



**STRATEGIC PREPAREDNESS AND ECONOMIC DEVELOPMENT OF SOUTH SUDANESE'S DIASPORA IN  
NAIROBI COUNTY, KENYA.**

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**ABSTRACT**

*This study examined the role of strategic preparedness in fostering economic development in South Sudan, with a focus on the contributions of the South Sudanese diaspora in Nairobi County, Kenya. The research relied on descriptive research design. The total target population for the study was 85 respondents. An F-test was conducted to evaluate the model's ability to predict the dependent variable, confirming that the independent variables had a significant impact on economic development among the South Sudanese diaspora residing in Nairobi County, Kenya. The South Sudanese diaspora plays a crucial role in economic development, significantly influencing strategic planning, networking, capacity building, and resource mobilization, leading to sustainable growth and transformation. The study found strong positive effects of diaspora efforts on economic development in South Sudan. Strategic planning ( $r = 0.721$ ), capacity building ( $r = 0.755$ ), networking ( $r = 0.684$ ), and resource mobilization ( $r = 0.702$ ) were all significant. Regression results showed capacity building had the strongest impact ( $\beta = 0.336$ ,  $p = 0.003$ ). Diaspora engagement significantly influences South Sudan's economic development through strategic planning, networking, capacity building, and resource mobilization, with capacity building showing the strongest statistical effect in fostering sustainable growth. South Sudan should institutionalize diaspora partnerships through formal frameworks to support strategic initiatives. Strengthening capacity-building efforts, enhancing diaspora networks, and enabling efficient resource mobilization will maximize developmental outcomes. Clear communication channels and incentives for diaspora engagement will further boost economic performance and national transformation.*

**Key Words:** *Economic Development Strategies, Policy Engagement, Strategic Networking, Knowledge Transfer, Capacity Building, Remittances, South Sudan*

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## INTRODUCTION

Strategic preparedness refers to the proactive measures taken by a nation or organization to improve its readiness to respond to both current and future challenges. In the context of economic development, strategic preparedness is crucial for the growth, stability, and resilience of economies, especially in developing countries or post-conflict societies. South Sudan, the youngest country in the world, gained independence from Sudan in 2011. Despite its rich natural resources, especially its vast oil reserves, the country has faced significant challenges in achieving economic stability and sustainable development. From the onset of independence, South Sudan has been burdened with political instability, recurring conflicts, poor governance structures, and weak institutional frameworks. These issues have severely hampered the country's ability to leverage its natural wealth to foster meaningful and lasting economic growth. The political instability that has plagued South Sudan since its independence has been a significant impediment to development. Internal conflicts, especially the civil war that broke out in December 2013, exacerbated the situation, disrupting economic activities, displacing millions of people, and damaging infrastructure. The war not only deepened the economic crisis but also left the country with limited human capital, inadequate infrastructure, and a fragile governance framework. As a result, South Sudan's economy is heavily dependent on oil revenues, which account for more than 98% of government revenue. This over-reliance on oil exports makes the country vulnerable to fluctuations in global oil prices, which further destabilize its economy.

Strategic preparedness in South Sudan should focus on several key areas, including the establishment of clear policy frameworks, investment incentives, and the development of infrastructure. Policy interventions can incentivize the diaspora to invest in South Sudan by offering tax breaks, financial support for businesses, and programs that support entrepreneurship. Additionally, the government can

create a conducive environment for knowledge transfer and capacity building by collaborating with the diaspora on education and training initiatives, particularly in areas such as business management, technology, and governance. In conclusion, South Sudan's potential for economic development is constrained by various challenges, including political instability, poor governance, and infrastructure deficits. However, the country has untapped resources, particularly in the form of its diaspora in Nairobi, Kenya, that could significantly contribute to its economic growth. To harness this potential, South Sudan must prioritize strategic preparedness by developing policies, frameworks, and infrastructure that facilitate diaspora engagement and create an environment conducive to sustainable economic development. This study, therefore, aims to explore how South Sudan can better leverage the contributions of its diaspora to drive economic growth and transformation.

Strategic preparedness is a globally recognized framework for fostering economic resilience and sustainable development. Countries that have successfully implemented strategic preparedness measures, such as Singapore and South Korea, have demonstrated the importance of long-term planning, infrastructure investment, and human capital development (World Bank, 2020). These nations leveraged their geopolitical positioning and natural resources to build competitive economies, emphasizing innovation, technological advancement, and strong governance structures. At the international level, strategic preparedness is often linked to global initiatives such as the United Nations Sustainable Development Goals (SDGs), which advocate for inclusive economic growth, infrastructure development, and partnerships across borders (UNDP, 2019). Developed economies prioritize resilience against economic shocks through advanced financial systems, trade liberalization, and adaptive policy frameworks. The role of diaspora communities in global economic development is also significant, with remittances and investments from expatriates contributing

substantially to home-country economies (Ratha, 2021). For instance, India and the Philippines have successfully harnessed diaspora contributions through policies that encourage financial inflows and knowledge transfer. However, developing nations often struggle with strategic preparedness due to governance deficiencies, institutional weaknesses, and infrastructural gaps. The global perspective underscores the need for long-term economic planning, policy consistency, and the integration of diaspora resources to achieve sustainable development.

The African Union's Agenda 2063 provides a continental roadmap for economic transformation, emphasizing regional integration, industrialization, and human capital development (AU, 2015). A key initiative under this agenda is the African Continental Free Trade Area (AfCFTA), which seeks to enhance intra-African trade and economic cooperation (World Bank, 2021). Countries like Nigeria, Ghana, and Kenya have also engaged their diaspora communities through policies that facilitate remittances, investments, and entrepreneurship (Chikanda & Crush, 2018). For post-conflict nations like South Sudan, strategic preparedness is even more crucial. The country's economic potential remains untapped due to political instability, infrastructural deficits, and weak institutional frameworks (World Bank, 2022). The African perspective highlights the need for governance reforms, economic diversification, and diaspora engagement to foster sustainable development.

The South Sudanese diaspora in Nairobi County plays a vital yet underutilized role in the economic development of South Sudan. Many South Sudanese expatriates in Nairobi are engaged in entrepreneurship, trade, and investment, contributing to both Kenya's and South Sudan's economies (Pendleton et al., 2020). Remittances from the diaspora serve as a lifeline for many households in South Sudan, supporting education, healthcare, and small businesses (World Bank, 2021). However, the lack of a structured policy

framework in South Sudan limits the diaspora's full economic potential. Unlike Kenya, Nigeria, and Ghana—which have implemented diaspora bonds and investment incentives—South Sudan lacks strategic mechanisms to harness diaspora contributions (Nyadera et al., 2021). Studies suggest that policy interventions, such as tax incentives, financial support for diaspora-led businesses, and knowledge transfer programs, could enhance diaspora engagement (Logan, 2019). Nairobi County, as an economic hub, provides a conducive environment for South Sudanese entrepreneurs, yet there is limited formal integration of their contributions into South Sudan's national development strategy. Strengthening strategic preparedness through diaspora-focused policies, infrastructure development, and governance reforms could significantly enhance South Sudan's economic prospects (African Development Bank, 2020). The literature highlights the importance of strategic preparedness in economic development at global, regional, and local levels. While developed nations emphasize innovation and governance, African countries focus on overcoming structural challenges and leveraging diaspora contributions. For South Sudan, integrating its diaspora in Nairobi into national development strategies through policy reforms, investment incentives, and infrastructure development is crucial for sustainable economic growth.

### **Statement of the Problem**

South Sudan, despite its abundant natural resources, has faced significant challenges in achieving sustained economic development due to a combination of political instability, armed conflict, and inadequate infrastructure. In this context, the role of the South Sudanese diaspora, particularly those residing in Nairobi County, becomes crucial. The diaspora community has the potential to contribute significantly to South Sudan's economic development through remittances, investments, knowledge transfer, and capacity building. However, the extent to which the South Sudanese

diaspora in Nairobi county has been able to influence economic strategies and contribute to the country's development remains largely underexplored.

This study aims to address the gap in knowledge concerning the role of strategic preparedness, focusing on how the South Sudanese community in Nairobi County can foster economic development in South Sudan. Despite the presence of a large South Sudanese diaspora in Nairobi, there is insufficient research on how their economic activities, networks, and contributions such as remittances and expertise can be harnessed effectively for national development. Additionally, it remains unclear how the diaspora can play a more strategic role in capacity building, knowledge transfer, and the formulation of effective economic development strategies for South Sudan. This research will investigate the role of the South Sudanese diaspora in Nairobi county, assessing how their economic activities and networks impact both local and national development. It will also explore the potential for strategic preparedness to enhance the economic prospects of South Sudan through the active engagement of its diaspora.

### **Objectives of the Study**

This study examined the role of strategic preparedness in fostering economic development in South Sudan, using the South Sudanese community in Nairobi County. The following specific objectives guided the study;

- To analyze the effect of strategic planning on economic development in South Sudan.
- To assess the effect of strategic networking on economic development in South Sudan.
- To assess the role of capacity building on economic development in South Sudan.
- To examine the effect of resource mobilization on economic development in South Sudan.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Diaspora Economic theory**

The Diaspora Economics Theory, as proposed by Ratha (2011), is an economic framework that highlights the role of the diaspora communities in the development of their home countries, particularly in terms of remittances, investments, and knowledge transfer. The concept of diaspora refers to a group of people who have moved from their homeland to other countries, often for economic, political, or social reasons. These individuals and their descendants, though living outside their country of origin, maintain strong cultural, economic, and emotional ties with their homeland. Also the theory that emphasizes the significant economic role of diaspora communities in their home countries. The theory seeks to better understand and leverage the potential economic contributions of these communities, which are often underutilized or underestimated by policy-makers and governments. In 2010, African migrants collectively sent over \$40 billion in remittances to countries across the continent. However, the actual volume is believed to be much higher when considering informal and unrecorded transfers. Remittances serve as a concrete and direct link between migration and development, often playing a critical role in the economies of many African nations. For example, in Lesotho, remittances account for nearly 30% of the GDP, while in countries like Cape Verde, Senegal, and Togo, they represent more than 10%. In Egypt, remittance inflows surpass the revenue generated from the Suez Canal, and in Morocco, they exceed income from tourism.

Remittances are generally consistent over time and can even increase during economic downturns or crises in the recipient country, as migrants tend to support their families more during such periods (Mohapatra, Joseph, & Ratha, 2009). In sub-Saharan Africa, remittances have demonstrated more stability compared to foreign direct investment, private loans, or equity flows.

Nevertheless, even slight variations in remittance inflows can present macroeconomic challenges, particularly for countries heavily reliant on them.

#### **New Economics of Labor Migration (NELM) theory**

The relationship between migration, remittances, and development has long sparked debate among scholars and policymakers. Traditionally, studies either focused on the reasons behind migration or its effects, but rarely both. Influential models such as those by Todaro (1969) and Harris & Todaro (1970) analyzed migration decisions purely in economic terms, excluding the impact of remittances sent back to home regions. Similarly, much of the research examining the economic effects of remittances in migrants' home countries often overlooked the underlying causes of migration. This gap is significant because the same factors that influence why people migrate also shape the eventual economic outcomes of both migration and remittance flows in origin and destination areas.

The effects of migration and remittances can be understood as falling between two opposing theoretical extremes. On one end is the "developmentalist" perspective, derived from the New Economics of Labour Migration (NELM). This view sees migration as a family-based economic strategy to improve household income, invest in new ventures, and protect against economic uncertainty. According to this model, remittances—or even the expectation of them help alleviate financial and investment constraints, sparking local development in poor countries.

#### **Resource-Based Theory**

The Resource-Based Theory (RBT) originated with Edith Penrose in 2009, who introduced a framework focusing on how firms can manage their resources effectively, pursue diversification, and explore productive opportunities. Her work was the first to conceptualize a firm as an organized collection of resources used strategically to reach its goals and determine its behavior (Penrose, 2009). RBT began to evolve as a formal theory in

the 1980s, building on Penrose's earlier "Theory of the Growth of the Firm." In the 1990s, Jay Barney significantly contributed to RBT's development, turning it into a dominant model in the field of strategic management and planning.

RBT offers a structure for analyzing and forecasting the core elements that contribute to a firm's performance and competitive edge. It emerged partly in response to previous models that prioritized external factors, like industry structure, over internal dynamics. Unlike externally-focused models, RBT emphasizes an inward-looking approach, concentrating on internal organizational resources to explain why some firms outperform others (Kozlenkova, Samaha & Palmatier, 2014). The theory highlights how certain firm-specific resources particularly those that are difficult to replicate—can lead to sustained competitive advantage (Barney, 1991).

#### **Knowledge transfer theory**

The concept of the knowledge economy has been established for several decades and has found relevance across various sectors including the social, economic, political, industrial, military, and especially educational domains. The significance of knowledge is widely recognized. In the industrial sector, knowledge workers are vital, as knowledge based outputs have increasingly replaced traditional production elements such as labor and capital (Drucker, 1999). These knowledge outputs are primarily nurtured through higher education, where students are equipped with the necessary tools such as instructional guidance, learning environments, and academic content to become effective knowledge workers (Morley, 2001; Ding et al., 2016). Focusing on university students, this study investigates the connection between acquiring knowledge and building competencies.

In the context of knowledge management, knowledge is developed through a transformation process that begins with raw data, progresses to information, and culminates in usable knowledge. Not every piece of data or information becomes

knowledge only through a conversion process does it acquire meaningful value (Dalkir & Beaulieu, 2017). The theory of knowledge conversion underpins this process, emphasizing the dynamic interaction between explicit and tacit knowledge (Nonaka, 1994; Nonaka & Takeuchi, 1995; Nonaka et al., 2001). Successful knowledge transformation relies on a shared base of prior understanding among individuals, meaning excessive diversity in background or perspective can obstruct the process. While much research has examined knowledge conversion within or between businesses and how it affects capability and performance, there has been relatively little empirical research applying this theory in higher education. Given the relative uniformity among university students (Kahu, 2013), and the structured delivery of knowledge through curriculum and instruction, the knowledge conversion framework is applicable for analyzing how student capabilities develop through learning.

### **Empirical Review**

Wijetunge and Pushpakumari (2014) explored the relationship between strategic planning and business performance among SMEs in Sri Lanka. Utilizing structured questionnaires administered to 275 owner/managers in the Western province, the research employed both descriptive and inferential statistical analyses. Findings indicated that SMEs moderately engaged in strategic planning processes, with a positive correlation between strategic planning and business performance. The study highlighted that strategic planning contributes to the economic development of developing countries by enhancing the performance of SMEs.

Al-Balushi et al. (2021) assessed the impact of strategic planning on the performance of governmental organizations in Oman, focusing on the 2011–2015 Five-Year Plan. Surveying 207 employees across eight ministries, the study utilized Spearman's correlation analysis. Results demonstrated a significant positive relationship between strategic planning factors—such as

strategy comprehensiveness, effectiveness, and ongoing evaluation—and organizational performance. The study concluded that strategic planning enhances the efficiency and effectiveness of government organizations, thereby contributing to national economic development.

Ashourizadeh and Saeedikiya (2022) examined the effect of collaborative networking on the export performance of both immigrant and native entrepreneurs. The research utilized data from 47,200 entrepreneurs across 71 countries, analyzing how business collaborations influence export activities. The authors applied hierarchical linear modeling to understand the connections between networking behaviors and entrepreneurial outcomes. Their findings indicate that strategic networking has a positive effect on export performance, with immigrant entrepreneurs showing greater benefits. This can be attributed to their dual embeddedness in both their home and host countries, which gives them a unique advantage in fostering cross-border trade relations. The study underscores the importance of leveraging strategic business networks in a globalized economy, especially for immigrant-led enterprises. Networking enables them to access new markets, resources, and information, thus contributing significantly to the growth and internationalization of businesses. This research is a valuable contribution to understanding the dynamics of export performance across diverse entrepreneur groups.

Sadraei (2024) delved into the role of strategic networking in driving innovation and internationalization, particularly among female-led tech startups in the UK. The study used data from the 2021 Longitudinal Small Business Survey, employing orchestration theory to analyze the relationships between networking and innovations in products, processes, and markets. The study's findings reveal that strategic networking plays a crucial role in enhancing product innovation and indirectly strengthens the connection between process and market innovations on

internationalization efforts. It highlights how networking, especially in the tech startup space, provides access to necessary resources, knowledge, and partnerships that promote both innovation and international growth. Additionally, the research underscores that networking fosters collaboration among entrepreneurs, allowing them to exchange ideas and jointly develop new products or solutions. Ultimately, this study emphasizes the importance of networks in overcoming barriers to growth and international expansion, especially for female entrepreneurs in highly competitive industries like technology.

Chan (2019) focused on the effect of capacity building on the economic growth of developing countries, particularly in the context of government institutions. Chan (2019) explored the relationship between capacity-building initiatives aimed at improving administrative functions and economic performance. The research used a mixed-methods approach, incorporating both qualitative interviews with government officials and quantitative data from several developing nations. Findings suggest that countries investing in administrative capacity building, including training for public officials and strengthening institutional frameworks, experienced improved governance and economic stability. Moreover, the study indicates that these efforts led to better implementation of policies and more effective management of resources, which contributed to long-term economic development. The study concludes that enhancing institutional capacities is a prerequisite for achieving sustainable economic growth, especially in contexts where governance structures are underdeveloped. This research provides strong evidence for the importance of capacity building in shaping economic outcomes.

In their study on the impact of capacity building on entrepreneurship and innovation, Glaeser and Scheinkman (2020) focused on the role of human capital development in economic advancement. Using a longitudinal analysis of entrepreneurship programs across 50 countries, the authors found

that areas with strong educational and vocational training systems showed higher rates of innovation and business creation. The study's methodology included surveys and interviews with over 1,000 entrepreneurs in both developed and developing nations, alongside economic performance data. The results demonstrated that capacity-building initiatives in the form of education, skill training, and innovation hubs directly increased entrepreneurial activity and spurred economic growth. Additionally, these initiatives helped reduce poverty by empowering individuals with the tools needed to create sustainable businesses. This research underscores that capacity building is critical for fostering an entrepreneurial ecosystem that drives both innovation and inclusive economic development.

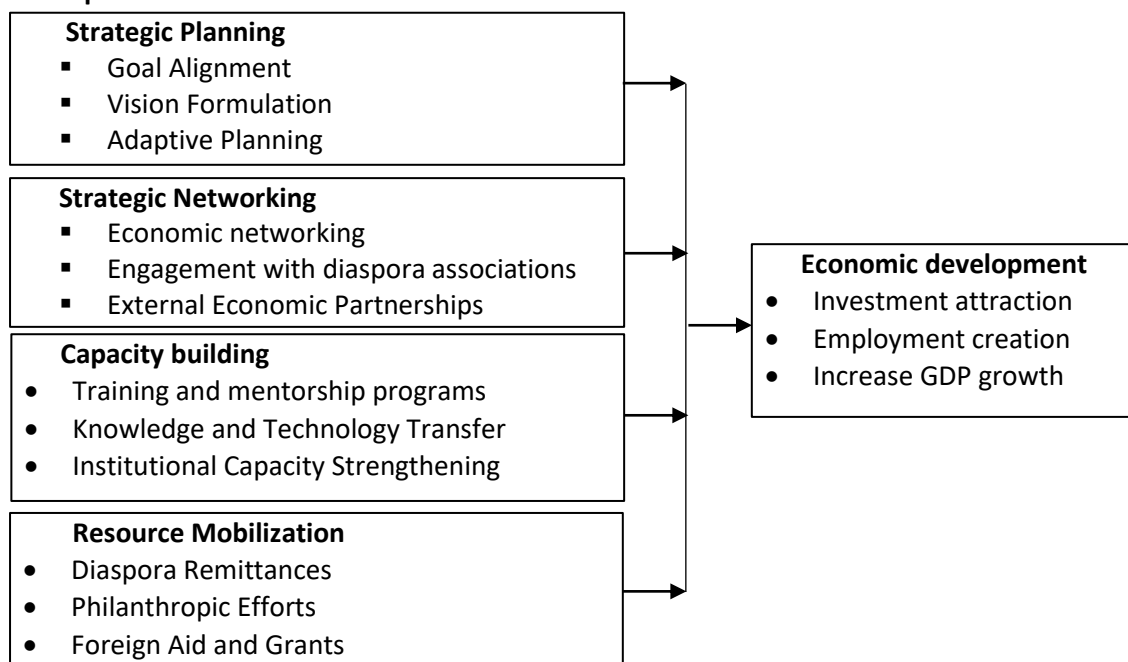
Teshome and Eshetu (2020) explores the role of resource mobilization in driving economic development in Ethiopia. Specifically, it investigates the mobilization of financial and human capital in the agricultural sector. The research used a mixed-method approach, incorporating surveys of 200 agricultural firms and interviews with key stakeholders in the Ethiopian Ministry of Agriculture. The findings indicate that successful resource mobilization, particularly in securing credit and utilizing skilled labor, leads to increased productivity and sustainable development in agriculture. By improving access to financial resources, farmers were able to invest in technology, improve productivity, and expand market access. The study concludes that enhanced resource mobilization, especially in underdeveloped agricultural sectors, is crucial for economic development. Moreover, it emphasizes the need for policies that facilitate resource allocation and improve the institutional framework for accessing resources. This research contributes to understanding how agricultural development can stimulate broader economic growth in developing countries.

Suri and Choudhury (2018) investigate how resource mobilization in the form of foreign direct

investment (FDI) affects the economic development of emerging markets. The study uses panel data from 40 developing countries over a period of 15 years and employs econometric models to assess the relationship between FDI inflows and GDP growth. The study finds that FDI significantly accelerates economic development by enhancing capital formation, technology transfer, and managerial expertise. It also highlights that countries with well-developed financial markets and favorable institutional frameworks are more

successful in mobilizing FDI. Additionally, the research indicates that resource mobilization through FDI leads to job creation, skills development, and the expansion of local industries. The authors conclude that FDI is a key tool for resource mobilization, particularly for economies with limited domestic savings and capital. This research underscores the role of global investment flows in stimulating development in emerging economies.

#### Conceptual framework



#### Independent Variables

#### Dependent Variables

Figure 1: Conceptual framework

#### METHODOLOGY

A descriptive case study design was utilized for this research, aiming to provide a detailed account of the strategic preparedness initiatives and their impact on economic development within the South Sudanese community in Nairobi County. This study focused on Nairobi County, the capital city of the Republic of Kenya, as the primary area for examining the economic impact of the South Sudanese diaspora. Nairobi is one of Africa's most dynamic cities and serves as a central hub for regional business, trade, and international diplomacy within East Africa. The target population

for this study comprised South Sudanese nationals residing in Nairobi County who were actively engaged in strategic preparedness activities and contributed to economic development. This included community leaders, business owners, members of non-governmental organizations (NGOs) focused on South Sudanese affairs, and government representatives. The total target population was estimated at approximately 500 individuals, based on community records and NGO databases. A sample size of 100 respondents was determined to be sufficient for the study, ensuring

a balance between depth of information and manageability.

This study primarily gathered data through the use of questionnaires. Semi-structured questionnaires were thoughtfully developed to address key areas relevant to the research objectives. A questionnaire serves as a research tool designed to guide the researcher in obtaining the necessary information and eliciting a range of responses from participants to help meet the study's goals. According to Debois (2016), a questionnaire is a method of data collection that typically involves asking individuals to respond to a series of written or verbal questions. The data collected was initially cleaned, organized, and coded to enable effective analysis. Both inferential and descriptive statistics were used for the analysis, which was performed using SPSS (Version 29.0). Descriptive statistics, such as frequencies, percentages, means, and standard deviations, along with inferential statistics like regression analysis and Pearson correlation, were applied in the study.

Inferential statistics were conducted through a regression model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

Y= Economic development in South Sudan.

$\beta_0$ = Constant or intercept (baseline economic development without diaspora contributions)

$\beta_1, \beta_2, \beta_3, \beta_4$  = regression coefficients (measuring impact of each variable)

X1= Strategic Planning.

X2= Strategic Networking

X3 = Capacity Building

X4= Resource Mobilization

E = Error term.

## FINDINGS AND DISCUSSION

### Response Rate

The study targeted 100 respondents from various categories, including religious leaders, traditional leaders, youth leaders, SME owners, large enterprise representatives, NGO officials, and South Sudan embassy officials. Out of the 100 questionnaires distributed, 85 were fully completed and returned, representing an 85% response rate, which is considered adequate for data analysis (Mugenda & Mugenda, 2003). The high response rate was attributed to the researcher's engagement with community leaders and prior sensitization on the importance of the study.

### Analysis of Specific Variables

#### The role of the South Sudanese diaspora strategic planning in shaping economic development strategies

Data on this variable was collected and tabulated as shown in the table below;

**Table 1: The role of the South Sudanese diaspora strategic planning in shaping economic development strategies**

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)
Diaspora-led initiatives in Kenya align with South Sudan's long-term strategic development priorities.	30	45	15	7	3
There is clear communication between the diaspora and South Sudan's institutions on shared development goals.	35	40	12	10	3
The diaspora in Kenya understands and supports South Sudan's long-term vision for economic transformation.	25	38	20	12	5
Diaspora organizations have strategic plans that allow them to adjust quickly to South Sudan's development shifts.	28	42	18	8	4

The first statement, "Diaspora-led initiatives in Kenya align with South Sudan's long-term strategic

development priorities," received strong endorsement, with 30% strongly agreeing and 45%

agreeing, resulting in a combined 75% positive response. This suggests that most respondents perceive a high level of alignment between diaspora efforts and national development goals. Only 15% were neutral, and a small 10% disagreed, indicating that the majority view the diaspora's actions as strategically consistent with South Sudan's priorities.

The second item, "There is clear communication between the diaspora and South Sudan's institutions on shared development goals," garnered 35% strong agreement and 40% agreement, yielding 75% total agreement. This indicates a generally positive perception of institutional linkages and coordination between diaspora actors and government or development bodies in South Sudan. However, 12% were neutral, and 13% disagreed, suggesting that while communication is effective overall, some gaps or inconsistencies may exist.

Regarding the third statement, "The diaspora in Kenya understands and supports South Sudan's long-term vision for economic transformation,"

support remained high, though slightly more moderate. 25% strongly agreed and 38% agreed (63% total agreement), while 20% remained neutral, and 17% disagreed or strongly disagreed. These figures may indicate that while many diaspora members are aligned with national visions, a significant number may lack sufficient access to information or engagement in formal planning processes.

The final item, "Diaspora organizations have strategic plans that allow them to adjust quickly to South Sudan's development shifts," saw 28% strongly agreeing and 42% agreeing, equaling 70% total agreement. Meanwhile, 18% were neutral and 12% disagreed. This reflects a solid belief in the diaspora's ability to adapt to evolving development needs, which is essential for sustained contribution and responsiveness to economic changes in South Sudan.

#### **Assess the strategic networking and their potential impact**

The findings on strategic networking and their potential impact were as tabulated below;

**Table 2: Assess the strategic networking and their potential impact**

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)
Diaspora-led business forums and trade events support investment in South Sudan.	40	35	10	10	5
Economic networking within the diaspora has increased financial support for projects in South Sudan.	32	38	15	10	5
Diaspora associations play a key role in organizing economic development programs for South Sudan.	25	40	20	10	5
Diaspora initiatives have attracted external funding and partnerships for South Sudan's development.	38	37	12	8	5

The first item, "Diaspora-led business forums and trade events support investment in South Sudan," showed high levels of agreement, with 40% strongly agreeing and 35% agreeing, totaling 75% positive responses. This suggests that such events are widely seen as effective platforms for attracting and directing investments toward South Sudan. Only 15% of respondents expressed neutral or negative views, indicating a strong overall belief in the networking role of diaspora trade forums.

For the second statement, "Economic networking within the diaspora has increased financial support for projects in South Sudan," 32% strongly agreed and 38% agreed, giving a combined 70% agreement. This reflects the perception that internal diaspora collaborations are generating tangible financial flows to support local development initiatives. Meanwhile, 15% remained neutral, and 15% disagreed, suggesting that while the trend is broadly positive, some stakeholders

may not have seen equal benefit or evidence of impact.

The third item, “Diaspora associations play a key role in organizing economic development programs for South Sudan,” received slightly more moderate support, with 25% strongly agreeing and 40% agreeing (65% total agreement). 20% of respondents were neutral, and 15% disagreed, indicating that while diaspora associations are recognized as important, their effectiveness or reach may be uneven across regions or sectors.

Lastly, for the statement “Diaspora initiatives have attracted external funding and partnerships for

South Sudan’s development,” a strong 75% agreed (38% SA and 37% A), confirming that diaspora-led networking is instrumental in establishing external collaborations and donor support. Only 12% were neutral and 13% disagreed, pointing to a high level of confidence in the diaspora’s role as connectors between South Sudan and international partners.

#### **Assess the role of diaspora networks in facilitating knowledge transfer and capacity building.**

The data on the diaspora network in facilitating knowledge transfer and capacity building in Nairobi County was collected and findings tabulated as shown below;

**Table 3: Assess the role of Capacity Building**

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)
Training and mentorship by the diaspora in Kenya have improved local skills and entrepreneurship in South Sudan.	45	35	10	7	3
Diaspora professionals are actively transferring knowledge and expertise to institutions or communities in South Sudan.	30	40	15	10	5
Technology sharing between the diaspora in Kenya and South Sudan has contributed to innovation and economic growth.	35	38	12	10	5
Diaspora engagement in policy advising or technical support enhances institutional effectiveness in South Sudan.	40	35	10	10	5

The first item, “Training and mentorship by the diaspora in Kenya have improved local skills and entrepreneurship in South Sudan,” received overwhelmingly positive support. A combined 80% of respondents agreed (45% strongly agreed and 35% agreed), suggesting that training and mentorship efforts are widely seen as enhancing skills and supporting entrepreneurship. Only 10% were neutral, while 10% disagreed, indicating strong general confidence in these efforts, with minimal dissent.

The second item, “Diaspora professionals are actively transferring knowledge and expertise to institutions or communities in South Sudan,” also attracted high agreement, with 30% strongly agreeing and 40% agreeing, totaling 70% approval. While 15% remained neutral, a relatively small 15% (10% disagree, 5% strongly disagree) showed skepticism, which could reflect unequal distribution or access to such knowledge-sharing initiatives.

For the third item, “Technology sharing between the diaspora in Kenya and South Sudan has contributed to innovation and economic growth,” the results showed that 35% strongly agreed and 38% agreed, giving a total of 73% positive response. This indicates that technology transfer is generally recognized as a key factor in economic innovation, although 12% were neutral, and 15% disagreed, perhaps highlighting barriers such as infrastructure gaps or limited reach of technological support.

The final statement, “Diaspora engagement in policy advising or technical support enhances institutional effectiveness in South Sudan,” had 75% positive responses (40% SA and 35% A). This high agreement rate suggests that the diaspora’s strategic contributions go beyond grassroots initiatives to include significant institutional-level impact. With only 15% dissenting or neutral, this item reinforces the perception that policy and

technical involvement from diaspora professionals is highly valued in national development efforts.

### The impact of resource mobilization on economic development

Data on this variable was collected and tabulated as shown in the table below;

**Table 4: The impact of resource mobilization on economic development**

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)
Remittances from the diaspora are used productively in South Sudan for business, education, and health initiatives.	50	30	10	7	3
Diaspora-led charitable initiatives help fill gaps in community development efforts in South Sudan.	25	35	20	15	5
Diaspora advocacy efforts help attract foreign donors and development partners to South Sudan.	30	40	15	10	5
Grants and foreign aid secured through diaspora channels are essential for sustainable development in South Sudan.	45	30	10	10	5

The first item, “Remittances from the diaspora are used productively in South Sudan for business, education, and health initiatives,” received a strong positive response, with 50% strongly agreeing and 30% agreeing. This indicates that 80% of respondents believe diaspora remittances are significantly contributing to productive sectors, underlining their critical role in household and community development in South Sudan. Only 10% remained neutral, and a mere 10% disagreed or strongly disagreed.

The second item, “Diaspora-led charitable initiatives help fill gaps in community development efforts in South Sudan,” also received majority support, with 25% strongly agreeing and 35% agreeing, totaling 60% positive agreement. However, 20% were neutral, and 20% expressed disagreement, suggesting that while philanthropic efforts are acknowledged, their visibility or consistency might vary across regions or sectors.

The third item, “Diaspora advocacy efforts help attract foreign donors and development partners to

South Sudan,” was positively affirmed by 70% of respondents (30% SA, 40% A). Only 15% were neutral, and 15% disagreed. This demonstrates the diaspora’s perceived influence in shaping international perceptions and engaging development partners, likely through lobbying, partnerships, and communication strategies.

Lastly, for the statement, “Grants and foreign aid secured through diaspora channels are essential for sustainable development in South Sudan,” the majority again responded affirmatively, with 45% strongly agreeing and 30% agreeing, yielding 75% total agreement. A smaller proportion, 10% neutral and 15% disagreeing, reflects broad consensus on the importance of diaspora-connected aid flows.

### Correlation Analysis

To examine the relationship between the independent variables and the economic development of South Sudan, a Pearson correlation analysis was conducted. The findings are summarized in the table below.

**Table 5: Pearson Correlation Matrix**

Variables	Economic Development	Shaping Strategies	Economic Activities	Knowledge Transfer	Remittances
Economic Development (DV)	1.000				
Strategic planning	0.721**	1.000			
Strategic networking	0.684**	0.612**	1.000		
Capacity building	0.755**	0.695**	0.659**	1.000	
Resource mobilization	0.702**	0.630**	0.610**	0.648**	1.000

*Correlation is significant at the 0.01 level (2-tailed).*

The correlation matrix provided indicates the relationship between Economic Development (dependent variable, DV) and four independent variables: Strategic Planning, Strategic Networking, Capacity Building, and Resource Mobilization. The values presented are correlation coefficients which represent the strength and direction of the relationship between the variables. There is a strong positive relationship between Strategic Planning and Economic Development. The correlation of 0.721 suggests that higher levels of strategic planning are associated with better economic outcomes. This indicates that effective planning, goal-setting, and alignment with long-term priorities likely play a significant role in fostering economic growth and development.

The correlation of 0.684 indicates a strong positive relationship between Strategic Networking and Economic Development. This suggests that engaging in economic networks, both within the diaspora and with international partners, has a notable impact on South Sudan's economic development. The presence of strategic partnerships and connections facilitates resource mobilization, investment attraction, and external funding, which contribute to economic progress.

The correlation value of 0.755 reveals a strong positive relationship between Capacity Building and Economic Development. This implies that initiatives aimed at improving skills, knowledge, and institutional capacity have a substantial impact on economic growth. By building human capital and strengthening institutions, the diaspora's capacity-building efforts contribute directly to South Sudan's economic transformation.

A correlation of 0.702 shows a strong positive relationship between Resource Mobilization and Economic Development. This suggests that the ability to mobilize financial resources, including remittances, foreign aid, grants, and investments, plays a critical role in advancing South Sudan's economic development. The diaspora's role in securing and channeling resources directly influences the country's ability to fund development initiatives and boost growth.

### Regression Results

#### ANOVA (Analysis of Variance)

The ANOVA test was used to determine whether the regression model significantly predicts the dependent variable.

**Table 6: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.765	4	8.691	15.762	0.000
Residual	42.170	76	0.555		
Total	76.935	80			

The F-value of 15.762 is greater than the F-critical value at  $\alpha = 0.05$ , and the significance value ( $p = 0.000$ ) is less than 0.05. This indicates that the regression model is statistically significant and explains a significant portion of the variance in economic development.

### Model Summary

The study explored the dependent variable (Performance) indicators using the independent variables in the model. The coefficient of determination (R-square) was used to identify the variance at which the independent variables explained the dependent variable in the model

**Table 7: Model summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.752	0.566	0.542	0.745

The R<sup>2</sup> value of 0.566 indicates that 56.6% of the variation in economic development is explained by the four independent variables. The Adjusted R<sup>2</sup> value of 0.542 accounts for the number of predictors in the model and confirms the model's strength.

### Regression Coefficients

The regression coefficients indicate the direction and strength of each independent variable's effect on the dependent variable.

**Table 7: Regression Coefficients**

Variable	Unstandardized Coefficients $\beta$	Std. Error	Beta	t	Sig.
(Constant)	1.024	0.432		2.370	0.020
Strategic planning	0.318	0.096	0.298	3.312	0.001
Strategic networking	0.285	0.112	0.260	2.545	0.013
Capacity building	0.336	0.108	0.321	3.111	0.003
Resource mobilization	0.291	0.102	0.284	2.853	0.006

All four independent variables significantly and positively contribute to economic development. Knowledge transfer has the highest beta coefficient (0.321), indicating it has the strongest impact among the predictors. Based on the regression coefficients provided above, the multiple linear regression model for predicting economic development (Performance) can be expressed as:

### Regression Model Equation:

Economic Development  $y = 1.024 + 0.318X_1 + 0.285X_2 + 0.336X_3 + 0.291X_4$

Table 4.16 presents the regression coefficients for the four independent variables: Strategic Planning, Strategic Networking, Capacity Building, and Resource Mobilization. These coefficients indicate both the strength and the direction of the relationship between each independent variable and Economic Development, the dependent

variable. The constant value of 1.024 represents the intercept of the regression model, which is the value of Economic Development when all independent variables (Strategic Planning, Strategic Networking, Capacity Building, and Resource Mobilization) are zero. This value is statistically significant at  $p = 0.020$  (Sig. < 0.05), indicating that it significantly contributes to the overall model.

The unstandardized coefficient for Strategic Planning is 0.318, meaning that for every one-unit increase in Strategic Planning, Economic Development increases by 0.318 units, assuming all other variables remain constant. This coefficient is statistically significant at  $p = 0.001$  (Sig. < 0.05), indicating a significant positive relationship between Strategic Planning and Economic Development. The standardized beta coefficient (Beta = 0.298) suggests that Strategic Planning has a

moderate positive impact on Economic Development relative to other variables.

The unstandardized coefficient for Strategic Networking is 0.285, meaning a one-unit increase in Strategic Networking results in a 0.285 unit increase in Economic Development. This is statistically significant at  $p = 0.013$  (Sig.  $< 0.05$ ), indicating a positive influence of networking on economic outcomes. The standardized beta coefficient (Beta = 0.260) suggests a moderate influence of Strategic Networking on Economic Development, indicating that its effect is slightly less pronounced than Strategic Planning.

The unstandardized coefficient for Capacity Building is 0.336, meaning that an increase of one unit in Capacity Building leads to a 0.336 unit increase in Economic Development. This is statistically significant at  $p = 0.003$  (Sig.  $< 0.05$ ), highlighting the strong positive relationship between capacity-building efforts and economic development. The standardized beta coefficient (Beta = 0.321) is the highest among all the independent variables, indicating that Capacity Building has the strongest influence on economic development, relative to the other factors in the model.

The unstandardized coefficient for Resource Mobilization is 0.291, meaning that a one-unit increase in Resource Mobilization leads to a 0.291 unit increase in Economic Development. This coefficient is statistically significant at  $p = 0.006$  (Sig.  $< 0.05$ ), demonstrating the important role of resource mobilization in contributing to economic growth in South Sudan. The standardized beta coefficient (Beta = 0.284) indicates a strong but slightly less pronounced influence of Resource Mobilization on economic development compared to Capacity Building and Strategic Planning.

## CONCLUSIONS AND RECOMMENDATIONS

The South Sudanese diaspora's strategic planning plays a vital role in shaping economic development strategies. With 75% of respondents acknowledging alignment between diaspora initiatives and national priorities, and a strong belief in effective

communication with South Sudan's institutions, the diaspora's efforts are crucial in advancing development goals. Regression analysis reveals that increased strategic planning leads to a measurable improvement in economic development. This highlights the importance of structured, forward-thinking planning in ensuring that diaspora contributions align with the country's long-term economic objectives, fostering a conducive environment for growth and transformation.

Strategic networking within the South Sudanese diaspora has a significant impact on the country's economic development. The findings show that 75% of respondents believe diaspora-led trade events attract investments, and 70% confirm increased financial support from diaspora networking. The regression analysis further supports the idea that stronger networks lead to economic growth, with each unit increase in networking translating to tangible improvements in development. This underscores the importance of fostering and expanding diaspora networks to attract external investments, facilitate collaborations, and secure financial resources that contribute to South Sudan's economic progress.

Diaspora networks play a crucial role in transferring knowledge and building capacity in South Sudan. With 80% of respondents agreeing that diaspora-led training and mentorship enhance skills, and 75% recognizing the impact of diaspora engagement in policy and technical support, the findings highlight the importance of knowledge exchange. The regression analysis shows that capacity building has the strongest positive effect on economic development, demonstrating that investing in skills and institutional capacity directly contributes to sustainable economic growth. Thus, continued diaspora involvement in knowledge transfer is key to strengthening South Sudan's human capital and institutional frameworks.

Resource mobilization by the South Sudanese diaspora plays a critical role in the country's economic development. With 80% of respondents affirming that remittances are used productively,

and 75% recognizing the importance of diaspora-driven foreign aid and charitable initiatives, it is clear that resource mobilization supports various sectors. Regression analysis confirms that increased resource mobilization results in economic growth. This highlights the significant role of the diaspora in securing financial resources, including remittances, foreign aid, and partnerships, all of which are essential for sustainable development. The diaspora's ability to mobilize resources is key to supporting South Sudan's economic progress

In light of the study's findings and conclusions, several recommendations are proposed to enhance the strategic preparedness and economic development of the South Sudanese diaspora in Kenya:

It is recommended that South Sudan further strengthen its collaboration with the diaspora by formalizing strategic planning frameworks that align with the country's development goals. Encouraging continuous dialogue and institutional coordination will ensure that the diaspora's initiatives are more effectively integrated into national economic strategies. Additionally, the government should actively engage diaspora leaders in policy-making processes to ensure that their insights and resources are fully harnessed to meet long-term developmental objectives. This collaboration will enhance coherence between diaspora activities and national priorities, ultimately driving more sustainable and impactful economic growth.

To maximize the potential of strategic networking, it is recommended that South Sudan invest in creating platforms that facilitate ongoing engagement between diaspora networks, local businesses, and international partners. Establishing more frequent business forums, trade events, and economic development programs can foster collaboration and attract further investment. Additionally, the government and relevant institutions should support and incentivize diaspora associations to organize these networks, enabling them to become more effective in attracting external funding and facilitating partnerships.

Strengthening these connections will increase financial support, drive investments, and improve the overall economic environment in South Sudan.

It is recommended that South Sudan prioritize capacity-building initiatives that involve the diaspora, particularly through training, mentorship, and knowledge transfer programs. To enhance the impact of these initiatives, partnerships between diaspora professionals and local institutions should be formalized and scaled. The government should offer incentives for diaspora-led technical support and policy advising, encouraging their active participation in institutional development. By establishing clear mechanisms for knowledge exchange, South Sudan can benefit from the diaspora's expertise, fostering the development of human capital and strengthening the institutional frameworks necessary for long-term economic transformation.

To further enhance the role of resource mobilization in economic development, it is recommended that South Sudan create conducive environments for remittances and foreign aid to flow into productive sectors such as education, health, and business. The government should develop policies that incentivize diaspora charitable initiatives and advocate for targeted foreign investments. Strengthening mechanisms for transparent fund allocation and ensuring that resources are channeled effectively into sustainable projects will maximize the impact of diaspora-led resource mobilization. Additionally, promoting diaspora advocacy efforts to attract development partners should be a key strategy for securing long-term funding and partnerships.

### **Suggestions for Further Research**

Future studies should explore the long-term impact of diaspora investments on South Sudan's economic recovery, particularly in sectors like agriculture, infrastructure, and technology. Research could also investigate gender disparities in diaspora contributions, assessing how women-led enterprises and remittance patterns differ from those of men. Additionally, more work is needed

on digital financial solutions (e.g., mobile money, blockchain-based remittances) to overcome banking system limitations. Another critical area is the role of diaspora networks in peacebuilding and governance, examining how skilled expatriates can support institutional reforms in post-conflict settings. Comparative studies with other fragile

states (e.g., Somalia, Liberia) could yield best practices for structured diaspora engagement policies. Finally, research should assess the effectiveness of diaspora bonds and other financial instruments in mobilizing capital for South Sudan's development.

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