



# Economic Inclusion Working Group (EIWG) meeting 1<sup>st</sup> Feb 2024

***Theme: "SMEs in Fragile context - their pathway  
from survival to growth"***

## ***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

IRJEMS International Research Journal of Economics  
and Management Studies

Doi: [10.56472/25835238/IRJEMS-V2I2P150](https://doi.org/10.56472/25835238/IRJEMS-V2I2P150)

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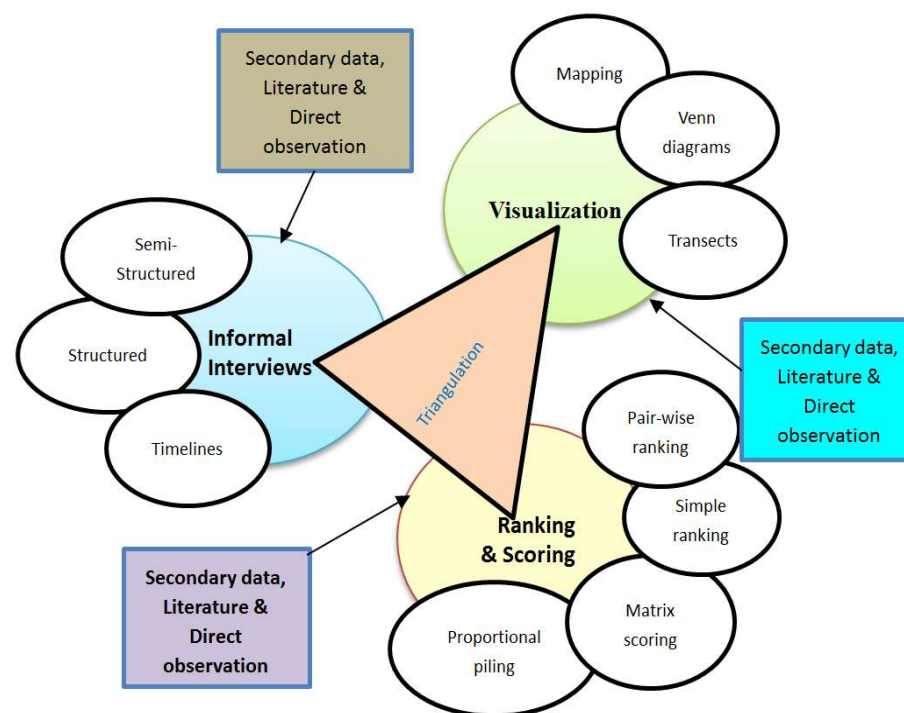
## Study objectives

- i. to ascertain the scope of agriculture and private sector development and opportunities;
- ii. to define agriculture and private sector market access factors; and
- iii. to analyze the integrational benefits for agriculture, private sector, and entrepreneurship capabilities.

## Methodology

**Design:** Case Study; **Approach:** Mixed Methods

**Sampling tech:** Purposive; **Sample sz:** 120pax [Refugees & Host] (72% female; 38% youth)



## Introduction & Literature key points

### **Economy**

Agriculture is the economic mainstay (Kenya & Nations represented in the displacement).

Displacement setting depends on small-holder agriculture and local markets

### **Agri/Food Security**

Food scarcity –  
Threat to population wellbeing

Seasonal production (Rampant failed seasons) low rainfall, persistent drought

Production output below HH and market thresholds

### **Markets**

Markets – a key source of Livelihood and capital

Market imperfections and risks to manage

Extreme competition and market entry barriers

Unequal playing field (refugees highly limited)

### **Private sector**

Business-oriented organizations

Market approach for agriculture

Limited technology powering agriculture

Uncompetitive business models and strategies

## Results

### (i) Demographics and Socioeconomic Interventions

June 2023: The Kakuma/Kalobeyei refugee population was about 293,000.  
(Numbers oscillate due to new arrivals, returnees, and resettlement)

Kakuma municipality/ Huduma Biashara centre/ KKCF/ KISEDPA & SHIRIKA Plan, National & INGOs & Government projects, RLOs, CBOs, Cooperatives, Private Sector Companies

Decentralized government services (Agriculture, Trade & Cooperatives, Social Development; Security machinery)

Wellbeing & Cohesion enhancement – Refugee & Host integration

Livelihood opportunities for refugees & host identified though not all explored

Kakuma is a potential hub for Agriculture, Livelihoods, and Private Sector Dev.  
Opportunities and diversity of skills especially for refugees

## Results cont'

### (ii) Agriculture & private sector

Turkana, year-round, agriculture (crop & livestock), diversity of businesses

Introduction of improved farming technologies & market access/linkages

Irrigation Schemes in Turkana are potential food hubs

CIDP, KISED, SHIRIKA Plan emphasize agriculture & private sector

Integration of Refugees & Host replicate government priorities in displacements

Local market dominance is weak – Much food supplies from external entrepreneurs

More than 2000 refugee businesses part of mainstream services in Kakuma

Refugee diversity (knowledge and skills) empowering the host community

Joint business initiatives for refugees & host

## Implications

- Adds to efforts - expanding Turkana Economy
- Market economy is production-driving force
- Boost food, income and nutrition security
- Management of climate change effect and fragility of the context
- Improve further human interactions
- Transformation of attitudes
- Competitive Agri enterprises
- Refugees accessing markets in and out of the county/country
- Improved innovation and access to capital
- Formulation and rollout of high-yielding business strategies
- Address production and marketing challenges
- Risk management



## Challenges

- Increasing number of refugees vs available humanitarian and economic resources
- Vulnerabilities of the host community – they need the same care
- Prolonged droughts and limited water for agriculture / industrial purposes
- Limited capital for local producers and entrepreneurs
- High production costs deplete the expected returns from agriculture and markets
- Low yields and sales limiting competitiveness, profitability, and sustainability of local business ventures
- Undeveloped product value chains
- Impact of COVID-19 on businesses and HHs
- Imbalance between market forces (supply and demand) – the high cost of living and of doing business
- Regulatory framework not yet inclusive of the refugee population needs
- Intermittent conflicts hinder the attainment of meaningful integration

## Recommendations

- Partners to continue addressing the humanitarian and socioeconomic needs of displacements
- Explore the potential of Kakuma as a marketplace (IFC-WBG, 2018)
- Put agricultural land in displacement into maximum use
- Support the functionality and competitiveness of local markets
- Damming River Tarach for a sustainable water solution in Kakuma
- Link refugees/camps with potential irrigation schemes in Turkana
- Explore agricultural value chains and secure a market for each
- Create a market beyond Kakuma for refugee-created products
- Fund the KISED model to realize the goal
- Expand KKCF business products to benefit different categories of entrepreneurs
- Support recovery of local businesses from COVID-19 impact. Not HHs only.
- Technological investments
- Market research to inform production and marketing access strategies
- Documentation of successes for evidence to upscale interventions/ for learning purposes
- Regulatory framework to include the needs of displacements
- Partners to continue building resilience and self-reliance in displacements



# THANK YOU!

