

Original Article

The Influence of Strategic Planning and Marketing on Private Sector Development in a Displacement Context: A Case Study of Agriculture and Markets in Kakuma and Kalobeyei, Turkana County, Kenya

¹Ekiru Francis Anno, ²Edith Imbolokonye Ingutia, ³Samuel Etapar Ejore

¹Food and Agriculture Organization of the United Nations (FAO), Inclusive Value Chains Sub-Program, Kakuma, Kenya.

²United Nations High Commissioner for Refugees (UNHCR), Livelihood and Economic Inclusion Unit, Kakuma Sub Office, Kakuma, Kenya.

³World Food Programme (WFP), Programmes Unit, Kakuma Sub Office, Kakuma, Kenya.

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Abstract: In Kenya, there exist displacement contexts, which are areas gazetted by the government for the resettlement of refugees and asylum seekers. These areas, in order of population, are Daadab in Garissa County, established in 1992; Kakuma and Kalobeyei in Turkana County, established in 1992 and 2016, respectively; and selected Kenyan towns for urban refugees, reception, and transit centers. Displacement settings are worth managing and protecting. They are part of the local and national economies. Refugees, especially entrepreneurs' ability to do business across borders, make displacement settings part of regional and global economies. Despite socioeconomic opportunities enhanced by the refugees and counterpart host populations, such human settings require the utmost focus and support, especially from the host government, the international community, and a diversity of development partners. Considering the massive population of refugees and foreseeable influx from increasingly politically unstable countries, limited space, and living essentials, the displacement settings may fall short of the social, economic, political, and environmental humanity standards. Considering the scope of this study, which focuses on agriculture and private sector development as determinants of the economy, adequate programming and investments are required. The objectives for the study conducted in the Turkana West displacement setting, i.e., Kakuma camp and Kalobeyei Integrated Settlement, were (i) to ascertain the scope of agriculture and private sector development and opportunities; (ii) to define the agriculture and private sector industry production and market access factors; and (iii) to analyze the integrational benefits of refugees and the host population in the development of agriculture, private sector, and entrepreneurship capabilities. The study, therefore, established that refugees and counterpart host community populations deserve humanitarian and economic services important for their well-being and development. Agriculture has huge potential, and investment in factors of production will increase the creation of agricultural commodities that will help producers and entrepreneurs build enterprises, access markets, and transform the area's economy. Refugee and host population integration is an enabler of peaceful coexistence, joint production, partnerships, and business mergers, and an avenue for resource mobilization to competitively access potential markets. The study identifies the Turkana CIDP and KISEDIP frameworks as pillars for refugee and host populations' socio-economic transformation, which depict agriculture, the private sector, and entrepreneurship components as crucial for the area's economy.

Keywords: Agriculture, Displacement setting, Host community, Integration, Private sector, Refugees, and Self-reliance.

I. INTRODUCTION

Globally, the agriculture industry is gaining popularity and is indeed the economic mainstay of many countries and regions due to its critical role in food security, commerce, and foreign exchange. In the developing world, agriculture remains a major output of the traditional economy when the market is not a driving factor of production. The increasing food insecurity in Africa, especially during this era of climate change coupled with population outbursts and human displacements, has maintained a rise in food consumption outlets, nutritional demands, and demand for vibrant markets. The importance of food as a basic human need cannot be overemphasized, and the urge to interconnect economies (micro and macro) fortifies the importance of having production value addition points and points of ultimate (finished) products. In each and every stage of production, whether upward or downward within the cycle, marketing and private sector engagements are indispensable.

In regard to the severity of food scarcity in Turkana and many other drylands areas of Kenya, the hasty growth of small-scale economies is identified as one of the noble solutions to turn around the persistent food, income, and nutrition insecurity



trends. The displacement setting depends highly on small-scale agricultural and alternative livelihoods to sustain household and community well-being. Joint entrepreneurship projects, especially in the displacement setting, have resulted in business initiatives and business organizations that not only create jobs and provide sector growth but also empower communities through the improvement of knowledge, skills, and attitudes on matters of their economy and development.

Food and income aspects of food security can be achieved if agriculture and industry are run entrepreneurially using production and marketing strategies that are market-tailored. Producers in many parts of the world have remained poor for centuries because access to markets and sustaining those markets are not habits! Linkages with the private sector, limited business partnerships and mergers, and a lack of capital to upscale production and market access capabilities hinder their growth due to competitive and comparative advantages below thresholds. Successful implementation of strategic business decisions requires multifaceted approaches and techniques that are unique, efficient, and effective and are able to drive the business agenda toward profitability and sustainability. Constantly capturing indicators barring the successful execution of proposed business strategies in displacement settings will integrate the role of research in human settlement and services.

The world today is highly and rapidly globalizing, whereby technological advancements are driving action research processes fundamental to helping production systems and business entities build deeper, more meaningful, and lasting solutions to the needs and demands of the market. Agriculture and industry sectors are highly modernizing, and mechanization of production and automation of trade processes should be well calculated as investments for efficiency, precision, convenience, enhancement of economies of scale, and investment appraisal systems. Strategy being a pattern in a stream of decisions makes strategic planning and marketing capable of defining and improving the value of production with a market capitalization as the end result. This will consider brand propositions, competition, risk and uncertainty management, and upscale based on good practices.

If planning and marketing are not well done, there will be endless checklist to-dos that will not be completed despite huge investments injected for their realization. The challenges that are foreseeable in strategy implementation can be limited through the building of strong strategic implementation networks for the attainment of optimum investment results. In promoting agricultural investments using small-scale farming and food security strategies in dry lands, the outcome challenge has been "having small-scale holders who understand the economics of their production, which are market-oriented, lucrative, and sustainable." Options for most African agriculture and industries depend on relief assistance. This is unnecessary, especially in scenarios where factors of production are locally available and actors could engage with communities and governments to solve the problems of food and income insecurity. Despite material and labor-intensive investments incurred in the process of production and marketing of products, producers and traders realize fewer proceeds than necessary to spur private sector growth.

II. LITERATURE REVIEW

A) *Strategic Perspectives of Private Sector Development*

Strategic planning and marketing, as per the study by Tarifi (2021) on theoretical aspects of strategic planning and firm performance and the study by Tapera (2014) on strategic management of business entities, are key pillars in entrepreneurial private sector development. Structural Conduct Performance (SCP), Resource Based View (RBV), and Dynamics Capabilities (DC), according to Lunden and Utberg's (2017) assertions on comparative values in establishing and implementing businesses, are paradigm views that emanate from performance differences based on competition and product differentiation, which help heighten the firm's ability to find or create and exploit market imperfections and manage business risks. The scramble for market share and business performance is fundamentally driven by the degree of competition in the marketplaces in which the firm chooses to operate. This assertion is justified in Rizescu and Tileaga's (2016) study on continuous organizational change and by de Oliveira and Proenca's (2019) study on the formulation and implementation of business performance measurement systems, further depicting the function of the structural characteristics of marketplaces.

It is found in Shrutika's (2018) study about financial management and forecasting using business intelligence and Enkel and Mezger's (2013) study about limitation processes in business modeling that superior business performance is achieved by investing in markets that are low in competitive rivalry and that positional market advantages can be sustained through the creation and exploitation of market imperfections that limit competition. It is also argued in the Metallo et al. (2018) study about understanding business models in the Internet of Things industry and by Appelbaum et al. (2017) about factors that impact the success of an organizational change that once a firm has effectively deployed its resources, any resulting competitive advantage is sustained by the inability of others to substitute, contest, or imitate the firm-specific combination of resources on which the firm's strategy is based.

B) The Success of Corporates in Competitive Business Environments

Successful organizations are distinguished by well-conceived marketing strategies outlining where, when, and how the firm will compete and their ability to execute the marketing strategy decision options selected (Tapera, 2014; Enkel and Mezger, 2013). According to Taiwo et al. (2016), appropriate and effectively executed marketing strategies for organizations' visioning and missioning are required to productively guide the deployment of available resources via the firm's marketing capabilities in pursuit of desired goals. In this regard, marketing strategy, as per submissions in Forbes et al.'s (2016) study on business strategy as a contributor to organizational performance and de Oliveira and Proenca's (2019) help in the identification of key resources and their deployment in markets where the greatest earning potential exist.

Resources are stocks of tangible and intangible assets available to the firm, while capabilities are the processes by which the firm acquires new resources and transforms available resources into realized marketplace value offerings (Taiwo et al., 2016). It is also presented by Abdelkafi et al. (2013) on the role of business model innovations and patterns that a firm's capabilities develop when individuals and groups within the organization apply their knowledge and skills to acquire, combine, and transform available resources in ways that contribute to achieving the firm's strategic goals. These capabilities, as per the findings of Parker et al. (2016) on platform ecosystems and how business developers invert their corporations, result in new organizational inventions to implement new strategies to reflect changing market conditions. According to Forbes et al. (2016), modifying the resources available to the firm and/or combining and transforming available resources in new and different ways strengthens the corporate intent and direction of the business entities.

C) Role of Marketing Strategy in Private Sector Development

The literature further on private sector development by Gimpel et al. (2018) on structuring business digital transformation and Baldegger and Gast (2016) on the emergence of leadership in new business ventures suggests two distinct but related aspects to marketing strategy content, which include marketing strategy decisions (creation or formulation) and marketing strategy decision implementation (execution). In this regard, according to Kane et al.'s (2015) study, strategy, not technology, drives digital transformation and compels marketing strategy decision-makers to select the available resources the firm should deploy, where to deploy them and signal priorities in terms of achieving the various goals. These marketing strategies, as per the arguments in Abdelkafi et al.'s (2013) and Papulova's (2014) studies on vision and mission development for enterprises, show that business strategies can be either formal, top-down, emergent, or improvisational. A firm's marketing strategy content, therefore, involves explicit or implicit decisions regarding goal setting, target market selection, positional advantages to be pursued, and timing (Lynden and Utberg, 2017).

Considering the state of the art and future trends in corporate business development as per insights in Xu et al. (2018) and the fact that corporate governance and management of the limitations of business modeling (Enkel and Mezger, 2013) emphasize that strategic marketing managers must make decisions about the firm's objectives and priorities, translate them into marketing-related goal criteria, and set and articulate the desired achievement levels for each goal. According to Yin et al.'s (2018) study on the evolution and production systems, business managers have to prioritize objectives that may not be in conflict with corporate networks created to guide synergies and complementarities in business programming and focused market access and competitive positioning.

D) Scanning Business Environment for Strategy Objectivity

It is presented in Arslandere and Ocal's (2016) study on business environment analysis as a strategic framework for effective management of businesses and in Kossivi et al. (2016) on business investments in human resources that since most definitions of strategy concern plans and how desired objectives are to be achieved, such goal setting is clearly important in determining subsequent marketing strategy content decisions. Indeed, as argued by Forbes et al. (2016), such goal-selection decisions may be one of the most important manifestations of strategic choice in corporate governance.

While marketing strategy researchers, practitioners, and managers have frequently drawn their decisions and actions from the dominant strategic management theories when developing their hypothesized models, there have been few attempts to integrate the insights available from each perspective to provide a clear, comprehensive, and theoretically grounded framework linking marketing with businesses' business performance (Abdelkafi et al., 2013; Metallo et al., 2018). Various social, economic, political, environmental, legal, and ethical considerations drive the programming of any business context, dictating the types of strategies to be employed or designed and the modes of implementation (de Oliveira and Proenca, 2019). Baldegger and Gast (2016) argue that in order to develop robust business opportunities in any given business environment, evaluation of business ideas and the corresponding strategy, coupled with structural and technological capabilities directing the business intently toward addressing customer pain points, can build an industry prospect that is competitive, profitable, and sustainable.

III. RESEARCH METHODOLOGY

A) Research Design and Approaches based on Study Area Context

The displacement context is an exceptional setting for human settlement. Only two refugee camps exist in Kenya: Daadab in Garissa County (the largest refugee community in Kenya) and Kakuma, including Kalobeyi Integrated Settlement, as the second-largest. Additionally, there are urban refugees, most of whom reside in Nairobi and other Kenyan towns such as Eldoret, Nakuru, Kisumu, and Mombasa, among other places of their choice. A case study research design and a mixed-methods research approach were utilized due to the usual nature of a human settlement for displaced populations and the specific services offered primarily to save lives and foster self-reliance and livelihoods. The case method was favored because it develops skills in critical analysis, judgment, decision-making, and action that the displacement settings require the most.

B) Data Collection, Analysis, and Presentation

The procedure commenced with a situational analysis, which was followed by the collection, evaluation, and organization of data on agriculture and private sector development. The obtained qualitative and quantitative data were utilized to discuss and describe the humanitarian intervention's central role in supporting agriculture, the private sector, entrepreneurship, livelihoods, self-reliance, and resilience of refugee and host communities. Based on the vast population and diversity of a setting involving displacement, agriculture producer groups and market dealers were chosen as study participants using a convenient sampling technique.

Government and civil society representatives working in agriculture, the private sector, entrepreneurship engagements, and policy support were recruited using the approach of purposive sampling. A total of 120 individuals (86 females, and 46 youth >18 years old) were recruited to participate in the study. In addition to questionnaires and study schedules administered to study participants, additional data was collected using participatory rural appraisal (PRA) methods. This involved informal interviews, visualization, and ranking and scoring techniques, each of which was reinforced by a literature review and experience. The figure below illustrates the research design and mixed methods processes used.

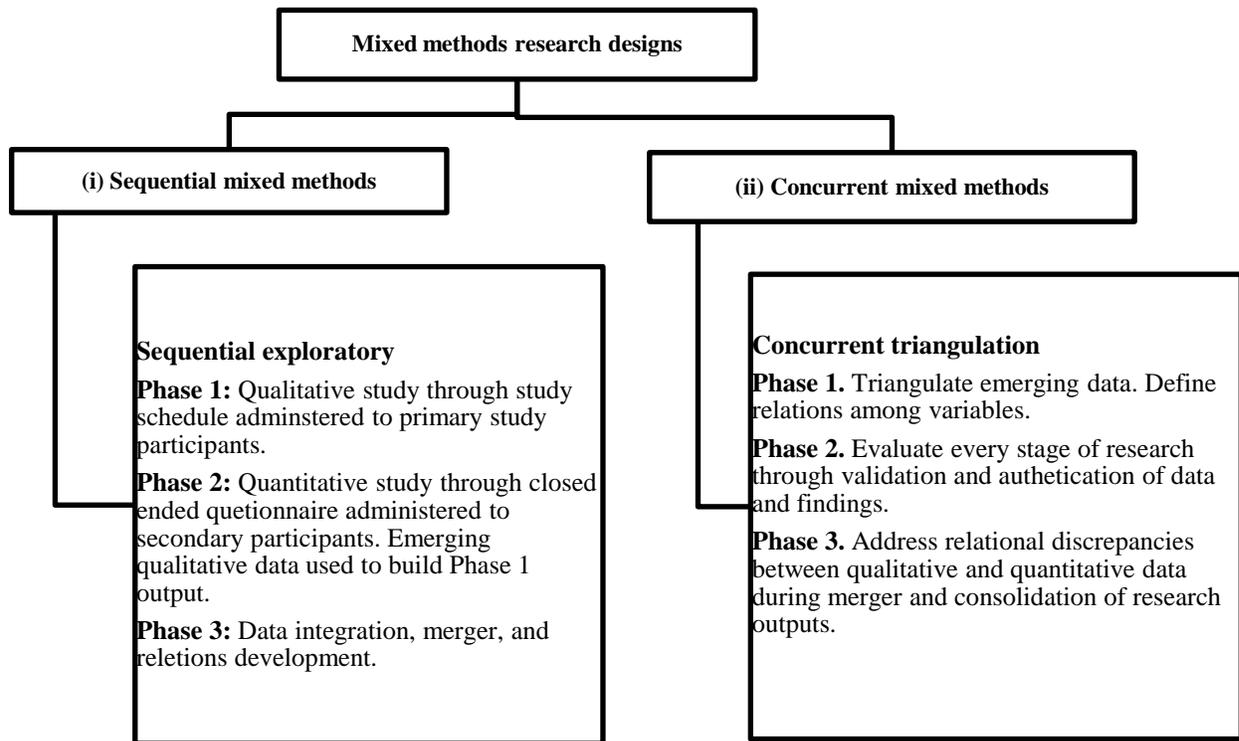


Figure 1: Mixed-methods research design and study processes used

IV. RESULTS AND DISCUSSION

A) *Displacement Areas Emergency and Development Context*

a. **Study area's demographics and socioeconomic activities**

Kakuma Camp and Kalobeyei Integrated Settlement were founded in 1992 and 2016, respectively, in Turkana County, in the Northwestern part of Kenya. The Department of Refugee Services (DRS) of the Kenyan Ministry of Interior and Coordination of National Government manages the refugee settings, while the United Nations High Commissioner for Refugees (UNHCR) coordinates humanitarian services with all humanitarian players operating in the camps and nearby host community areas integrated with the refugee setting. As of June 2023, the population of refugees in Turkana had reached about 267,000 (according to UNHCR statistics, June 2023). These figures are constantly fluctuating because of new arrivals, returnees, and those resettled elsewhere in the world. UNHCR and the Government of Kenya are supported by UN agencies, namely FAO, WFP, UN-HABITAT, UNICEF, and IOM based in Kakuma; others that do visit from Nairobi; national and local NGOs; and community-based organizations in the delivery of protection and market-oriented solutions on critical humanitarian services, entitlements, and economic development-related programs.

On March 30, 2023, Kakuma was designated as a municipality. Over 550,000 people inhabit Turkana West Sub County, 53.4% of whom are refugees living in the four sub-camps of Kakuma camp and the three villages of Kalobeyei Settlement. Municipal status confers a number of advantages that can help the socio-economic development of an area, including improved governance, more revenue, improved infrastructure, economic growth, and enhanced quality of life for people. In addition, the town of Kakuma is now home to the first-of-its-kind Huduma/Biashara Centre in Kenya, which will provide civic and business services to both Kenyans and refugees. In addition to attracting private sector investments in renewable energy, the Kakuma Kalobeyei Challenge Fund has also increased private sector investments in Kakuma. Kakuma Kalobeyei Challenge Fund (KKCF), the IFC's first refugee and host community-focused program in sub-Saharan Africa, is aimed to stimulate private sector investment and unlock the economic potential of Kenya's Turkana County refugees and their hosts. The initiatives subsidize businesses throughout the industry, thereby fostering the creation of jobs, products, and services vital to social and economic growth. Among the successful private sector efforts sponsored by the KKCF are agricultural ventures such as hydroponics horticulture production by Hydroponics Africa in Letea and Ziwani Poultry Enterprise in Kalobeyei Settlement and Kakuma Town. The majority of study participants especially from Kakuma and Kalobeyei had a strong desire for the KKCF program to develop additional funding packages and increase funds for both the program and private sector enterprises across the industry.

Since 2018, the average number of refugees in Kakuma has been rising significantly. Consequently, as more individuals are added to existing densely packed camps, access to essential services remains constricted. The social and economic contacts between refugees and hosts have contributed to the enhancement of well-being and the expansion of the local economy. Despite this, both neighborhoods continue to experience substandard living conditions. Understanding the socioeconomic features of refugees and their hosts is essential for identifying the issues that limit livelihoods and directing programming to address these obstacles. Despite the fact that refugees continue to rely on humanitarian aid, the age of the Kakuma camp and the vibrancy of the newly established Kalobeyei Integrated Settlement suggests that the majority may have a natural home. This role offers numerous chances (across all human domains) to foster sustainable goals and activities that can promote an area's economic stability. According to studies so far, the Kakuma camp has a market economy valued in the millions of dollars. Kakuma is viewed as a hub for agricultural production, livelihoods, and private sector engagements due to the vast potential of its production factors, despite the scarcity of some essential ones such as water. Integration of communities and stakeholder coordination are prime success factors for the sustainable socioeconomic development of populations in Turkana West (refugees and hosts).

b. **Agriculture and market access in Turkana's displacement setting**

The study found that Turkana County has the capacity for year-round dryland agriculture, animal production, and business endeavors. The government of Kenya and private sector partners have contributed to the reduction of food insecurity through the implementation of improved farming techniques, irrigation, pest and disease control, farmers' training and exposure, market development, drought-resistant crop varieties, and trade, as well as through emergency responses. The Food and Agriculture Organization of the United Nations (FAO) partnered with the government of Kenya to create the Katilu and Turkwell irrigation schemes in Turkana in the early 1970s, in addition to introducing improved livestock species and livestock emergency and development programs. These irrigation schemes remain potential food baskets, even to supply the displacement areas, rather than depending on supplies from outside the county. The County Government of Turkana's Integrated Development Plan (CIDP 2023–2027) highlights water development and food security as pillars of social and economic transformation. Through the KISED model, the socioeconomic development framework

for integrating refugees and host populations in Turkana West replicates county development priorities in a displacement setting. Agriculture, the private sector, and entrepreneurship are policy areas where the government, UN agencies led by UNHCR, and multiple development partners can collaborate to improve food and nutrition security as well as the expansion of economic and market-driven interventions.

Market capitalization is an idea to add value to farming and trade in Turkana and other drylands, but local brands remain secondary options due to a lack of marketing, customization, and matters of quality. Transforming society through commercialization and strengthening policies and frameworks will empower stakeholders to consider the need for sustaining production costs and maximizing profits from farming and trade. Analyzing and documenting opportunities to increase, up-scale, and sustain the productivity of farming opportunities in dry lands and improving the proximity of crop production sites to highway roads leading to major towns is key to taking full advantage of production and marketing opportunities. Increased consumption outlets, increased irrigation schemes, farmers' associations, and decentralization of government services are needed to transform the economy of drylands. Strategic thinking and planning are needed to guide stakeholders' engagements in production and marketing.

c. Agricultural and business enterprises in Kakuma and Kalobeyi

The study established that strategic planning and marketing of agriculture and the private sector and entrepreneurship opportunities in the context of displacement are new ventures fronted by the KISED model domiciled in the Turkana County Integrated Development Plan and the Comprehensive Refugee Response Framework (CRRF) Shirika Plan being made into policy by the government of Kenya. Agriculture in Kakuma and Kalobeyi settings is done at the micro and macro levels. This includes backyard gardens at households, neighborhood-owned kitchen gardens, school farms, health center agri-nutrition demonstration gardens, and large-scale field crops and shade netted horticultural farms, i.e., in Kalobeyi on 400-hectare land, in Choro Farm, and other significant farms in Kakuma camp and surrounding host community villages where market-based crop production is undertaken by refugees and host populations.

It is captured in the literature that the Kakuma camp contains more than 2000 small businesses across the industry. The diversity of the refugees has also created specialized business services, which they offer not only within the camps but also in Kakuma town and nearby host community trading centers. The camp is the hub of private sector innovations and business development. Retail shops and wholesales, boutiques, hotels, and restaurants; electronic shops and mobile banking services; handcrafts; transport (mainly Bodaboda services); cultural services; and fresh produce are among the services that refugees have done so well in. The camps are critical business points. Refugees have registered Refugee-Led Organizations (RLOs), which have formed part of the mainstream services in the Kakuma operation.

While the FAO, the County Directorates of Agriculture and Livestock Production, and affiliate organizations are supporting the establishment of agricultural enterprises (crops and livestock based), the World Food Programme (WFP) is taking a leading role in establishing and institutionalizing fresh produce and fish markets in Kakuma Camp, Kalobeyi Integrated Settlement, and Kakuma Town that are fitted with preservation equipment to maintain the quality of produce in stocks awaiting sales. These developments depict the vibrancy of the agricultural and private sector development opportunities exhibited by the displacement context in Turkana. In addition to government regulations on the delivery of agriculture and entrepreneurship interventions in Kakuma and Kalobeyi, the Kakuma operation interagency coordination forum chaired by UNHCR is creating opportunities for emergency and development partners to learn from each other and consolidate the developmental gains for refugees and host populations as required in the policy frameworks for humanitarian support and area development.

The study established that refugees are empowering host community populations by introducing them to agriculture. Outcomes of joint agricultural initiatives between refugees and the host community have made agriculture and access to markets a key contributor to integration, peaceful coexistence, and good relations between refugees themselves and the host community. The photos below show the integration of refugees and host community farmers in Kalobeyi and the resultant output of agricultural initiatives for household consumption and for the local and external markets.



Figure 2: Agriculture and Private Sector Linkages by UNHCR, FAO & WFP - Integrating refugees and host populations in Kalobeyei through KISED P model and self-Reliance project funded by EU



Figure 3: Horticulture production in the shade netted farms supported by FAO, WFP and Turkana County Department of Agriculture. KISED P project funded by the EU for refugees and host community self-reliance in Kalobeyei.

B) Market Access Factors and Programming

a. Markets and Uniqueness of Commodities Selling Propositions

The coordination of agriculture, private sector and entrepreneurship initiatives, and access to commodity and service markets is done collaboratively by FAO, WFP, and UNHCR and the county departments of agriculture, trade, and cooperatives as per the prescribed coordination structure for KISED P components 6 and 8. The most fascinating aspect of the private sector and entrepreneurship development is the commitment of the agencies involved to deliver an agenda to motivate enterprise development and market access within and outside the county. In the context of Kakuma and Kalobeyei, the study found that to properly define market share, businesses should do the best they can to make potential

clients aware of the current commodity markets on offer (Know Your Client), participate actively through propositions to create the products, support the creation of desire for those products, and let other customers know about them. However, there remains an urgent need for a regulatory framework that gives refugees an equal chance to access markets in the country and the ability to set up businesses anywhere they find matching demand.

The displacement setting hasn't yet recovered fully from the impact of COVID-19. Despite a positive progression in business enterprises, supply- and demand-wise restoration is viewed by the majority of the study respondents as heavily dependent on recovery programs that target not only the restoration of household economies but also the stabilization of the capital bases of businesses and entrepreneurs. The study also presents that capitalization of markets in the displacement setting requires unique selling propositions (USP) for products across the industry, as the best-selling business is the one that strategically places itself in the shoes of its customers, continuously researches what may motivate the behavior of the potential customers in the area towards buying and buying decisions, and uncovers in advance the reasons associated with imbalanced supply and demand. While capital resources, factors of production, and regulatory frameworks are important, marketing strategies for private sector development can benefit local entrepreneurs if the playing field and regulations can serve refugees and Kenyans equally.

b. Commodity marketing, Pricing, Distribution, and business partnerships

While the local trade seems fulfilling for the majority of the populations in Kakuma and Kalobeyei, comparing the products created locally by refugees, i.e., handicrafts and specialized services for consultations, limited opportunities to trade outside the county and the country have a direct effect on the levels of production and sustainability of the business investments. Limited capital to upscale production and compete in potential markets hinders the scale and outcomes of marketing and advertising, which turns out to be an expensive affair. The inability to market and trade local products externally is believed by the majority of study respondents to further destabilize the pricing of local products and secure space for them in the market. Such inabilities also affect the output of the integrated campaigns to generate leads that positively influence sales, brands, value, and the vision of local businesses and products.



Figure 5: Livestock Marketing in Kalobeyei



Figure 4: Integrating private sector players in agriculture

With improved government regulatory support, competition management, and enhanced access to markets, aligning pricing and positioning strategies with respect to seasonal dynamics and market suitability is the way to achieve season-long market capitalization in the displacement setting. The study also established that the majority of respondents were not aware of business positioning strategies arrived at using the price-value matrix, i.e., "skim" (price above the rest), "match" (price on par with the competition), "surround" (first room type as the cheapest), "undercut" (attraction of more customers), and "penetrate" (low price in the market with benefits and drawbacks).

Considering the fact that marketing ensures goods and services have to be got from either a production point or commercial agent to their end users from product development through final sale and post-purchase support, the price-value matrix becomes of the essence. This expectation depends on the appropriateness of customer relations management systems (CRM) and operations and quality management systems capable of causing dependable and sustainable customer delight and satisfaction through pricing, distribution, and the impact of business partnerships created by entrepreneurs, i.e., individuals and corporations.

V. IMPLICATIONS

The study of strategic planning and marketing of agriculture and private sector development potential is essential for the expansion of the economy in Turkana, which has been dominated for so long by traditional economic practices. Through the vitality of markets and industry, the study demonstrates that the market economy is production's driving force. The study's findings have significance for attempts to promote food, income, and nutrition security, as agriculture and the private sector provide food commodities and means of livelihood. It provides insight into the management of climate change's repercussions, such as longer droughts, insecurity, and the fragility of displacement settings. Integrational features of socioeconomic development improve human interactions, peaceful coexistence, interconnected micro and macro economies, and growing commercial prospects for refugees and entrepreneurs in the host society.

The knowledge base of the study output is empowering and transforming community attitudes toward the adoption of vital livelihood options. It can also make agribusiness and entrepreneurial enterprises market-oriented and competitive. A good understanding of the production and market economy of the displacement setting will enable local entrepreneurs to capitalize on business partnerships to create strategic business mergers aimed at addressing the challenges of business capital resources and corresponding supply to meet the demands of the target market. This research output will also serve as a basis for decisions regarding business programming and the management of market access variables and obstacles.

The research output will provide a significant contribution to the goals of the Turkana CIDP 2023–2027 and KISED P 2023–2027 development plans, which are centered on the transformation of the Turkana economy and the livelihoods of residents, including refugees. The study's output stresses the importance of effective business strategies that may combine technology to fuel the economic development sectors of Turkana. Mechanization of agriculture and precision farming are essential for economical agricultural output, the efficacy of market capitalization, and the fulfillment of market food requirements. In the context of displacement, the study will employ agriculture and private sector development as long-term food and income security solutions for the well-being of humanity. The study analyzes the risks and uncertainties facing agriculture and private sector development, and the suggested mitigation strategies would help lessen the risk and empower local producers, entrepreneurs, and governments to pragmatically support the economic pillars of displacement settings.

VI. RECOMMENDATIONS FOR APPLICATION

The study supports the necessity of addressing the humanitarian needs of refugees and the inhabitants of host communities. This is accomplished through judicious programmatic decisions and stakeholder-oriented approaches to emergency and development measures. The government, United Nations subsidiaries, and development partners should designate as their objectives the improvement of the well-being of refugees and host populations in situations of displacement. Integration, resilience, and self-sufficiency should govern the planning and implementation of humanitarian and development activities. Kakuma's market economy has previously been assessed to have potential and value in the millions of U.S. dollars based on previous studies, such as Kakuma as a Marketplace by the IFC World Bank Group (2018) and the University of Oxford's ongoing research projects for WFP on Markets and Self-Reliance.

The CIDP and KISED P frameworks identify the social and economic sectors required to expand the Kakuma economy, which may be accomplished through strategic programming and investment decisions. Agricultural and industrial production factors in Turkana West, such as rapid and productive land potential, seasonal rivers such as Tarach, and discovered groundwater aquifers, can boost agriculture and the vitality of local food markets. The damming of the Tarach River and desalination of subsurface waters are given priority as investments to boost domestic and industrial water availability. Additionally, it is suggested that the Kakuma economy, which includes resettlement areas, forge strong ties with irrigation programs in Turkana. These irrigation systems have the potential to become food baskets and market hubs. Agricultural lands in the Kakuma region, including Choro Farm in Kakuma Camp and the 400 hectares of Kalobeyei land, should be utilized by various agricultural businesses.

The markets created for various agricultural value chains must be functioning and in line with the stated business objectives. Inactive markets and agricultural facilities must be converted and made functional. To guarantee a place in local, regional, and international markets, local product brands must be promoted. To achieve this, production must correspond to market demands; quality standards and competitiveness are of crucial importance. The value addition of agricultural commodities improves consumption diversity and consumption outlets, broadens the market's size and scope, and strengthens the competitiveness of regional economies. In the context of displacement in Turkana, the CIDP and KISED P models are the present drivers of structured agriculture and private-sector development action. Despite the fact that the KISED P socioeconomic model is in its infancy, the potential demonstrated thus far substantially empowers agriculture and private sector growth. To sustain this result, the KISED P model requires sufficient resources to enable the development partners to achieve sectoral goals. More importantly, orient producers and entrepreneurs on the price-value matrix, i.e., skim, match, surround, undercut, and penetrate strategies of the setting process. It will help them maintain market functionality even during

times of market uncertainty.

Upon adoption by the Kenyan government of the CRRF Shirika Plan for Kenya, the provisions for the development of refugee and host community populations through integration and self-reliance will require the joint efforts of all stakeholders. The COVID-19 epidemic had a significant impact on enterprises founded by refugees and entrepreneurs from the host community. The government and development partners must enhance the functionality and competitiveness of such businesses through education, exposure, risk management, and capital injection. The Kakuma Kalobeyei Challenge Fund (KKCF) provides an excellent opportunity for funding local businesses. Further, incorporating refugees into the local and national economies will increase the sustainability and competitiveness of the economies in displacement contexts. The literature demonstrates that Uganda's displacement context promotes refugee integration in the country, and these lessons can impact Kenya's refugee policy and the development of places where refugees have settled.

VII. CONCLUSION

The conclusion of this study is that strategic planning and marketing should be incorporated into the socioeconomic sector's delivery portfolio. Given the limitations of humanitarian and development resources, particularly in contexts of population displacement, efficient planning and programming of economic sectors and humanitarian services can create chances to improve the well-being of communities and stimulate economic growth. Agriculture and private sector development are significant success factors for refugee and host community populations and, more crucially, for the incorporation of entrepreneurs into local and national economies. In order for government and development partners to be successful in contexts of displacement and transformation, strategies for managing change should be implemented through multidimensional approaches, including all relevant parties. The visioning and missioning of agriculture, the private sector, and entrepreneurship will develop relationships with all sectors of the economy and, as a result, generate industrial opportunities that can stimulate the market and the economy. To sustain production and private sector engagements in displacement contexts, business models should be theoretically grounded and experientially guided to improve the capabilities of linking entrepreneurs to markets and promoting inventions and innovations in an environment of peace, security, and socioeconomic stability for human settlements.

VIII. SCOPE FOR FUTURE RESEARCH

Despite the colossal gains made possible by the CIDP and KISEDIP frameworks, there are still murky areas in agriculture and the development of the private sector in displacement settings. It is strongly suggested that technology and market research studies be conducted to improve the pool of knowledge required to control risks impacting the performance of these industries and to maximize investments made. As the bulk of refugees originate from countries where agriculture and the private sector are among the primary sources of food and employment, the refugee potential in the hosting areas remains immense. As is already evident, refugees have introduced their host country peers to agriculture and a diversity of businesses. Further research is required to determine the extent to which integration and strengthening of links among the population in the Turkana West displacement context and socioeconomic transformation may be achieved. While the Kenyan government develops policy implementation guidelines for the CRRF, i.e., the Shirika Plan, a study should be performed in each component of the plan to determine how refugees and host populations might individually and collectively derive socioeconomic gains and utilize them to improve their setting.

Disclaimer

The views stated in this article are those of the authors and do not necessarily represent those of any of the entities mentioned.

Interest Conflicts

All authors declare that they have no conflicts of interest whatsoever in this publication.

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