refugee Craft Shop).
- **Education** sponsorship for secondary and university education including an online degree programme (Southern New Hampshire University).
- **Psychosocial support and emergency relief.**

PROBLEM TREE



STAKEHOLDER MAP



WHERE WE WANT TO BE BY 2023

PRIORITIES FOR 2021-2023

REFUGEES'
EMPOWERMENT

RECONCILIATION

ADVOCACY AND
PARTICIPATION

INSTITUTIONAL
STRENGTHENING

In addressing these four focus areas, JRS Kenya will remain committed to:

- **Inclusivity** - age, gender and diversity (AGD approach).
- **Accountability** to affected population.
- An **open-door policy**.
- Engaging the **host community**
- Promoting **refugee participation** at all levels.



© Refugee woman at the Mikono Farm

HOW WE WILL GET THERE

1 REFUGEE EMPOWERMENT

Through education and capacity building, enhancing livelihoods and providing mental health and psychosocial support and protection

GOALS

INCLUSIVE EDUCATION

To ensure the provision of quality, inclusive and holistic education to forcibly displaced and affected populations, with a focus on children with intellectual and developmental disabilities.

SUSTAINABLE LIVELIHOODS

To empower forcibly displaced persons to be more resilient and economically self-reliant through sustainable livelihoods.

MHPSS AND PROTECTION

To provide quality and holistic mental health and psychosocial support to persons of concern, and to assure protection to women, girls and children at risk.

OBJECTIVES

- Build **accountability** mechanisms with refugees and link with refugee representatives.
- Mainstream **gender** throughout the project cycle.
- Build **partnerships** and keep active dialogue with other service providers to enhance service provision, set up consortiums for funding and to avoid duplication.
- Enhance **refugees' capacities** to facilitate local integration and develop joint projects with neighbouring countries for voluntary repatriation.
- Enhance the **urban refugee programme** applying an evidence-based approach in designing and implementing holistic interventions that contribute to empower beneficiaries.



2 RECONCILIATION

Through conflict analysis,
mediation and mitigation



GOAL

COHESIVE RELATIONSHIPS

Enhanced cohesive relationships as well as psychological, social, spiritual and physical well-being of forcibly displaced persons and host community.

OBJECTIVES

- Identify the causes and current levels of tension through **conflict assessment** and how to mitigate the same.
- Build relations with **host community** structures in order to address and mitigate tensions between host and refugee communities.
- Maintain links with local authorities and with other organisations involved in **reconciliation** including religious groups.
- To keep refugees **informed** and **engaged** in order to reduce uncertainty, fears and concerns regarding the discussion on camp closure.

3 ADVOCACY

Through the participation of refugees and host community, visibility and networking

GOAL

TO ADVOCATE

To advocate for and safeguard the rights and dignity of forcibly displaced persons.

OBJECTIVES

- **Inform, consult and engage** with refugees and refugee-led organizations, for advocacy actions well-rooted in the community and guided by refugee participation, focusing on fundamental rights of refugees and forcibly displaced persons.
- **Strengthen the links** with UN agencies, partners and the Catholic Church and faith-based organizations, including Caritas agencies, Dioceses and Parishes, and Religious congregations, for common advocacy initiatives with national and local Institutions.
- Follow closely the discussion with the Government on the closure of the camps, defending the principle of *non-refoulement* and advocate for the **local integration, resettlement** and **complementary legal pathways**.
- Advocate for a united strategy to **share information and updates** on camp closure with both refugees and host community – working with UNHCR, the Kenyan government and other agencies.
- Collect, highlight and share the plight of refugees and the work that JRS does, through photos, video and testimonials (to enhance **visibility and awareness**, the work of JRS and to sensitize the society on the conditions of the displaced people and their rights).

4 INSTITUTIONAL STRENGTHENING

Through internal communications, data management, staff well-being and fundraising strategies



GOAL

STRONG ORGANIZATION

A responsive, accountable, professional and efficient organisation that cares for its staff and is able to achieve its mission.

OBJECTIVES

- Develop **clear policies** for collection and management of programme data and internal communications.
- Develop a culture of **staff well-being** with regular staff briefings and feedback sessions and efficient internal communications & implementation of HR policies.

● Set up a group for **donor contacts** and ensure to visit or engage with them on a regular basis.

● Develop a **funding strategy** at Country Office level and share the process with the projects to encourage better overall responsibility.

● Ensure **high quality service** to refugees through recruitment of appropriate personnel.

● Endeavour to be a **reactive** and **agile** Country Office capable of addressing current and future challenges including camp transition, political upheavals and environmental emergencies.

● Enhance and **consolidate relations** with UNHCR, other UN agencies and local authorities through regular meetings.

WAY FORWARD

WORDS FROM THE COUNTRY DIRECTOR

This strategic plan for JRS Kenya is the result of intense and exciting teamwork, achieved by the joint effort of all JRS staff in consultation with partners, UNHCR, stakeholders and the Refugees. The methodology that guided us in this process was an authentic participatory approach and inclusive decision-making process, which enriched this document with all the suggestions, inputs and experiences of each person involved.



We have also been guided by Ignatian discernment, aware that a strategic plan is a “tool” for **responding to the global injustice** and for addressing the root causes of the suffering of refugees and host communities. In Arrupe’s words at JRS’s founding, “God is calling us” through the refugees, and our work is to accompany them through their path toward peace, justice and reconciliation.

In the current context, characterized by major challenges including the global pandemic of Covid-19, the devastating effects of climate change, the protracted conflicts and new crises in the Region and the ongoing discussion with the Government of Kenya about the future closure of the refugee camps, **JRS must play a primary and active role.** Following our strategic plan, we will strongly advocate for the fundamental rights of refugees and

the principle of non-refoulement and we will work with refugees to facilitate concrete durable solutions: **empowerment** for local integration; **accompaniment** for voluntary repatriation; **advocacy** for resettlement and complementary legal pathways, with a special attention to the most vulnerable, including children with disabilities.

Our aspiration is that this document shall not remain a paper, or a list of good intentions, but will be a concrete and practical tool to guide our activities, programmes and interventions. We believe that JRS Kenya, inspired by our mission and values, guided by this strategy and motivated by the hopes and the resilience of the refugees and the people we serve, can make a difference, contributing to addressing the injustice and the suffering of the people in exile, and building with them a better future.

*- Angelo Pittaluga,
JRS Kenya Country Director*



Group of students in a class in Kakuma

Photo credits: Fredrik Lerneryd, Paula C Aguirregabiria



For more information
and updates, scan
this code **to access**
our website.



KENYA

Accompany · Serve · Advocate

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